

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

A key feature of organizations is that their members have a defined and agreed upon collective sense of purpose.

true

false

One key feature of organizations is that they are collective entities.

true

false

The open systems view means that organizations are dependent on the external environment for resources (inputs).

true

false

Stakeholders of an organization are shareholders, customers, suppliers, governments, and any other groups that affect or are affected by the company's objectives and actions.

true

false

Organizational efficiency is considered the ultimate dependent variable in the study of organizational behavior.

true

false

Systematic research investigation produces evidence-based management, which involves making decisions and taking actions based on this research evidence.

true

false

Most organizational events may be studied from all three levels of analysis: individual, team, and organization.

true

false

Inclusive workplaces value diversity as an important resource.

true

false

Deep-level diversity can be observed directly.

true

false

To improve work–life integration through “boundary setting,” some companies prohibit work-related communication after the regular workday.

true

false

According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors is low in a given situation.

true

false

The three elements of motivation include direction, intensity, and ability.

true

false

How clearly employees understand their job duties is a function of their abilities.

true

false

An employee creates unnecessary conflicts with coworkers at the office. This is an example of organizational citizenship behavior.

true

false

Presenteeism occurs when employees show up for work when ill or occupied by personal problems.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

Which of the following statements is true about organizational behavior?

OB researchers systematically study various topics at a single level rather than at multiple levels.

It studies a company's internal workings and is not concerned with the external environment.

It does not include the study of collective entities.

It is less effective in studying people who interact in highly organized fashion.

It includes team, individual, and organizational level analyses.

Which of these statements is true about the field of organizational behavior?

It examines how employees and organizations interact with the external environment.

OB researchers systematically study various topics at one level of analysis rather than at multiple levels.

Information technology has almost no effect on organizational behavior.

The field of organizational behavior relies exclusively on ideas generated within the field by organizational behavior scholars.

The origins of organizational behavior are traced mainly to the field of economics.

In the field of organizational behavior, organizations are described as entities, which are considered a legal grouping of people and systems. for profit businesses with more than 50 employees.

social entities with a publicly stated set of formal goals.

groups of people with independent, profit-centered motives and objectives.

groups of people who work interdependently toward some purpose.

Organizational behavior accomplishes which of the following?

originates mainly from models developed in chemistry and other natural sciences

accurately predicts how anyone will behave in any situation

is more appropriate for people who work in computer science than in marketing

helps us to understand and predict the behaviors of others in organizational settings

is important only for the managers of an organization

Which of the following statements is true of organizational behavior knowledge?

It is relevant to everyone who works in organizations.

It should never be used to influence the behavior of other people.

It should be used by managers and senior executives alone.

It should not be used by subordinates to influence the behavior of their managers.

It is less significant when the level of interpersonal interaction is high.

What is the most important ingredient in the transformations of inputs to outputs?

financial resources

raw materials

human capital

shareholder dividends

equipment

In order for something to be called an organization,

it must have a building.

it must have equipment.

it must consist of people who work interdependently.

it must have government documentation.

it must make a product.

Organizational behavior emerged as a distinct field

in the early 1940s.

in the 1770s.

in the early 1900s.

around 500 BC.

in the 1970s.

Which of the following statements regarding “collective sense of purpose” is correct?

An organization’s collective sense of purpose is always written in its mission statement.

An organization’s collective sense of purpose is set by the Board of Directors.

An organization’s collective sense of purpose is not written as everyone in the organization knows and understands it.

An organization’s collective sense of purpose isn’t always well defined or agreed on.

An organization’s collective sense of purpose is voted on by its shareholders.

The_____ emphasized the study of employee attitudes and formal team dynamics in the workplace.

organizational development school of business

human relations school of management

anchor of knowledge school of sociology

organizational effectiveness school of information systems

study of self-school of psychology

What is considered the “ultimate dependent variable” in the study of organizational behavior?

organizational efficiency

organizational effectiveness

organizational profitability

organizational lifespan

organizational politics

Organizational behavior helps you to adopt better personal theories so you can more effectively

state personal beliefs about the work environment.

comprehend, predict, and influence organizational events.

increase anxiety in the workplace.

incite curiosity about the organization.

focus on efficiency rather than effectiveness

Organizational behavior knowledge is for

managers.

employees.

consumers

everyone.

stakeholders.

Investment experts have found that leadership and employee attitudes _____ when predicting which companies will have the highest and most consistent long-term investment gains.

are important positive screens

have minimal relevance

are the only factors to consider

are too ambiguous and inconsistent

can have a negative effect

The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute _____ diversity.

deep-level

internal

surface-level

organizational

reflective

At AspectRatio, a design software firm, more than half of the senior management positions are held by women. African Americans represent 40 percent of the company's workforce. The description of AspectRatio's diversity refers to _____ diversity.

deep-level

psychological

personality

surface-level

attitude

_____ diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

Reflective

Deep-level

Organizational

Surface-level

External

Deep-level diversity includes

physiological differences.

attitudes.

ethnicity.

gender.

race.

Research suggests that deep-level diversity is due to

where people were born rather than the time period when they were born.

where people were born rather than a person's stage in life.

the time period when people were born rather than their stage in life.

a person's stage in life rather than the time period when they were born.

the size of a person's family rather than where they were born.

Jamila works for a company as an editor from home using online editing platforms. She does not work in a traditional physical workplace, rather she is utilizing

deep-level diversity.

work-life integration

remote work

surface-level diversity.

frictional unemployment.

By creating a(n)_____, organizations value people of all diversities and allows them to be themselves.

exclusive workplace

global presence

work–life balance

inclusive workplace

landscape

Which aspect of deep-level diversity is more subtle than the media and popular press suggest?

ethnic

religious

generational

gender

race

A(n)_____ workplace is one that values people of all identities and allows them to be fully themselves while contributing to the organization.

diverse

balanced

inclusive

global

exclusive

Which of the following statements is true about workforce diversity?

Informationally diverse teams win awards.

Informationally diverse teams tend to make better decisions.

Informationally diverse teams have difficulty solving problems.

Informationally diverse teams struggle with communication.

Informationally diverse teams have a stronger work ethic.

Qing uses his one-hour train commute in the morning to read work reports and memos and his one-hour commute home to focus family-related to-do lists, text messages, and phone calls. Qing is practicing

problem-solving.

remote work.

work–life integration.

communication style.

organizational skills.

People who are self-motivated, organized, and can work effectively with technology are better suited for

globalization.

telecommuting.

organizational behavior.

organizational development.

flexible scheduling.

Which of the following is true according to the systematic research anchor?

OB topics typically relate to the individual, team, and organizational levels of analysis.

OB should import knowledge from other disciplines, not just create its own knowledge.

OB theory should recognize that the effects of actions often vary with the situation.

A particular action may have different consequences in different situations.

OB should study organizations by forming questions, collecting data, and testing hypotheses against those data.

Which discipline has provided organizational behavior with much of its theoretical foundation for team dynamics, organizational power, and organizational socialization?

sociology

psychology

economics

industrial engineering

political science

Which of these statements is consistent with the five anchors of organizational behavior?

Organizational behavior theories must apply universally to every situation.

Organizations are like machines that operate independently of their external environment.

Each OB topic relates to only one level of analysis.

The field of organizational behavior should rely on other disciplines for some of its theory development.

Organizational behavioral decision making does not require evidence from research.

Which of the following statements is consistent with the concept of contingency anchor?

To obtain the best results, actions should be taken without considering their consequences.

A particular action may have different consequences in different situations.

OB theories are based on simple, common-sense ideas about what managers should do.

OB theories point out the one best way to resolve organizational problems.

Organizations should never be viewed as systems that process inputs to provide outputs.

The statement “theories should not be developed for the sake of being interesting” reflects the _____ anchor of organizational behavior knowledge.

practical orientation

systematic research

multiple levels of analysis

contingency

multidisciplinary

According to the multiple levels of analysis anchor,

organizational behavior is mainly the study of how all levels of the organizational hierarchy interact with the external environment.

OB topics typically relate to the individual, team, and organizational levels of analysis.

there are eight levels of analysis that scholars should recognize when conducting OB research.

organizational events can be studied from only one level of analysis.

corporate executives need to understand business ethics from various levels and perspectives.

Organizational behavior relies on _____ to represent the principles on which organizational behavior is developed and refined.

anchors

societal change

technology

employee relationships

investments

Systematic research investigation is the basis for

globalization.

evidence-based management.

emerging employment relationships.

contingency reports.

problem-solving strategies.

The best leadership style, the best conflict-handling style, and the best organizational structure are all examples of

anchors.

research topics.

contingencies.

disciplines.

management styles.

Welcoming theories and knowledge from other disciplines is which anchor of organizational behavior?

systematic research

multidisciplinary

contingency

multiple levels of analysis

effectiveness

While reading an article, Ellis is impressed by a story that is used to illustrate a new management theory. Then he reminds himself that stories can illustrate but not validate an idea. He makes a mental note to look for a more evidence-based article about this theory. Which conceptual anchor is Ellis relying on?

practical orientation

contingency

multidisciplinary

multiple levels of analysis

systematic research

Which of the following views of organizational effectiveness recognizes that some outputs to the external environment are valuable, but others are undesirable by-products?

stakeholder

systematic research

human capital

multidisciplinary

open systems

In the open systems view, what is the role of subsystems?

They provide inputs to the system.

They are used to scan the external environment.

They transform incoming resources into outputs.

They are the output of the system.

The open systems view does not include subsystems.

The open systems view of organizational behavior states that

organizations affect and are affected by their external environments.

organizations can operate efficiently by ignoring changes in the external environment.

people are the most important organizational input needed for effectiveness.

organizations should avoid internal conflicts to achieve efficiency.

organizations should be open to internal competition to be able to obtain a sustainable competitive advantage.

The word open in open systems describes the permeable relationship between

the employees and the management.

the organization and its environment.

the management and the environment.

the employees and the stakeholders.

the stakeholders and their environment.

According to the open systems view of organizations, _____ is (are) an input for organizations.

incentive plans

products

financial resources

employee motivation

employee behavior

Triumph Life Insurance Inc. has developed a training program to make employees more aware of how their job performance affects customers and other employees within the organization and to inform them of the changing market conditions and new regulations affecting the industry. This training program relates most closely with which of the following concepts?

contingency anchor

grounded theory

open systems

remote teams

remote work

According to the open systems view, departments, teams, and technological processes all represent

external factors.

stakeholders.

output.

subsystems.

anchors.

By enhancing_____, companies are better able to adapt to rapidly changing environments.

charitable donations

community organizations

cultural norms

accounting systems

human capital

The topic of corporate social responsibility is most closely associated with the _____ perspective.

stakeholder

systems

human capital

open systems anchor

contingency

Which of these strongly influences the prioritization of stakeholders?

the power of management

employment relationships

information technology

globalization

the organization's culture

_____ consist(s) of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations.

Stakeholder groups

Legal obligation

Multicultural teams

Corporate social responsibility

Organizational behavior

The triple-bottom-line philosophy says

companies should pay three times as much attention to profits as they do to employee well-being.

the main goal of all companies is to satisfy the needs of three groups: employees, shareholders, and suppliers.

business success increases by having three times more contingent workers than permanent employees.

companies should treat their local, national, and global customers fairly.

companies should try to support the economic, social, and environmental spheres of sustainability.

Which of the following is most closely associated with corporate social responsibility?

open systems

triple-bottom-line

subsystems

human capital

knowledge acquisition

_____ is considered the ultimate dependent variable in organizational behavior.

Organizational effectiveness

Employee satisfaction

Profitability

Employee turnover

Innovation

Which perspective emphasizes the external dependence of organizations?

open system

closed system

HPWP

triple-bottom-line

organizational learning

In _____, organizations receive feedback from the external environment regarding the value of their outputs, the availability of future inputs, and the appropriateness of the transformation process.

good fit

open systems

organizational effectiveness

innovative processes

closed systems

According to the open systems perspective, effective organizations do all of the following *except* adapt to the environment.

influence the environment.

move to a more favorable environment.

view subsystems as independent of each other.

have efficient transformation processes.

Scenario A

Your roommate, Yui Tanaka, is a non-business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, answer the following questions to help Yui obtain knowledge of organizational behavior.

To help Yui understand some preliminary information about OB, which of these statements about the field is true?

Organizational behavior scholars give more importance to individual characteristics than structural characteristics.

The field of organizational behavior is independent of the concepts and theories from other fields of inquiry.

Organizational behavior emerged as a distinct field late in the 1990s.

Given the specific utility of the field, OB is useful for the managers in the organizations but not for the employees.

Organizational behavior scholars study what people think, feel, and do in and around organizations.

Scenario A

Your roommate, Yui Tanaka, is a non–business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, answer the following questions to help Yui obtain knowledge of organizational behavior.

Yui should understand that organizational behavior knowledge should never be used to influence the behavior of other people.

should be used only by managers and senior executives.

should never replace common-sense knowledge about how organizations work.

is relevant to everyone who works in organizations.

is an independent science that has evolved independently.

Scenario A

Your roommate, Yui Tanaka, is a non–business major. When she discovered that you are taking a course in Organizational Behavior, she was thoroughly confused as to why one would need to study OB and what it entails. Based on what you have studied, answer the following questions to help Yui obtain knowledge of organizational behavior.

Yui thinks that organization is the same as an organism. However, in the field of organizational behavior, organizations are best described as legal entities that must abide by government regulations and pay taxes.

physical structures with observable capital equipment.

social entities with a publicly stated set of formal goals.

groups of people who work interdependently towards some purpose.

any social entity with profit-centered motives and objectives.

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

If Tony wants to study deep-level diversity in his organization, he should review the demographic characteristics of his workforce.

consider the likelihood of long-term employment with the organization for each of his employees.

observe the differences in the people who represent his workforce.

look at different attitudes and expectations of his employees.

research the cultural and racial background of the workforce in the industry.

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Tony is considering the idea of implementing remote work for the office staff at Custom Gaskets. Which of the following is an advantage of this work arrangement?

reduced employee stress

larger markets

greater demand for firm's products

enhanced employee recognition

ability to recognize the value of new information

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

According to the MARS model, which of the following directly influences an employee's voluntary behavior and performance?

role perceptions

moral intensity

corporate social responsibility

uncertainty avoidance

income

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following identifies the four factors that directly influence individual behavior and performance?

utilitarianism

MARS model

Schwartz's model

Five Factor model

Myers-Briggs Type Indicator

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

_____ are external to the individual but still affect their behavior and performance.

Motivations

Role perceptions

Situational factors

Abilities

Resolutions

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

_____ represent(s) the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

Motivation

Personality

Values

Ethics

Ability

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Motivation affects a person's _____ of voluntary behavior.

direction, intensity, and persistence

antecedents, consequences, and reinforcers

size, shape, and weight

aptitudes, abilities, and competencies

agreeableness, locus of control, and ethical sensitivity

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following refers to the fact that motivation is goal-directed, not random?

persistence

direction

intensity

aptitude

competencies

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

If a supervisor puts a lot of effort into improving the safety record in the factory, they would score high on persistence.

direction.

intensity.

aptitude.

competencies

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?
persistence levels

direction

intensity

aptitude

commitment

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Which of the following concepts consists of aptitudes, learned capabilities, and habits?

motivation

personality

values

ethics

ability

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

The MARS model added role perceptions to which earlier model of individual behavior?

input-transformation-output

ability–motivation–opportunity

motivation-perception-behavior

ability-motivation-perception

aptitude-ability-competence

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Tony meets with his office manager to redesign jobs so that employees are only given tasks within their current abilities. As a result, Custom Gaskets is using inaccurate role perceptions.

third person–job matching.

motivational persistence.

situational factors.

improving employee aptitudes.

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

Tony just hired several new employees who are motivated, able to perform their jobs, and have adequate resources; however, they are not sure what tasks are included in their job.

According to the MARS model, these new employees will likely emphasize the utilitarianism principle in their decision making.

have lower job performance due to poor role perceptions.

have high job performance because they are motivated and able to perform the work.

have above-average organizational citizenship.

have a high degree of differentiation according to Holland's classification of occupations.

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

_____ refer(s) to a person's beliefs about what behaviors are appropriate or necessary in a particular situation.

Natural aptitudes

Role perceptions

Competencies

Locus of control

Situational factors

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

To reduce the amount of nonrecyclable waste that employees throw out each day, Custom Gaskets removed containers for nonrecyclable rubbish from each office and workstation.

This altered employee behavior mainly by
increasing employee motivation to be less wasteful.

helping employees to learn how to be less wasteful.

altering situational factors so that employees have more difficulty practicing wasteful behavior.

increasing aptitudes that make employees less wasteful.

increasing organizational citizenship so that employees will be less wasteful.

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

The elements of motivation can be viewed from the metaphor of driving a car. In this metaphor, how long you drive the vehicle towards your destination refers to the motivation element of
clarity.

intensity.

persistence.

situational contingencies.

direction.

Scenario B

As an owner and manager of Custom Gaskets, Tony Zyck has been fascinated by all the changes occurring and transforming the workplace. Tony is concerned about the important OB trends that he can understand and take advantage of in developing and positioning his company in the marketplace.

When employees understand the priority of their various tasks and performance expectations, they have role clarity.

ambiguity.

perception.

responsibility.

motivation.

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Santiago organizes a training program for his employees to teach them how to operate the tools used for working. Which of the following attributes will show a direct improvement because of this training?

motivation

role perception

ethical sensitivity

moral intensity

ability

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

According to the MARS model, the new employees Santiago has hired will likely emphasize the utilitarianism principle in their decision making.

have lower job performance due to poor role perceptions.

have better job performance because they are motivated and able to perform the work.

have above-average organizational citizenship.

have a high degree of differentiation according to Holland's classification of occupations.

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

_____ refers to goal-directed behaviors under the individual's control that support organizational objectives.

Organizational citizenship

Counterproductive behavior

Task performance

Maintaining attendance

Intensity

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Assisting coworkers with their work problems, adjusting work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of role perception.

counterproductive behavior.

task performance.

organizational citizenship.

job matching.

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?

productive behavior

counterproductive behavior

task performance

organizational citizenship behavior

job matching

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Presenteeism is exhibited in all the following ways *except*
coming to work when ill.

reporting to work even if injured.

coming to work when the employee is preoccupied by personal problems.

when an absence would immediately affect many people.

coming to work when an employee faces dangerous conditions to get to work.

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Presenteeism is more common among employees with
plenty of sick leave.

high salaries.

low salaries.

high job security.

low job security.

Scenario C

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What is an organization's main source of competitive advantage?

employee turnover

human capital

relationships with coworkers

team development

external stakeholders

Scenario C

Santiago Pérez, the installation manager at Kleen Waterproofing, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Examples of _____ include harassing coworkers, creating unnecessary conflicts, and sabotaging work.

organizational citizenship behaviors

task performance measures

counterproductive work behaviors

redundant behaviors

illicit behaviors

Scenario C

Santiago Pérez, the installation manager at Knight Gutter Guard, has been receiving customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Santiago has also just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Santiago is wondering how he can understand what is going on with his crew behavior and what he can do to improve the situation.

What are maintaining attendance, organizational citizenship, and counterproductive behavior all types of?

task performance

individual behavior

personal motivation

role perceptions

situational factors

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

Senior officers in a national military organization decided that operations in supplies requisition were inefficient and costly. They brought in consultants who recommended that the entire requisition process be “reengineered.” This involved throwing out the old practices and developing an entirely new set of work activities around workflow. However, like many reengineering changes, this intervention resulted in lower productivity, higher employee turnover, and other adverse outcomes. Discuss likely problems with the intervention in terms of systems theory.

Marketing specialists at Sarasota Beer Co. developed a new advertising campaign for summer sales. The ads were particularly aimed at sports events where Sarasota Beer sold kegs of beer on tap. The marketing group worked for months with a top advertising firm on the campaign. Their effort was successful in terms of significantly higher demand for Sarasota Beer’s keg beer at sports stadiums. However, the production department had not been notified of the marketing campaign and was not prepared for the increased demand. The company was forced to buy empty kegs at a premium price. It also had to brew some of the lower-priced keg beer in vats that

would have been used for higher-priced specialty beer. The result was that Sarasota Beer sold more of the lower-priced keg beer and less of the higher-priced products that summer. Moreover, the company could not initially fill consumer demand for the keg beer, resulting in customer dissatisfaction. Use open systems theory to explain what has occurred at Sarasota Beer Co.

An aircraft manufacturing company developed a computer simulation representing the very complex processes and subgroups that create an airplane. Teams of production employees would participate in a game where trainers gave them the challenge of reducing costs or minimizing space using the simulation. As the trainers predicted, the team's actions would almost always result in unexpected consequences. Explain how this simulation relates to the open systems perspective of organizational behavior.

What is the difference between surface-level diversity and deep-level diversity? Give an example of how the two types of diversity can relate to each other.

Remote work has been identified as an important trend in organizational behavior. Discuss three organizational behavior topics that are influenced by remote work.

Discuss the conceptual anchors based on which organizational behavior is developed and redefined.

Identify and define the five types of individual behavior in the workplace.

The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales does not want to introduce time clocks, but this may be necessary if the lateness problem is not corrected. Using the MARS model of individual behavior, diagnose the possible reasons why salespeople may be engaging in this “lateness” behavior.

Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behavior and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Employees in a company’s warehouse are making several errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this kind of person–job matching.

Answer Key

Test name: Ch1_Organizational Behavior_10e

FALSE

A key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn't always well defined or agreed on. Most companies have vision and mission statements, but they are sometimes out of date or don't describe what employees actually try to achieve.

TRUE

One key feature of all organizations throughout history is that they are collective entities. They consist of human beings—typically, but not necessarily, employees—who interact with one another in an organized way.

TRUE

The open systems view states that organizations depend on the external environment for resources, affect that environment through their output, and consist of internal subsystems that transform inputs to outputs.

TRUE

Stakeholders include individuals, organizations, and other entities that affect, or are affected by, the organization's objectives and actions.

FALSE

Organizational effectiveness (not efficiency) is considered the ultimate dependent variable in the study of organizational behavior.

TRUE

Systematic research investigation produces evidence-based management, which involves making decisions and taking actions based on this research evidence.

TRUE

The multiple levels of analysis that anchor OB knowledge include three levels of analysis: individual, team, and organization.

TRUE

Organizations try to create an inclusive workplace, which is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

FALSE

Deep-level diversity includes differences in personalities, beliefs, values, and attitudes. We can't directly see this deep-level diversity, but it is evident in a person's words, decisions, and actions.

TRUE

Some organizations adopt structured boundary management through rules that prohibit work-related communication (except in extreme emergencies) after the regular workday.

FALSE

All four factors in the MARS model are critical influences on an individual's voluntary behavior and performance; if any one of them is low in a given situation, the employee would perform the task poorly.

FALSE

The three elements of motivation include direction, intensity, and persistence. Persistence involves the length of time that an individual continues to exert effort toward an objective.

FALSE

In the MARs model, along with motivation and ability, employees require accurate role perceptions to perform their jobs well. Role perceptions refer to how clearly people understand their job duties. These perceptions range from role clarity to role ambiguity.

FALSE

Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In this case, the employee is creating unnecessary conflicts with their coworkers. It is a counterproductive behavior.

TRUE

Although most companies focus on minimizing absenteeism, a more serious behavior may be *presenteeism*—showing up for work when unwell, injured, preoccupied by personal problems, or faced with dangerous conditions getting to work.

E

OB researchers systematically study various topics at multiple levels of analysis, namely the individual, the team (including interpersonal), and the organization.

A

Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations. It examines how individuals and teams in organizations relate to one another and how employees and organizations interact with the external environment.

E

From an organizational behavior perspective, organizations are defined as groups of people who work interdependently toward some purpose.

D

OB is important because it helps to fulfill the need to understand and predict. But the main reason why people with work experience value OB knowledge is that they have discovered how it helps them get things done in organizations.

A

Everyone has to understand the behavior of others in organizations. Hence, it is important to everyone in an organization.

C

The most important ingredient in the organization's process of transforming inputs to outputs is human capital. Human capital refers to the knowledge, skills, abilities, creativity, and other valued resources that employees bring to the organization.

C

Organizations are groups of people who work interdependently toward some purpose. Notice that organizations are not buildings or government-registered entities. In fact, many organizations exist with neither physical walls nor government documentation to confer their legal status.

A

Several events suggest that OB emerged as a distinct field throughout the 1940s. During that decade, a few researchers began describing their research as organizational (rather than sociological or psychological). And by the late 1940s, Harvard had changed the name of its MBA human relations course to “Organizational Behavior.”

D

A second key feature of organizations is that their members have a collective sense of purpose. This collective purpose isn’t always well defined or agreed on.

B

Harvard professor Elton Mayo and his colleagues (1930s and 1940s) established the “human relations” school of management, which pioneered research on employee attitudes, formal team dynamics, informal groups, and supervisor leadership style.

B

Almost all organizational behavior theories have the implicit or explicit objective of making organizations more effective. In fact, organizational effectiveness is considered the “ultimate dependent variable” in organizational behavior.

B

OB helps you to make sense of and predict the world in which you live. We use OB to adopt better personal theories so you can more effectively comprehend, predict, and influence organizational events.

D

Organizational behavior is discussed by some writers as a topic for managers. Effective management does depend on OB concepts and practices, but this book pioneered the broader view that OB is valuable for everyone who works in and around organizations.

A

The bottom-line value of organizational behavior is supported by research into the best predictors of investment portfolio performance. These investigations suggest that leadership, performance-based rewards, employee development, employee attitudes, and other specific OB characteristics are important “positive screens” for selecting companies with the highest and most consistent financial performance.

C

The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

D

The observable demographic or physiological differences in people, such as their race, ethnicity, gender, age, and physical disabilities, constitute surface-level diversity.

B

Diversity also includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes. Deep-level diversity cannot be seen, but it is evident in a person's decisions, statements, and actions.

B

Deep-level diversity is differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

D

Research suggest that deep-level diversity is due to a person's stage in life rather than the time period when they were born. In other words, Baby Boomers had similar beliefs and attitudes as Millennials do when they were the same age.

C

The best-known form of remote work is telecommuting (also called teleworking) whereby information technology enables employees to work from home one or more workdays per month rather than commute to the office.

D

Organizations try to create an inclusive workplace, which is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

C

Generational deep-level diversity does exist to some extent, but it tends to be much more subtle than the popular press would suggest. Also, some generational differences are actually due to age, not cohort.

C

An inclusive workplace is one that values people of all identities and allows them to be fully themselves while contributing to the organization. In other words, an inclusive organization views diversity as a valued resource.

B

Workforce diversity offers numerous advantages to organizations. Teams with high informational diversity—members have different knowledge and skills—tend to be more creative and make better decisions in complex situations compared to teams with less informational diversity.

C

Work-life integration occurs when people are able to minimize conflict between their work and nonwork demands. Most employees lack this balance because they spend too many hours each week performing or thinking about their job, whether at the workplace, at home, or on vacation. This focus on work leaves too little time to fulfill nonwork needs and obligations.

B

Employees who work effectively from home typically have higher self-motivation, self-organization, need for autonomy, and information technology skills. Those who telecommute most of the time also fulfill their social needs more from sources outside the workplace.

E

A key feature of OB knowledge is that it should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data.

A

In OB, sociologists have contributed to our knowledge of team dynamics, organizational socialization, organizational power, and other aspects of the social system.

D

The concept of multidisciplinary anchor says that organizational behavior is anchored around the idea that the field should develop from knowledge in other disciplines, not just from its own isolated research base.

B

The contingency anchor states that a particular action may have different consequences in different situations.

A

Organizational behavior doesn't just develop theories for the sake of being interesting. Most OB theories need to be useful in practice, whether for executive teams or for the rest of us in everyday work activities.

B

According to the multiple levels of analysis anchor, OB topics typically relate to the individual, team, and organizational levels of analysis.

A

The principles on which OB knowledge is developed and refined are represented by conceptual anchors: systematic research, practical orientation, multidisciplinary, contingency, and multiple levels of analysis.

B

Systematic research investigation is the basis for evidence-based management—making decisions and taking actions guided by research evidence. It makes perfect sense that management practice should be founded on the best available systematic knowledge.

C

Contingencies are identified in many OB theories, such as the best leadership style, the best conflict-handling style, and the best organizational structure.

B

Another organizational behavior anchor is that the field should welcome theories and knowledge from other disciplines, not just from its own isolated research base. For instance, psychological research has aided our understanding of individual and interpersonal behavior.

E

To create a more evidence-based organization, keep in mind that an example or story might illustrate an idea, but it does not validate that idea. An example is one data point, which could be the exception rather than the norm. Instead, rely on more systematic investigations with a larger sample, preferably with some quantitative data included.

E

The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs. Organizations also have outputs to the external environment. Some outputs (e.g., products and services) may be valued by the external environment; other outputs (e.g., employee layoffs, pollution) are undesirable by-products.

C

The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs.

A

Open systems view organizations as complex organisms that “live” within an external environment. As open systems, organizations depend on the external environment for resources, including raw materials, employees, financial resources, information, and equipment.

B

The word open in *open* systems describes the permeable relationship between the organization and its environment, whereas *closed systems* operate without dependence on or interaction with an external environment.

C

According to the open systems perspective, the inputs are external factors such as raw materials, human resources, information, financial resources, and equipment.

C

As open systems, successful organizations monitor their environments and are able to maintain a close “fit” with those changing conditions. Open systems also consider how well the company transforms inputs into outputs. It explains the interdependence of employees and departments within the organization.

D

The open systems view recognizes that the organization consists of numerous subsystems (departments, teams, technological processes, etc.) that transform the incoming resources into outputs.

E

By enhancing human capital, companies are better able to adapt to rapidly changing environments. This adaptability occurs because highly skilled employees tend to be better at performing diverse tasks in unfamiliar situations, particularly when they have freedom regarding ways to perform that work.

A

The stakeholder perspective provides the strongest case for corporate social responsibility. In fact, it emerged out of earlier writing about corporate social responsibility.

E

OB research has identified factors that influence the prioritization of stakeholders, including stakeholder power, how executives perceive the organization's environment, the organization's culture, and the personal values of the corporate board and executive team.

D

Corporate social responsibility consist(s) of organizational activities intended to benefit society and the environment beyond the firm's immediate financial interests or legal obligations.

E

As part of CSR, many companies have adopted the triple-bottom-line philosophy. They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability. Firms that adopt the triple-bottom-line aim to survive and be profitable in the marketplace (economic), but they also intend to maintain or improve conditions for society (social) as well as the physical environment.

B

As part of CSR, many companies have adopted the triple-bottom-line philosophy: They try to support or "earn positive returns" in the economic, social, and environmental spheres of sustainability.

A

Organizational effectiveness is considered the ultimate dependent variable in organizational behavior. This means that organizational effectiveness is the outcome that most OB theories are ultimately trying to achieve. Many theories use different labels—organizational performance, success, goodness, health, competitiveness, excellence—but they are basically presenting models and recommendations that help organizations become more effective.

A

The word “open” describes this permeable relationship, whereas closed systems operate without dependence on or interaction with an external environment.

B

In open systems, organizations receive feedback from the external environment regarding the value of their outputs, the availability of future inputs, and the appropriateness of the transformation process.

D

According to the open systems perspective, effective organizations have subsystems that coordinate with each other.

E

Organizational behavior (OB) is the study of what people think, feel, and do in and around organizations.

D

Everyone has to understand the behavior of others and oneself. So OB is for everyone.

D

Organizations are groups of people who work interdependently toward some purpose.

D

Deep-level diversity includes differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes.

A

Telework attracts job applicants as well as improves the employee's work-life integration, which reduces stress and increase productivity.

A

The four variables of the MARS model—motivation, ability, **role perceptions**, and situational factors—are critical influences on an individual's voluntary behavior and performance.

B

The four variables—motivation, ability, role perceptions, and situational factors—are represented by the acronym MARS. These factors directly influence individual behavior and performance.

C

Motivation, ability, and role perceptions are clustered together in the MARS model because they are located within the person. Situational factors are external to the individual but still affect his/her behavior and performance.

A

Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

A

Motivation represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

B

With motivation, people have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. This shows that motivation is goal-directed, not random.

C

Intensity is the amount of effort allocated to a certain goal.

D

Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.

E

Ability includes aptitudes, learned capabilities, and habits required to successfully complete a task.

B

Some organizational studies use the *ability–motivation–opportunity (AMO)* model, which refers to the three variables but with a limited interpretation of the situation. Along with ability, motivation, and situation, researchers have more recently identified a fourth key direct predictor of individual behavior and performance: role perceptions.

B

The third person–job matching strategy is to redesign the job so that employees are given tasks only within their current abilities. For example, a complex task might be simplified—some aspects of the work are transferred to others—so new employees are assigned only tasks that they are currently able to perform.

B

Role perceptions are the extent to which a person accurately understands the job duties (roles) assigned to or expected of them.

B

A form of role clarity involves understanding the preferred behaviors or procedures for accomplishing the assigned tasks.

C

The situation mainly refers to conditions beyond the employee’s immediate control that constrain or facilitate behavior and performance.

C

To help remember these three elements of motivation, consider the metaphor of driving a car in which the thrust of the engine is your effort. Direction refers to where you steer the car, intensity is how much you put your foot down on the gas pedal, and persistence is for how long you drive toward your destination.

A

Role clarity exists when employees understand the priority of their various tasks and performance expectations. This is illustrated in the classic dilemma of quantity versus quality, such as how many customers to serve in an hour (quantity) versus how well each customer should be served (quality). Role clarity in the form of task priorities also exists in the dilemma of allocating personal time and resources, such as how much time managers should devote to coaching employees versus meeting with customers.

E

Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task. Here, the training is intended to teach them the capabilities for performing the task.

B

Employees require accurate role perceptions to perform their jobs well. Role perceptions are the extent to which people understand their job duties.

C

Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

D

Organizational citizenship behaviors include various forms of cooperation and helpfulness to others that support the organization's social and psychological context.

B

Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm the organization. Some of the CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods, being untruthful, stealing, sabotaging work, tardiness, and wasting resources.

D

The positive consequences of absenteeism are apparent when employees engage in presenteeism—showing up for work even though they are unwell, injured, preoccupied by personal problems, or face dangerous conditions getting to work.

E

Presenteeism is more common among employees with low job security (such as new and temporary staff), employees who lack sick leave pay or similar financial buffers, and those whose absence would immediately affect many people.

B

Hiring qualified and productive staff is vital, but so is ensuring that they stay with the company. As we discussed in Chapter 1, human capital is arguably the organization's main source of competitive advantage.

C

CWBs are voluntary behaviors that have the potential to directly or indirectly harm the organization or its stakeholders. This concept includes a wide array of behaviors, both intentional and unintentional, such as harassing coworkers, creating unnecessary conflict, deviating from preferred work methods (e.g., shortcuts that undermine work quality), being untruthful, stealing, sabotaging work, and wasting resources.

B

There are many varieties of individual behavior, but most can be organized into the five categories described over the next few pages: task performance, organizational citizenship, counterproductive work behaviors, joining and staying with the organization, and maintaining work attendance.

Short Answer

There are two possible ways that systems theory explains these problems. The first and more likely of these is the fact that open systems have interdependent parts. In this situation, reengineering the supplies requisition process may have disrupted other parts of the organization, which, in turn, undermined the supplies group's ability to complete their work. The point here is that open systems consist of interdependent parts and that it is always useful to ensure that changes in one part of the organization have minimal adverse effects on other parts of the organization.

The second possible (but less likely) problem is in terms of inputs, transformation, outputs, and feedback. The reengineering process may have thrown out a functioning transformation process.

The change could also have resulted in less feedback from the environment regarding how well the organization is interacting with the environment. Perhaps the change resulted in a disruption of inputs or side effects in the outputs. Student answers will vary for this question.

Short Answer

This incident mainly relates to the open systems idea that organizations consist of many interdependent parts. In larger organizations, subsystem interdependence is so complex that an event in one department may ripple through the organization and affect other subsystems. In this case, the marketing group's advertising campaign had unintended implications for the production group. The marketing group's campaign increased demand for keg beer, which forced production to brew more of the lower-priced product rather than the higher-priced specialty beer. It was also necessary to keep up with demand by paying premium prices for empty kegs. The students could discuss the necessity of coordination and the effect of interdependence when discussing this scenario. Student answers will vary for this question.

Short Answer

The production simulation teaches teams that organizations are complex systems with many interdependent parts. As such, complex systems tend to produce unintended consequences when one part of the system is altered. The lesson here is to recognize the repercussions of subsystem actions on other parts of the organization. The student answers would vary, though they should address these issues in the answer.

Short Answer

Surface-level diversity is the observable demographic and other overt differences among members of a group, such as their race, ethnicity, gender, sex, age, and physical capabilities. Deep-level diversity refers to differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitude. Some deep-level diversity is associated with surface-level attributes. For example, studies report significant differences between men and women regarding their preference of conflict-handling styles, ethical principles, and approaches to communicating with others in various situation.

Short Answer

(Note: Students may identify the relevance of various OB topics through creative and logical thinking.) Some of the organizational behavior topics that are influenced by remote work include the following:

- Stress management: Remote work tends to be less stressful.
- Performance: Remote workers have higher productivity than other employees.
- Work–life integration: Remote workers have more time and somewhat more control to juggle work with family obligations.
- Psychological connectedness: Companies need to help remote workers maintain sufficient cohesion with their team and psychological connectedness with the organization.

Short Answer

The systematic research anchor states that OB knowledge should be based on systematic research, which typically involves forming research questions, systematically collecting data, and testing hypotheses against those data. The multidisciplinary anchor states that organizational behavior should welcome theories and knowledge in other disciplines, not just from its own isolated research base. The contingency anchor states that a particular action may have different consequences in different situations. The multiple levels of analysis anchor states that OB events should be understood from three levels of analysis: individual, team, and organization.

Short Answer

The five types are: task performance, organizational citizenship, counterproductive behavior, joining/staying with the organization, and maintaining attendance.

1. Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. It consists of proficiency, adaptability, and proactivity.
2. Organizational citizenship includes various forms of cooperation and helpfulness to others that support the organization's social and psychological context.
3. Counterproductive work behaviors are voluntary behaviors that have the potential to directly or indirectly harm the organization.
4. Joining and staying with the organization reflects the organization's ability to hire and retain talent.
5. Maintaining work attendance consists of absenteeism (missing work), lateness (being late for work), and presenteeism (attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors).

Short Answer

The MARS model suggests that individual behavior and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day.

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a “lateness culture” in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, distance of the location, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time. Student answers will vary due to the nature of this question. The students should also discuss the possible solutions to these problems.

Short Answer

Students should answer this question by describing the four causes of individual behavior and applying these causes to the situation.

Ability: It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Motivation: Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not very effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company’s compensation system.

Role perceptions: Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors: Employees at Store #34 might have lower performance due to unfavorable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty receiving inventory from the company’s warehouse, resulting in lack of sales.

Student answers will vary due to the nature of this question.

Short Answer

The three different strategies that would potentially improve this kind of person–job matching are:

Select qualified applicants: This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training: Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job: This involves reassigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.