Essentials of Organizational Behavior 16th edition Robbins Test Bank

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Essentials of Organizational Behavior, 16e **(Robbins)**
Chapter 1 What Is Organizational Behavior?

1) The impact of what three areas are investigated in the study of Organizational Behavior?
A) Profit structure, organizational complexity, and job satisfaction
B) Individuals, profit structure, and job satisfaction
C) Individuals, groups, and job satisfaction
D) Groups, structure, and profit structure
E) Individuals, groups, and structure
Answer: E
Explanation: OB investigates the impact that individuals, groups, and structures have on behavior within organizations.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

2) Which of the following is NOT a core topic of organizational behavior?
A) Motivation
B) Attitude development
C) Conflict
D) Resource allocation
E) Work design
Answer: D
Explanation: OB includes the core topics of motivation, leader behavior and power, interpersonal communication, group structure and processes, personality, emotions, and values, attitude development and perception, change processes, conflict and negotiation, and work design. It does not include resource allocation.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

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3) According to a study by Monster (a global employment company), the number one most frequently desired skill in applicants was _____.
A) ethical
B) technical
C) communication
D) computer
E) accounting
Answer: C
Explanation: Monster mined data from nearly one million market-wide job postings to identify skills that were most often sought by employers. At the top of the list was communication skills. This was also reiterated by Jeff Weiner, the CEO of LinkedIn.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

4) According to a recent large-scale survey, 58% of managers did NOT receive _____.
A) pay incentives
B) training
C) administrative support
D) insurance
E) office space
Answer: B
Explanation: Fifty-eight percent of managers reported they had not received any training and 25% admitted they were not ready to lead others when they were given the role.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

5) There is a connection between companies which have _____ and their attention to organizational behavior principles.
A) high turnover rates
B) specialized technical processes
C) superior financial performance
D) long-lasting CEOs
E) both high turnover rates and long-lasting CEOs
Answer: C
Explanation: Companies such as Lululemon, the Boston Consulting Group, LinkedIn, Zoom Video, Google, Facebook, and Southwest Airlines all have incorporated the concepts of organizational behavior and attribute it to their ability to generate high financial outcomes.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

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6) _____ is the study of the impact that individuals, groups, and structure have on behavior within organizations.
A) Leadership
B) Organizational strategy
C) Performance management
D) Employee relations
E) Organizational behavior
Answer: E
Explanation: Organizational behavior is the field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

7) What are the four main activities managers engage in?
A) Planning, budgeting, networking, hiring
B) Planning, organizing, leading, controlling
C) Controlling, innovating, hiring, quality control
D) Monitoring, scheduling, fund raising, leading
E) Interpersonal, informational, decisional, planning
Answer: B
Explanation: Managers' work can be categorized into four different activities: planning, organizing, leading, and controlling.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

8) The ultimate goal of organizational behavior is to _____.
A) better understand management
B) improve an organization's effectiveness
C) balance diversity
D) create boilerplates
E) replace human resources
Answer: B
Explanation: OB studies the impact individuals, groups, and structure have on an organization with the ultimate goal of improving effectiveness.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

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9) Which of the following is NOT a managerial activity that managers were engaged in, according to Luthans and associates?
A) Human resource management
B) Networking
C) Communications
D) Filing documents
E) Traditional management
Answer: D
Explanation: In Luthans and associates' study of 450 managers, traditional management, communication, HR management, and networking were the four typical managerial activities. Filing documents was not one of them.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

10) Navar is a manager at a mid-sized consulting firm. Within Navar's role, Navar is responsible for interacting with the other departments in the organization and with both vendors and customers of the firm. Which of the four managerial activities is Navar exhibiting?
A) Traditional management
B) Communication
C) Human resource management
D) Networking
E) Systems
Answer: D
Explanation: Socializing, politicking, and interacting with outsiders are all networking activities that managers do.
Diff: 3
AACSB: Interpersonal Relations and Teamwork
Quest. Category: Analytical
LO: 1.1 Define organizational behavior (OB).

11) On average, managers spend most of their time doing which managerial activity?
A) Traditional management
B) Communication
C) Human resource management
D) Networking
E) Systems
Answer: A
Explanation: Thirty-two percent of a manager's time is spent doing traditional activities.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

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12) On average, managers spend the least amount of time doing which managerial activity?
A) Traditional management
B) Communication
C) Human resource management
D) Networking
E) Systems
Answer: D
Explanation: Nineteen percent of a manager's time is spent on networking.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

13) According to Luthans, if you want to be a *successful* manager, your time would be best spent on which managerial activity?
A) Traditional management
B) Communication
C) Human resource management
D) Networking
E) Systems
Answer: D
Explanation: Networking has been shown to make the largest relative contribution to a manager's success.
Diff: 2
AACSB: Reflective Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

14) According to Luthans, if you want to be a *successful* manager, your time would be best spent NOT focusing on which managerial activity?
A) Traditional management
B) Communication
C) Human resource management
D) Networking
E) Systems
Answer: C
Explanation: Focusing on human resource management has been shown to make the least relative contribution to a manager's success.
Diff: 2
AACSB: Reflective Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

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15) According to Luthans, if you want to be an *effective* manager, your time would be best spent NOT focusing on which managerial activity?
A) Traditional management
B) Communication
C) Human resource management
D) Networking
E) Systems
Answer: D
Explanation: In Luthans and associates' study, networking made the least relative contribution for effective managers.
Diff: 2
AACSB: Reflective Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

16) Managers who explain their decisions and seek information from colleagues and employees tend to be less successful because they emphasize the negative.
Answer: FALSE
Explanation: Even if the information is negative, seeking input from others makes a manager more effective.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

17) Organizational behavior is essentially the study of "technical skills."
Answer: FALSE
Explanation: Organizational behavior is the study of what people do in an organization and how their behavior affects the organization's performance.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

18) Managers' work can be categorized into four different activities: planning, organizing, leading, and controlling.
Answer: TRUE
Explanation: A significant component of managerial positions/jobs includes the four main activities of planning, organizing, leading and controlling.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.1 Define organizational behavior (OB).

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19) In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?
A) Common sense
B) Direct observation
C) Systematic study
D) Speculation
E) Organizational theory
Answer: C
Explanation: To make good OB decisions, it is important to use evidence to supplement intuition and experience. Evidence should come through systematic study, which involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

20) Aisha believes that it is best to take the casual or common-sense approach to reading others. She needs to remember that _____.
A) the casual approach is nonsensical, and should be avoided as much as possible
B) the systematic approach and the casual approach are one and the same
C) laboratory experiments on human behavior often result in unreliable findings
D) the casual or common-sense approach to reading others can often lead to erroneous predictions
E) behavior is unpredictable, hence there is no accurate way to analyze it
Answer: D
Explanation: Unfortunately, the casual or common-sense approach to reading others can often lead to erroneous predictions. However, you can improve your predictive ability by supplementing intuition with a more systematic approach.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.2 Show the value of systematic study to OB.

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21) According to the systematic approach, _____ is(are) generally predictable.
A) resources
B) behavior
C) technology
D) outcomes
E) inputs
Answer: B
Explanation: According to the idea of systematic study, behavior is generally predictable, and the systematic study of behavior is a way to make reasonably accurate predictions.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

22) Basing managerial decisions on the best available scientific support is called _____.
A) intuition
B) organizational process
C) organizational behavior
D) evidence-based management
E) conceptual management
Answer: D
Explanation: Evidence-based management (EBM) complements systematic study (which includes looking at relationships, not merely studying scientific evidence) by basing managerial decisions on the best available scientific evidence.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

23) _____ involves using a variety of tools, technologies, and processes to discover trends and solve problems from large volumes of data.
A) Artificial intelligence
B) Data analytics
C) Big data
D) Qualitative management
E) Traditional management
Answer: B
Explanation: Data analytics involves using a variety of tools, technologies, and processes to discover trends and solve problems from large volumes of data.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

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24) Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of _____ study.
A) organizational
B) intuitive
C) theoretical
D) systematic
E) case-based
Answer: D
Explanation: Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

25) Lakeesha needs to assign a very important advertising account to one of her writers. First, she reviewed each writer's workload, then she studied the sales data of the products for the last three campaigns of each writer, then she reviewed each writer's annual review to familiarize herself with their goals. Finally, she gave the account to Paula, a very creative, efficient, writer who has had high sales results with her last three clients' products. Lakeesha's management style is based on _____.
A) intuition or "gut feeling"
B) organizational behavioral studies
C) subjective assessments
D) preconceived notions
E) systematic study
Answer: E
Explanation: Systematic study means looking at relationships, attempting to attribute causes and effects, and basing our conclusions on scientific evidence, that is, on data gathered under controlled conditions and measured and interpreted in a reasonably rigorous manner.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.2 Show the value of systematic study to OB.

26) Intuition is an instinctive feeling that is typically supported by research.
Answer: FALSE
Explanation: Intuition is also called "gut feelings." They are not necessarily supported by research.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

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27) Systematic study of behavior is a way to make reasonably accurate predictions.
Answer: TRUE
Explanation: Since behavior is generally predictable, one can use a systematic study of behavior to improve accuracy.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

28) Evidence-based management is based on "gut feelings" about the state of some phenomenon of interest.
Answer: FALSE
Explanation: Intuition is a gut feeling not necessarily supported by research. In contrast, evidence-based management bases managerial decisions on the best available scientific evidence.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

29) As Rahim is the manager of a large convenience store chain, Rahim's company has access to millions of pieces of data on consumer activity at the company's stores. How can Rahim use this data to make human resources decisions?
Answer: One of the benefits of Data Analytics is to be able to predict events. Using the data, Rahim can determine the staffing needs at various times in each store and ensure that store staffing keeps pace with customer traffic.
Diff: 3
AACSB: Application of Knowledge
Quest. Category: Application
LO: 1.2 Show the value of systematic study to OB.

30) What is "intuition"? How does it fit with systematic study?
Answer: Intuitions are "gut feelings" about what makes others (and ourselves) "tick." Intuition will provide a base from which more accurate predictions of behavior can be made. That is, we can improve our predictive ability by complementing intuitive opinions with a more systematic approach. Systematic study involves looking at relationships, attempting to attribute causes and effects, and basing conclusions on scientific evidence. This process helps us to explain and predict behavior.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.2 Show the value of systematic study to OB.

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31) Which behavioral science discipline is most focused on understanding group behavior?
A) Sociology
B) Social psychology
C) Psychology
D) Anthropology
E) Organizational psychology
Answer: A
Explanation: Organizational behavior is an applied behavioral science built on contributions from a number of behavioral disciplines, mainly psychology and social psychology, sociology, and anthropology. Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behaviors in organizations.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

32) Of the following disciplines, which one has contributed to our understanding of macro concepts in OB such as group processes and organization?
A) Anatomy
B) Anthropology
C) Statistics
D) Neurology
E) Biology
Answer: B
Explanation: While psychology's contributions to the field of organizational behavior have been mainly at the individual or micro level of analysis, while the other disciplines, such as anthropology, have contributed to our understanding of macro concepts such as group processes and organization.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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33) Austin is a graduate student helping to organize a study on group processes, more specifically, whether homogeneous or heterogeneous groups perform better. His department is observing 200 groups in a laboratory setting. Austin is most likely a graduate student in the department of _____.
A) sociology
B) anthropology
C) psychology
D) social psychology
E) archaeology
Answer: A
Explanation: Because Austin's study focuses on group processes, he is most likely conducting the study through the department of sociology. Sociology studies people in relation to their social environment or culture and has contributed to the study of group processes.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

34) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which faculty member should furnish information about personality, learning, and motivation?
A) Sociology
B) Psychology
C) Anthropology
D) Political science
E) Industrial engineering
Answer: B
Explanation: Psychology seeks to measure, explain, and sometimes change the behavior of humans and other animals. Psychology's focus on the individual has led to contributions in the areas of learning, personality, emotions, motivational forces, and more.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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35) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. Which professor out of this group would you expect to address issues on organizational culture?
A) The psychologist
B) The anthropologist
C) The political scientist
D) The sociologist
E) The industrial engineer
Answer: B
Explanation: Anthropology helps us understand culture and differences in fundamental attitudes, values, etc. Among other things, anthropologists help us understand organizational culture.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

36) You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. You should expect that the faculty member from _____ will probably contribute information about large-scale group behavior.
A) sociology
B) psychology
C) social psychology
D) anthropology
E) industrial engineering
Answer: A
Explanation: Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behavior in organizations.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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37) Group behavior, power, and conflict are central areas of study for _____.
A) archaeologists
B) philanthropists
C) anthropologists
D) social psychologists
E) operations analysts
Answer: D
Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another. This field has made important contributions to our study of group behavior, power, and conflict.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

38) _____ blends concepts from psychology and sociology and focuses on the influence people have on one another.
A) Corporate strategy
B) Anthropology
C) Political science
D) Social psychology
E) Archaeology
Answer: D
Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on peoples' influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

39) Chang studies change. He looks at ways to implement change and how to reduce barriers to its acceptance. Chang is most likely a(n) _____.
A) psychologist
B) anthropologist
C) sociologist
D) social psychologist
E) linguist
Answer: D
Explanation: One major study area of social psychology is change—how to implement it and how to reduce barriers to its acceptance. Social psychologists also contribute to measuring, understanding, and changing attitudes; identifying communication patterns; and building trust.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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40) _____ focuses on the study of people in relation to their social environment.
A) Psychology
B) Sociology
C) Corporate strategy
D) Political science
E) Operations management
Answer: B
Explanation: Sociology studies people in relation to their social environment or culture. Sociologists have contributed to OB through their study of group behavior in organizations, particularly formal and complex organizations.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

41) Which field of study has contributed to OB through its research on organizational culture and formal organization theory and structure?
A) Psychology
B) Operations management
C) Physiology
D) Political science
E) Sociology
Answer: E
Explanation: Perhaps most important to the field of sociology is the study of organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict, which all contribute widely to OB.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

42) Which field of study has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations?
A) Anthropology
B) Corporate strategy
C) Political science
D) Operations research
E) Psycholinguistics
Answer: A
Explanation: Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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43) The subject of organizational culture has been most influenced by which behavioral science discipline?
A) Anthropology
B) Psychology
C) Social psychology
D) Political science
E) Corporate strategy
Answer: A
Explanation: Anthropology is the study of societies to learn about human beings and their activities. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

44) Gabriela is studying how organizations in different countries develop their culture and how organizational culture is passed on to new hires. She is surveying twenty organizations in each of France, Germany, China, and Mexico. Gabriela's study exemplifies how _____ contributes to OB.
A) anthropology
B) psychology
C) archaeology
D) political science
E) corporate strategy
Answer: A
Explanation: Gabriela is most likely an anthropologist. Much of our current understanding of organizational culture, organizational environments, and differences among national cultures is a result of the work of anthropologists or those using their methods.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

45) Social psychology is an area within psychology, blending concepts from both psychology and anthropology.
Answer: FALSE
Explanation: Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology, not anthropology, to focus on peoples' influence on one another.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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46) Anthropology has made important contributions to our study of power and conflict.
Answer: FALSE
Explanation: Social psychologists have made important contributions to our study of group behavior, power, and conflict. Anthropology helps us understand differences in fundamental values, attitudes, and behavior among people in different countries and within different organizations.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

47) Psychology is to the individual what sociology is to the group.
Answer: TRUE
Explanation: While psychology focuses on the individual, sociologists have contributed to OB through their study of group behavior in organizations, particularly formal and complex organizations.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

48) Psychology has helped us understand differences in values and attitudes between people in different countries.
Answer: FALSE
Explanation: Anthropology is the study of societies to learn about human beings and their activities. Anthropologists' work on cultures and environments has helped us understand differences in fundamental values, attitudes, and behavior between people in different countries and within different organizations. In contrast, psychology focuses on the individual.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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49) Describe how one of the sciences that contributes to organizational behavior could be used in evidence-based management (EBM). Define the science, some of the science's contributions to OB, and describe a workplace example of how it could be used in EBM.
Answer: Student responses could vary. One answer could be as follows. Evidence-based management (EBM) complements systematic study by basing managerial decisions on the best available scientific evidence. Doctors need to make decisions about patient care based on the latest available evidence, and EBM argues that managers should do the same, becoming more scientific in how they think about management problems. For example, a manager who is struggling with high turnover in his company could look toward social psychology to help solve the problem. Social psychology, generally considered a branch of psychology, blends concepts from both psychology and sociology to focus on people's influence on one another. One major study area is change, how to implement it and how to reduce barriers to its acceptance. A manager could look at a social psychology study on job satisfaction to determine what changes he might make to be able to better retain employees.
Diff: 3
AACSB: Reflective Thinking
Quest. Category: Synthesis
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

50) How have the fields of psychology and sociology contributed to our understanding of organizational behavior?
Answer: Psychology seeks to measure, explain, and change the behavior of humans. Contributions have been made by learning theorists, personality theorists, counseling psychologists, and industrial and organizational psychologists. Contributions have been made in learning, perception, personality, emotions, training, leadership effectiveness, needs and motivational forces, job satisfaction, decision-making processes, performance appraisals, attitude measurement, employee-selection techniques, work design, and job stress. Sociology studies people in relation to their social environment or culture. The greatest contributions by sociologists have been in the study of group behavior in organizations, organizational culture, formal organization theory and structure, organizational technology, communications, power, and conflict.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

51) Compare and contrast the fields of psychology, social psychology, and sociology.
Answer: These fields all deal with the human condition. While psychology focuses on the individual, sociology studies people in relation to their social environment or culture. Social psychology blends concepts from both psychology and sociology, though it is generally considered a branch of psychology. It focuses on people's influence on one another. Thus, it could be said that social psychology falls between the extremes of the individual focus of psychology and the large group focus of sociology.
Diff: 3
AACSB: Reflective Thinking
Quest. Category: Synthesis
LO: 1.3 Identify the major behavioral science disciplines that contribute to OB.

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52) Priya was a successful manager in a steel plant. The plant was focused on achieving increased productivity and Priya achieved her unit's productivity mandate by clearly structuring the tasks of her subordinates and holding them accountable to completing their tasks on time. While her subordinates complained about her rigidity, top management lauded her leadership style. Priya quit the steel plant when she got a better paying job at an e-commerce start-up. When Priya imposed her rigid, task-oriented leadership style that was successful in the steel plant, her e-commerce subordinates rebelled and complained to top management. Many quit their jobs. Priya's predicament can be explained through _____.
A) sociology
B) big data
C) organizational behavior
D) contingency variables
E) interpersonal skills
Answer: D
Explanation: Leadership styles are contingent on the situation. Priya tried to impose her same leadership style when the conditions were different at the e-commerce start-up.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Critical Thinking
LO: 1.4 Demonstrate why few absolutes apply to OB.

53) When we say *x* leads to *y*, but only under conditions specified in *z*, the z refers to _____.
A) scientific variables
B) contingency variables
C) control variables
D) laboratory variables
E) universal variables
Answer: B
Explanation: Contingency variables are situational factors or variables that moderate the relationship between two or more variables. For example, an OB study can say *x* leads to *y,* but only under conditions specified in *z.* Because humans are somewhat unpredictable, all OB studies must have contingency variables.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.4 Demonstrate why few absolutes apply to OB.

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54) When an OB person says, "A job attractive to one person may be unattractive to another; its appeal depends on the person holding it," the second part of the sentence refers to _____ variables.
A) global
B) general
C) dependent
D) non-reactive
E) contingency
Answer: E
Explanation: Contingency variables are variables that moderate the relationship between two or more variables. For example, an OB study can say *x* leads to *y,* but only under conditions specified in *z.* Because humans are somewhat unpredictable, all OB studies must have contingency variables.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Application
LO: 1.4 Demonstrate why few absolutes apply to OB.

55) There are a number of absolutes in OB.
Answer: FALSE
Explanation: Laws in the physical sciences are consistent. In contrast, human beings are complex, and few, if any, simple and universal principles explain organizational behavior. As such, few straightforward cause-and-effect relationships exist in this discipline. Organizational behavior theories mirror the subject matter with which they deal, and people are complex and complicated.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.4 Demonstrate why few absolutes apply to OB.

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56) Explain why there are few absolutes in organizational behavior. Despite this, how are we able to make valid predictions?
Answer: Human beings are complex, and few, if any, simple and universal principles explain organizational behavior. Because we are not alike, our ability to make simple, accurate, and sweeping generalizations is limited. Two people often act very differently in the same situation, and the same person's behavior changes in different situations. Not everyone is motivated by money, and people may behave differently at a religious service than they do at a party. However, we can offer reasonably accurate explanations of human behavior or make valid predictions, provided OB concepts reflect situational, or contingency, conditions. We can say *x* leads to *y,* but only under conditions specified in *z*–the contingency variables. For example, OB scholars would avoid stating that everyone likes complex and challenging work (the general concept) because not everyone wants a challenging job. Some people prefer routine over varied, or simple over complex. A job attractive to one person may not be to another; its appeal is contingent on the person who holds it.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.4 Demonstrate why few absolutes apply to OB.

57) The South Korean company, Samsung, sells most of its products to organizations in other countries. Burger King is owned by a Brazilian firm. McDonald's sells hamburgers in 101 countries on six continents. All these are examples of _____.
A) globalization
B) contraction
C) divergence
D) localization
E) outsourcing
Answer: A
Explanation: Globalization is the process in which worldwide integration and interdependence is promoted across national borders. Via globalization, McDonald's, an American company, can sell its products globally.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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58) A growing area in OB research is _____, which studies how organizations develop human strengths, foster vitality and resilience, and unlock potential.
A) organizational anthropology
B) departmental dissonance
C) industrial foundation scholarship
D) positive organizational scholarship
E) network externality study
Answer: D
Explanation: Positive organizational scholarship is an area of OB research that concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

59) An organization's commitment to _____ is its self-regulated action to benefit society or the environment beyond what is required by law.
A) profit
B) corporate social responsibility (CSR)
C) ethical practices
D) globalization
E) technology
Answer: B
Explanation: An organization's commitment to corporate social responsibility (CSR), or its self-regulated actions to benefit society or the environment beyond what is required by law, has become increasingly important in the working world. Organizations practice CSR in several ways, including environmental sustainability initiatives, nonprofit work, volunteering, charitable giving, and even more traditional HR practices such as sustainability training and development.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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60) Raul is a financial analyst who oversees the daily financial expenditures for a major big box retailer. On a typical day, Raul does not interact with other employees and only meets with his team on Monday afternoons; however, he typically has to run a report at 7:30 am and then a final report at 7:30 pm. Raul and his wife Emily have a 6-month-old son, and Emily will soon be returning to work thus requiring the couple to engage childcare. To enhance Raul's well-being at work, his manager could _____.
A) reassign Raul to a position which requires less time
B) allow Raul to completely work from home
C) allow Raul to work from home three days a week
D) fire Raul
E) do nothing
Answer: C
Explanation: While allowing Raul to work totally from home may seem attractive, this could cause problems within the workplace. By allowing Raul to work from home three days a week, he will still have a presence in the office but also be able to reduce his work and nonwork conflicts.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Critical Thinking
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

61) Whereas _____ focuses on differences among people from different countries, _____ addresses differences among people within given countries.
A) workforce diversity; globalization
B) globalization; workforce diversity
C) culture; diversity
D) culturalization; workforce diversity
E) psychology; social psychology
Answer: B
Explanation: One of the most important challenges for organizations is adapting to people who are different. We describe this challenge as workforce diversity. Whereas globalization focuses on differences among people from different countries, workforce diversity addresses differences among people within given countries.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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62) Which of the following is NOT an attribute of workforce diversity?
A) Age
B) Gender identity
C) Sexual orientation
D) Height
E) Ethnicity
Answer: D
Explanation: Gender, race, national origin, age, disability, sexual orientation, and religion are the major workforce diversity categories.
Diff: 1
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

63) Situations in which individuals are required to define right and wrong conduct are called _____.
A) ethical dilemmas
B) managerial decision-making
C) organizational problem-solving
D) trade off management
E) addressing organizational routines
Answer: A
Explanation: Organizational employees confront situations in which they are asked to identify right and wrong conduct. In other words, they are asked to confront ethical choices or ethical dilemmas. An example would be, should they "blow the whistle" if they uncover illegal activities in their companies?
Diff: 2
AACSB: Ethical Understanding and Reasoning
Quest. Category: Analytical
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

64) Some key subjects in _____ research are engagement, hope, optimism, and resilience in the face of strain.
A) organizational sociology
B) industrial psychology
C) positive organizational scholarship
D) cultural anthropology
E) organizational dynamics
Answer: C
Explanation: Positive organizational scholarship, a growing area in OB research, studies how organizations develop human strengths, foster vitality and resilience, and unlock potential.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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65) As a manager in Domingo, Inc., a multinational company operating in 26 countries, Shonda has subordinates from many different countries and cultures. How can she effectively manage her subordinates?
A) By adapting her management style to their differences
B) By keeping a straightforward and open communication style
C) By using her own motivations to guide others
D) By treating all subordinates uniformly, regardless of their background
E) By guiding them to adapt to her management style
Answer: A
Explanation: To work effectively with people from different cultures, Shonda would need to understand how their culture, geography, and religion have shaped them and how to adapt her management style to their differences. What motivates you may not motivate them. Or, Shonda's communication style may be straightforward and open, which others may find uncomfortable and threatening.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

66) Which one of the following is NOT an example of globalization?
A) After years of lackluster performance, Boeing realized it needed to change its business model.
B) McDonald's sells hamburgers in more than 101 countries in six continents.
C) All major automobile makers now manufacture cars outside their borders.
D) At Finland-based phone maker Nokia's renowned research center in Helsinki, non-Finns now outnumber Finns.
E) Burger King is owned by a Brazilian firm.
Answer: A
Explanation: Organizations are no longer constrained by national borders. Burger King is owned by a Brazilian, and McDonald's sells hamburgers in more than 101 countries in six continents. New employees at Finland-based phone maker Nokia are increasingly being recruited from India, China, and other developing countries—non-Finns now outnumber Finns at their renowned research center in Helsinki. And, all major automobile makers now manufacture cars outside their borders: Honda builds cars in Ohio, Ford in Brazil, Volkswagen in Mexico, and both Mercedes and BMW in South Africa. These are all examples of globalization.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Critical Thinking
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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67) Many employees of global firms are "on call" 24 hours a day for all of the following reasons except _____.
A) they are able to create and structure their own roles with flexible work schedules
B) they need to consult with colleagues or customers eight or ten time zones away
C) they can now do their work at home or other non-office locations
D) they are being asked to put in longer hours by their organizations
E) they are facing increasing demands of globalization and competition
Answer: A
Explanation: Many employees of global firms are "on call" 24 hours a day because: they need to consult with colleagues or customers eight or ten time zones away; communication technology allows many technical and professional employees to do their work at home, in their cars, or in other non-office locations; and organizations are asking employees to put in longer hours. However, today's workplace also presents opportunities for workers to create and structure their own roles and use flexibility in work schedules for a better work-life balance.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

68) Dharma, who works in the payroll department of Acme Manufacturing, believes that the plant manager is encouraging the falsification of time cards for a few of his cronies. Dharma is wondering if she should "blow the whistle." Dharma is facing a(n) _____.
A) diversity issue
B) human resource problem
C) ethical dilemma
D) organizational complexity
E) social puzzle
Answer: C
Explanation: Ethical dilemmas and ethical choices are situations in which individuals are required to define right and wrong conduct. For example, if an employee has to decide to uncover illegal activities in the company, even if it means losing her job, she has an ethical dilemma. That is what Dharma faces here.
Diff: 2
AACSB: Ethical Understanding and Reasoning
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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69) Managers and their organizations are responding to the problem of unethical behavior in all of the following ways except _____.
A) by offering classroom training sessions in ethics
B) by promoting a strong ethical mission
C) by hiring people who can identify unethical employees and take action against them
D) by encouraging employees to behave with integrity
E) by providing strong leadership
Answer: C
Explanation: Today's manager must create an ethically healthy climate for employees in which they can do their work productively with minimal ambiguity about right and wrong behaviors. To do this, companies promote a strong ethical mission, encourage employees to behave with integrity, and provide strong leadership. They also provide classroom training in ethics.
Diff: 2
AACSB: Ethical Understanding and Reasoning
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

70) An ethically healthy climate _____.
A) exists where employees confront a minimal degree of ambiguity regarding what constitutes right and wrong behaviors
B) is non-existent in businesses
C) seldom allows employees to do their work productively
D) cannot be created by managers, but must be dictated by the organization's mission
E) interferes with the actual performance of the organization
Answer: A
Explanation: Companies that promote a strong ethical mission, encourage employees to behave with integrity, and provide strong ethical leadership can influence employee decisions to behave ethically. Today's manager must create an ethically healthy climate for his or her employees, where they can do their work productively with minimal ambiguity about what right and wrong behaviors are.
Diff: 3
AACSB: Ethical Understanding and Reasoning
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

71) Sexual orientation is an attribute of workforce diversity.
Answer: TRUE
Explanation: Organizations are increasingly heterogeneous. One aspect of this diversity in the workforce is different sexual orientations.
Diff: 1
AACSB: Reflective Thinking
Quest. Category: Analytical
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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72) Asking your professor of this course to redo the mid-term exam when the opportunity is not given to all students might cause your professor to have an ethical dilemma.
Answer: TRUE
Explanation: Ethical behaviors are not clearly defined and the line between right and wrong has become more blurred as time has progressed. Asking your professor to redo an exam when other students don't get the same opportunity might cause them to question the fairness of giving you a grade you did not earn.
Diff: 2
AACSB: Ethical Understanding and Reasoning
Quest. Category: Critical Thinking
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

73) The Johnson-Douglas corporation can maintain an ethically healthy climate for employees by enabling them to work productively with minimal ambiguity about right and wrong behaviors.
Answer: TRUE
Explanation: Ambiguity about right and wrong behaviors lead to ethical confusion. An organization can promote ethical behavior by minimizing ambiguity.
Diff: 2
AACSB: Ethical Understanding and Reasoning
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

74) Social media in the business world is a temporary phenomenon.
Answer: FALSE
Explanation: Social media in the business world is here to stay. It is pervasive.
Diff: 2
AACSB: Ethical Understanding and Reasoning
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

75) Organizations are becoming more heterogeneous, reflecting an increasing workforce diversity.
Answer: TRUE
Explanation: The current trend is increasing heterogeneity in terms of employees' gender, age, race, ethnicity, sexual orientation, and other characteristics. This reflects an increase in workforce diversity.
Diff: 2
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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76) Workforce diversity is a threat to managers in organizations.
Answer: FALSE
Explanation: Workforce diversity presents great opportunities and poses challenging questions for both managers and employees.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

77) One of the biggest challenges to maintaining employee well-being is the reality that many workers never get away from the virtual workplace.
Answer: TRUE
Explanation: While communication technology allows employees to do their work anywhere, it also means that they feel that they are at work 24/7. There is never a feeling of separation of work and non-work life.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

78) What do we mean by workforce diversity? Why is workforce diversity a challenge for organizations?
Answer: Workforce diversity relates to how organizations are becoming more heterogeneous in terms of employees' gender, age, race, ethnicity, sexual orientation, and other characteristics. This poses tremendous challenges for organizations. Organizations have to address questions such as: How can we recognize the strength of our diversity? Should we treat all employees alike, or adapt to accommodate each other's differences? There are challenges relating to the legal requirements with regard to protecting a diverse workforce from discrimination.
Diff: 3
AACSB: Diverse and Multicultural Work Environments
Quest. Category: Critical Thinking
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

79) Explain "workforce diversity." What key managerial skill do you think is most important when dealing with workforce diversity?
Answer: Workforce diversity is a term used to describe how organizations are becoming more heterogeneous with regard to gender, race, and ethnicity. It also includes disabilities, sexual orientation, and age. While student responses may vary regarding the required skills, one of them could be human skills. Human skills are defined by the ability to work with, understand, and motivate other people and would be important to manage a diverse workforce because of the different individual variables that the manager would be working with.
Diff: 3
AACSB: Reflective Thinking
Quest. Category: Concept
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

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80) Sergio is the manager of a Honda dealership in Orlando, Florida. When one of his salespersons, Karen, posts on her Facebook account how she enjoys driving her Toyota Camry, Sergio finds out. Should Sergio punish Karen? Why or why not?
Answer: Responses to this question will vary but should address both the right of the employee to make personal statements but also address that employees should not make public statements that might harm the reputation of the company. In this case, Karen sells Hondas but extolls the virtues of a rival brand–Toyota. This could harm the reputation of the Honda dealership.
Diff: 3
AACSB: Ethical Understanding and Reasoning
Quest. Category: Critical Thinking
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

81) What conclusions can you draw about turnover if an employer strives to find balance in work-life conflicts? How can the employer find this balance and still have productive employees?
Answer: Because work is constantly infringing on people's lives, some employers make efforts to find balance in the work-life conflict. For example, if a job requires a lot of travel time away from the family, when the travel assignment is done, the employer could allow the employee to work from home several days to be able to spend more time with the family. Allowing flexible schedules and complementary time off for overtime worked gives an employee time to recuperate what was lost to work, thus increasing job satisfaction and most likely decreasing turnover.

Turnover is the voluntary and involuntary permanent withdrawal from an organization. A high turnover rate results in increased recruiting, selection, and training costs—which are quite significant. Although it might appear that the employer is losing productivity by allowing flexible time and balance in work-life conflicts, he is actually increasing productivity because he isn't training new employees due to reduced turnover, and employees with high job satisfaction are more productive.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Synthesis
LO: 1.5 Identify managers' challenges and opportunities in applying OB concepts.

82) In the basic OB model, the variables, such as personality, group structure, and culture, which lead to processes are called _____.
A) resources
B) abilities
C) inputs
D) ethics
E) genetics
Answer: C
Explanation: Inputs set the stage for what occur within the organization.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

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83) A _____ is an abstraction of reality, a simplified representation of some real-world phenomenon.
A) process
B) framework
C) model
D) rule
E) law
Answer: C
Explanation: In science, a model is a simplified depiction of a real-world phenomenon. Models allow us to show reality in an understandable form.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.6 Compare the three levels of analysis in this text's OB model.

84) Which of the following are typically assigned just before or after a group is formed?
A) Inputs
B) Environment
C) Individual responsibilities
D) Roles
E) Culture
Answer: D
Explanation: Group structure, roles, and team responsibilities are typically assigned immediately before or after a group is formed.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

85) _____ are actions that individuals, groups, and organizations engage in as a result of inputs.
A) Processes
B) Cultures
C) Structures
D) Outcomes
E) Policies
Answer: A
Explanation: Processes are the "verbs" of organizational behavior.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.6 Compare the three levels of analysis in this text's OB model.

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86) At the individual level, processes can include all except which of the following?
A) Emotions and moods
B) Motivation
C) Perception
D) Leadership
E) Decision making
Answer: D
Explanation: Leadership occurs at the group level.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

87) At the group level, processes can include all except which of the following?
A) Communication
B) Politics
C) Motivation
D) Conflict
E) Power
Answer: C
Explanation: Motivation occurs at the individual level.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

88) Ample evidence exists which indicates that an employee who is satisfied and treated fairly is more likely to _____.
A) meet their managers expectations
B) engage in citizenship behaviors
C) be recruited by other organizations
D) be named team lead
E) become used by others within the team
Answer: B
Explanation: Employees who are satisfied will often go above and beyond their expectations, which includes exhibiting citizenship behaviors.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

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89) The combination of _____ and _____ at doing one's core job tasks is a reflection of one's level of task performance.
A) effectiveness; esteem
B) efficiency; motivation
C) roles; motivation
D) effectiveness; efficiency
E) efficiency; esteem
Answer: D
Explanation: Our task performance is a combination of how well we do our job (effectiveness) and how well we utilize our resources while doing the job (efficiency).
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

90) Vance has been at his job as a department manager for four years. During this time, Vance has continually been abused by his supervisor; however, he has continued to do his job well. If Vance's motivation falters, what behavior is Vance most likely to exhibit?
A) Begin showing up for work late
B) Bring everyone donuts
C) Continue attending the monthly directors' meeting
D) Increase productivity
E) Work longer hours
Answer: A
Explanation: Someone who is abused at work will eventually display withdrawal behaviors, including absenteeism or showing up late for work.
Diff: 3
AACSB: Interpersonal Relations and Teamwork
Quest. Category: Synthesis
LO: 1.6 Compare the three levels of analysis in this text's OB model.

91) Which of the following is NOT an example of group cohesion?
A) Complimenting a co-worker
B) Calling a teammate after the death of his grandmother
C) Staying late to help a co-worker meet her deadline
D) Bringing donuts to a meeting
E) Assaulting a co-worker
Answer: E
Explanation: Group cohesion is the extent to which members of a group support and validate one another at work. In other words, a cohesive group is one that sticks together. Assaulting a co-worker goes against cohesion.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

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92) A group with a high level of cohesion is most likely to exhibit _____.
A) processes
B) inputs
C) citizenship behaviors
D) withdrawal behaviors
E) productivity
Answer: C
Explanation: Groups with high levels of cohesion are more likely to work together and want to support one another beyond their job expectations.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Synthesis
LO: 1.6 Compare the three levels of analysis in this text's OB model.

93) Productivity requires both efficiency and _____.
A) citizenship
B) collaboration
C) effectiveness
D) flexibility
E) rigidity
Answer: C
Explanation: Effectiveness relates to goal attainment. Efficiency relates to use of resources. Productivity needs both of these.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

94) Popular measures of organizational _____ include return on investment, output per hour of labor, and profit per dollar of sales.
A) effectiveness
B) efficiency
C) solidarity
D) inventiveness
E) citizenship
Answer: B
Explanation: Efficiency looks at the use of resources to achieve goals. Return on investment, output per hour of labor, and profit per dollar of sales all measure specific outcomes with respect to resource usage.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

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95) Processes lead to inputs.
Answer: FALSE
Explanation: Inputs are variables (e.g., personality, group structure, etc.) that lead to processes.
Diff: 1
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.6 Compare the three levels of analysis in this text's OB model.

96) Brick and mortar retail stores such as Sears maintained long standing success until challenged by the Internet, particularly Amazon. Using the theory of Organizational Survival, explain why Sears faltered.
Answer: Sears' model of requiring customers to come into the store and physically buy products from a selection limited by store space and store hours was no longer a fit in the technologically advanced environment which allowed customers to access a vast variety of products at any time.
Diff: 3
AACSB: Application of Knowledge
Quest. Category: Application
LO: 1.6 Compare the three levels of analysis in this text's OB model.

97) It is important for service organizations to include customer needs and requirements in assessing their effectiveness. Why is this so?
Answer: The attitudes of employees directly affect customer behaviors and therefore profitability.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Critical Thinking
LO: 1.6 Compare the three levels of analysis in this text's OB model.

98) Is it true that no job is actually stressful? Explain your response.
Answer: Yes, it is true that no job is inherently stressful. Stress is a psychological response to the processes within a job. The tasks of any job are not themselves stressful, it is just how an individual responds that makes the job seem stressful (or not).
Diff: 3
AACSB: Application of Knowledge
Quest. Category: Application
LO: 1.6 Compare the three levels of analysis in this text's OB model.

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99) Which of the following is NOT an employability skill that applies across majors?
A) Financial analysis
B) Critical thinking
C) Social responsibility
D) Communication
E) Collaboration
Answer: A
Explanation: Unlike the others, financial analysis skills are not universally sought after. For example, if I am a content writer for a software company, my expertise in financial analysis would not be valued.
Diff: 2
AACSB: Analytical Thinking
Quest. Category: Analytical
LO: 1.7 Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.

100) Why are critical thinking and communication two of the several employability skills that apply across majors?
Answer: Critical thinking helps to define and solve problems. It helps make decisions or form judgments. Communication helps to get your message across–whether it is to inform, instruct, motivate, persuade, or share ideas. Both critical thinking and communication work in diverse contexts and hence are employability skills regardless of the type of jobs.
Diff: 3
AACSB: Analytical Thinking
Quest. Category: Concept
LO: 1.7 Describe the key employability skills gained from studying OB that are applicable to other majors or future careers.

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Chapter 5

Personality and Individual Differences

Chapter Overview

Personality and individual differences matter to organizational behavior. In order for managers to predict behavior, they must know the personalities, abilities, and values of those who work for them. The chapter starts out with a review of the research on personality and its relationship to behavior and ends by describing how abilities and values shape many of our work-related behaviors.

Chapter Objectives

After studying this chapter, the student should be able to:

PPT 5.2

5-1. Differentiate person–job fit and person–organization fit.
5-2. Explain personality, the way it is measured, and the factors that shape it.
5-3. Identify the strengths and weaknesses of the different personality frameworks: Myers–Briggs Type Indicator (MBTI), the Big Five model, and the Dark Triad.
5-4. Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive personality contribute to the understanding of personality.
5-5. Describe how the situation affects whether personality predicts behavior.
5-6. Demonstrate the relevance of intellectual and physical abilities to OB.
5-7. Explain how values can affect attitudes, motivation, and decision making.

Suggested Lecture Outline

I. LINKING INDIVIDUALS TO THE WORKPLACE
   A. Person–Job Fit.
      1. John Holland's **Person–job fit theory** is a theory that identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

PPT 5.3

      2. The Vocational Preference Inventory questionnaire contains 160 occupational titles. Respondents indicate what they like or dislike, and their answers form occupational interest profiles. The questionnaire identifies a match with one of the six personality types.

Exhibit 5-1

PPT 5.4

         a. Satisfaction and propensity to leave a position depend on how well individuals match their interests to a job.
         b. Exhibit 5-1 describes the six types, their personality characteristics, and examples of congruent occupations for each.
         c. Person–job fit strongly predicts job satisfaction, organizational commitments, and intentions to quit.

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3. There are cultural implications for person–job fit that speak to workers' expectations that jobs will be tailored to them.
   a. In individualistic countries where workers expect to be heard and respected by management, increasing person–job fit by tailoring the job to the person increases the individual's job satisfaction.
   b. In collectivist countries, person–job fit is a weaker predictor of job satisfaction.
      1) Managers in collectivist cultures should not violate cultural norms by designing jobs for individuals.

B. Person–Organization Fit.
   1. **Person–Organization Fit** is a theory that people are attracted to and selected by organizations that match their values and leave when there is no compatibility.

PPT 5.5

   2. A match in people's values predicts job satisfaction, commitment to the organization, and low turnover.

C. Other Dimensions of Fit.
   1. Person–group fit is important in settings where the dynamics of team interactions significantly affect work outcomes.

PPT 5.6

   2. Person–supervisor fit is important since poor fit can lead to lower job satisfaction and reduced performance.
   3. All dimensions of fit, which can predict work attitudes, are referred to as person–environment fit.
   4. Person–organization and person–job fit are the strongest predictors of positive work attitudes and performance in North America.
      a. These dimensions are important to a lesser degree in Europe, and they are least important in Asia.

II. PERSONALITY

A. What Is Personality?
   1. Personality. When we speak of someone's personality, we use many adjectives to describe how they act and seem to think. Examples include "fun," "outgoing," "nice," "hard-working," "lazy," "aloof," "closed-minded," or "nosy." In OB, we organize these characteristics into overall traits describing a person's personality.

PPT 5.7

   2. Defining Personality: **Personality** is the sum total of ways in which an individual reacts to, and interacts with, the world around them. We most often describe personality in terms of the measurable traits a person exhibits.
      a. Early work on personality tried to identify and label enduring characteristics, such as the adjectives listed above, that describe an individual's behavior.
         1) When someone exhibits these characteristics in a large number of situations and they are relatively enduring over time, we call them **personality traits**.
   3. When interacting with people from other cultures, it is imperative to keep in mind that there may be cultural differences even when it comes to personalities.
   4. Measuring Personality: Personality assessments have been increasingly used in diverse organizational settings.

PPT 5.8

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a. The most common means of measuring personality is through self-report surveys in which individuals evaluate themselves on a series of factors.
   1) When people know their personality scores are going to be used for hiring decisions, they rate themselves much higher on desirable traits.
b. Observer-ratings surveys provide an independent assessment of personality.
c. Both types of surveys can tell us something unique about an individual's behavior, so a combination of self-reports and observer reports predicts performance better than a single type of evaluation.
d. Modern advancements in technology and artificial intelligence (AI) (e.g., machine learning) have improved the ability to score personality tests, reduce faking, and adaptively present items for more accurate personality assessment.

III. PERSONALITY FRAMEWORKS

A. Many of our behaviors stem from our personalities, so understanding the components of personality helps us predict behavior.
   1. The MBTI has little empirical support for its use, but the Big Five is built on a solid foundation of decades of research.
   2. The Dark Triad, explain certain aspects of an individual's personality, but do not provide an overall picture

B. The Myers–Briggs Type Indicator.
   1. The **Myers–Briggs Type Indicator (MBTI)** is a personality test that taps into four characteristics and classifies people into 1 of 16 personality types.

PPT 5.9

   2. The Myers–Briggs Type Indicator (MBTI) is the most widely used instrument in the world. It is a 100-question personality test that asks people how they usually feel or act in situations. Respondents are classified on four scales to determine personality type.
      a. Four Classification Scales:
         1) Extroverted versus Introverted (E or I). People scoring higher on the extroverted side of the scale are more outgoing, social, and assertive, while those on the introverted side are quiet and shy.
         2) Sensing versus Intuitive (S or N). Sensing individuals are practical, enjoy routine and order, and they focus on details. Intuitive people rely on unconscious processes and look at the "big picture."
         3) Thinking versus Feeling (T or F). Thinking types use reason and logic to handle problems while feeling types rely on their personal values and emotions.
         4) Judging versus Perceiving (J or P). Judging types want control and prefer order and structure, while perceiving types are more flexible and spontaneous.
      b. These classifications together describe 16 personality types, with every person identified with one of the items in each of the four pairs. Let's explore several examples.
         1) Introverted/Intuitive/Thinking/Judging people (INTJs) are visionaries with original minds and great drive.
            a) They are skeptical, critical, independent, determined, and often stubborn.

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3. In spite of its popularity, evidence is mixed about the MBTI's validity as a measure of personality—with most of the evidence suggesting it isn't.
    a. One problem is that it was developed in a rather unscientific, subjective way based on Carl Jung's neo-Freudian theories.
    b. Second, evidence does not support the validity of the MBTI as a measure of personality; in fact, most of the evidence is against it.
    c. Third, the MBTI forces a person into one type or another; that is, you are either introverted or extroverted—there is no in-between.
    d. Fourth, when retaking the assessment, people often get different results.
    e. Finally, there is difficulty in interpretation, which often requires a trained interpreter.
4. Because the results of the MBTI tend to be unrelated to job performance, managers probably should use the Big Five Personality Model as a selection test for job candidates.

C. The Big Five Personality Model.

1. **The Big Five Model** is a personality model that proposes five basic dimensions that encompass most of the differences in human personality.

PPT 5.10

2. The **Big Five Model** of personality has an impressive body of research that supports it.
3. The model (particularly one factor, conscientiousness) appears to be positively related to job performance and can be used as an employment selection or screening tool.
4. Five Factors.
    a. **Conscientiousness**: Measure of a personality dimension that describes someone who is responsible, dependable, persistent, and organized.
        1) High scorers are responsible, organized, dependable, and persistent.
        2) Low scorers are easily distracted, disorganized, and unreliable.

Exhibit 5-2

PPT 5.11

    b. **Emotional Stability**: A personality dimension that characterizes someone as calm, self-confident, and secure (positive) versus nervous, anxious, and insecure (negative).
        1) The more stable a person, the better he (or she) can handle stress.
        2) People with high emotional stability tend to become self-confident and secure.
        3) They are more likely to be positive, optimistic, and experience fewer negative emotions; they are often happier than low scorers.
    c. **Extraversion:** A personality dimension describing someone who is sociable, gregarious, and assertive.
        1) Like the MBTI, this is contrasted with introversion.
        2) Scoring high in this factor means the respondent is more gregarious, assertive, and sociable. They experience more positive emotions than introverts, and they more freely express those feelings.
        3) Introverts tend to be more thoughtful, reserved, timid, and quiet.
    d. **Openness to Experience**: A personality dimension that characterizes someone in terms of imagination, artistic sensitivity, and curiosity.

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1) People who score low on this factor tend to be conventional and enjoy familiar circumstances.
2) High scorers tend to be creative, curious, and artistically sensitive.
3) People high in this factor deal better with organizational change and are more adaptable.

e. **Agreeableness**: A personality dimension that describes someone who is good natured, cooperative, and trusting.
   1) High scorers are cooperative, warm, and trusting while low scorers are cold and antagonistic.

5. How do the Big Five traits predict behavior at work? There are many relationships between the Big Five personality dimensions and job performance.
6. Conscientiousness at Work: Employees who score higher in conscientiousness develop higher levels of job knowledge; probably because highly conscientious people learn more (conscientiousness was rather strongly related to GPA).
   a. Higher levels of job knowledge then contribute to higher levels of job performance and OCB.
   b. Conscientious employees are also less likely to engage in CWBs.
   c. Conscientiousness is the best overall predictor of job performance. However, Extremely conscientious individuals can be too deliberate and perfectionistic, resulting in diminished happiness and performance. Exhibit 5-2 summarizes a study of the personality scores of CEOs.
7. Emotional Stability at Work: Of the Big Five traits, emotional stability is most strongly related to life satisfaction, job satisfaction, and reduced burnout and intentions to quit.
   a. People high in emotional stability can adapt to unexpected or changing demands in the workplace.
   b. People low in emotional stability often experience work–family conflict, are more likely to engage in CWBs, are less likely to engage in OCBs, and are less likely to be motivated at work.
8. Extraversion at Work: Extroverts experience a small, persistent advantage in their jobs and their careers.
   a. Extroverts tend to experience positive emotions and adapt better to career changes.
   b. Extroverts generally experience higher job satisfaction and reduced burnout.
9. Openness at Work: Individuals who score high on openness to experience are more creative and innovative.
   a. They also are more comfortable with ambiguity and change than those who score lower on this trait.
   b. Individuals high in openness are less susceptible to a decline in performance over a long time, and experience less work–family conflict.
10. Agreeableness at Work: Agreeable individuals tend to do better in interpersonally oriented jobs such as customer service.
    a. They experience less work–family conflict and are less susceptible to turnover.
    b. They engage in a high degree of OCBs and a low degree of CWBs.
    c. Often experience lower career success, because they

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consider themselves less marketable and are less willing to assert themselves.

E. The Dark Triad.
   1. Research indicates the Big Five traits have the most verifiable linkages to important organizational outcomes, but neither are they the only traits a person exhibits nor are they the only ones with organizational behavior implications.
   2. Researchers have found three socially undesirable traits relevant to organizational behavior: Machiavellianism, narcissism, and psychopathy. Researchers have labeled these traits the **Dark Triad**.
   3. Machiavellianism: Machiavellianism (often abbreviated Mach) is named after Niccolo Machiavelli, who wrote in the sixteenth century on how to gain and use power.
      a. An individual high in Machiavellianism is pragmatic, maintains emotional distance, and believes ends can justify means. "If it works, use it" is consistent with a high-Mach perspective.
      b. High Machs manipulate more, win more, are persuaded less, and persuade others more than do low Machs. They are more likely to act aggressively and engage in CWBs. However, Machiavellianism's short-term gains do not predict long-term job performance.
   4. **Narcissism**: The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and possess a sense of entitlement.
      a. **Narcissism** is one of the largest predictors of increased CWB in individualistic cultures—but not in collectivist cultures that discourage self-promotion.
      b. Narcissistic managers are even selective about the relationships they form with their subordinates, often prioritizing those who give positive, noncritical feedback (ultimately reducing the voice of all subordinates).
      c. Narcissists may be more charismatic than others. They may be chosen more often for leadership positions, and medium ratings of narcissism are positively correlated with leadership effectiveness. They are more adaptable and often make better business decisions when the issues are complex.
   5. **Psychopathy**: In the OB context, psychopathy is defined as a lack of concern for others, and a lack of guilt or remorse when their actions cause harm.
      a. Measures of psychopathy attempt to assess the person's motivation to comply with social norms; willingness to use deceit to obtain desired ends; impulsivity; and disregard, that is, lack of empathic concern for others.
      b. Research is not consistent about whether psychopathy is important to work behavior. There is little correlation between measures of psychopathy and job performance or CWBs.
      c. Other research suggests psychopathy is related to the use of hard influence tactics (threats, manipulation) and bullying work behavior (physical or verbal threatening) and even suggests that they do not feel remorseful when they do it.
      d. The cunning displayed by people who score high on psychopathy may thus help them gain power in an organization but keep them from using it toward healthy ends for themselves or their organizations.

IV. OTHER PERSONALITY ATTRIBUTES RELEVANT TO OB

PPT 5.13

A. Core Self-Evaluation (CSE).

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1. **Core Self Evaluations** are bottom-line conclusions individuals have about their capabilities, competence, and worth as a person.
    a. People with positive CSEs like themselves and see themselves as effective and in control of their environment.
    b. Negative evaluators tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.
    c. CSEs relate to job satisfaction because people who are positive on this trait see more challenges in their jobs and attain more complex jobs. They set more ambitious goals, are more committed to their goals, and persist longer in attempting to reach them.
    d. People high on CSEs provide better customer service, are more popular coworkers, may have careers that begin on a better footing and ascend more rapidly over time.
        1) Too high on this trait and a person may become less popular with coworkers.
    e. People high on CSEs tend to more effectively adapt to changes in their careers, and to international environments when working in new cultures.

B. Self-Monitoring.
1. **Self-Monitoring** is a personality trait that measures an individual's ability to adjust their behavior to external, situational factors.
2. High self-monitors show considerable adaptability in adjusting their behavior to external situational factors.
    a. High self-monitors also tend to get better performance ratings, take leadership positions, are more mobile, and take up central positions in their organizations.
        1) They may also be seen as inauthentic, self-serving, or unprincipled.

C. Proactive Personality.
1. Individuals with **proactive personalities** tend to identify opportunities, show initiative, take action, and persevere until meaningful change occurs.
    a. People with proactive personalities have higher levels of job performance and creativity and do not need much oversight.
    b. People with proactive personalities tend to be satisfied with their jobs, committed to their organizations, engaged in their work, and they are more likely to achieve career success.
2. Proactive team leaders can quickly manage leadership transitions and can more readily build commitment among team members, leading to heightened team performance.
    a. Proactive people are more likely to be envied by their coworkers.

V. PERSONALITY AND SITUATIONS

A. The effect of traits on behavior may also depend on the situation.

PPT 5.14

1. Situations can be described as positive-negative, complex, typical, important, or humorous.
2. Two theoretical frameworks, situation strength and trait activation, help explain how this works.

B. Situation Strength Theory.
1. **Situation strength theory** proposes that the way personality translates into behavior depends on the

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strength of the situation. By situation strength, we mean the degree to which norms, cues, or standards dictate appropriate behavior.
   a. Strong situations pressure us to exhibit the right behavior, clearly show us what that behavior is, and discourage the wrong behavior.
   b. In weak situation, "anything goes," and thus, we are freer to express our personality in our behaviors.
   c. Thus, research suggests that personality traits better predict behavior in weak situations than in strong ones.
2. Components of Situation Strength: Researchers have analyzed situation strength in organizations in terms of four elements.
   a. Clarity: the degree to which cues about work duties and responsibilities are available and clear.
   b. Consistency: the extent to which cues regarding work duties and responsibilities are compatible with one another.
   c. Constraints: the extent to which individuals' freedom to decide or act is limited by forces outside their control.
   d. Consequences: the degree to which decisions or actions have important implications for the organization or its members, clients, supplies, and so on.
3. Organizational Situations: Some researchers have speculated that organizations are, by definition, strong situations because they impose rules, norms, and standards that govern behavior. These constraints are usually appropriate.
   a. But that does not mean that it is always desirable for organizations to create strong situations for their employees.
      1) The perception of the rules influences how an employee will respond to the situation's strength.
      2) Jobs with myriad rules and tightly controlled processes can be dull or demotivating.
      3) Strong situations may suppress innovation.
      4) Organizations can be strong in some areas and weak in others.

C. Trait Activation Theory (TAT).
1. **Trait Activation Theory (TAT)** predicts that some situations, events, or interventions "activate" a trait more than others.

PPT 5.16

2. Together, situation strength and trait activation theories show that the debate over nature versus nurture might best be framed as nature and nurture. Not only does each affect behavior, but they interact with one another.
   a. Personality affects work behavior and the situation affects work behavior, but when the situation is right, the power of personality to predict behavior is even higher.

VI. ABILITY

A. **Ability** is an individual's current capacity to perform the various tasks in a job.
1. Intellectual and physical abilities are relevant to workplace behavior and outcomes, but in different ways.

B. Intellectual Abilities.
1. **Intellectual abilities** are abilities needed to perform mental activities—thinking, reasoning, and problem solving.

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2. Smart people are generally better performers, earn more money, are promoted more often, and attain higher-level jobs
3. IQ tests are designed to ascertain a person's general intellectual abilities, but the origins, influence factors, and testing of (IQ) are controversial.
   a. Many organizations across a wide variety of sectors use intelligence tests in hiring decisions.
4. Dimensions of Intellectual Ability: The seven most frequently cited dimensions making up intellectual ability are number aptitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization, and memory (see Exhibit 5-3).

   Exhibit 5-3

   a. **General mental ability (GMA)** is the overall factor of intelligence, as suggested by the positive correlations among specific intellectual ability dimensions.
      1) Evidence supports the idea that the structures and measures of intellectual abilities generalize across cultures.

      PPT 5.18
5. The Wonderlic Ability Test: One of the most widely intelligence tests used in hiring decisions is the twelve-minute Wonderlic Ability Test.
   a. The Wonderlic measures both speed and power.
   b. Managers should exercise caution in implementing intellectual ability tests for HR purposes (e.g., hiring) and should actively monitor whether the test excludes members from underrepresented groups or protected classes.

C. Physical Abilities.
1. Physical abilities are the capacity to do tasks that demand stamina, dexterity, strength, and similar characteristics.

   PPT 5.19
2. Managers should be careful using ability measures for HR purposes unless the ability measured is absolutely required for the job.
   a. Problems with discrimination can occur when physical abilities tests are used, as men tend to score substantially better than women on these tests.
3. Realizing the predictive benefits of assessments of individual differences takes skill and should be a part of any organization's diversity management strategies.

VII. VALUES

A. **Values** represent basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

   PPT 5.20
1. They contain a judgmental element in that they carry an individual's ideas as to what is right, good, or desirable.
2. Values have both content and intensity attributes.
   a. The content attribute says a mode of conduct or end-state of existence is important.
   b. The intensity attribute specifies how important it is.
   c. When we rank an individual's values in terms of their intensity, we obtain that person's **value system**.
3. All of us have a hierarchy of values that forms our value system.

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a. We find it in the relative importance we assign to values such as freedom, pleasure, self-respect, honesty, obedience, and equality.

4. There is evidence linking personality to values, implying our values may be partly determined by our personality traits.
5. Many of the values you hold are established in your early years—by parents, teachers, friends, and others.
6. Values can sometimes augment decision making and at times cloud objectivity and rationality.
   a. Suppose you enter an organization with the view that allocating pay based on performance is right, while allocating pay based on seniority is wrong.
      1) Your attitudes and behavior will be different if your values aligned with the organization's pay policies.

B. Generational Values.

1. Researchers have integrated several analyses of work values into groups that attempt to capture the shared views of different cohorts or generations in the U.S. workforce.

PPT 5.21

2. You will surely be familiar with the labels—for example, baby boomers, Gen Xers, millennials, Gen Zers—some of which are used internationally.
   a. It is important to remember that while categories are helpful, they represent trends not supported by research.
      1) For example, research has also failed to support the idea that baby boomers have a higher work ethic than other generations.
   b. Although there is little validity to generational differences, nevertheless, these differences are still perpetuated as stereotypes that are often applied in the workplace.

C. Moral Foundations Theory.

PPT 5.22

1. Moral Foundations Theory (MFT) strives to determine where morality comes from and if morality is universal or variable across cultures.
2. MFT contends that there are "innate psychological systems" that are central to our "intuitive ethics."
3. The differences in moral beliefs across cultures can be explained by their creation of different virtues, narratives, and institutions based on their foundational systems.
   a. MFT does not suggest that all foundational systems are "good" or that there are certain moral values people should have; rather, it is meant to be a description of the moral values people actually have.
4. Exhibit 5-4 outlines the original six foundations of intuitive ethics: care, loyalty, authority, sanctity, and liberty.

Exhibit 5-4

   a. The fairness foundation is now split into "equality" and "proportionality."
      1) Equality is concerned with equal treatment of and outcomes for individuals, while proportionality is concern about receiving rewards that are proportionate to the merit or contribution of individuals.

PPT 5.23

   b. The liberty foundation has been removed, and the sanctity foundation has been renamed purity.

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c. The original triggers are the events that elicit certain key emotions, which can be either positive or negative depending on the situation.
d. Each foundation also gives rise to specific *virtues* such as loyalty and kindness.
e. According to MFT the equality foundation evolved because it presented humans with opportunities for mutual benefit.

5. MFT has important implications for ethical leadership, as it provides a framework for understanding how employees perceive and react to leaders' decisions.
   a. Leaders may benefit from aligning their actions with the moral foundations of both employees and the organization.
   b. The moral foundations of followers have the potential to strongly influence their response to leader behavior.

VIII. SUMMARY

A. Personality does not explain all behavior, but it sets the stage. Personality matters more in some situations than others. The Big Five and Dark Triad are important. The astute employee or manager can put the understanding of personality to use by taking care to place employees in positions that best fit their personalities, or by recognizing personality and value differences in coworkers, in order to work more effectively together.
   1. Personality and the two individual differences of abilities and values are highly relevant to OB.

B. Astute managers and employees can put their understanding of personality and individual differences to use by placing themselves (and assisting others in placing themselves) in situations that best fit their personalities.

IX. IMPLICATIONS FOR MANAGERS

A. Evaluate jobs, workgroups, and your organization to determine the optimal value, interest, and personality fit with employees.

PPT 5.24

B. Consider screening job candidates for the personality traits that are most relevant to your organization's values (e.g., conscientiousness, extroversion) and the requirements most important for success in the job.

C. Although many personality frameworks exist, there are striking differences in evidence and empirical support across measures. Based on these findings, managers should critically evaluate personality frameworks and the instruments used to measure them before making substantive decisions based on their results. We recommend the Big Five, as this is the most widely supported personality framework to date.

D. Although some personality traits are more suitable for predicting job performance while on the job, other personality traits can predict how well employees do in training and onboarding. Employees with certain traits may do better with additional support and guidance to contribute to their career development and prevent early turnover.

PPT 5.25

E. Consider situational factors when evaluating observable personality traits. Policies, practices, and even events can make situations strong or weak or elicit the display of desired—or undesired—personality traits. Attempt to modify the situation to

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encourage or dissuade certain behaviors but recognize that this can sometimes have unintended effects.

F. Exercise caution in assessing applicants and candidates for ability unless intellectual or physical abilities are necessary and required for the job as doing so can be wrought with disparate impact concerns.

PPT 5.26

G. Resist the temptation to group coworkers and employees into generational categories—the evidence suggests that these differences are not very compelling. Our values, including moral values, influence our attitudes and behaviors in the workplace. However, generational categories can lead to harmful stereotyping and potentially to disparate impact or treatment toward employees from protected age classes.

Discussion Questions

PPT 5.27, 28

1. Describe the two most common methods of assessing a personality. Which is likely to be the most accurate? Why?
   Answer: Most common are self-report surveys, where individuals evaluate themselves on a series of factors to determine their personality. A second type is observer-ratings surveys. In these surveys, a neutral party assesses the individual's personality. These observer-ratings surveys tend to be more accurate as they do not lend themselves to falsehoods, impression management activities, or changes due to the emotional state of the observed individual.
2. Describe the Myers–Briggs Type Indicator (MBTI) personality framework. Based on the framework, what would you think was your personality type? Why?
   Answer: The MBTI is made up of four classification scales that are combined into sixteen personality types denoted by the initials of the dominant side of each scale (with N for intuitive). The scales are: (1) Extraverted/Introverted. People scoring higher on the extroverted side of the scale are more outgoing, social, and assertive, while those on the introverted side are quiet and shy. (2) Sensing/Intuitive. Sensing individuals are practical, enjoy order, and are detail-oriented. Intuitive people are more "big picture" oriented and rely on "gut" feelings. (3) Thinking/Feeling. This scale is important in decision making: thinkers use reason and logic, while feelers use emotions and their own personal values to make decisions.
   (4) Judging/Perceiving. Judgers are control oriented and enjoy structure and order. Perceivers are more flexible and spontaneous.
   Personality answers will vary. Many students will know their MBTI type or search the web and use a free MBTI program to identify their type.
3. Identify and describe the five traits of the Big Five personality model.
   Answer: (1) Extraversion: deals with the comfort level with relationships. Like the MBTI, this is contrasted with introversion. (2) Agreeableness: measures deference. (3) Conscientiousness: measures reliability. (4) Emotional Stability (or Neuroticism—its opposite): measures ability to handle stress. (5) Openness to Experience: measures the range of interests and fascination with novelty, a proxy for creativity.
4. What are two attributes of values? Why are values important in organizational behavior?

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