

<https://sellidocx.com/products/charmine-hartel-hr-management-3e-test-questions>

Chapter 2: Engaging and motivating employees and managing organisational change

TRUE/FALSE QUESTIONS

1. When a person views work as central to their life, it forms part of their personality.

- a. True
- b. False

Answer: a

LO: 1

Diff: 1

Topic: Managing people

AACSB: 7

2. Managers are the sole determinant of employee motivation.

- a. True
- b. False

Answer: b

LO: 1

Diff: 1

Topic: Motivating employees

AACSB: 8

3. 'Hard HRM' practices draw on McGregor's Theory X management assumptions about employees at work.

- a. True
- b. False

Answer: a

LO: 9

Diff: 3

Topic: Motivating employees

AACSB: 8

4. McGregor's Theory X and Theory Y depict employees as holding a dislike of work and responsibility and needing close supervision, or seeking responsibility and satisfaction in their work tasks. An organisation using hard SHRM would focus on the relational aspects of the psychological contract.

- a. True
- b. False

Answer: a

LO: 4

Diff: 3

Topic: Motivating employees

AACSB: 8

5. Alderfelder's Existence Relatedness Growth (ERG) theory argues that all three elements must be addressed simultaneously.

- a. True
- b. False

Answer: b

LO: 4

Diff: 3

Topic: Motivating employees

AACSB: 5

6. A situation where employees respond positively if they perceive the situation is fair and negatively if they perceive it as unfair is called organisational justice.

a. True

b. False

Answer: a

LO: 4

Diff: 1

Topic: Motivating employees

AACSB: 2

MULTIPLE CHOICE QUESTIONS

1. Which of the following is not an example of a content theory?
- a. Maslow's hierarchy of needs theory
 - b. Adams' equity theory
 - c. Alderfer's existence, relatedness, growth theory
 - d. Herzberg's two factor theory

Answer: c

LO: 4

Diff: 1

Topic: Motivating employees

AACSB: 8

2. According to Herzberg, when organisational managers develop tasks that are meaningful, interesting and challenging, depending on the needs, wants and interests of employees they will:
- a. motivate employees
 - b. eliminate dissatisfaction
 - c. promote employee growth and development
 - d. both a and c

Answer: d

LO: 2

Diff: 2

Topic: Motivating employees

AACSB: 3

3. Which of the following theories argues that an employee will be motivated by a belief that their effort will result in a desired level of performance and will be linked to reward?
- a. Adam's equity theory
 - b. Locke's goal setting theory
 - c. Vroom's expectancy theory
 - d. Reinforcement theory

Answer: c

LO: 4

Diff: 2

Topic: Motivating employees

AACSB: 8

4. Vroom's (1964) expectancy theory suggests the formula for motivation is:
- a. Motivation = Diversity × Empathy × Determination
 - b. Motivation = Information × Coaching × Experience
 - c. Motivation = Experience × Instruction × Variety
 - d. Motivation = Expectancy × Instrumentality × Valence

Answer: d

LO: 4

Diff: 1

Topic: Motivating employees

AACSB: 8

5. In today's environment of constant change, psychological contracts are less predictable. For example, organisations can no longer offer job security, resulting in employees feeling stressed, anxious, and displaying counterproductive work behaviours. This is evidence that organisations are placing less strategic value on which contract?

- a. the reward contract
- b. the relational contract
- c. the transactional contract
- d. the ideologically infused contract

Answer: b

LO: 5

Diff: 1

Topic: Motivating employees

AACSB: 3

6. When management uses employees only for the benefit of the business without giving them consideration and respect, which management ethical theory is reflected?

- a. utilitarian
- b. stakeholder
- c. normative
- d. deontological

Answer: d

LO: 7

Diff: 2

Topic: Motivating employees

AACSB: 2

7. Adam's equity theory (1963) proposes that employees will compare the effort they put into their jobs and the rewards they receive to the inputs and outcomes of relevant others. The assessment of this fairness is especially relevant during:

- a. recruitment and selection activities
- b. performance appraisal and remuneration activities
- c. occupational health and safety activities
- d. both a and b

Answer: d

LO: 7

Diff: 1

Topic: Motivating employees

AACSB: 5

8. Lewin's (1951) change model describes resistance as:

- a. the balance between resourcing cost and anticipated outcome
- b. the balance between employee past experience and future expectations
- c. the balance between restraining forces and driving forces
- d. the balance between closed and open communication in the workplace

Answer: c

LO: 10

Diff: 2

Topic: Motivating during times of change

AACSB: 3

9. An organisation's level of 'emotional awareness' can be enhanced by:

- a. rewarding staff who can keep their emotions to themselves
- b. ensuring that managers do not reveal their feelings to staff
- c. developing a culture that quickly punishes negative employee emotions
- d. developing a culture that builds constructive responses to displays of both positive and negative emotion

Answer: d

LO: 11

Diff: 3

Topic: Motivating during times of change

AACSB: 5

10. Which of the following is not a phase of radical change?

- a. planning
- b. enabling
- c. leading
- d. maintaining

Answer: c

LO: 11

Diff: 1

Topic: Motivating during times of change

AACSB: 8

11. According to Hay & Härtel (2000), change programs mostly fail during which stage?

- a. implementation phase
- b. planning phase
- c. consultation phase
- d. negotiation phase

Answer: a

LO: 11

Diff: 1

Topic: Motivating during times of change

AACSB: 3

12. Research into the area of emotional intelligence suggests that it includes:

- a. the ability to perceive and experience emotions which then guide emotional responses and promote intellectual growth
- b. it is applied at the intrapersonal, the interpersonal and the organisational level
- c. it plays a significant role in life satisfaction, self-esteem, individual success and wellbeing, trust, cooperative identity and efficacy
- d. all of the above

Answer: d

LO: 11

Diff: 2

Topic: Motivating during times of change

AACSB: 7

13. An organisation planned to lay off over 1000 workers and change the organisational structure so that there were fewer hierarchical levels. Using the SHRM Application Tool, what is one success criteria the organisation should identify?

- a. change the management style to develop respect for and trust from employees
- b. ask employees what motivates them to work
- c. identify employees' thoughts, fears and concerns relating to the redundancies
- d. identify and address areas where employees perceive discrimination

Answer: c

LO: 8

Diff: 2

Topic: Motivating during times of change

AACSB: 8

SHORT ANSWER QUESTIONS

1. You are a human resource manager working in an organisation. The external environment of this organisation is changing and the business is turbulent and insecure. How has motivation changed over time and how would you motivate people in this organisation?

Answer:

Research conducted by Wiley (1997) indicated that the factors that motivate workers have changed over time. In 1946, workers were motivated by an appreciation for task completion; in the 1980s people were motivated by having an interesting job; and in the 1990s people were motivated by receiving good wages in return for the work they performed. Wiley's research indicated that extrinsic work factors are becoming increasingly important to employees and this is particularly so as the external environment of organisations change and businesses become more vulnerable to the negative effects of these changes. Human resource managers today therefore need to motivate staff by concentrating more on the extrinsic factors of work such as the money paid for work, the status attached to the job or position, the prestige of the worker's environment (such as the size of the office) and other materialistic rewards attached to the organisational position.

LO: 3

Diff: 1

Topic: Motivating employees

AACSB: 8

2. Maslow's (1954) hierarchy of needs theory; Alderfer's (1969) existence, relatedness, growth theory; Herzberg's (1968) two factor theory; and McClelland's (1955) acquired needs theory all propose that people's desires to fulfil their needs and wants direct their behaviour. What are the similarities and differences between these theories?

Answer:

Similarities:

- These theories are all content theories that indicate that different aspects of the work and the environment influence employees' behaviour
- Maslow, Alderfer and McClelland all concentrate on satisfying people's needs
- According to Maslow and Alderfer, only needs that have not been met motivate people
- Maslow's physiological, safety and security needs are collapsed into Alderfer's existence needs
- Maslow's love, belongingness and self-esteem needs are collapsed into Alderfer's relatedness need
- Maslow's self-actualisation need is the same as Alderfer's growth need

Differences:

- While Maslow's needs are arranged in a hierarchy whereby a higher need cannot be fulfilled until a lower need is met, Alderfer's allows for multiple needs to be met at the same time
- Herzberg bases his motivation theory on two factors—hygiene factors whose absence increases dissatisfaction and motivation factors whose absence does not increase dissatisfaction
- McClelland bases his motivation theory on three acquired needs—the need for achievement, affiliation and power

LO: 4

Diff: 1

Topic: Motivating employees

AACSB: 8

3. Mudrack (1997) suggests 'the degree to which individuals place work at or near the center of their lives' influences their attitude to work. Explore this quote in terms of the Protestant work ethic.

Answer:

When work is viewed as central to one's life, it forms part of one's personality. In the academic literature, this personality variable is referred to as the Protestant work ethic. The Protestant work ethic includes some or all of the following behaviours:

- Most people spend too much time in unprofitable amusements.
- Our society would have fewer problems if people had less leisure time.
- Money acquired easily (such as through gambling or speculation) is usually spent unwisely.
- There are few satisfactions equal to the realisation that one has done one's best at a job.
- The most difficult university courses usually turn out to be the most rewarding.
- Most people who don't succeed in life are just plain lazy.
- The self-made individual is likely more ethical than the person born to wealth.
- I often feel that I would be more successful if I sacrificed certain pleasures.
- People should not have more leisure time to spend in relaxation.
- Anyone willing to work hard has a good chance of succeeding.
- People who fail at a job have usually not tried hard enough.
- Life would have very little meaning if we never had to suffer.
- Hard work offers a greater likelihood of success.
- The credit card is a ticket to careless spending.
- Life would not be more meaningful if we had more leisure time.
- The person who can approach an unpleasant task with enthusiasm is the person who gets ahead.
- If people work hard enough, they are likely to make a good life for themselves.
- I feel uneasy when there is little work for me to do.
- Distaste for hard work usually reflects a weakness of character.

(Adapted from Mirels & Garrett (1971). © 1971 by the American Psychological Association. Adapted with permission.)

LO: 2

Diff: 1

Topic: Managing people

AACSB: 8

4. What is the difference between 'focal' and 'discretionary' motivational behaviours?

Answer:

Focal behaviours are those behaviours that the employee is bound to perform according to their person specification and psychological contract.

Discretionary behaviours are behaviours that fall outside of the formal job requirements and are not recognised within the reward system. They can be performed at the discretion of the employee.

LO: 1

Diff: 1

Topic: Managing people

AACSB: 8

5. What is the link between Locke's (1968) goal setting theory and performance appraisals in organisations?

Answer:

Locke suggests that employees are motivated by goals that are specific, unambiguous, challenging and perceived to be important. Setting goals helps employees to focus their attention and commitment on a particular task. During performance appraisals employees are evaluated against criteria that measure how well they perform certain aspects of their jobs. These criteria often take the form of statements that specify the goals to be achieved, the standard to be achieved and the time at which the goals should be completed. Therefore, HRM needs to communicate clear and desirable performance targets to all employees. This enables the employees to realise what is expected of them on the job, provides direction to them in their work and clarifies performance standards.

LO: 4

Diff: 1

Topic: Motivating employees

AACSB: 8

ESSAY QUESTION

1. Explain what HRM ethics and organisational justice are, and how employees' perceptions of an organisation's ethics and organisational justice affect their motivation at work.

Answer:

Ethics is concerned with the treatment of people in the workplace. There are three normative ethical management theories: deontological, utilitarian and stakeholder ethics. Deontological theory proposes that the respectful treatment of people should be a business goal rather than letting business consequences such as return on investment and customer satisfaction influence its activities. Therefore when organisational employees are used only to achieve business aims, the organisation is behaving unethically. Utilitarian theory proposes that when people are used to maximise positive business outcomes for the majority of stakeholders, the organisation is behaving ethically. Therefore employees' psychological, physical and monetary wellbeing can be sacrificed to achieve business benefits for shareholders. Stakeholder theory, on the other hand, proposes that all stakeholders—employees, shareholders, customers, suppliers, unions and the local community—should mutually benefit from the organisation's activities. Accordingly, when an organisation adopts a deontological or stakeholder approach to business ethics this would lead to a more motivated workforce than adopting a utilitarian approach.

Organisational justice theory proposes that employees will evaluate situations that have important consequences for them and respond favourably when they believe the situation to be fair. There are three forms of organisational justice: distributive, procedural and interactional. Distributive justice, based on Adams' equity theory (1963), refers to the fairness of the distribution of rewards in an organisation, such as bonuses given on the basis of performance appraisals. Procedural justice refers to the fairness of the manner in which decisions are made in an organisation, such as the ratings given to employees during performance appraisals. Interactional justice refers to the degree to which employees are treated with sensitivity and respect in the organisation, such as when employees are informed of unsuccessful promotions on the basis of poor performance appraisals. Employees who perceive the organisation to be fair and just with respect to their remuneration, working conditions and job expectations will be more motivated at work.

When employees perceive fair treatment by the organisation they will be more likely to accept performance appraisals, personnel selection decisions, labour unions and self-managing work teams. Therefore, when an organisation adopts a business ethics approach that considers the impact its activities will have on employees, as well as other stakeholders, and employs organisational justice practices that treat employees fairly, employees will be more motivated at work.

LO: 7

Diff: 1

Topic: Motivating employees

AACSB: 2