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Chapter 2

Personality, Attitudes, and Work Behaviors

Fill-in

1. Employee preferences for job design and enrichment may be a function of individuals' personalities and _____. (**values: Medium; Knowledge**)
2. _____ effectively requires an understanding of employees' personalities, values, and attitudes. (**Leading: Hard; Comprehension**)
3. _____ can challenge a manager's ability to control costs and performance at the group and individual level. (**Absenteeism: Medium; Knowledge**)
4. _____ encompasses the relatively stable feelings, thoughts, and behavioral patterns a person has. (**Personality: Easy; Knowledge**)
5. Understanding someone's _____ gives us clues about how that person is likely to act and feel in a variety of situations. (**personality: Easy; Knowledge**)
6. Openness to new experiences tends to _____ in old age. (**decline: Easy; Knowledge**)
7. Enjoying being in social situations defines the personality trait of _____. (**extraversion: Medium; Comprehension**)
8. Anxious, irritable and temperamental defines the personality trait of _____. (**neuroticism: Medium; Knowledge**)
9. The personality trait _____ can be defined as affable, sensitive, and trusting. (**agreeableness: Medium; Knowledge**)
10. _____ is the degree to which a person is outgoing, talkative and sociable. (**Extraversion: Medium; Knowledge**)
11. _____ is the degree to which a person is affable, tolerant, sensitive and trusting. (**Agreeableness: Medium; Knowledge**)
12. _____ refers to the extent to which a person is capable of monitoring his or her actions and appearance in social situations. (**Self monitoring: Easy; Knowledge**)
13. _____ refers to a person's inclination to fix what is wrong, change things, and use initiative to solve problems. (**Proactive personality: Medium; Knowledge**)
14. _____ is the degree to which a person has overall positive feelings about him- or herself. (**Self-esteem: Easy; Knowledge**)
15. _____ is a belief that one can perform a specific task successfully. (**Self efficacy: Easy; Knowledge**)
16. _____ refer to stable life goals people have, reflecting what is most important to them. (**Values: Easy; Knowledge**)

Multiple Choice

1. Environmental scanning is a:
 - a. Planning process
 - b. Organizing process
 - c. Leading process
 - d. Controlling process

(a: Medium; Comprehension)

2. Job design and enrichment is an aspect of:

- a. Planning process
- b. Organizing process
- c. Leading process
- d. Controlling process

(b: Medium; Comprehension)

3. When engaging in job design or enrichment, a manager should consider:

- a. Autonomy in relations to employee personality
- b. Freedom relative to employee personality
- c. Personality in relation to work behavior
- d. Personality in relation to job design

(c: Medium; Comprehension)

4. Teams that experience unforeseen changes in their tasks do well if they are populated with people high in:

- a. Conscientiousness
- b. Agreeableness
- c. Originality
- d. Openness

(d: Medium; Knowledge)

5. Conscientiousness is the one personality trait that uniformly predicts:

- a. How highly adaptable to change a person is
- b. How highly motivated a person is to learn a new skill
- c. How highly detailed a person will be
- d. How highly performance oriented a person will be

(d: Medium; Comprehension)

6. People with which of the following trait may be effective leaders because they create a fair environment:

- a. Openness
- b. Agreeableness
- c. Extraversion
- d. Conscientiousness

(b: Medium; Comprehension)

7. Which one of the following Big Five personality traits is also referred to as “negative affect”?

- a. Openness
- b. Neuroticism
- c. Conscientiousness
- d. Agreeableness

(b: Medium; Knowledge)

8. The best trait that predicts a person's work performance is:
- Openness
 - Conscientiousness
 - Agreeableness
 - Neuroticism

(b: Medium; Knowledge)

9. A firm's values are often described in the:
- Company's handbook
 - Company's brochure
 - Mission and vision statements
 - Policy and procedure manuals

(c: Easy; Knowledge)

True/False

- When conducting environment scanning, a manager's perceptions color the information that is absorbed and processed. **True (Hard; Comprehension)**
- In order to effectively manage organizational behavior, it is helpful to have an understanding of different employees' personality. **True (Easy; Knowledge)**
- Personality does not change over long periods of time. **False (Medium; Knowledge)**
- Studies show that our personality does not have lasting consequences for us. **False (Easy; Knowledge)**
- Studies show that part of our career success and job satisfaction later in life can be explained by our childhood personality. **True (Easy; Knowledge)**
- There are only five traits that explain variations in our personalities. **False: Five dimensions seem to emerge but are not necessarily the only traits that explain the variation in our personalities. (Medium; Knowledge)**
- One method some companies use to improve the match between job candidate and the job is personality testing. **True (Easy; Knowledge)**
- Some experts cite data indicating that personality tests do not predict performance and job satisfaction. False: Some experts cite data indicating that personality tests DO predict performance and other important criteria, such as job satisfaction. (Easy; Knowledge)
- Correlating personality testing to a specific performance may affect behavior. True (Hard; Comprehension)
- Using self-report measures of performance may be the best way of measuring someone's personality. False: Using self-report measure of performance may NOT be the best way of measuring someone's personality. (Medium; Knowledge)
- The values that are important to a person tend to affect the types of decisions they make. True (Easy; Knowledge)

Short answer

1. Identify the five personality traits in the Big Five Personality Traits.
Openness, conscientiousness, extraversion, agreeableness, and neuroticism (Medium; Knowledge)
2. Explain what values are.
Values refer to stable life goals people have, reflecting what is most important to them. Values are established throughout one's life as a result of the accumulating life experiences. (Medium; Comprehension)
3. Explain the personality dimension of openness. **Openness is the degree to which a person is curious, original, intellectual, creative and open to new ideas. They are highly motivated to learn new skills. Their open mindedness leads them to seek a lot of information and feedback about how they are doing. (Medium; Comprehension)**
4. If agreeable people are so nice, does this mean that we should only look for agreeable people when hiring? **People high in agreeableness are less likely to engage in constructive and change-oriented communication. Disagreeing with the status quo may create conflict, and agreeable people may avoid creating such conflict, missing an opportunity for constructive change. (Hard; Application)**
5. In addition to the Big Five, researchers have proposed what other traits on which personality depends? **Self monitoring, proactive personality, self-esteem and self efficacy. (Medium; Comprehension)**
6. How would a social monitor's qualities as a manager affect his/her ability to carry out the controlling functions in an organization? **As managers, they tend to have lower accuracy in evaluating the performance of their employees. While trying to manage their impressions, they may avoid giving accurate feedback to their subordinated to avoid confrontations. (Hard; Application)**
7. Why might managing employees with low self-esteem be challenging? **Managing employees with low self-esteem may be challenging at times because negative feedback given with the intention of improving performance may be viewed as a negative judgment on their worth as an employee. Effectively managing employees with relatively low self-esteem requires tact and providing positive feedback. (Hard; Application)**
8. What might a manager do to increase an employee's self efficacy? **Training people to increase their self efficacy may be effective. Some people may also respond well to verbal encouragement. Empowering people is also a good way of increasing self efficacy. (Medium; Comprehension)**
9. Describe two reasons scores on personality self-assessments may not be accurate. **Employees may fake their answers on a personality test. Additionally, personality is not a good predictor of work performance. (Medium; Comprehension)**
10. How should a personality test be validated? **Before giving the test to applicants, the company could give it to existing employees to find out the traits that are most important for success in this particular company and job. Then, in the**

selection context, the company can pay particular attention to those traits. (Medium; Comprehension)

11. What kind of legal difficulties did Rent-A-Center encounter when using personality tests? **The test they used was found to be a violation of the Americans with Disabilities Act. They used a test for selection purposes, which is used to diagnose severe mental illnesses, and discriminating against people with mental illness is a protected category under ADA. (Hard; Application)**
12. What are the values of the Schwartz value inventory? **The values of the Schwartz value inventory are: achievement, benevolence, conformity, hedonism, power, security, self direction, stimulation, tradition and universalism. (Hard; Knowledge)**
13. How do the values a person holds affect their employment? **Someone who values stimulation highly may seek jobs that involve fast action and high risk, such as a firefighter, or police officer. Someone who values achievement highly may be likely to become an entrepreneur. (Medium; Application)**

Chapter 2, Section 2

Fill-in

1. _____ may be defined as the process by which individuals detect and interpret environmental stimuli. **(Perception: Easy; Knowledge)**
2. _____ is the tendency to overestimate our performance and capabilities and see ourselves in a more positive light than others see us. **(Self-enhancement bias: Easy; Knowledge)**
3. _____ is the tendency to underestimate our performance and capabilities and see ourselves in a less positive light than others see us. **(Self-effacement bias: Easy; Knowledge)**
4. A factor biasing our perception is _____. **(stereotypes: Medium; Comprehension)**
5. _____ means that we pay attention to parts of the environment while ignoring other parts. **(Selective perception: Easy; Knowledge)**
6. The _____ are initial thoughts and perceptions we form about people and tend to be stable and resilient to contrary information. **(first impressions: Easy; Knowledge)**

Multiple Choice

1. Focusing on some aspects of the environment and ignoring other elements is called:
 - a. Optical illusion
 - b. Selective attention
 - c. Visual perception
 - d. Bias in perception**(b: Easy; Knowledge)**

2. Why should managers understand how visual perception may be biased?
 - a. Managers have a tendency to compare and contrast objects and people to each other.
 - b. Managers are prone to errors and biases when perceiving themselves.
 - c. Managers rely on their visual perception to form their opinions about people and objects around them.
 - d. Bias in visual perception tends to interfere with the management process.**(c: Easy; Comprehension)**

3. How we perceive others will shape our behavior, which in turn:
 - a. Will shape the behavior of the person we are interacting with
 - b. Will lead to undue success or failure
 - c. May lead to wrong inferences about objects in our environment
 - d. Will lead to generalizations**(a: Easy; Comprehension)**

4. Believing that women are more cooperative than men, or men are more assertive than women, are examples of:
 - a. Categorizing
 - b. Stereotyping
 - c. Biasing
 - d. Reality check**(b: Easy; Comprehension)**

5. Selective perception is particularly important during the:
 - a. Planning process
 - b. Organizing process
 - c. Controlling process
 - d. Leading process**(a: Medium; Comprehension)**

True/False

1. Impressions may be defined as the process by which individuals detect and interpret environmental stimuli. **False: Perception may be defined as the process by which individuals detect and interpret environmental stimuli. (Easy; Comprehension)**
2. Visual perception may make it difficult for managers to believe their eyes. **True (Easy; Comprehension)**
3. Biased visual perception may not necessarily lead to the wrong inferences about the people and objects around us. **False: Biased visual perception may lead to the wrong inferences about the people and objects around us. Medium; Comprehension)**
4. The type of bias people have depends on their personality. **True (Medium; Comprehension)**

5. Stereotypes are generalizations based on an individual characteristic. **False: Stereotypes are generalizations based on a group characteristic. (Medium; Comprehension)**

Short Answer

1. How does visual perception influence behavior in organizations? **The fact that our visual perception is faulty may make it difficult for managers to believe their eyes. (Hard; Application)**
2. What makes stereotypes potentially discriminatory? **If the belief that men are more assertive than women leads to choosing a man over an equally qualified female candidate for a position, the decision will be biased, unfair, and potentially illegal. (Hard; Application)**
3. Explain the process of selective perception. **Our background, expectations, and beliefs will shape which events we notice and which events we ignore. For example, an executive's functional background will affect the changes he or she perceives in the environment. (Medium; Application)**
4. Why does selective perception perpetuate stereotypes? **We are less likely to notice events that go against our beliefs. (Medium; Application)**

Chapter 2, Section 4 (Work Attitudes)

Fill-in

1. _____ refers to our opinions, beliefs, and feelings about aspects of our environment. **(Attitude: Easy; Knowledge)**
2. _____ refers to the feelings people have toward their job. **(Job satisfaction: Easy; Knowledge)**
3. Job satisfaction and organizational commitment are associated with outcomes that are important to the managerial role of _____. **(controlling: Medium; Comprehension)**
4. _____ is the emotional attachment people have toward the company they work for. **(Organizational commitment; Easy; Knowledge)**
5. At the root of organizational justice is _____, something that is easier to break than to repair if broken. **(trust: Medium; Knowledge)**
6. _____ is the unspoken, informal understanding that an employee will contribute certain things to the organization and will receive certain things in return. **(Psychological contract: Medium; Knowledge)**
7. Companies can get more out of attitude surveys if responses are held _____. **(confidential: Medium; Knowledge)**

Multiple Choice

1. At work, two job attitudes that have the greatest potential to influence how we behave are:
 - a. Perception and bias
 - b. Self perception and self efficacy
 - c. Job satisfaction and job commitment
 - d. Job satisfaction and self esteem

(c: Medium; Comprehension)

2. Organizational justice can be classified into three categories:

- a. Procedural, distributive and interactional
- b. Psychological, reactional, motivational
- c. Procedural, psychological, and motivational
- d. Interactional, distributive, and psychological

(a: Medium; Comprehension)

3. Exit interviews are often conducted by:

- a. Employee manager
- b. Human resources representative
- c. Outside consultants
- d. Top management

(b: Medium; Comprehension)

4. Rather than to actual behaviors, attitudes are more strongly related to:

- a. Intentions
- b. Values
- c. Psychology
- d. Stress

(a: Medium; Comprehension)

True/False

- 1. Organizational commitment is the unemotional attachment people have toward the company they work for. **False: Organizational commitment is the emotional attachment people have toward the company they work for. (Medium; Comprehension)**
- 2. Things that make us happy with our job often make us more committed to the company as well. **True (Easy; Comprehension)**
- 3. Personality and values play lesser roles in how employees feel about their jobs than other job characteristics. **False: Personality and values play an important role in how employees feel about their jobs. (Medium; Comprehension)**
- 4. Under the psychological contract, an employee may believe that if he or she works hard and receives favorable performance evaluations, he or she will receive an annual bonus. **True (Medium; Comprehension)**
- 5. The amount of stress present in a job is related to employee satisfaction and commitment. **True (Medium; Comprehension)**
- 6. Exit interviews involve a meeting with the departing employee's manager. **False: Exit interviews involve a meeting with the departing employee. (Easy; Knowledge)**

Short Answer

1. Identify two ways companies can track attitudes in the workplace. **Through attitude surveys and exit interviews. (Medium; Knowledge)**
2. What helps employees develop commitment to their company? **Research shows that the characteristics of the job itself, how they are treated, the relationships they form with colleagues and managers, and the level of stress the job entails contributes to job commitment. (Medium; Comprehension)**
3. How did the new management of San Francisco's Hotel Carlton show they care about their staff? **Based on an employee attitude survey, they replaced old vacuum cleaners in housekeeping. They listened to the employees and their concerns and addressed them. (Hard; Comprehension)**

Chapter 2, Section IV (The interactionist perspective: The role of fit)

Fill-in

1. According to the interactionist perspective, behavior is a function of the person and the _____ interacting with each other. **(situation: Medium; Comprehension)**
2. _____ refers to the degree to which a person's personality, values, goals and other characteristics match those of the organization. **(Person-organization fit: Medium; Knowledge)**
3. _____ is the degree to which a person's knowledge, skills, abilities, and other characteristics match the job demands. **(Person-job fit: Easy; Knowledge)**

Multiple choice

1. Managers need to consider the individual and the situation when making:
 - a. Organizing decisions about the job
 - b. Leading decisions about the organization
 - c. Controlling decisions about the departments
 - d. Planning decisions about the strategies of the company**(a: Hard; Comprehension)**

True/False

1. Research shows that fitting in with a company culture is a strong predictor of job performance. **False: It seems that only sometimes fitting with a company's culture predicts job performance. (Medium; Comprehension)**

Short Answer

1. What is the difference between person-organization and person-job fit? **Person-organization fit refers to the degree to which a person's personality, values, goals and other characteristics match those of the organization. Person-job fit is the degree to which a person's knowledge, skills abilities and other characteristics match the job demands. (Medium; Comprehension)**

Chapter 2, Section V (Work Behaviors)

Fill-in

1. _____ refers to the level to which an employee successfully fulfills the factors included in the job description. (**Job performance: Easy; Knowledge**)
2. Another term for job performance is _____. (**In-role performance: Easy; Knowledge**)
3. _____ are voluntary behaviors employees perform to help others and benefit the organization. (**Organizational citizenship behaviors: Easy; Knowledge**)
4. According to a Mercer Human Resource consulting study, _____ percent of the money spent on payroll is related to absenteeism. (**15: Medium; Knowledge**)
5. _____ refers to an employees' leaving an organization. (**Turnover: Easy; Knowledge**)

Multiple choice

1. Motivating employees is a managerial function of:
 - a. Leading
 - b. Controlling
 - c. Organizing
 - d. Planning(**a: Hard; Comprehension**)
2. Personality is a modest predictor of actual job performance, but a much better predictor of:
 - a. High quality relationships
 - b. "g"
 - c. Citizenship behaviors
 - d. Job quantity(**c: Medium; Knowledge**)
3. Companies may deal with work/balance reasons for absences by giving employees all of the following EXCEPT:
 - a. More flexibility in work hours
 - b. More training programs to improve time management
 - c. Getting rid of sick leave altogether
 - d. Have a single paid time off policy(**b: Medium; Comprehension**)

True/False

1. In jobs with high complexity, it is not critical to have high “g”. **False: In jobs with high complexity, it is much more critical to have high general mental abilities. (Medium; Comprehension)**
2. Having role ambiguity and experiencing conflicting role demands are related to higher job performance. **False: Having role ambiguity and experiencing conflicting role demands are related to lower job performance. (Hard; Comprehension)**
3. Our personality is another explanation for why we perform citizenship behaviors. **True (Easy; Comprehension)**
4. Job attitudes are more related to citizenship behavior than they are to job performance. **True (Hard; Comprehension)**
5. Age is not necessarily related to the frequency with which we demonstrate citizenship behaviors. **False: Age seems to be related to the frequency with which we demonstrate citizenship behaviors. (Medium; Knowledge)**
6. Health related absenteeism is costly, and it would be affective to institute organizational policies penalizing it. **False: Health related absenteeism is costly, but it would be unreasonable and unfair to institute organizational policies penalizing it. (Easy; Comprehension)**
7. Research reveals a consistent link between personality and absenteeism. **False: Research does not reveal a consistent link between personality and absenteeism. (Medium; Comprehension)**

Short Answer

1. In what types of jobs is there a stronger link between work attitudes and performance? **In jobs such as engineers and researchers, a higher link between work attitudes and performance exists, as opposed to manual jobs such as assembly line workers. (Hard; Comprehension)**
2. How are job attitudes related to citizenship behaviors? **People who are happier at work, those who are more committed to their companies, and those who have overall positive attitudes toward their work situation tend to perform citizenship behaviors more often than others. When people are unhappy, they tend to be disengaged from their jobs and rarely go beyond the minimum that is expected of them. (Hard; Comprehension)**
3. Name three causes of absenteeism? **Some absenteeism is related to health reasons. Work and life balance is another common reason for absences. Sometimes, absenteeism is a form of work withdrawal and is a result of poor work attitudes. (Medium; Comprehension)**
4. What is the primary culprit in why people leave their job? **When workers are unhappy at work, and when they do not feel committed to their companies, they are more likely to leave. Work attitudes are often the primary culprit in why people leave. (Medium; Comprehension)**
5. What did SAS Institute offer employees in an effort to make them happy at the workplace? **SAS Institute has a 35 hour work week, and the employees enjoy**

**amenities such as a swimming pool and childcare at work. (Hard;
Knowledge)**