# *Organizational Behavior Improving Performance and Commitment in the Workplace 5th edition Colquitt Test Bank*

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# Chapter 02

# Job Performance

## True / False Questions

1. Evaluating an employee's performance based on results alone gives an accurate picture of which employees are worth more to an organization.

   True  False

2. Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.

   True  False

3. Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

   True  False

4. Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment.

   True  False

5. Routine task performance can involve employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

   True  False


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6. Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

   True  False

7. Employees' performance of routine task behaviors is becoming increasingly important as globalization, technological, advances, and knowledge-based work increase the pace of change in the workplace.

   True  False

8. Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

   True  False

9. Creative task performance is a behavior that is only valuable in jobs such as artist and inventor.

   True  False

10. The first step in conducting a job analysis is to generate a list of all the activities involved in a job.

    True  False

11. The O*NET is an online government database that describes the results of task performance behaviors that must be reported by firms to the government on an annual basis.

    True  False

12. O*NET captures the "numerous small decisions" that separate the most effective organizations from their competitors.

    True  False


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13. Creative ideas that are not implemented do not count toward positive job performance.

    True  False

14. Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded.

    True  False

15. Courtesy refers to keeping coworkers informed about matters that are relevant to them.

    True  False

16. Sportsmanship involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

    True  False

17. When employees work in small groups or teams, interpersonal citizenship behavior is not important.

    True  False

18. Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

    True  False

19. Boosterism involves speaking up and offering constructive suggestions for change.

    True  False

20. Counterproductive behavior is defined as employee behaviors that unintentionally hinder organizational goal accomplishment.

    True  False


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21. Property deviance refers to behaviors that harm the organization's assets and possessions.

True False

22. Wasting resources is the most common form of production deviance.

True False

23. Substance abuse is a form of political deviance.

True False

24. Political deviance refers to behaviors that intentionally harm the organization's assets and possessions.

True False

25. Gossiping is communication that is rude, impolite, discourteous, and lacking in good manners.

True False

26. Personal aggression is defined as hostile verbal and physical actions directed toward other employees.

True False

27. People who engage in one form of counterproductive behavior do not usually engage in other forms.

True False

28. Sometimes the best task performers also engage in counterproductive behavior.

True False


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29. There is a positive correlation between task performance and counterproductive behavior.

True False

30. In addition to being more cognitive, knowledge work tends to be more structured and static in nature.

True False

31. Service work involves direct verbal or physical interaction with customers.

True False

32. Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior.

True False

33. The MBO approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

True False

34. BARS emphasizes the results of job performance as much as it does the performance behaviors themselves.

True False

35. Feedback from BARS can help an employee develop and improve over time.

True False

36. Very few 360-degree feedback systems ask the employee to provide ratings of his/her own performance.

True False


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37. Despite its popularity, 360-degree feedback is not well suited for developing employee talent.

True False

38. In a 360-degree rating system, when participants believe the information will be used for compensation, rather than for skill development, there is a very low level of bias.

True False

39. A company that tells managers that only 10 percent of their subordinates can receive excellent performance ratings and an additional 12 percent must receive unacceptable rankings is using a percentage ranking system.

True False

40. Forced ranking systems can force managers to give bad evaluations to good performers.

True False

41. Social networking sites and their applications can be used to monitor employee performance.

True False

## Multiple Choice Questions


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42. The value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment is known as _____.

A. citizenship behavior
B. task orientation
C. job satisfaction
D. job performance
E. organizational commitment

43. _____ includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

A. Task performance
B. Citizenship behavior
C. Counterproductive behavior
D. Job orientation
E. Organizational commitment

44. When an athletic director at State University evaluates how much time a coach spends with the team, the coach's ethical impact on team member behaviors, and the clarity of the coach's explanations of new plays, the manager is assessing the coach's _____.

A. job performance
B. team commitment
C. organizational commitment
D. productivity
E. leadership


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45. Dr. Hogan, Dean of the College of Business, evaluates the performance of Dr. Maskulka, a faculty member in the college, by looking at student and peer evaluations of Dr. Maskulka's teaching, the number and quality of her research publications, and her service to the university, all of which are described in the job description of a faculty member's responsibilities. She also pays attention to Dr. Maskulka's willingness to take on extra tasks that are not required, such as recruiting new faculty members and contacting local businesses to involve them with student project teams for her marketing class. She is assessing the faculty member's:

A. task performance.
B. job performance.
C. citizenship behavior.
D. counterproductive behavior.
E. commitment.

46. The explicit obligations that an employee must fulfill to receive compensation and continued employment are referred to as _____.

A. job orientation
B. citizenship behavior
C. organizational commitment
D. task performance
E. counterproductive behavior

47. Charles finds an advertisement for an accountant's position at a local office. The advertisement mentions preparing, examining, and analyzing accounting records for accuracy and completeness as job responsibilities of the position. This job description refers to:

A. comprehension skills.
B. task performance.
C. counterproductive behavior.
D. citizenship behaviors.
E. organizational commitment.


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48. _____ involves well-known responses to normal job demands that occur in a predictable way.

A. Job enhancement
B. Adaptive task performance
C. Counterproductive behavior
D. Routine task performance
E. Citizenship behavior

49. Paul, a ticket collector, performs his duty robotically every day. This refers to _____.

A. sportsmanship
B. adaptive task performance
C. routine task performance
D. counterproductive behavior
E. citizenship behavior

50. Sandy works in a factory where employees are expected to complete 14 widgets each hour. The managers are very strict and frequently check to make sure employees are actually completing at least this base number of widgets each hour. The employees are being assessed on their _____.

A. routine task performance
B. pacing
C. interpretive task performance
D. work ability
E. creative task performance


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51. _____ involves employee responses to job demands that are novel, unusual, or unpredictable.

A. Job dissonance
B. Adaptive task performance
C. Counterproductive behavior
D. Routine task performance
E. Citizenship behavior

52. For a kindergarten teacher, assisting her students out of a smoke-filled elementary school is an example of _____.

A. citizenship behavior
B. routine task performance
C. job dissonance
D. counterproductive behavior
E. adaptive task performance

53. Adaptability involves all of the following *except*:

A. handling work stress.
B. solving problems creatively.
C. handling emergencies.
D. performing daily routine work.
E. responding to unpredictable demands.


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54. Which of the following behaviors involved in adaptability deals with anticipating change in the work demands and searching for and participating in assignments or training to prepare for these changes?

A. Handling work stress
B. Solving problems creatively
C. Dealing with uncertain and unpredictable work situations
D. Learning work tasks, technologies, and work situations
E. Demonstrating interpersonal adaptability

55. Riya has become famous creating new styles in women's formal wear. Her assistants copy the patterns she creates, cut pieces of cloth, and sew them into garments. The work done by Riya is a type of _____ whereas the work done by her assistants is a type of _____.

A. routine task performance; creative task performance
B. creative task performance; counterproductive behavior
C. citizenship behavior; counterproductive behavior
D. counterproductive behavior; creative task performance
E. creative task performance; routine task performance

56. Managers know what behaviors to emphasize in training programs and to assess when doing performance evaluations by referring to a(n) _____.

A. job analysis
B. performance contract
C. cultural evaluation
D. organizational chart
E. structural analysis


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57. Which of the following statements concerning job analysis is incorrect?

A. The first step in job analysis is to generate a list of all job activities.
B. A subject matter expert is consulted regarding the frequency and importance of all job activities.
C. A list of all job activities is generated using various sources of data such as surveys, employee interviews, and observations.
D. Activities with the lowest ratings are used to define job responsibilities.
E. Job analysis is used by many organizations to identify task performance behaviors.

58. The electronic database used to identify the set of behaviors needed to define task performance is known as the:

A. behaviorally anchored ratings scale network.
B. employment analysis network.
C. occupational information network.
D. task performance analysis network.
E. job responsibilities network.

59. Which of the following statements about the O*NET is false?

A. It captures the "numerous small decisions" that separate the most effective organizations from their competitors.
B. It is an online database.
C. It is involved in figuring out the important tasks for a given job.
D. It includes the characteristics of most jobs in terms of tasks.
E. It includes the required knowledge, skills, and abilities to perform a task.


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60. _____ is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.

A. Creative task performance
B. Adaptive task performance
C. Counterproductive behavior
D. Citizenship behavior
E. Routine task performance

61. Citizenship behaviors can be divided into the two main categories of:

A. intrapersonal and organizational.
B. interpersonal and intrapersonal.
C. organizational and political.
D. interpersonal and political.
E. interpersonal and organizational.

62. Which of the following behaviors benefits coworkers and colleagues and involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations?

A. Intrapersonal citizenship behavior
B. Interpersonal citizenship behavior
C. Organizational citizenship behavior
D. Production citizenship behavior
E. Political citizenship behavior


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63. Interpersonal citizenship behaviors consist of all the following *except*:

A. helping.
B. courtesy.
C. sportsmanship.
D. boosterism.
E. respect for others.

64. Interpersonal citizenship behavior includes:

A. voice.
B. civic virtue.
C. sportsmanship.
D. boosterism.
E. secrecy.

65. Don always maintains a good attitude with coworkers even when the department goes through tough times. Don's behavior is an example of:

A. helping.
B. courtesy.
C. sportsmanship.
D. civic virtue.
E. boosterism.


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66. Which of the following is false about interpersonal citizenship behavior?

A. A team whose members have good interpersonal citizenship behavior is likely to have a positive team atmosphere.
B. Interpersonal citizenship behavior is most important when employees work in small groups.
C. Interpersonal citizenship behavior is most important when employees work in large groups.
D. Behaviors that commonly fall under the "teamwork" heading are examples of interpersonal citizenship behavior.
E. Team members with good interpersonal citizenship behavior tend to work toward achieving common goals.

67. Which of the following is an organizational citizenship behavior?

A. Civic virtue
B. Courtesy
C. Representing self-interests in a positive way to the public
D. Sportsmanship
E. Behaviors that benefit employees with excess workloads

68. Some people react to bad rules or policies by constructively trying to change them, instead of passively complaining about them. This positive characteristic refers to:

A. helping.
B. sportsmanship.
C. voice.
D. civic virtue.
E. boosterism.


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69. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

Natalie, Rose, and Charles contribute most directly to the business goals of the Healthy White clinic through their:

A. creative task performance and interpersonal citizenship behaviors.
B. routine task performance and organizational and interpersonal citizenship behaviors.
C. interpersonal task performance and counterproductive behaviors.
D. intrapersonal task performance and intrapersonal citizenship behaviors.
E. adaptive task performance and creative citizenship behaviors.


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Dr. Doris contributes most directly to the business goals of the Healthy White through:

A. creative task performance.
B. routine task performance.
C. interpersonal task performance.
D. intrapersonal task performance.
E. adaptive task performance.


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71. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

    The three hygienists interact with one another in a manner that reflects high levels of _____.

    A. boosterism
    B. interpersonal citizenship behavior
    C. routine task performance
    D. adaptive task performance
    E. centralized behavior


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72. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

Natalie's acts of attending events on behalf of Healthy White and keeping abreast of dental regulations and business related news during her personal time refer to:

A. counterproductive behavior.
B. boosterism.
C. civic virtue.
D. sportsmanship.
E. voice.


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73. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

    Which of the following citizenship behaviors does Charles exhibit?

    A. Voice
    B. Feminism
    C. Civic virtue
    D. Boosterism
    E. Political deviance

74. Delux Services was celebrating the 20th anniversary of its operations in more than 17 countries. Linda, a junior assistant in the Human Resources department, was not interested in attending this celebratory event. The senior HR managers overheard Linda asking her friends the reason for this party. Back at the office, after a review, it was found that Linda never attended any of the meetings with the local business heads. Her lack of interest and knowledge about the company would make her someone who displays _____.

    A. high self-esteem
    B. low civic virtue
    C. "A" player characteristics
    D. low self-worth
    E. positive boosterism


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75. James is a junior level manager with the Palm Green Hotels. He is also a freelance journalist for a local travel magazine. James keeps himself updated with news about his company and always features the hotel in his weekly columns. He promotes his hotel to such an extent that the number of visitors to the hotel has considerably increased. Which of the following characteristics does James portray?

A. Edginess
B. Political deviance
C. Sportsmanship
D. Civic virtue
E. Boosterism

76. Employee behaviors that intentionally hinder organizational goal accomplishment are referred to as:

A. mistaken errors.
B. omissions.
C. erroneous identities.
D. counterproductive behaviors.
E. counteractive mistakes.

77. Which of the following is a type of serious interpersonal counterproductive behavior?

A. Sabotage
B. Harassment
C. Incivility
D. Gossiping
E. Wasting resources


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78. Which of the following is a minor organizational counterproductive behavior?

A. Sabotage
B. Harassment
C. Incivility
D. Gossiping
E. Wasting resources

79. Which of the following is a serious organizational counterproductive behavior?

A. Incivility
B. Wasting resources
C. Gossiping
D. Sabotage
E. Substance abuse

80. Which of the following behaviors is a type of minor interpersonal counterproductive behavior?

A. Sabotage
B. Harassment
C. Incivility
D. Substance abuse
E. Theft


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81. Terry works doing oil changes and is sick and tired of rude customers. Terry decides to purposely use the wrong type of oil for the next rude customer knowing that it will harm the customer's engine in the long run but won't be traceable or noticed immediately. If Terry does this, his behavior would be a form of _____.

A. counterproductive behavior
B. citizenship behavior
C. creative property deviance
D. collateral theft
E. production deviance

82. Behaviors that intentionally harm the organization's assets and possessions are referred to as:

A. production deviance.
B. political deviance.
C. property deviance.
D. personal aggression.
E. organizational aggression.

83. All of the following are forms of counterproductive behaviors *except*:

A. political deviance.
B. personal aggression.
C. property deviance.
D. production deviance.
E. conflict management.


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84. Which of the following behaviors is a type of production deviance?

A. Wasting resources and substance abuse
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Interpersonal and organizational behaviors

85. Property deviance includes _____.

A. interpersonal and organizational behaviors
B. sabotage and theft
C. gossiping and incivility
D. harassment and abuse
E. wasting resources and substance abuse

86. Behaviors that intentionally disadvantage other individuals rather than the larger organization are referred to as _____.

A. property deviance
B. organizational aggression
C. wasting resources
D. personal aggression
E. political deviance

87. Which of the following behaviors are forms of production deviance?

A. Wasting resources and substance abuse
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Interpersonal and organizational behaviors


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88. Behaviors that focus specifically on reducing the efficiency of work output are known as _____.

A. political deviance
B. property deviance
C. personal aggression
D. political aggression
E. production deviance

89. _____ is the most common form of production deviance.

A. Theft
B. Incivility
C. Wasting resources
D. Sabotage
E. Harassment

90. _____ represents communication that is rude, impolite, discourteous, and lacking in good manners.

A. Abuse
B. Incivility
C. Harassment
D. Property deviance
E. Gossiping


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91. Behavior that involves hostile verbal and physical actions directed toward other employees is referred to as _____.

A. boosterism
B. incivility
C. personal aggression
D. sabotage
E. political deviance

92. Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague?

A. Harassment
B. Abuse
C. Incivility
D. Production deviance
E. Boosterism

93. Which of the following occurs when an employee is assaulted or endangered such that physical and psychological injuries may occur?

A. Boosterism
B. Sabotage
C. Incivility
D. Abuse
E. Gossiping


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94. Which of the following is false about counterproductive behaviors?

A. People who engage in one form of counterproductive behavior also tend to engage in other forms of counterproductive behavior.
B. Counterproductive behavior is relevant to any job.
C. There is a strong positive correlation between task performance and counterproductive behavior.
D. Counterproductive behaviors tend to represent a pattern of behavior rather than isolated incidents.
E. Sometimes the best task performers are the ones who can best get away with counterproductive actions.

95. There is _____ correlation between task performance and counterproductive behavior.

A. a weak negative
B. a weak positive
C. a strong negative
D. a strong positive
E. no

96. Historically, research on OB has focused on the _____ aspects of job performance.

A. educational
B. knowledge
C. interpersonal
D. physical
E. theoretical


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97. Which of the following statements about knowledge work is false?

A. By the early 1990s, the majority of new jobs required employees to apply analytical knowledge acquired through formal education and continuous learning.
B. The tools used to do knowledge work change quickly.
C. Statistics from the U.S. Department of Labor confirm the rise of knowledge work.
D. Jobs involving cognitive activity are becoming more prevalent than jobs involving physical activity.
E. Knowledge work tends to be less fluid and dynamic in nature than physical work.

98. Which of the following is one of the jobs that represent the bulk of the service job growth in the United States?

A. Maintenance workers
B. Repair sheet metal workers
C. Retail salespersons
D. Construction industry laborers
E. Production jobs

99. Which of the following statements about management by objectives (MBO) is false?

A. It is a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals.
B. Employee involvement is high in MBO.
C. It is a set of mutually agreed-upon objectives that are measurable and specific.
D. It is best suited for managing the performance of employees who work in contexts in which subjective measures of performance can be quantified.
E. Employee performance can be gauged by referring to the degree to which the employee achieves results that are consistent with the objectives.


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100. Which of the following performance appraisal systems refers to a philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals?

A. Behaviorally anchored rating scales
B. Management by objectives
C. 360-degree feedback
D. Benchmarking
E. Behavioral observation scales

101. The management technique that assesses an employee's performance by directly assessing job performance behaviors is known as _____.

A. behaviorally anchored rating scales
B. management by objectives
C. 360-degree feedback
D. behaviorally applicable rating scales
E. 180 degree feedback

102. The _____ approach uses critical incidents to create a measure that can be used to evaluate employee performance.

A. management by objectives
B. 360-degree feedback
C. behaviorally anchored rating scales
D. benchmarking
E. behavioral observation scales


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103. The short descriptions of effective and ineffective behaviors used to create an employee performance measurement instrument that managers can use to evaluate employee behavior are referred to as _____.

A. 360-degree feedback
B. management by objectives
C. critical incidents
D. descriptive events
E. favorable incidents

104. The _____ approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

A. behaviorally anchored rating scales
B. management by objectives
C. 360-degree feedback
D. behavioral observation scales
E. benchmarking

105. The _____ method of performance evaluation can encourage hypercompetition among workers, behavior that is the opposite of what is needed in today's team-based organizations.

A. forced ranking
B. BARS system
C. MBO process
D. 360-degree feedback
E. self-report generation


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106. Mark, the Human Resources manager at People's Pulse, wants to introduce a new method of performance appraisal that clearly differentiates the good performers from the average and low performers because executives at the company are thinking about reducing the workforce because of financial difficulties. The appraisal method he chooses should help management link each employee's performance to his or her compensation and decisions about whether to retain them. Which of the following approaches should he adopt?

A. Linear graph
B. Behaviorally anchored rating scales
C. Forced ranking
D. Social networking systems
E. Up-down approach

107. Which of the following about the forced ranking method is false?

A. It is based on Jack Welch's vitality curve.
B. It compels managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players).
C. The B players are to be developed as better managers.
D. Employees may become hypercompetitive with one another to avoid finding themselves in a lower category.
E. The B players possess the four Es of GE Leadership.


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108. Captive Minds, an entrepreneurial organization, started a monthly online journal dedicated to allowing employees to put forth their ideas about improving company performance in an open forum. Feedback is given through the company website, viewable by all employees. Colleagues, managers, and peers can give their constructive feedback without revealing their identity. The employees welcomed this idea as they were able to give feedback without hurting anyone's ego. Which of the following systems has the management successfully implemented?

A. Forced ranking method
B. Social networking system
C. Behaviorally anchored rating scale
D. Citizenship system
E. Task performance system

## Essay Questions

109. Define job performance and discuss its elements.


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110. Define task performance and explain its dimensions.

111. Define job analysis, explain its importance in determining job performance, and list the basic steps involved in job analysis.

112. Ms. Kate is a very friendly and helpful person. She goes out of her way to help her coworkers who struggle with their tasks. Kate attends the optional meetings that are scheduled for the employees. She also maintains a good attitude with everyone even in trying times. Which behavior relevant to job performance is Ms. Kate demonstrating? Elaborate on this behavior and its types with examples.


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113. What is counterproductive behavior? What are the different types of counterproductive behavior? Provide examples of each.

114. Describe some of the trends that affect job performance in the contemporary workplace.

115. Given the increase in service jobs, explain the implications for job performance.


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116.Discuss briefly the four types of job performance management techniques.

117.Explain the forced ranking method using Jack Welch's "vitality curve."

118.Social networking applications can be used to monitor employee performance. How true is this statement? Explain with an example.


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# Chapter 02 Job Performance Answer Key

## True / False Questions

1. Evaluating an employee's performance based on results alone gives an accurate picture of which employees are worth more to an organization.

   **FALSE**

   Employees contribute to their organization in ways that go beyond bottom-line results; therefore, evaluating an employee's performance based on results alone might give an inaccurate picture of which employees are worth more to the organization.

   *AACSB: Analytical Thinking*
   *Accessibility: Keyboard Navigation*
   *Blooms: Understand*
   *Difficulty: 1 Easy*
   *Learning Objective: 02-01 What is job performance?*
   *Topic: Job performance*

2. Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.

   **TRUE**

   Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.

   *AACSB: Analytical Thinking*
   *Accessibility: Keyboard Navigation*
   *Blooms: Remember*
   *Difficulty: 1 Easy*
   *Learning Objective: 02-01 What is job performance?*
   *Topic: Job performance*


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3. Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

**TRUE**

Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. While reading a description of a job in an employment ad online, that description will focus on task performance behaviors—the tasks, duties, and responsibilities that are a core part of the job.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

4. Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment.

**TRUE**

Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. For example, for a flight attendant, task performance includes announcing and demonstrating safety and emergency procedures and distributing food and beverages to passengers.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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5. Routine task performance can involve employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

**FALSE**

Routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

6. Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

**TRUE**

Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

7. Employees' performance of routine task behaviors is becoming increasingly important as globalization, technological, advances, and knowledge-based work increase the pace of change in the workplace.

**FALSE**

Adaptive behaviors are becoming increasingly important as globalization, technological advances, and knowledge-based work increase the pace of change in the workplace.

*AACSB: Analytical Thinking*


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*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

8. Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

**TRUE**

Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

9. Creative task performance is a behavior that is only valuable in jobs such as artist and inventor.

**FALSE**

Creative task performance is not only relevant to jobs such as artist and inventor; its emphasis has been increasing across a wide variety of jobs. Indeed, more than half the total wages and salary in the United States are paid to employees who need to be creative as part of their jobs.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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10. The first step in conducting a job analysis is to generate a list of all the activities involved in a job.

**TRUE**

Although there are many different ways to conduct a job analysis, most boil down to three steps. First, a list of the activities involved in a job is generated. This list generally results from data from several sources, including observations, surveys, and interviews of employees.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*

11. The O*NET is an online government database that describes the results of task performance behaviors that must be reported by firms to the government on an annual basis.

**FALSE**

The Occupational Information Network (or O*NET) is an online database that includes, among other things, the characteristics of most jobs in terms of tasks, behaviors, and the required knowledge, skills, and abilities.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*


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12. O*NET captures the "numerous small decisions" that separate the most effective organizations from their competitors.

**FALSE**

O*NET represents only a first step in figuring out the important tasks for a given job. O*NET cannot capture those sorts of unique task requirements—the "numerous small decisions" that separate the most effective organizations from their competitors.

*AACSB: Technology*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*

13. Creative ideas that are not implemented do not count toward positive job performance.

**FALSE**

Many creative ideas are not implemented; however, it is important to recognize creative performance behavior not just outcomes.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

14. Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded.

**TRUE**

Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.

*AACSB: Analytical Thinking*


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*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

15. Courtesy refers to keeping coworkers informed about matters that are relevant to them.

**TRUE**

Courtesy refers to keeping coworkers informed about matters that are relevant to them.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

16. Sportsmanship involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

**TRUE**

Sportsmanship involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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17. When employees work in small groups or teams, interpersonal citizenship behavior is not important.

**FALSE**

Interpersonal citizenship behavior is important in different job contexts. It may be even more important when employees work in small groups or teams. A team with members who tend to be helpful, respectful, and courteous is also likely to have a positive team atmosphere in which members trust one another.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

18. Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

**TRUE**

Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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19. Boosterism involves speaking up and offering constructive suggestions for change.

**FALSE**

Boosterism means representing the organization in a positive way when out in public, away from the office, and away from work.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

20. Counterproductive behavior is defined as employee behaviors that unintentionally hinder organizational goal accomplishment.

**FALSE**

The third broad category of job performance is counterproductive behavior; it is defined as employee behaviors that intentionally hinder organizational goal accomplishment.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

21. Property deviance refers to behaviors that harm the organization's assets and possessions.

**TRUE**

Property deviance refers to behaviors that harm the organization's assets and possessions. For example, sabotage represents the purposeful destruction of physical equipment, organizational processes, or company products.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*


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*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

22. Wasting resources is the most common form of production deviance.

**TRUE**

Wasting resources is the most common form of production deviance, when employees use too many materials or too much time to do too little work.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

23. Substance abuse is a form of political deviance.

**FALSE**

Substance abuse represents another form of production deviance. If employees abuse drugs or alcohol while on the job or shortly before coming to work, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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24. Political deviance refers to behaviors that intentionally harm the organization's assets and possessions.

**FALSE**

In contrast to property and production deviance, political deviance refers to behaviors that intentionally disadvantage other individuals rather than the larger organization.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

25. Gossiping is communication that is rude, impolite, discourteous, and lacking in good manners.

**FALSE**

Gossiping involves casual conversations about other people in which the facts are not confirmed as true; it is a form of political deviance. Incivility, another form of political deviance, involves communication that is rude, impolite, discourteous, and lacking in good manners.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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26. Personal aggression is defined as hostile verbal and physical actions directed toward other employees.

**TRUE**

Serious interpersonal behaviors involve personal aggression, defined as hostile verbal and physical actions directed toward other employees.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

27. People who engage in one form of counterproductive behavior do not usually engage in other forms.

**FALSE**

People who engage in one form of counterproductive behavior also engage in others. In other words, such behaviors tend to represent a pattern of behavior rather than isolated incidents.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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28. Sometimes the best task performers also engage in counterproductive behavior.

**TRUE**

Sometimes the best task performers are the ones who can best get away with counterproductive actions, because they're less likely to be suspected or blamed. Moreover, counterproductive behaviors might even be tolerated for a while where the individual is able to effectively accomplish very challenging tasks.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

29. There is a positive correlation between task performance and counterproductive behavior.

**FALSE**

There is a weak negative correlation between task performance and counterproductive behavior.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

30. In addition to being more cognitive, knowledge work tends to be more structured and static in nature.

**FALSE**

In addition to being more cognitive, knowledge work tends to be more fluid and dynamic in nature. Facts, data, and information are always changing.

*AACSB: Analytical Thinking*


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*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Task performance*

31. Service work involves direct verbal or physical interaction with customers.

**TRUE**

Service work provides nontangible goods to customers through direct electronic, verbal, or physical interaction.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Task performance*

32. Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior.

**TRUE**

Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior. If service employees refuse to help one another or maintain good sportsmanship, or if they gossip and insult one another, those negative emotions get transmitted to the customer during the service encounter.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 1 Easy*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Task performance*


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33. The MBO approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

**FALSE**

Management by objectives (MBO) is a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals. Instead, 360-degree feedback is the method of performance appraisal that seeks performance information from the supervisor and any others, such as coworkers, subordinates, and clients, who may have knowledge of the employee's performance behaviors.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

34. BARS emphasizes the results of job performance as much as it does the performance behaviors themselves.

**FALSE**

MBO emphasizes the results of job performance as much as it does the performance behaviors themselves. In contrast, behaviorally anchored rating scales (BARS) measure performance by directly assessing job performance behaviors.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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35. Feedback from BARS can help an employee develop and improve over time.

**TRUE**

The critical incidents convey the precise kinds of behaviors that are effective and ineffective, and thus, feedback from BARS can help an employee develop and improve over time.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

36. Very few 360-degree feedback systems ask the employee to provide ratings of his/her own performance.

**FALSE**

Most 360-degree feedback systems also ask the employee to provide ratings of his or her own performance. The hope is that this 360-degree perspective will provide a more balanced and comprehensive examination of performance. By explicitly comparing self-provided ratings with the ratings obtained from others, employees can develop a better sense of how their performance may be deficient in the eyes of others and exactly where they need to focus their energies to improve.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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37. Despite its popularity, 360-degree feedback is not well suited for developing employee talent.

**FALSE**

In effect, 360-degree feedback is best suited to improving or developing employee talent, especially if the feedback is accompanied by coaching about how to improve the areas identified as points of concern.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

38. In a 360-degree rating system, when participants believe the information will be used for compensation, rather than for skill development, there is a very low level of bias.

**FALSE**

When 360-degree rating systems are used, bias is lower when participants feel the information will be used for skill development. Bias is higher when the belief is that the information will be used to determine compensation.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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39. A company that tells managers that only 10 percent of their subordinates can receive excellent performance ratings and an additional 12 percent must receive unacceptable rankings is using a percentage ranking system.

**FALSE**

This company is using a forced ranking system, which forces managers to rank all of their people into specific categories, such as top 20 percent, middle 70 percent, or the bottom 10 percent.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

40. Forced ranking systems can force managers to give bad evaluations to good performers.

**TRUE**

Some believe forced ranking systems are inherently unfair in that they force managers to give bad evaluations to employees who may be good performers in order to reach predetermined percentages of excellent, acceptable, and poor performers.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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41. Social networking sites and their applications can be used to monitor employee performance.

**TRUE**

Social networking sites and their applications provide performance information that is much more timely, relative to traditional practices that measure performance quarterly or even yearly.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

## Multiple Choice Questions

42. The value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment is known as _____.

A. citizenship behavior
B. task orientation
C. job satisfaction
**D.** job performance
E. organizational commitment

Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*


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*Difficulty: 2 Medium*
*Learning Objective: 02-01 What is job performance?*
*Topic: Citizenship*

43. _____ includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

**A.** Task performance
B. Citizenship behavior
C. Counterproductive behavior
D. Job orientation
E. Organizational commitment

Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Task performance behaviors will focus on the tasks, duties, and responsibilities that are a core part of the job.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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44. When an athletic director at State University evaluates how much time a coach spends with the team, the coach's ethical impact on team member behaviors, and the clarity of the coach's explanations of new plays, the manager is assessing the coach's _____.

**A.** job performance
B. team commitment
C. organizational commitment
D. productivity
E. leadership

When an athletic director evaluates how much time a coach spends with the team, the coach's ethical impact on team member behaviors, and the clarity of the coach's explanations of new plays, the manager is assessing the coach's job performance.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 1 Easy*
*Learning Objective: 02-01 What is job performance?*
*Topic: Job performance*


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45. Dr. Hogan, Dean of the College of Business, evaluates the performance of Dr. Maskulka, a faculty member in the college, by looking at student and peer evaluations of Dr. Maskulka's teaching, the number and quality of her research publications, and her service to the university, all of which are described in the job description of a faculty member's responsibilities. She also pays attention to Dr. Maskulka's willingness to take on extra tasks that are not required, such as recruiting new faculty members and contacting local businesses to involve them with student project teams for her marketing class. She is assessing the faculty member's:

A. task performance.
**B.** job performance.
C. citizenship behavior.
D. counterproductive behavior.
E. commitment.

Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. This includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance. Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces—the explicit obligations that an employee must fulfill to receive compensation and continued employment. Clearly, the Dean's evaluation of Dr. Maskulka goes beyond evaluating her task performance.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 3 Hard*
*Learning Objective: 02-01 What is job performance?*
*Topic: Job performance*


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46. The explicit obligations that an employee must fulfill to receive compensation and continued employment are referred to as _____.

A. job orientation
B. citizenship behavior
C. organizational commitment
**D.** task performance
E. counterproductive behavior

Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. Task performance behaviors will focus on the tasks, duties, and responsibilities that are a core part of the job.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

47. Charles finds an advertisement for an accountant's position at a local office. The advertisement mentions preparing, examining, and analyzing accounting records for accuracy and completeness as job responsibilities of the position. This job description refers to:

A. comprehension skills.
**B.** task performance.
C. counterproductive behavior.
D. citizenship behaviors.
E. organizational commitment.

Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. For an accountant, task performance involves preparing, examining, and analyzing accounting records for accuracy and completeness. These are part of the daily work that an accountant is expected to perform.

*AACSB: Knowledge Application*


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*Accessibility: Keyboard Navigation*
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*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

48. _____ involves well-known responses to normal job demands that occur in a predictable way.

A. Job enhancement
B. Adaptive task performance
C. Counterproductive behavior
**D.** Routine task performance
E. Citizenship behavior

Routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way. Routine task performance includes duties that are done over and over again without any major changes in the way they are done.

*AACSB: Analytical Thinking*
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*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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49. Paul, a ticket collector, performs his duty robotically every day. This refers to _____.

A. sportsmanship
B. adaptive task performance
**C.** routine task performance
D. counterproductive behavior
E. citizenship behavior

Routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way. In these cases, employees tend to behave in more or less habitual or programmed ways that vary little from one instance to another. When the ticket collector performs his tasks robotically, he is demonstrating routine task performance.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

50. Sandy works in a factory where employees are expected to complete 14 widgets each hour. The managers are very strict and frequently check to make sure employees are actually completing at least this base number of widgets each hour. The employees are being assessed on their _____.

**A.** routine task performance
B. pacing
C. interpretive task performance
D. work ability
E. creative task performance

The employees are being assessed on their routine task performance.

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*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

51. _____ involves employee responses to job demands that are novel, unusual, or unpredictable.

A. Job dissonance
**B.** Adaptive task performance
C. Counterproductive behavior
D. Routine task performance
E. Citizenship behavior

Adaptive task performance, or more commonly "adaptability," involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. It includes behaviors like handling emergencies, work stress, etc.

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*Difficulty: 1 Easy*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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52. For a kindergarten teacher, assisting her students out of a smoke-filled elementary school is an example of _____.

A. citizenship behavior
B. routine task performance
C. job dissonance
D. counterproductive behavior
**E.** adaptive task performance

Adaptive task performance, or more commonly "adaptability," involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. It includes behaviors like handling emergencies.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*

53. Adaptability involves all of the following *except*:

A. handling work stress.
B. solving problems creatively.
C. handling emergencies.
**D.** performing daily routine work.
E. responding to unpredictable demands.

Adaptability involves handling work stress, solving problems creatively, handling emergencies, responding to unpredictable demands, and demonstrating interpersonal adaptability.

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*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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54. Which of the following behaviors involved in adaptability deals with anticipating change in the work demands and searching for and participating in assignments or training to prepare for these changes?

A. Handling work stress
B. Solving problems creatively
C. Dealing with uncertain and unpredictable work situations
**D.** Learning work tasks, technologies, and work situations
E. Demonstrating interpersonal adaptability

Learning work tasks, technologies, and work situations deal with anticipating change in the work demands and searching for and participating in assignments or training to prepare for these changes.

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*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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55. Riya has become famous creating new styles in women's formal wear. Her assistants copy the patterns she creates, cut pieces of cloth, and sew them into garments. The work done by Riya is a type of _____ whereas the work done by her assistants is a type of _____.

A. routine task performance; creative task performance
B. creative task performance; counterproductive behavior
C. citizenship behavior; counterproductive behavior
D. counterproductive behavior; creative task performance
**E.** creative task performance; routine task performance

Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful, whereas routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way. Riya has become famous because of her novel and creative designs—displaying creative task performance. Though her assistants work on the new styles created by Riya, they merely duplicate the pattern, which does not involve any creativity. They are just sewing and stitching, which is part of their daily job. Hence, it is routine task performance.

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*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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56. Managers know what behaviors to emphasize in training programs and to assess when doing performance evaluations by referring to a(n) _____.

**A.** job analysis
B. performance contract
C. cultural evaluation
D. organizational chart
E. structural analysis

Managers know what behaviors to emphasize in training programs and to assess when doing performance evaluations by referring to a job analysis.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*

57. Which of the following statements concerning job analysis is incorrect?

A. The first step in job analysis is to generate a list of all job activities.
B. A subject matter expert is consulted regarding the frequency and importance of all job activities.
C. A list of all job activities is generated using various sources of data such as surveys, employee interviews, and observations.
**D.** Activities with the lowest ratings are used to define job responsibilities.
E. Job analysis is used by many organizations to identify task performance behaviors.

A job analysis consists of the following steps: listing all job activities; consulting with a subject matter expert regarding the frequency and importance of all job activities; rating these activities and using the ones with the highest values to define the job responsibilities.

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*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*

58. The electronic database used to identify the set of behaviors needed to define task performance is known as the:

A. behaviorally anchored ratings scale network.
B. employment analysis network.
**C.** occupational information network.
D. task performance analysis network.
E. job responsibilities network.

The electronic database used to identify the set of behaviors needed to define task performance is known as Occupational Information Network or O*NET.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*

59. Which of the following statements about the O*NET is false?

**A.** It captures the "numerous small decisions" that separate the most effective organizations from their competitors.
B. It is an online database.
C. It is involved in figuring out the important tasks for a given job.
D. It includes the characteristics of most jobs in terms of tasks.
E. It includes the required knowledge, skills, and abilities to perform a task.

It captures the "numerous small decisions" that separate the most effective organizations from their competitors is the false statement.

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*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*

60. _____ is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.

A. Creative task performance
B. Adaptive task performance
C. Counterproductive behavior
**D.** Citizenship behavior
E. Routine task performance

Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.

*AACSB: Analytical Thinking*
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*Difficulty: 1 Easy*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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61. Citizenship behaviors can be divided into the two main categories of:

A. intrapersonal and organizational.
B. interpersonal and intrapersonal.
C. organizational and political.
D. interpersonal and political.
**E.** interpersonal and organizational.

Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place. Citizenship behavior is divided into interpersonal and organizational behavior.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

62. Which of the following behaviors benefits coworkers and colleagues and involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations?

A. Intrapersonal citizenship behavior
**B.** Interpersonal citizenship behavior
C. Organizational citizenship behavior
D. Production citizenship behavior
E. Political citizenship behavior

Interpersonal citizenship behavior of an employee benefits coworkers and colleagues. It involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations. Activities such as helping, being courteous, respectful, and having a sense of sportsmanship are forms of interpersonal citizenship behavior.

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*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

63. Interpersonal citizenship behaviors consist of all the following *except*:

A. helping.
B. courtesy.
C. sportsmanship.
**D.** boosterism.
E. respect for others.

Interpersonal citizenship behavior of an employee benefits coworkers and colleagues. It involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations. Activities such as helping, being courteous, respectful and having a sense of sportsmanship fall under interpersonal citizenship behavior. Boosterism is a form of organizational citizenship behavior.

*AACSB: Analytical Thinking*
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*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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64. Interpersonal citizenship behavior includes:

A. voice.
B. civic virtue.
**C.** sportsmanship.
D. boosterism.
E. secrecy.

Activities such as helping, being courteous, respectful and having a sense of sportsmanship fall under interpersonal citizenship behavior. Activities such as voice, boosterism, and civic virtue come under organizational citizenship behavior.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

65. Don always maintains a good attitude with coworkers even when the department goes through tough times. Don's behavior is an example of:

A. helping.
B. courtesy.
**C.** sportsmanship.
D. civic virtue.
E. boosterism.

Sportsmanship involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

*AACSB: Knowledge Application*
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*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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66. Which of the following is false about interpersonal citizenship behavior?

A. A team whose members have good interpersonal citizenship behavior is likely to have a positive team atmosphere.
B. Interpersonal citizenship behavior is most important when employees work in small groups.
**C.** Interpersonal citizenship behavior is most important when employees work in large groups.
D. Behaviors that commonly fall under the "teamwork" heading are examples of interpersonal citizenship behavior.
E. Team members with good interpersonal citizenship behavior tend to work toward achieving common goals.

Although interpersonal citizenship behavior is important in many different job contexts, it may be even more important in contexts in which employees work in small groups or teams. Also, team members with high interpersonal citizenship behavior work toward common goals and create a positive team atmosphere.

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*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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67. Which of the following is an organizational citizenship behavior?

**A.** Civic virtue
B. Courtesy
C. Representing self-interests in a positive way to the public
D. Sportsmanship
E. Behaviors that benefit employees with excess workloads

Organizational citizenship behavior includes civic virtue, which refers to participating in the company's operations at a deeper-than-normal level; voice, which involves speaking up and offering constructive suggestions for change; and boosterism, which is defined as representing your organization in a positive way when out in public, away from the office, and away from work. In general, all those behaviors that benefit the organization are classified under organizational citizenship behavior.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

68. Some people react to bad rules or policies by constructively trying to change them, instead of passively complaining about them. This positive characteristic refers to:

A. helping.
B. sportsmanship.
**C.** voice.
D. civic virtue.
E. boosterism.

Voice involves speaking up and offering constructive suggestions for change.

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*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*


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*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

69. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

Natalie, Rose, and Charles contribute most directly to the business goals of the Healthy White clinic through their:

A. creative task performance and interpersonal citizenship behaviors.
**B.** routine task performance and organizational and interpersonal citizenship behaviors.
C. interpersonal task performance and counterproductive behaviors.
D. intrapersonal task performance and intrapersonal citizenship behaviors.
E. adaptive task performance and creative citizenship behaviors.

In addition to their excellent task behavior performance, the three hygienists also exhibit both interpersonal and organizational citizenship behaviors. Their helping behavior and courtesy to each other are examples of interpersonal citizenship behavior. They also exhibit civic virtue and boosterism, which are types of organizational citizenship behaviors.

*AACSB: Knowledge Application*
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*Difficulty: 3 Hard*
*Learning Objective: 02-02 What is task performance?*
*Topic: Citizenship*


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70. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

Dr. Doris contributes most directly to the business goals of the Healthy White through:

A. creative task performance.
B. routine task performance.
C. interpersonal task performance.
D. intrapersonal task performance.
**E.** adaptive task performance.

Adaptive task performance or "adaptability" involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. Dr. Doris responds to emergencies and performs duties on the spot. This is termed as adaptive task performance.

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*Difficulty: 3 Hard*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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71. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

The three hygienists interact with one another in a manner that reflects high levels of _____.

A. boosterism
**B.** interpersonal citizenship behavior
C. routine task performance
D. adaptive task performance
E. centralized behavior

Interpersonal citizenship behavior benefits coworkers and colleagues and involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations.

*AACSB: Knowledge Application*
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*Learning Objective: 02-04 What is citizenship behavior?*
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72. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

Natalie's acts of attending events on behalf of Healthy White and keeping abreast of dental regulations and business related news during her personal time refer to:

A. counterproductive behavior.
B. boosterism.
**C.** civic virtue.
D. sportsmanship.
E. voice.

Natalie's acts refer to civic virtue. Civic virtue refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.

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73. Natalie, Rose, and Charles are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On average, they see 12 people every day for regular teeth cleaning, which involves cleaning, flossing, rinsing, and a normal checkup. Dr. Doris, on the other hand, has quite an unpredictable job. She has to respond to all types of dental emergencies, including situations involving surgery. All three hygienists always try to help each other out, have a very good attitude toward each other, and keep each other informed about matters that are relevant to them and to Dr. Doris. Natalie specifically takes on the role of attending all community-related voluntary meetings and functions where Healthy White may have a stake or is asked to be present. She makes sure that she is up to date with all dental regulations and business-related news that may have an impact on Healthy White. Rose and Charles, on the other hand, can be described as the unofficial publicists of Healthy White. They always represent the clinic in a very positive way away from work. Dr. Doris couldn't be happier to have such wonderful people working with her.

Which of the following citizenship behaviors does Charles exhibit?

A. Voice
B. Feminism
C. Civic virtue
**D.** Boosterism
E. Political deviance

Boosterism means representing the organization in a positive way when out in public, away from the office, and away from work. Charles exhibits boosterism by acting as the publicist of the clinic.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 3 Hard*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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74. Delux Services was celebrating the 20th anniversary of its operations in more than 17 countries. Linda, a junior assistant in the Human Resources department, was not interested in attending this celebratory event. The senior HR managers overheard Linda asking her friends the reason for this party. Back at the office, after a review, it was found that Linda never attended any of the meetings with the local business heads. Her lack of interest and knowledge about the company would make her someone who displays _____.

A. high self-esteem
**B.** low civic virtue
C. "A" player characteristics
D. low self-worth
E. positive boosterism

Linda is displaying low civic virtue. Civic virtue refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 3 Hard*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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75. James is a junior level manager with the Palm Green Hotels. He is also a freelance journalist for a local travel magazine. James keeps himself updated with news about his company and always features the hotel in his weekly columns. He promotes his hotel to such an extent that the number of visitors to the hotel has considerably increased. Which of the following characteristics does James portray?

A. Edginess
B. Political deviance
C. Sportsmanship
D. Civic virtue
**E.** Boosterism

James is portraying boosterism. Boosterism means representing the organization in a positive way when out in public, away from the office, and away from work.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 3 Hard*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*

76. Employee behaviors that intentionally hinder organizational goal accomplishment are referred to as:

A. mistaken errors.
B. omissions.
C. erroneous identities.
**D.** counterproductive behaviors.
E. counteractive mistakes.

Counterproductive behavior is defined as employee behaviors that intentionally hinder organizational goal accomplishment. These are things that employees mean to do, not things they accidentally do.

*AACSB: Analytical Thinking*
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*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

77. Which of the following is a type of serious interpersonal counterproductive behavior?

A. Sabotage
**B.** Harassment
C. Incivility
D. Gossiping
E. Wasting resources

Harassment is a type of serious interpersonal counterproductive behavior. Wasting resources is a type of minor organizational counterproductive behavior. Gossiping and incivility are minor interpersonal counterproductive behaviors. Sabotage is a serious organizational counterproductive behavior.

*AACSB: Analytical Thinking*
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*Difficulty: 3 Hard*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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78. Which of the following is a minor organizational counterproductive behavior?

A. Sabotage
B. Harassment
C. Incivility
D. Gossiping
**E.** Wasting resources

Wasting resources, which is a part of production deviance, is a type of minor organizational counterproductive behavior. Gossiping and incivility are minor interpersonal counterproductive behaviors. Harassment is a serious counterproductive interpersonal behavior and sabotage is a serious organizational counterproductive behavior.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 3 Hard*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

79. Which of the following is a serious organizational counterproductive behavior?

A. Incivility
B. Wasting resources
C. Gossiping
**D.** Sabotage
E. Substance abuse

Sabotage is a serious organization counterproductive behavior. Minor counterproductive behavior includes production deviance (wasting resources, substance abuse) and political deviance (gossiping and incivility). Refer to Figure 2-3.

*AACSB: Analytical Thinking*
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*Difficulty: 3 Hard*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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80. Which of the following behaviors is a type of minor interpersonal counterproductive behavior?

A. Sabotage
B. Harassment
**C.** Incivility
D. Substance abuse
E. Theft

Incivility is a minor interpersonal offense and a part of political deviance. Harassment is a serious interpersonal counterproductive behavior, sabotage is a serious organizational counterproductive offense, and substance abuse is a minor organizational counterproductive behavior. Refer to Figure 2-3.

*AACSB: Analytical Thinking*
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*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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81. Terry works doing oil changes and is sick and tired of rude customers. Terry decides to purposely use the wrong type of oil for the next rude customer knowing that it will harm the customer's engine in the long run but won't be traceable or noticed immediately. If Terry does this, his behavior would be a form of _____.

**A.** counterproductive behavior
B. citizenship behavior
C. creative property deviance
D. collateral theft
E. production deviance

Even though the employee may feel that he or she is justified in sabotaging a customer because of the customer's behavior, this is still not justified and is a form of counterproductive behavior.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
*Blooms: Apply*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

82. Behaviors that intentionally harm the organization's assets and possessions are referred to as:

A. production deviance.
B. political deviance.
**C.** property deviance.
D. personal aggression.
E. organizational aggression.

Property deviance refers to behaviors that harm the organization's assets and possessions.

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*Difficulty: 1 Easy*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

83. All of the following are forms of counterproductive behaviors *except*:

A. political deviance.
B. personal aggression.
C. property deviance.
D. production deviance.
**E.** conflict management.

Counterproductive behavior is defined as employee behaviors that intentionally hinder organizational goal accomplishment. It includes political deviance, personal aggression, property deviance, and production deviance.

*AACSB: Analytical Thinking*
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*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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84. Which of the following behaviors is a type of production deviance?

**A.** Wasting resources and substance abuse
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Interpersonal and organizational behaviors

Wasting resources is the most common form of production deviance, when employees use too many materials or too much time to do too little work. Substance abuse represents another form of production deviance. If employees abuse drugs or alcohol while on the job or shortly before coming to work, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

85. Property deviance includes _____.

A. interpersonal and organizational behaviors
**B.** sabotage and theft
C. gossiping and incivility
D. harassment and abuse
E. wasting resources and substance abuse

Production deviance includes wasting resources and substance abuse; sabotage and theft are types of property deviance; gossiping and incivility are types of political deviance; and personal aggression includes harassment and abuse.

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*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

86. Behaviors that intentionally disadvantage other individuals rather than the larger organization are referred to as _____.

A. property deviance
B. organizational aggression
C. wasting resources
D. personal aggression
**E.** political deviance

Political deviance refers to behaviors that intentionally disadvantage other individuals rather than the larger organization. It includes gossiping and incivility.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

87. Which of the following behaviors are forms of production deviance?

**A.** Wasting resources and substance abuse
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Interpersonal and organizational behaviors

Production deviance includes wasting resources and substance abuse; sabotage and theft are forms of property deviance; gossiping and incivility fall under political deviance; personal aggression includes harassment and abuse.

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*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

88. Behaviors that focus specifically on reducing the efficiency of work output are known as _____.

A. political deviance
B. property deviance
C. personal aggression
D. political aggression
**E.** production deviance

Production deviance, directed against the organization, focuses specifically on reducing the efficiency of work output. It includes wasting resources and substance abuse.

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*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

89. _____ is the most common form of production deviance.

A. Theft
B. Incivility
**C.** Wasting resources
D. Sabotage
E. Harassment

Production deviance, directed against the organization, focuses specifically on reducing the efficiency of work output. It includes wasting resources and substance abuse. Wasting resources, when employees use too many materials or take too much time to do too little work, is the most common form of production deviance.

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*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

90. _____ represents communication that is rude, impolite, discourteous, and lacking in good manners.

A. Abuse
**B.** Incivility
C. Harassment
D. Property deviance
E. Gossiping

Incivility represents communication that is rude, impolite, discourteous, and lacking in good manners. It is a form of political deviance.

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*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

91. Behavior that involves hostile verbal and physical actions directed toward other employees is referred to as _____.

A. boosterism
B. incivility
**C.** personal aggression
D. sabotage
E. political deviance

Personal aggression is defined as hostile verbal and physical actions directed toward other employees.

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*Difficulty: 1 Easy*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

92. Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague?

**A.** Harassment
B. Abuse
C. Incivility
D. Production deviance
E. Boosterism

Personal aggression is defined as hostile verbal and physical actions directed toward other employees. Harassment falls under this heading and occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 1 Easy*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

93. Which of the following occurs when an employee is assaulted or endangered such that physical and psychological injuries may occur?

A. Boosterism
B. Sabotage
C. Incivility
**D.** Abuse
E. Gossiping

Abuse occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.

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*Blooms: Remember*
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*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

94. Which of the following is false about counterproductive behaviors?

A. People who engage in one form of counterproductive behavior also tend to engage in other forms of counterproductive behavior.
B. Counterproductive behavior is relevant to any job.
**C.** There is a strong positive correlation between task performance and counterproductive behavior.
D. Counterproductive behaviors tend to represent a pattern of behavior rather than isolated incidents.
E. Sometimes the best task performers are the ones who can best get away with counterproductive actions.

There is only a weak negative correlation between task performance and counterproductive behavior.

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*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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95. There is _____ correlation between task performance and counterproductive behavior.

**A.** a weak negative
B. a weak positive
C. a strong negative
D. a strong positive
E. no

There is only a weak negative correlation between task performance and counterproductive behavior.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*

96. Historically, research on OB has focused on the _____ aspects of job performance.

A. educational
B. knowledge
C. interpersonal
**D.** physical
E. theoretical

Historically speaking, research on organizational behavior has focused on the physical aspects of job performance.

*AACSB: Analytical Thinking*
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*Difficulty: 2 Medium*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Job performance*


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97. Which of the following statements about knowledge work is false?

A. By the early 1990s, the majority of new jobs required employees to apply analytical knowledge acquired through formal education and continuous learning.
B. The tools used to do knowledge work change quickly.
C. Statistics from the U.S. Department of Labor confirm the rise of knowledge work.
D. Jobs involving cognitive activity are becoming more prevalent than jobs involving physical activity.
**E.** Knowledge work tends to be less fluid and dynamic in nature than physical work.

There has been a considerable rise in the level of knowledge work. In addition to being cognitive, it tends to be more fluid and dynamic in nature.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Job performance*

98. Which of the following is one of the jobs that represent the bulk of the service job growth in the United States?

A. Maintenance workers
B. Repair sheet metal workers
**C.** Retail salespersons
D. Construction industry laborers
E. Production jobs

Retail salespersons, customer service representatives, and food service workers represent the bulk of the service job growth in the United States.

*AACSB: Analytical Thinking*
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*Difficulty: 2 Medium*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Job performance*


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99. Which of the following statements about management by objectives (MBO) is false?

A. It is a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals.
B. Employee involvement is high in MBO.
C. It is a set of mutually agreed-upon objectives that are measurable and specific.
**D.** It is best suited for managing the performance of employees who work in contexts in which subjective measures of performance can be quantified.
E. Employee performance can be gauged by referring to the degree to which the employee achieves results that are consistent with the objectives.

MBO is best suited for managing the performance of employees who work in contexts in which objective measures of performance can be quantified.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

100. Which of the following performance appraisal systems refers to a philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals?

A. Behaviorally anchored rating scales
**B.** Management by objectives
C. 360-degree feedback
D. Benchmarking
E. Behavioral observation scales

Management by objectives (MBO) bases an employee's evaluations on whether the employee achieves specific performance goals.

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*Blooms: Remember*


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*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

101. The management technique that assesses an employee's performance by directly assessing job performance behaviors is known as _____.

**A.** behaviorally anchored rating scales
B. management by objectives
C. 360-degree feedback
D. behaviorally applicable rating scales
E. 180 degree feedback

Behaviorally anchored rating scales (BARS) assess performance by directly assessing job performance behaviors.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

102. The _____ approach uses critical incidents to create a measure that can be used to evaluate employee performance.

A. management by objectives
B. 360-degree feedback
**C.** behaviorally anchored rating scales
D. benchmarking
E. behavioral observation scales

The BARS approach uses critical incidents to create a measure that can be used to evaluate employee performance.

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*Difficulty: 1 Easy*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

103. The short descriptions of effective and ineffective behaviors used to create an employee performance measurement instrument that managers can use to evaluate employee behavior are referred to as _____.

A. 360-degree feedback
B. management by objectives
**C.** critical incidents
D. descriptive events
E. favorable incidents

The BARS approach uses "critical incidents"—short descriptions of effective and ineffective behaviors—to create a measure that can be used to evaluate employee performance.

*AACSB: Analytical Thinking*
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*Topic: Evaluating performance*


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104. The _____ approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

A. behaviorally anchored rating scales
B. management by objectives
**C.** 360-degree feedback
D. behavioral observation scales
E. benchmarking

The 360-degree feedback approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

*AACSB: Analytical Thinking*
*Accessibility: Keyboard Navigation*
*Blooms: Remember*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

105. The _____ method of performance evaluation can encourage hypercompetition among workers, behavior that is the opposite of what is needed in today's team-based organizations.

**A.** forced ranking
B. BARS system
C. MBO process
D. 360-degree feedback
E. self-report generation

One negative consequence of the forced ranking system is the development of hypercompetition among workers who worry about being downgraded into the "fire" category. Hypercompetition is antithetical to the current emphasis on team-based organization structures.

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*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

106. Mark, the Human Resources manager at People's Pulse, wants to introduce a new method of performance appraisal that clearly differentiates the good performers from the average and low performers because executives at the company are thinking about reducing the workforce because of financial difficulties. The appraisal method he chooses should help management link each employee's performance to his or her compensation and decisions about whether to retain them. Which of the following approaches should he adopt?

A. Linear graph
B. Behaviorally anchored rating scales
**C.** Forced ranking
D. Social networking systems
E. Up-down approach

Mark should adopt the forced ranking approach. The forced ranking method requires managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players). The A players are thought to possess "the four Es of GE leadership: very high energy levels, the ability to energize others around common goals, the edge to make tough yes-and-no decisions, and finally the ability to consistently execute and deliver on their promises." The B players are developed. According to Welch, B players are the backbone of the company but lack the passion of As. The C players are those who cannot get the job done and should be let go.

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*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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107. Which of the following about the forced ranking method is false?

A. It is based on Jack Welch's vitality curve.
B. It compels managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players).
C. The B players are to be developed as better managers.
D. Employees may become hypercompetitive with one another to avoid finding themselves in a lower category.
**E.** The B players possess the four Es of GE Leadership.

Jack Welch's vitality curve led to the forced ranking method, which forces managers to rank employees into three categories, the disadvantage being employees may become hypercompetitive. The A players possess the four Es of GE leadership.

*AACSB: Analytical Thinking*
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*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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108. Captive Minds, an entrepreneurial organization, started a monthly online journal dedicated to allowing employees to put forth their ideas about improving company performance in an open forum. Feedback is given through the company website, viewable by all employees. Colleagues, managers, and peers can give their constructive feedback without revealing their identity. The employees welcomed this idea as they were able to give feedback without hurting anyone's ego. Which of the following systems has the management successfully implemented?

A. Forced ranking method
**B.** Social networking system
C. Behaviorally anchored rating scale
D. Citizenship system
E. Task performance system

The technology of social networking services such as Facebook and Twitter has recently been applied in organizational contexts for the purposes of developing and evaluating employee job performance. These types of systems provide performance information that is much more timely, relative to traditional practices that measure performance quarterly or even yearly.

*AACSB: Knowledge Application*
*Accessibility: Keyboard Navigation*
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*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

## Essay Questions


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109. Define job performance and discuss its elements.

Job performance is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Job performance elements include:

- Task performance, defined as employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Task performance could be in the form of routine tasks, adaptive performance, or creative performance.
- Citizenship behavior, which includes voluntary employee activities that may or may not be rewarded but contribute to the organization.
- Counterproductive behavior, which is composed of employee behaviors that intentionally hinder organizational goal accomplishment.

*AACSB: Analytical Thinking*
*Blooms: Analyze*
*Difficulty: 2 Medium*
*Learning Objective: 02-01 What is job performance?*
*Topic: Job performance*


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110. Define task performance and explain its dimensions.

Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Put differently, task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. It includes:

- Routine task performance: These are well-known responses to demands that occur in a normal, routine, and predictable way. For example, an accountant's job.

- Adaptive task performance: These are employee responses to task demands that are novel, adaptive, unusual, and unpredictable. Examples could be handling emergencies and crises.

- Creative task performance: This refers to the degree to which individuals develop ideas or physical outcomes that are both novel and useful. An example could be developing breakthrough products.

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-02 What is task performance?*
*Topic: Task performance*


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111. Define job analysis, explain its importance in determining job performance, and list the basic steps involved in job analysis.

Job analysis is a process used to identify task behaviors. It helps in deciding the most important parameters for measuring employee performance. Although there are many different ways to conduct a job analysis, most boil down to three steps. First, a list of the activities involved in a job is generated. This list generally results from data from several sources, including observations, surveys, and interviews of employees. Second, each activity on this list is rated by "subject matter experts," according to things like the importance and frequency of the activity. Subject matter experts generally have experience performing the job or managing the job and therefore are in a position to judge the importance of specific activities to the organization. Third, the activities that are rated highly in terms of their importance and frequency are retained and used to define task performance. Those retained behaviors then find their way into training programs as learning objectives and into performance evaluation systems as measures to evaluate task performance.

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?*
*Topic: Job analysis*


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112. Ms. Kate is a very friendly and helpful person. She goes out of her way to help her coworkers who struggle with their tasks. Kate attends the optional meetings that are scheduled for the employees. She also maintains a good attitude with everyone even in trying times. Which behavior relevant to job performance is Ms. Kate demonstrating? Elaborate on this behavior and its types with examples.

Ms. Kate is demonstrating citizenship behavior with her friendly and voluntary activities. Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization. The two types of citizenship behavior are:

• Interpersonal citizenship behavior: This includes all those behaviors that benefit coworkers and colleagues. These involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations. It includes helping, courtesy, and sportsmanship.
  ◦ Helping: assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.
  ◦ Courtesy: keeping coworkers informed about matters that are relevant to them.
  ◦ Sportsmanship: maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

• Organizational citizenship behavior: This includes behaviors that benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it. This category includes voice, civic virtue, and boosterism.

  ◦ Voice: speaking up and offering constructive suggestions for change.
  ◦ Civic virtue: participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.
  ◦ Boosterism: representing the organization in a positive way when out in public, away from the office, and away from work.

*AACSB: Knowledge Application*
*Blooms: Apply*
*Difficulty: 3 Hard*
*Learning Objective: 02-04 What is citizenship behavior?*
*Topic: Citizenship*


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113. What is counterproductive behavior? What are the different types of counterproductive behavior? Provide examples of each.

Counterproductive behavior is defined as employee behaviors that intentionally hinder organizational goal accomplishment. The four types include:

• Property deviance: This refers to behaviors that harm the organization's assets and possessions. This could be in the form of sabotage, which represents the purposeful destruction of physical equipment, organizational processes or company products. Theft is another type of property deviance, which refers to the intentional removal of an organization's tangible or intangible property.

• Production deviance: This focuses specifically on the reduction of the efficiency of the work output. This could take the form of wasting resources. Wasting resources is the most common form of production deviance, when employees use too many materials or too much time to do too little work. Substance abuse represents another form of production deviance. If employees abuse drugs or alcohol while on the job or shortly before coming to work, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately.

• Political deviance: This refers to behaviors that intentionally disadvantage other individuals rather than the larger organization. Gossiping—casual conversations about other people in which the facts are not confirmed as true—is one form of political deviance. Such behaviors undermine the morale of both friendship groups and work groups. Incivility represents communication that is rude, impolite, discourteous, and lacking in good manners.

• Personal aggression: This is defined as hostile verbal and physical actions directed toward other employees. Harassment falls under this heading and occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague. Abuse also falls under this heading; it occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.

*AACSB: Analytical Thinking*
*Blooms: Remember*
*Difficulty: 3 Hard*
*Learning Objective: 02-05 What is counterproductive behavior?*
*Topic: Counterproductive behavior*


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114. Describe some of the trends that affect job performance in the contemporary workplace.

The kinds of jobs employees do are changing, as is the way workers get organized within companies. These trends put pressure on some elements of job performance while altering the form and function of others.

• Knowledge work: Today, statistics from the U.S. Department of Labor confirm that this type of work is becoming more prevalent than jobs involving physical activity. In addition to being more cognitive, knowledge work tends to be more fluid and dynamic in nature. It requires employees to engage in cognitive work, applying theoretical and analytical knowledge acquired through formal education and continuous learning.

• Service work: One of the largest and fastest growing sectors in the economy is not in industries that produce goods, but rather in industries that provide services. Service work, or work that provides nontangible goods to customers through direct electronic, verbal, or physical interaction, accounts for a large part of the economic activity in the United States. Examples would include retail jobs, customer service representatives, and food service workers.

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Job performance*


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115. Given the increase in service jobs, explain the implications for job performance.

The increase in service jobs has a number of implications for job performance. For example, the costs of bad task performance are more immediate and more obvious. When customer service representatives do their job duties poorly, the customer is right there to notice. That failure can't be hidden or corrected by other employees chipping in before it's too late. In addition, service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior. If service employees refuse to help one another or maintain good sportsmanship, or if they gossip and insult one another, those negative emotions get transmitted to the customer during the service encounter. Maintaining a positive work environment therefore becomes even more vital.

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 3 Hard*
*Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?*
*Topic: Job performance*


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116. Discuss briefly the four types of job performance management techniques.

Four of the most representative practices used to manage employee performance are: management by objectives, behaviorally anchored rating scales, 360-degree feedback, and forced ranking. Management by objectives (MBO) refers to a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals. Behaviorally anchored rating scales (BARS) measure performance by directly assessing job performance behaviors. The BARS approach uses critical incidents (short descriptions of effective and ineffective behaviors) on a measurement instrument that managers can use to evaluate employee performance. The 360-degree feedback technique is a performance evaluation approach that involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge (subordinates, peers, customers) about the employee's performance behaviors. Forced ranking involves evaluations that make clear distinctions among employees in terms of their job performance. Forced ranking refers to Jack Welch's "vitality curve" that forces managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players).

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*


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117. Explain the forced ranking method using Jack Welch's "vitality curve."

Jack Welch's "vitality curve" forces managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players). The A players are thought to possess "the four Es of GE leadership." The B players are developed. According to Welch, B players are the backbone of the company but lack the passion of As. The C players are those who cannot get the job done and are let go.

There are some important controversies to consider. For example, some believe the system is inherently unfair because it forces managers to give bad evaluations to employees who may be good performers, just to reach a pre-established percentage. As another example, employees may become hypercompetitive with one another to avoid finding themselves in a lower category. This type of competitiveness is the opposite of what may be needed in today's team-based organizations.

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*
*Topic: Evaluating performance*

118. Social networking applications can be used to monitor employee performance. How true is this statement? Explain with an example.

Social networking technology has recently been applied in organizational contexts for the purposes of developing and evaluating employee job performance. It could be used by employees to post and update weekly and quarterly goals, or to get anonymous feedback from colleagues. There are some advantages to these types of systems. They provide performance information that is much timelier, relative to traditional practices that measure performance quarterly or even yearly.

*AACSB: Analytical Thinking*
*Blooms: Understand*
*Difficulty: 2 Medium*
*Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?*


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*Topic: Evaluating performance*


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