Management, 10e (Robbins)
Chapter 15   Motivating Employees

1) Motivation is a result of an interaction between a person and a situation.
Answer: TRUE
Diff: 1   Page Ref: 341
Topic: What Is Motivation?

2) The three key elements in the definition of motivation are energy, direction, and achievement.
Answer: FALSE
Diff: 3   Page Ref: 341
Topic: What Is Motivation?

3) High levels of effort don't necessarily lead to favorable job performance unless the effort is channeled in a direction that benefits the organization.
Answer: TRUE
Diff: 1   Page Ref: 341
Topic: What Is Motivation?

4) The best-known theory of motivation is probably McGregor's Theories X and Y.
Answer: FALSE
Diff: 1   Page Ref: 342
Topic: Early Theories of Motivation

5) Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next is activated.
Answer: TRUE
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

6) Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next is activated and that once a need is substantially satisfied, the next need becomes dominant.
Answer: TRUE
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

7) Lower-order needs are satisfied internally while higher-order needs are predominantly satisfied externally.
Answer: FALSE
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

8) According to Herzberg, the factors that led to job satisfaction were separate and distinct from those that led to job dissatisfaction.
Answer: TRUE
Diff: 2   Page Ref: 343
Topic: Early Theories of Motivation

9) The two-factor theory is also called Theory X and Theory Y.
Answer: FALSE
Diff: 1   Page Ref: 342-343
Topic: Early Theories of Motivation

10) Based on McClelland's three-needs theory, high achievers perform best when the odds are against them.
Answer: FALSE
Diff: 2   Page Ref: 344
Topic: Contemporary Theories of Motivation

11) The best managers are high in the need for power and high in the need for affiliation.
Answer: FALSE
Diff: 3   Page Ref: 344
Topic: Early Theories of Motivation

12) David McClelland proposed the three-needs theory, which says there are three acquired needs that are major motives in work.
Answer: TRUE
Diff: 3   Page Ref: 344
Topic: Early Theories of Motivation

13) Self-generated feedback has been shown to be a more powerful motivator than externally generated feedback.
Answer: TRUE
Diff: 3   Page Ref: 346
Topic: Contemporary Theories of Motivation

14) Reinforcement theory is related to an individual's belief that he or she is capable of performing a task.
Answer: FALSE
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation

15) The key to reinforcement theory is that it ignores factors such as goals, expectations, and needs and focuses solely on what happens to a person when he or she takes some action.
Answer: TRUE
Diff: 3   Page Ref: 347
Topic: Contemporary Theories of Motivation

16) Job design refers to the way tasks are combined to form complete jobs.
Answer: TRUE
Diff: 1   Page Ref: 348
Topic: Contemporary Theories of Motivation

17) Adding vertical depth to a job is called job enlargement.
Answer: FALSE
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

18) Reinforcement theory says that behavior is a function of its consequences.
Answer: TRUE
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation

19) Job enlargement increases job depth.
Answer: FALSE
Diff: 1   Page Ref: 348
Topic: Contemporary Theories of Motivation

20) When a mail sorter's job is expanded to include mail delivery, the mail sorter has experienced job enlargement.
Answer: TRUE
Diff: 1   Page Ref: 348
Topic: Contemporary Theories of Motivation

21) In the job characteristics model, skill variety refers to the degree to which a job requires completion of a whole and identifiable piece of work.
Answer: FALSE
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

22) According to the job characteristics model, task identity is not important.
Answer: FALSE
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

23) According to equity theory, a person who earns $50,000 will be less satisfied with his or her pay than a person who earns $100,000.
Answer: FALSE
Diff: 2   Page Ref: 350
Topic: Contemporary Theories of Motivation

24) Equity theory has three referent categories: other, system, and self.
Answer: TRUE
Diff: 2   Page Ref: 350
Topic: Contemporary Theories of Motivation

25) The three variables in Vroom's expectancy theory are valence, instrumentality, and expectancy.
Answer: TRUE
Diff: 2   Page Ref: 351
Topic: Contemporary Theories of Motivation

26) Vroom would say that if a person values an outcome, his or her effort to obtain that outcome will always be great.
Answer: FALSE
Diff: 2   Page Ref: 351-352
Topic: Contemporary Theories of Motivation

27) Equity theory has a relatively strong following in the United States.
Answer: TRUE
Diff: 1   Page Ref: 355
Topic: Current Issues in Motivation

28) Flextime is a scheduling system in which employees work four 10-hour days.
Answer: FALSE
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

29) Job sharing consists of two or more people who split a full-time job.
Answer: TRUE
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

30) Everybody is motivated by jobs that are high in autonomy, variety, and responsibilities.
Answer: FALSE
Diff: 2   Page Ref: 355-356
Topic: Current Issues in Motivation

31) _____ refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.
A) Motivation
B) Leadership
C) Effort management
D) Need configuration
Answer: A
Diff: 2   Page Ref: 341
Topic: What Is Motivation?

32) What element of motivation is a measure of intensity or drive?
A) direction
B) energy
C) persistence
D) achievement
Answer: B
Diff: 1   Page Ref: 341
Topic: What Is Motivation?

33) We want employees to _____ putting forth an effort to achieve organizational goals.
A) persist in
B) consider
C) stop
D) motivate others into
Answer: A
Diff: 1   Page Ref: 341
Topic: What Is Motivation?

34) The drive to find food, drink, and sexual satisfaction is based on what level of need?
A) physiological
B) safety
C) self-actualization
D) social
Answer: A
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

35) An individual who wants to buy a home in an expensive neighborhood with a low crime rate is satisfying which need?
A) esteem
B) safety
C) physiological
D) self-actualization
Answer: B
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

36) Within Maslow's hierarchy of needs, the need for belonging is associated with _____.
A) physiological needs
B) safety needs
C) social needs
D) esteem needs
Answer: C
Diff: 1   Page Ref: 342
Topic: Early Theories of Motivation

37) The need for such factors as status, recognition, attention, self-respect, autonomy, and achievement are examples of which of the following needs according to Maslow's hierarchy of needs?
A) physiological
B) esteem
C) social
D) self-actualization
Answer: B
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

38) Growth, achieving one's potential, self-fulfillment, and the drive to become what one is capable of becoming are characteristics of which need according to Maslow's hierarchy?
A) physiological
B) esteem
C) social
D) self-actualization
Answer: D
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

39) Maslow argued that once a need is substantially satisfied, _____.
A) the next need becomes dominant
B) individuals no longer require that need
C) that need continues to motivate an individual
D) it becomes a higher-order need
Answer: A
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

40) Which of the following is considered a lower-order need?
A) social
B) esteem
C) self-actualization
D) safety
Answer: D
Diff: 1   Page Ref: 342
Topic: Early Theories of Motivation

41) _____ assumes that employees have little ambition, dislike work, and avoid responsibility.
A) Theory Y
B) Theory X
C) Self-actualization Need Theory
D) Belongingness Need Theory
Answer: B
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

42) Theory Y assumes that people inherently _____.
A) want to belong more than anything else
B) avoid responsibility and need to be closely controlled
C) want to work and can exercise self-direction
D) work to satisfy hygiene factors
Answer: C
Diff: 2   Page Ref: 342
Topic: Early Theories of Motivation

43) According to Herzberg, what characteristic is associated with job dissatisfaction?
A) advancement
B) status
C) work itself
D) growth
Answer: B
Diff: 1   Page Ref: 343
Topic: Early Theories of Motivation

44) According to Herzberg,when _____ are adequate, people won't be dissatisfied, but they also will not be satisfied.
A) achievement needs
B) affiliation needs
C) power needs
D) hygiene factors
Answer: D
Diff: 2   Page Ref: 343
Topic: Early Theories of Motivation

45) According to Herzberg, in order to provide employees with job satisfaction, managers should concentrate on _____.
A) hygiene factors
B) issues such as pay
C) motivator factors (moderate)
D) extrinsic factors
Answer: C
Diff: 2   Page Ref: 343
Topic: Early Theories of Motivation

46) According to McClelland, the need to make others behave in a way they wouldn't have behaved otherwise is which of the following work motives?
A) need for achievement
B) need for power
C) need for affiliation
D) need for motivation
Answer: B
Diff: 1   Page Ref: 344
Topic: Contemporary Theories of Motivation

47) Which of the following suggests that there is a desire for friendly and close interpersonal relationships at work?
A) need for achievement
B) need for power
C) need for fulfillment
D) need for affiliation
Answer: D
Diff: 2   Page Ref: 344
Topic: Contemporary Theories of Motivation

48) An individual who would enjoy taking on the challenge of personally redesigning the work flow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?
A) need for affiliation
B) need for impact
C) need for achievement
D) need for power
Answer: C
Diff: 3   Page Ref: 344
Topic: Contemporary Theories of Motivation

49) Goal setting works best when the goals are _____.
A) specific
B) indefinite
C) infinite
D) moderately challenging
Answer: A
Diff: 1   Page Ref: 345
Topic: Contemporary Theories of Motivation

50) Difficult goals, when accepted, result in _____.
A) lower performance than easy goals
B) higher performance than easy goals
C) low satisfaction
D) higher dissatisfaction
Answer: B
Diff: 2   Page Ref: 345
Topic: Contemporary Theories of Motivation

51) Which factor has been found to influence the goals—performance relationship?
A) goal commitment
B) easy goals
C) foreign culture
D) external locus of control
Answer: A
Diff: 3   Page Ref: 346
Topic: Contemporary Theories of Motivation

52) People will do better when they get _____ because it helps identify discrepancies between what they have done and what they want to do.
A) input
B) goals
C) equity
D) feedback
Answer: D
Diff: 1   Page Ref: 346
Topic: Contemporary Theories of Motivation

53) The higher your _____, the more confidence you have in your ability to succeed in a task.
A) self-efficacy
B) self-esteem
C) reinforcers
D) job scope
Answer: A
Diff: 1   Page Ref: 346
Topic: Contemporary Theories of Motivation

54) Goal setting is more effective in cultures located in _____.
A) Asia
B) North America
C) South America
D) Europe
Answer: B
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation
Skill: AACSB: Globalizations

55) The concept that behavior is a function of consequences is known as _____.
A) reinforcement theory
B) leadership
C) group dynamics
D) human resource management
Answer: A
Diff: 1   Page Ref: 347
Topic: Contemporary Theories of Motivation

56) Reinforcement theorists believe that behavior results from _____.
A) external consequences
B) internal personality traits, such as need for achievement
C) setting high goals
D) intrinsic satisfiers
Answer: A
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation

57) A _____ is any consequence immediately following a response that increases the probability that the behavior will be repeated.
A) goal
B) reinforcer
C) conclusion
D) job characteristics model
Answer: B
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation

58) According to reinforcement theory, rewards are effective if they _____ a desired behavior.
A) precede
B) follow
C) coincide with
D) decrease
Answer: B
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation

59) Behavior that is not rewarded, or is punished, is _____.
A) extinguished
B) not high on a list of priorities
C) unstructured
D) less likely to be repeated
Answer: D
Diff: 2   Page Ref: 347
Topic: Contemporary Theories of Motivation

60) _____ is the way tasks are combined to form complete jobs.
A) Job scope
B) Job enlargement
C) Job enrichment
D) Job design
Answer: D
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

61) The number of different tasks required in a job and the frequency with which those tasks are repeated is _____.
A) scope
B) enlargement
C) enrichment
D) design
Answer: A
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

62) One of the first attempts to design jobs horizontally expanded jobs and is known as job _____.
A) enlargement
B) scope
C) rotation
D) enrichment
Answer: A
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

63) An approach to designing motivating jobs that includes the vertical expansion of a job by adding planning and evaluating responsibilities is _____.
A) job enrichment
B) job enlargement
C) reinforcement theory
D) job characteristics model
Answer: A
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

64) Job _____ is vertical expansion of a job by adding planning and evaluating responsibilities.
A) scope
B) enlargement
C) enrichment
D) design
Answer: C
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

65) The research evidence on the use of job enrichment programs could be classified as _____.
A) encouraging
B) strongly supportive
C) moderately supportive
D) inconclusive
Answer: D
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

66) Which one of the following identifies five primary job characteristics, their interrelationships, and their impact on employee productivity, motivation, and satisfaction?
A) job characteristics model
B) job enlargement
C) job enrichment
D) job rotation
Answer: A
Diff: 2   Page Ref: 348-349
Topic: Contemporary Theories of Motivation

67) The job characteristics model (JCM) identifies _____ as the degree to which a job has substantial impact on the lives or work of other people.
A) task significance
B) task identity
C) skill variety
D) autonomy
Answer: A
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

68) _____ is the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.
A) Task significance
B) Task identity
C) Skill variety
D) Autonomy
Answer: D
Diff: 1   Page Ref: 349
Topic: Contemporary Theories of Motivation

69) _____ is the degree to which carrying out the work activities required by a job results in an individual's obtaining direct and clear information about the effectiveness of his or her performance.
A) Task significance
B) Task identity
C) Skill variety
D) Feedback
Answer: D
Diff: 2   Page Ref: 349
Topic: Contemporary Theories of Motivation

70) The job characteristics model provides guidance to managers concerning _____.
A) job design
B) employee selection
C) pay satisfaction
D) collective bargaining
Answer: A
Diff: 1   Page Ref: 349
Topic: Contemporary Theories of Motivation

71) A theory that suggests that employees compare their inputs and outcomes from a job to the ratio of input to outcomes of relevant others is known as _____.
A) action motivation
B) goal setting
C) reinforcement theory
D) equity theory
Answer: D
Diff: 2   Page Ref: 350
Topic: Contemporary Theories of Motivation

72) In general, the research support for equity theory could be described as _____.
A) considerable
B) moderate
C) weak
D) inconclusive
Answer: A
Diff: 2   Page Ref: 350
Topic: Contemporary Theories of Motivation

73) Which expectancy theory linkage explains the belief that having a high grade point average is critical in obtaining a good job?
A) instrumentality
B) expectancy
C) goal setting to achievement
D) valence
Answer: A
Diff: 3   Page Ref: 351
Topic: Contemporary Theories of Motivation

74) The importance that an individual places on a potential outcome or reward that can be achieved on the job is known as _____.
A) valence or attractiveness of reward
B) operant learning opportunity
C) effort performance linkage or expectancy
D) goal-setting behavior
Answer: A
Diff: 2   Page Ref: 351
Topic: Contemporary Theories of Motivation

75) Maslow's hierarchy aligns well with employees in _____.
A) the United States
B) Mexico
C) Japan
D) Greece
Answer: A
Diff: 2   Page Ref: 354
Topic: Current Issues in Motivation
Skill: AACSB: Globalizations

76) The view that a high achievement need acts as an internal motivator presupposes a willingness to accept a moderate degree of risk and a concern with performance, two cultural characteristics that are relatively <u>absent</u> in _____.
A) Canada
B) Chile
C) Great Britain
D) the United States
Answer: B
Diff: 1   Page Ref: 355
Topic: Current Issues in Motivation
Skill: AACSB: Globalizations

77) Consistent with a legacy of communism and centrally planned economies, employees exhibit
_____.
A) less expectations of outputs
B) low interest in rewards
C) a low desire for interesting work
D) a greater entitlement attitude
Answer: D
Diff: 2   Page Ref: 355
Topic: Current Issues in Motivation
Skill: AACSB: Globalizations

78) What seems important to almost all workers, regardless of their national culture?
A) the need to achieve
B) the need for self-actualization
C) the desire for interesting work
D) the desire for equity
Answer: C
Diff: 2   Page Ref: 355
Topic: Current Issues in Motivation
Skill: AACSB: Globalizations

79) In a study comparing job-preference outcomes among graduate students in the United States,
Canada, Australia, and Singapore, what factor was not tied for first?
A) achievement
B) flexibility
C) growth
D) responsibility
Answer: B
Diff: 2   Page Ref: 355
Topic: Current Issues in Motivation
Skill: AACSB: Globalizations

80) To maximize motivation among today's diverse work force, managers need to think in terms
of _____.
A) flexibility
B) consistency
C) needs
D) wants
Answer: A
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation
Skill: AACSB: Multicultural and Diversity

81) In _____, employees work fewer days, but more hours per day.
A) a reorganization
B) flexible work hours
C) a job characteristics model
D) a compressed workweek
Answer: D
Diff: 2   Page Ref: 356
Topic: Current Issues in Motivation

82) _____ work hours are where employees work a certain number of hours per week, but are free, within limits, to vary the hours of work.
A) Flexible
B) Compressed
C) Congruent
D) Parallel
Answer: A
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

83) What type of job scheduling option would allow two different employees to share one 40-hour-a-week systems analyst position?
A) compressed workweek
B) job sharing
C) flextime
D) telecommuting
Answer: B
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

84) The linking by computer and modem of workers at home with coworkers and management at an office is termed _____.
A) job sharing
B) compressed workweek
C) flextime
D) telecommuting
Answer: D
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

85) What is a potential disadvantage of telecommuting?
A) flexible hours
B) unsatisfied social needs
C) no commuting
D) casual dress
Answer: B
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

86) Successful motivation of professions requires that managers recognize that the loyalty of professionals is usually toward their _____.
A) employer
B) short-term financial well-being
C) long-term financial well-being
D) profession
Answer: D
Diff: 2   Page Ref: 357
Topic: Current Issues in Motivation

87) All of the following are mentioned as suggestions to motivate professionals except _____.
A) providing them with ongoing challenging projects
B) using money and promotions
C) allowing them to structure their work in ways they find productive
D) rewarding them with recognition
Answer: B
Diff: 2   Page Ref: 357
Topic: Current Issues in Motivation

88) What will motivate involuntarily temporary employees?
A) pay them more
B) provide health care benefits
C) provide job challenge
D) provide the opportunity for training
Answer: D
Diff: 2   Page Ref: 358
Topic: Current Issues in Motivation

89) When temps work alongside permanent employees who earn more and get benefits for doing the same job, the _____.
A) temps tend to work more diligently in hopes of gaining a permanent position
B) permanent employees tend to work more diligently
C) performance of temps is likely to suffer
D) performance of permanent employees is likely to suffer
Answer: C
Diff: 2   Page Ref: 358
Topic: Current Issues in Motivation

90) How would a manager motivate low-skilled, minimum-wage employees?
A) offer more pay for high levels of performance
B) use employee recognition programs
C) provide the opportunity for training
D) provide the opportunity for full-time employment
Answer: B
Diff: 2   Page Ref: 358
Topic: Current Issues in Motivation

91) Which of the following is <u>not</u> mentioned as a reward program?
A) employee incentive programs
B) pay-for-performance programs
C) employee recognition programs
D) stock option programs
Answer: A
Diff: 2   Page Ref: 358
Topic: Current Issues in Motivation

92) _____ is a motivational approach in which an organization's financial statements are opened to and shared with all employees.
A) Open-book management
B) Expectancy theory
C) Pay-for-performance
D) Equity theory
Answer: A
Diff: 1   Page Ref: 358
Topic: Current Issues in Motivation

93) Attempts to show the financial condition of the firm to employees to get them to think like owners of the firm are known as _____.
A) pay-for-performance programs
B) work sharing arrangements
C) telecommuting
D) open-book management
Answer: D
Diff: 3   Page Ref: 358
Topic: Current Issues in Motivation

94) _____ consists of personal attention and expressing interest, approval, and appreciation for a job well done.
A) A pay-for-performance program
B) A stock option program
C) An employee recognition program
D) Open-book management
Answer: C
Diff: 1   Page Ref: 359
Topic: Current Issues in Motivation

95) Consistent with _____, rewarding a behavior using employee recognition programs immediately following behavior is likely to encourage its repetition.
A) expectancy theory
B) reinforcement theory
C) equity theory
D) Maslow's hierarchy of needs
Answer: B
Diff: 2   Page Ref: 359
Topic: Current Issues in Motivation

96) What is an example of an employee recognition program?
A) handwritten notes acknowledging something positive that the employee has done
B) piece-rate pay plans
C) lump-sum bonuses
D) stock options
Answer: A
Diff: 1   Page Ref: 359
Topic: Current Issues in Motivation

97) Compensation plans that pay employees based on the basis of their contribution to the effectiveness of the organization are referred to as _____.
A) pay-for-performance programs
B) expectancy theory
C) equity theory
D) stock options
Answer: A
Diff: 1   Page Ref: 360
Topic: Current Issues in Motivation

98) Piece-rate pay plans, wage incentive plans, profit sharing, and lump-sum bonuses are examples of _____ programs.
A) open-book management
B) expectancy theory
C) pay-for-performance
D) equity theory
Answer: C
Diff: 1   Page Ref: 360
Topic: Current Issues in Motivation

99) _____ are financial instruments that give employees the right to purchase shares of stock at a set price.
A) Stock options
B) Open-book management
C) Employee recognition programs
D) Pay-for-performance programs
Answer: A
Diff: 1   Page Ref: 360
Topic: Current Issues in Motivation

100) The literature on _____ suggests that managers should ensure that employees have hard, specific goals and feedback on how well they are doing in achieving those goals.
A) goal-setting theory
B) equity theory
C) reinforcement theories
D) expectancy theory
Answer: A
Diff: 2   Page Ref: 361
Topic: Current Issues in Motivation

101) Managers must be sure that employees feel confident that increased efforts _____.
A) can earn them a promotion
B) can lead to achieving performance goals
C) will most definitely result in high achievement
D) will earn them just pay
Answer: B
Diff: 2   Page Ref: 361
Topic: Current Issues in Motivation

102) Which of the following is not a suggestion for motivating employees?
A) recognize individual differences
B) make goals very difficult to achieve
C) match people to jobs
D) individualize rewards
Answer: B
Diff: 1   Page Ref: 361
Topic: Current Issues in Motivation

103) Following the ideas of _____, managers should check the system to see that employees perceive the rewards as being equal to the inputs.
A) expectancy theory
B) three-needs theory
C) goal-setting theory
D) equity theory
Answer: D
Diff: 1   Page Ref: 362
Topic: Contemporary Theories of Motivation

104) In a stagnant economy where cost-cutting is widespread, _____ is a low-cost means to reward employees.
A) linking rewards to performance
B) individualizing rewards
C) using recognition
D) offering contingent bonuses
Answer: C
Diff: 1   Page Ref: 362
Topic: Contemporary Theories of Motivation

Motivation to Study (Scenario)

Joan has considered her own motivation and discussed it with some of her peers who live in her dormitory. She discovers some distinct differences in attitude with these students and their motivation to study.

105) As she talked to other students, Joan saw some students who needed more direction in their classroom studies because they had little or no ambition if they were left to their own motivation. This view is similar to _____ needs.
A) physiological
B) safety
C) social
D) self-actualization
Answer: D
Diff: 1   Page Ref: 342
Topic: Early Theories of Motivation

106) In one class, Joan questions how fairly she is being treated compared to other students. This part of her motivational processes would best fit into _____.
A) Maslow's hierarchy
B) Herzberg's motivation-hygiene theory
C) equity theory
D) reinforcement theory
Answer: C
Diff: 2   Page Ref: 350
Topic: Contemporary Theories of Motivation

107) In one of her own classes, Joan can see the material is related to growth and achievement in her career. She is given responsibility to help other students. In Joan's motivational processes, as described by Herzberg, this class serves as a(n) _____.
A) achievement need
B) motivator
C) power need
D) hygiene factor
Answer: B
Diff: 1   Page Ref: 343
Topic: Early Theories of Motivation

Changing Jobs (Scenario)

Marty sat in his favorite chair at home and pondered his work situation. The funding in his division had been cut by 25 percent, but the numerical goals did not budge. Something had to change, and he knew it was his job to figure out how to make the goals reachable. He had decided to try to make it work by changing the way tasks are combined in each job. First, he needed to know how many tasks there were to each job and how frequently each task is repeated. He also knew that because of the funding cut, people were going to be asked to increase their job tasks horizontally. But, he also felt that to balance this he should add planning and evaluating responsibilities. No one looked forward to this coming year—managers or staff—but it was do or die.

108) Marty is looking at job _____, or "the way tasks are combined in each job."
A) enlargement
B) scope
C) depth
D) design
Answer: D
Diff: 3   Page Ref: 348
Topic: Contemporary Theories of Motivation

109) Marty was going to ask people to horizontally increase their jobs, also known as job
_____.
A) enlargement
B) scope
C) enrichment
D) design
Answer: A
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

110) The vertical expansion of employees' jobs, or job _____, was also suggested by Marty.
A) enlargement
B) scope
C) enrichment
D) design
Answer: C
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

111) Together, even though the employees were clearly being asked to contribute more, he felt they would have a greater degree of control over their work. _____ describes the degree of control the employees will have over their work.
A) Job enlargement
B) Job depth
C) Job enrichment
D) Job design
Answer: B
Diff: 3   Page Ref: 348
Topic: Contemporary Theories of Motivation

Acme Corporation (Scenario)

Acme Corporation's management feels that employees could be more motivated by their jobs. The jobs were enlarged earlier and some improvements were seen in motivation.

112) Acme Corporation accomplished the process of enlarging the jobs by _____.
A) changing the pay structure
B) horizontally expanding the jobs
C) changing the number of breaks during a shift
D) increasing the number of days away from work per month
Answer: B
Diff: 2   Page Ref: 348
Topic: Contemporary Theories of Motivation

113) To increase the motivation, Acme decides to increase the meaningfulness of the work. This can be done by _____.
A) increasing skill variety
B) decreasing task identity
C) decreasing task significance
D) increasing dependence
Answer: A
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Topic: Contemporary Theories of Motivation

114) To further enhance the jobs at Acme, managers divided the tasks into jobs that allowed employees to use a collection of skills and talents. These changes could be described as a core dimension of the job characteristics model known as _____.
A) skill variety
B) task identity
C) feedback
D) autonomy
Answer: A
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Topic: Contemporary Theories of Motivation

115) Most jobs at Acme were redesigned to allow the employees to complete a whole and identifiable piece of work. This fits _____, a core dimension of the job characteristics model.
A) skill variety
B) task identity
C) task significance
D) autonomy
Answer: B
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Topic: Contemporary Theories of Motivation

116) In addition to these changes, the managers at Acme explained how the jobs were now designed to allow the job to affect the lives and work of other people. This serves as _____, a core dimension in the job characteristics model.
A) skill variety
B) task identity
C) task significance
D) autonomy
Answer: C
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Topic: Contemporary Theories of Motivation

117) As a final point in redesigning the jobs at Acme, the managers developed a program that allowed the employees to have a large degree of freedom in their jobs while giving them information as to the outcomes of their work. These changes serve as _____, a core dimension in the job characteristics model.
A) task significance
B) autonomy
C) task identity
D) skill variety
Answer: B
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Topic: Contemporary Theories of Motivation

A Management Tool (Scenario)

The managers wanted and needed something they could actually use as a tool for redesigning the jobs in their departments. They had now sat through four days of management training, but so far, with all of the fancy theories, they had not received any specific guidance in this area. Finally, on the last day of the training, they learned about the job characteristics model. Sure, it still had all of the theory and other academic jargon, but it also provided some specific steps to help improve the core job dimensions.

118) One suggestion, _____, encourages putting existing fragmented tasks back together to increase skill variety and task identity.
A) combining tasks
B) creating natural work units
C) establishing client relationships
D) expanding jobs vertically
Answer: A
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Topic: Contemporary Theories of Motivation

119) The model also suggests that _____ will increase employee "ownership" of the work and help them view their work as meaningful.
A) combining tasks
B) creating natural work units
C) establishing client relationships
D) expanding jobs vertically
Answer: B
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Topic: Contemporary Theories of Motivation

120) _____ partially closes the gap between the "doing" and the "controlling" aspects of the job and increases employee autonomy.
A) Combining tasks
B) Creating natural work units
C) Establishing client relationships
D) Expanding jobs vertically
Answer: D
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Topic: Contemporary Theories of Motivation

121) Another suggestion, _____, allows employees to judge the level of their performance.
A) combining tasks
B) creating natural work units
C) establishing client relationships
D) opening feedback channels
Answer: D
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Topic: Contemporary Theories of Motivation

Angie's Subordinates (Scenario)

Angie wants to understand what her subordinates think about their jobs. These employees are unmotivated.

122) The employees begin to compare their pay and work conditions to the pay and work conditions of friends and relatives who work in other companies in the local area. This process falls under _____ theory.
A) reinforcement
B) expectancy
C) goal-setting
D) equity
Answer: D
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Topic: Contemporary Theories of Motivation

123) Angie tries to find how strongly employees believed that if they put effort into their work that they would perform the job satisfactorily. This could be defined as _____.
A) expectancy
B) instrumentality
C) valence
D) equity
Answer: A
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124) Angie tries to convince the employees that things will get better if they will work harder. As a process of talking to employees, Angie suggests that she will get raises for the employees based on their harder work. The employees do not believe that Angie can get them raises for working harder. The employees' _____ is not very strong.
A) expectancy
B) instrumentality
C) valence
D) equity
Answer: B
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125) In the end, the employees decide to work harder, and Angie is allowed to give them a raise of 2 percent. Several of the employees feel the raise was too small. This reinforced their feeling that the company will never pay them based on the value they add to the company. This idea refers to _____.
A) expectancy
B) instrumentality
C) valence
D) reinforcement
Answer: C
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Topic: Contemporary Theories of Motivation

What Do You Expect? (Scenario)

The employees at Acme Toilets Inc. are not working as hard as Jill, their supervisor, would like. The salespeople aren't meeting their sales quotas, and Jill can't seem to motivate them to try harder. Jill has been studying expectancy theory and has decided to try to put it into practice.

126) Employees are never able to meet their sales quotas and believe that no matter how hard they work, they'll never meet them. They perceive the _____ of their success to be low.
A) instrumentality
B) expectancy
C) valence
D) performance-reward linkage
Answer: B
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Topic: Contemporary Theories of Motivation

127) Employees believe that they can make their sales quotas, but aren't sure that management will really reward them when they do. They perceive the _____ to be low.
A) instrumentality
B) expectancy
C) valence
D) effort-performance linkage
Answer: A
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Topic: Contemporary Theories of Motivation

128) Management has set the reward for meeting sales quotas at a lower level than last year. Employees perceive that the _____ is low.
A) instrumentality
B) expectancy
C) valence
D) performance-reward linkage
Answer: C
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Topic: Contemporary Theories of Motivation

129) Jill has arranged for the bonus system to be changed so that the bonus for meeting sales quotas is much higher than it has ever been before. Jill has altered the _____.
A) instrumentality
B) expectancy
C) valence
D) performance-reward linkage
Answer: C
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Topic: Contemporary Theories of Motivation

Design Your Own Job (Scenario)

Terrence has been brought in to a high-tech company to institute family-friendly programs. He has decided that because of the diverse work force, alternative working hours will be very attractive to the employees.

130) Terrence allows employees to work four 10-hour days instead of the traditional 5-day workweek. This work arrangement is termed _____.
A) home-based work
B) a compressed workweek
C) flextime
D) job sharing
Answer: B
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Topic: Current Issues in Motivation

131) Terrence is allowing two people to split a 40-hour-a-week job. They are splitting the work and the benefits in an arrangement termed _____.
A) flexible work hours
B) a compressed workweek
C) flextime
D) job sharing
Answer: D
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

132) Some employees that Terrence will manage are working from home via computers. This work arrangement is termed _____.
A) flexible work hours
B) flextime
C) job sharing
D) telecommuting
Answer: D
Diff: 1   Page Ref: 356
Topic: Current Issues in Motivation

133) In a short essay, explain the concept of motivation. Then identify and describe the three key aspects of motivation.

Answer: Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal. Although, generally speaking, motivation involves any effort exerted toward a goal, we're most interested in organizational goals because our focus is on work-related behavior. Three key elements are important to this definition: energy, direction, and persistence. The energy element is a measure of intensity or drive. A motivated person puts forth effort and works hard. However, the quality of the effort must be considered as well as its intensity. High levels of effort don't necessarily lead to favorable job performance unless the effort is channeled in a direction that benefits the organization. Effort that's directed toward, and consistent with, organizational goals is the kind of effort we want from employees. Finally, motivation includes a persistence dimension. We want employees to persist in putting forth effort to achieve those goals.

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Topic: What Is Motivation?

134) In a short essay, list and discuss the five needs that are based on Maslow's hierarchy of needs theory.

Answer:

a.   Physiological needs: food, drink, shelter, sexual satisfaction, and other physical requirements.

b.   Safety needs: security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met.

c.   Social needs: affection, belongingness, acceptance, and friendship.

d.   Esteem needs: internal esteem factors such as self-respect, autonomy, and achievement and external esteem factors such as status, recognition, and attention.

e.   Self-actualization needs: growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming.

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Topic: Early Theories of Motivation

135) In a short essay, list and discuss the three-needs theory according to David McClelland. Next, identify which of these needs has been studied most extensively and discuss the findings of this research.

Answer: The three-needs theory says there are three needs that are major motives in work. These three needs include the need for achievement, which is the drive to excel, to achieve in relation to a set of standards, and to strive to succeed; the need for power, which is the need to make others behave in a way that they would not have behaved otherwise; and the need for affiliation, which is the desire for friendly and close interpersonal relationships. Of these three needs, the need for achievement has been researched most extensively. The findings show that people with a high need for achievement are striving for personal achievement rather than for the trappings and rewards of success. They have a desire to do something better or more efficiently than it's been done before. They prefer jobs that offer personal responsibility for finding solutions to problems, in which they can receive rapid and unambiguous feedback on their performance in order to tell whether they're improving, and in which they can set moderately challenging goals. High achievers aren't gamblers; they dislike succeeding by chance. They are motivated by and prefer the challenge of working at a problem and accepting the personal responsibility for success or failure. An important point is that high achievers avoid what they perceive to be very easy or very difficult tasks.

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Topic: Contemporary Theories of Motivation

136) In a short essay, discuss the equity theory and list five probable behavioral responses that may occur when employees perceive an inequity.

Answer: Equity theory proposes that employees perceive what they get from a job situation (outcomes) in relation to what they put into it (inputs) and then compare their inputs-outcomes ratios to those of relevant others. If an employee perceives his or her ratio to be equal to those of relevant others a state of equity exists. In other words, he or she perceives that the situation is fair. However, if the ratio is unequal, inequity exists and the employees view themselves as under rewarded or over rewarded. When inequities occur, employees attempt to do something about it. Equity theory proposes that employees might (1) distort either their own or others' inputs or outcomes, (2) behave in some way to induce others to change their inputs or outcomes, (3) behave in some way to change their own inputs or outcomes, (4) choose a different comparison person, or (5) quit their job.

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Topic: Contemporary Theories of Motivation

137) In a short essay, contrast distributive justice and procedural justice.

Answer: Distributive justice has historically provided the basis for equity theory. It is the perceived fairness of the amount and allocation of rewards among individuals. More recent equity research has focused on procedural justice, which is the perceived fairness of the process used to determine the distribution of rewards. Distributive justice has a greater influence on employee satisfaction than procedural justice does. Procedural justice tends to affect an employee's organizational commitment, trust in his or her boss, and intention to quit.

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Topic: Contemporary Theories of Motivation

138) In a short essay, explain which theories work best for certain cultures. The discussion should include Maslow's need hierarchy, the three-needs theory, the equity theory, and Herzberg's two-factor theory.

Answer: a.   Maslow's need hierarchy argues that people start at the physiological level and then move progressively up the hierarchy in order. This hierarchy, if it has any application at all, aligns with American culture. In countries like Japan, Greece, and Mexico, where uncertainty avoidance characteristics are strong, security needs would be on top of the need hierarchy. Countries that score high on nurturing characteristics≡Denmark, Sweden, Norway, the Netherlands, and Finland≡would have social needs on top. We would predict, for instance, that group work will be more motivating when the country's culture scores high on the nurturing criterion.

b.   Another motivation concept that clearly has an American bias is the achievement need. The view that a high achievement need acts as an internal motivator presupposes two cultural characteristics≡a willingness to accept a moderate degree of risk (which excludes countries with strong uncertainty avoidance characteristics) and a concern with performance (which applies almost singularly to countries with strong achievement characteristics). This combination is found in Anglo-American countries like the United States, Canada, and Great Britain. On the other hand, these characteristics are relatively absent in countries such as Chile and Portugal.

c.   Equity theory has a relatively strong following in the United States. That's not surprising given that U.S.-style reward systems are based on the assumption that workers are highly sensitive to equity in reward allocations. In the United States, equity is meant to closely link pay to performance. However, recent evidence suggests that in collectivist cultures, especially in the former socialist countries of central and eastern Europe, employees expect rewards to reflect their individual needs as well as their performance. Moreover, consistent with a legacy of communism and centrally planned economies, employees exhibited a greater "entitlement" attitude–that is, they expected outcomes to be greater than their inputs. These findings suggest that U.S.-style pay practices may need to be modified, especially in Russia and other former communist countries, in order to be perceived as fair by employees.

d.   Despite these cross-cultural differences in motivation, don't assume there are no cross-cultural consistencies, because there are some. For instance, the desire for interesting work seems important to almost all workers, regardless of their national culture. In a study of seven countries, employees in Belgium, Britain, Israel, and the United States ranked "interesting work" number one among 11 work goals. It was ranked either second or third in Japan, the Netherlands, and Germany. Similarly, in a study comparing job-preference outcomes among graduate students in the United States, Canada, Australia, and Singapore, growth, achievement, and responsibility were rated the top three and had identical rankings. Both studies suggest some universality to the importance of intrinsic factors identified by Herzberg in his two-factor theory. Another recent study examining work place motivation trends in Japan also seems to indicate that Herzberg's model is applicable to Japanese employees.

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Topic: Current Issues in Motivation
Skill: AACSB: Globalizations

139) In a short essay, describe how managers might motivate professional workers. Contrast that with how managers might motivate contingent workers.

Answer: What motivates professionals? Money and promotions typically are low on their priority list. Why? They tend to be well paid and enjoy what they do. In contrast, job challenge tends to be ranked high. They like to tackle problems and find solutions. Their chief reward in their job is the work itself. Professionals also value support. They want others to think that what they are working on is important. That may be true for all employees, but professionals tend to be focused on their work as their central life interest, whereas nonprofessionals typically have other interests outside of work that can compensate for needs not met on the job. On the other hand, what will motivate involuntarily temporary employees? An obvious answer is the opportunity to become a permanent employee. In cases in which permanent employees are selected from a pool of temps, the temps will often work hard in hopes of becoming permanent. A less obvious answer is the opportunity for training. The ability of a temporary employee to find a new job is largely dependent on his or her skills. If the employee sees that the job he or she is doing can help develop marketable skills, then motivation is increased. From an equity standpoint, you should also consider the repercussions of mixing permanent and temporary workers when pay differentials are significant. When temps work alongside permanent employees who earn more, and get benefits, too, for doing the same job, the performance of temps is likely to suffer. Separating such employees or perhaps minimizing interdependence between them might help managers decrease potential problems.

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Topic: Current Issues in Motivation

140) In a short essay, list and discuss 6 of the 10 specific recommendations that should be followed when motivating employees.

Answer:

a. Recognize individual differences—almost every contemporary motivation theory recognizes that employees aren't identical. They have different needs, attitudes, personality, and other important individual variables.

b. Match people to jobs—there's a great deal of evidence showing the motivational benefits of carefully matching people to jobs. For example, high achievers should have jobs that allow them to participate in setting moderately challenging goals and that involve autonomy and feedback. However, keep in mind that not everybody is motivated by jobs that are high in autonomy, variety, and responsibility.

c. Use goals—managers should ensure that employees have hard, specific goals and feedback on how well they're doing in achieving those goals. The determination of whether goals should be assigned by the manager or set with the employee's participation depends on the perception of goal acceptance and the organization's culture. If resistance to goals is expected, participation should increase acceptance. If participation is inconsistent with the culture, use assigned goals.

d. Ensure that goals are perceived as attainable—regardless of whether goals are actually attainable, employees who see goals as unattainable will reduce their effort. Managers must be sure, therefore, that employees feel confident that increased efforts can lead to achieving performance goals.

e. Individualize rewards—because employees have different needs, what acts as a reinforcer for one may not for another. Managers should use their knowledge of employee differences to individualize the rewards they control, such as pay, promotions, recognition, desirable work assignments, autonomy, and participation.

f.   Link rewards to performance—managers need to make rewards contingent on performance. Rewarding factors other than performance will only reinforce those other factors. Important rewards such as pay increases and promotions should be given for the attainment of specific goals. Managers should also look for ways to increase the visibility of rewards, making them potentially more motivating.

g.   Check the system for equity—employees should perceive that rewards or outcomes are equal to the inputs. On a simple level, experience, ability, effort, and other obvious inputs should explain difference in pay, responsibility, and other obvious outcomes. Remember that one person's equity is another's inequity, so an ideal reward system should weigh inputs differently in arriving at the proper rewards for each job.

h.   Use recognition—recognize the power of recognition. In a stagnant economy where cost-cutting is widespread, using recognition is a low-cost means to reward employees. And it's a reward that most employees consider valuable.

i.   Show care and concern for your employees—employees perform better for managers who care about them. Research done by the Gallup Organization with millions of employees and tens of thousands of managers consistently shows this simple truth. The best organizations create "caring" work environments. When managers care about employees, performance results typically follow.

j.   Don't ignore money—it's easy to get so caught up in setting goals, creating interesting jobs, and providing opportunities for participation that you forget that money is a major reason why most people work. Thus, the allocation of performance-based wage increases, piecework bonuses, and other pay incentives is important in determining employee motivation.

Diff: 3   Page Ref: 361-362
Topic: From Theory to Practice: Suggestions for Motivating Employees