

## Chapter 02: Influences on Employee Behavior

1. Downsizing is the voluntary reduction in the size of the workforce.

- a. True
- b. False

ANSWER: True

2. The motivational theories by Maslow and Alderfer are examples of cognitive theories of motivation.

- a. True
- b. False

ANSWER: False

3. In expectancy theory, the importance that an individual places upon a particular outcome is called instrumentality.

- a. True
- b. False

ANSWER: False

4. According to social learning theory, self-efficacy is defined as a person's beliefs about their ability to perform a job.

- a. True
- b. False

ANSWER: True

5. The self-fulfilling prophecy is also called the Pygmalion effect.

- a. True
- b. False

ANSWER: True

6. Groupthink means that a group is 'smarter' than the individuals in the group.

- a. True
- b. False

ANSWER: False

7. Studying motivational behavior usually focuses on what affects the group rather than the individual.

- a. True
- b. False

ANSWER: False

8. Leadership is the coercive influence used to direct and coordinate the activities of a group toward accomplishing a goal.

- a. True
- b. False

ANSWER: False

9. The behavioral intentions model is based on a combination of attitudes and perceived social pressures to behave in a given way.

- a. True
- b. False

ANSWER: True

## Chapter 02: Influences on Employee Behavior

10. According to the Wagner & Hollenbeck motivational model, five employee work outcomes should be considered when determining influences on performance and motivation.

- a. True
- b. False

ANSWER: False

11. Cohesiveness means that group members are willing to remain a part of the group.

- a. True
- b. False

ANSWER: True

12. In general need theories of motivation focus on a deficiency that energizes one's behavior.

- a. True
- b. False

ANSWER: True

13. Specific and difficult goals lead to higher performance than do vague and easy goals.

- a. True
- b. False

ANSWER: False

14. Attitudes can easily be used to explain all behaviors.

- a. True
- b. False

ANSWER: False

15. KSA stands for knowledge, skills and attitudes.

- a. True
- b. False

ANSWER: False

16. Employee behavior is a result of the interaction of external and internal forces and has a direct relationship to personal and organizational outcomes.

- a. True
- b. False

ANSWER: False

17. A major focus of most HRD interventions is to change employee behavior.

- a. True
- b. False

ANSWER: True

18. Outcomes can be either personal to the employee or organizationally focused.

- a. True

## Chapter 02: Influences on Employee Behavior

b. False

ANSWER: True

19. In equity theory employees compare themselves to their goals.

a. True

b. False

ANSWER: False

20. The employee work outcomes in the Wagner-Hollenbeck model of motivation and performance are: employee desire to perform, effort employees put forth, performance, and employee motivation.

a. True

b. False

ANSWER: False

21. External forces impacting employee behavior include all of the following except?

a. KSAs

b. Technology developments

c. Government laws

d. Economic conditions

ANSWER: a

22. All of the following factors within an organization influence employee behavior EXCEPT:

a. Supervisors

b. Co-workers

c. Global influences

d. The organizational reward structure

ANSWER: c

23. Which of the following is true of downsizing?

a. It is not very common among large companies

b. It was a trend of the 1950's but not seen often today

c. It usually causes a large jump in profits and stock price

d. It is a voluntary reduction in the overall size of the workforce

ANSWER: d

24. A personal outcome of employee behavior would include which of the following?

a. Downsizing

b. Pay and recognition

c. Teamwork

d. Productivity

ANSWER: b

25. An organizational outcome of employee behavior would include which of the following?

a. Downsizing

## Chapter 02: Influences on Employee Behavior

- b. Pay
- c. Productivity
- d. Recognition

ANSWER: c

26. In expectancy theory, the importance that an individual places upon a particular outcome is called a(n):
- a. instrumentality
  - b. valence
  - c. expectancy
  - d. extrinsic motivation

ANSWER: b

27. According to social learning theory, self-efficacy is defined as a person's beliefs:
- a. about their ability to successfully perform a particular task or activity
  - b. about their overall worth or sense of value
  - c. that performing a particular task will lead to a given outcome
  - d. that the cause of their behavior is something external to themselves

ANSWER: a

28. Which motivation theory suggests that people compare the outcomes they received to the outcomes received by others?
- a. equity theory
  - b. attribution theory
  - c. goal-setting theory
  - d. expectancy theory

ANSWER: a

29. Reinforcement theory deals mainly with which of the following?
- a. trainability
  - b. rewards and punishment
  - c. intrinsic motivation
  - d. the need for social belonging

ANSWER: b

30. A person's general feeling of favorableness or unfavorable toward some object is the definition of a(n):
- a. ability
  - b. outcome
  - c. motivation
  - d. attitude

ANSWER: d

31. The motivational theories by Maslow and Alderfer are examples of what type of motivational approach?
- a. cognitive
  - b. meta-analytic

## Chapter 02: Influences on Employee Behavior

- c. noncognitive
- d. need-based

ANSWER: d

32. The idea that a supervisor's (or trainer's) expectations for an employee (or trainee) can influence the employee's (or trainee's) behavior is referred to as the:

- a. Pygmalion effect
- b. Vertical-dyad-linkage theory
- c. Path-goal theory
- d. Groupthink theory

ANSWER: a

33. Which of the following is not a factor in an organization that can influence employee's behavior?

- a. reward structure
- b. culture
- c. job design
- d. outcomes

ANSWER: d

34. Which of the following is true of Organizational Citizenship Behaviors (OCB)?

- a. They are also called task performance
- b. They are not considered in job-related behavior
- c. It is not a required behavior by most organizations
- d. It contributes to organizational effectiveness

ANSWER: d

35. Which of the following can occur if employees see rewards as a means of control behavior?

- a. It may unintentionally reinforce undesirable behavior in employees
- b. It reduces employee motivation and performance
- c. It increases employee motivation and performance
- d. It does not affect employee motivation and performance

ANSWER: b

36. Behavior modification principles suggest four choices for controlling an employee's behavior. These include all of the following EXCEPT:

- a. positive reinforcement
- b. termination
- c. extinction
- d. negative reinforcement

ANSWER: b

37. In terms of salesperson's knowledge, skills and abilities, which of the following task would be considered ability?

- a. technical troubleshooting
- b. "cold calling"

## Chapter 02: Influences on Employee Behavior

- c. developing relationships
- d. audiovisual expertise

ANSWER: c

38. Internal forces that impact employee behavior include which of the following?

- a. Organizational culture
- b. Performance expectations
- c. Job design
- d. All of the above impact employee behavior

ANSWER: d

39. Which of the following is a negative outcome of bad employee behavior?

- a. job satisfaction
- b. job transfer
- c. team building training
- d. performance recognition

ANSWER: b

40. Causes of employee behavior at work can be explained by which of the following?

- a. external factors
- b. internal factors
- c. one or two dominant factors
- d. a combination of many factors

ANSWER: d

41. The concept of the self-fulfilling prophecy is also called:

- a. Pygmalion effect
- b. Self efficacy
- c. Instrumentality
- d. Valence

ANSWER: a

42. The self-fulfilling prophecy affects behavior by focusing on the expectations of which of the following?

- a. the organization
- b. the supervisor
- c. work colleagues
- d. peers

ANSWER: b

43. The organization impacts employee behaviors based on:

- a. The type, distribution and criteria for rewarding people
- b. How much money a person makes compared to others
- c. Whether or not there is a bonus
- d. The impact that pay has on employee behaviors

## Chapter 02: Influences on Employee Behavior

ANSWER: a

44. According to path-goal theory of leadership motivation and job satisfaction will be high if:
- a. The leader identifies the goals and clarifies the paths employees can take to reach these goals
  - b. The leader identifies the goals and lets the employees seek their own path to reach these goals
  - c. The leader lets the employee identify their own goals and then steps aside until goals are obtained
  - d. None of the above are true

ANSWER: a

45. Organization culture is:
- a. illegal to talk about in the workplace
  - b. not a factor in training and development
  - c. a set of values, beliefs and patterns of behaviors that are shared by members of the organization
  - d. a factor only for management level employees

ANSWER: c

46. Which of the following is true of job design?
- a. It is not important in affecting the way employees behave
  - b. It is a function of the tasks one performs and the scope of one's responsibilities
  - c. It is completed by HR Designers only once each year
  - d. It is the way the employee performs the job

ANSWER: b

47. Groupthink allows people to:
- a. be grouped together at work by common IQ levels
  - b. have unanimity
  - c. spend more time thinking than doing
  - d. assess realistic multiple alternatives to make better decisions

ANSWER: b

48. Organizational rewards:
- a. includes only things like pay and benefits
  - b. has no impact on employee behavior
  - c. includes pay and intangible things like recognition
  - d. work most effectively when they are used as control mechanisms

ANSWER: c

49. A norm is best defined as:
- a. A part of company policy
  - b. An informal rule for appropriate behavior with a group
  - c. A written policy for behavior
  - d. Something each employees makes up for themselves

ANSWER: b

## Chapter 02: Influences on Employee Behavior

50. Social loafing:

- a. increases as group size increases
- b. shows that the performance of individuals within groups can differ from how they behave alone
- c. is a tendency of members to reduce performance
- d. All of the above are true

ANSWER: d

51. Maslow's need theory of motivation:

- a. Contains internal and external factors
- b. Contains five categories of needs: physiological, safety and security, love, status and esteem, and self-actualization
- c. Focuses on existence, relatedness, and growth
- d. None of the above are true

ANSWER: b

52. Herzberg's theory of motivation:

- a. Contains two factors based on survival and personal growth needs called hygiene and motivator factors
- b. Contains five categories of needs: physiological, safety and security, love, status and esteem, and self-actualization
- c. Focuses on existence, relatedness, and growth
- d. None of the above are true

ANSWER: a

53. Which of the following is true of Alderfer's theory of motivation?

- a. Frustration can cause needs that have already been satisfied to reemerge and actively drive behavior
- b. It suggests that needs are arranged in a hierarchy
- c. It focuses on existence, relatedness and growth
- d. None of the above are true

ANSWER: d

54. Motivation focuses on all of the following processes affecting behavior EXCEPT:

- a. Energizing
- b. Direction
- c. Cohesiveness
- d. Persistence

ANSWER: c

55. Which of the following is a true of KSAs?

- a. It is an internal factor included in the model of employee behavior
- b. They have a significant impact on employee performance
- c. HRD programs focus on improving or renewing the KSAs of employees
- d. All the above are true

ANSWER: d



## Chapter 02: Influences on Employee Behavior

56. According to Social Learning Theory a person's self-efficacy expectations will determine:
- whether or not they will do the task correctly
  - how much effort a person will spend on a task
  - the size of the reward they expect
  - whether or not they like doing the task

ANSWER: b

57. Which is the correct sequence of events according to Behavior modeling theory?
- Let them see a model, tell the trainee what to do, practice, feedback, and social reinforcement
  - Tell the trainee what to do, let them see a model, practice, feedback, and social reinforcement
  - Tell the trainee what to do, let them see a model, feedback, practice, and social reinforcement
  - Tell the trainee what to do, let them see a model, social reinforcement, practice, and feedback

ANSWER: b

58. The behavioral intentions model:
- explains why attitudes always predict actual behaviors
  - influences individuals through a combination of attitudes and subjective norms
  - is the best way to evaluate a training program
  - has no link to employee's intentions to use what they learn during a training program

ANSWER: b

59. Abilities:
- are a combination of what you can do and what you have learned over time
  - reflect what you have been trained to do
  - are an understanding you have of a particular subject
  - are a general capacity to perform a task

ANSWER: d

60. A major goal of HRD efforts includes all EXCEPT:
- Stay within budget
  - Help employees attain their goals
  - Improve organizational performance
  - Change employee behavior

ANSWER: a