Test Bank for Organizational Behaviour Improving Performance And Commitment In The Workplace CDN 4th Colquitt

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Chapter 02
Job Performance

Multiple Choice Questions

1. The value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment is known as:
A. job commitment
B. motivation
C. job satisfaction
D. job performance
E. organizational commitment

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 What is job performance?
Topic: 02-01 Job Performance

2. Employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, are known as:
A. task performance
B. citizenship behaviour
C. counterproductive behaviour
D. job withdrawal
E. organizational commitment

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

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3. The explicit obligations that an employee must fulfill to receive compensation and continued employment are known as:
A. job withdrawal
B. citizenship behaviour
C. organizational commitment
D. task performance
E. counterproductive behaviour

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

4. For an accountant, preparing, examining, and analyzing accounting records is an example of:
A. job withdrawal
B. task performance
C. counterproductive behaviour
D. citizenship behaviours
E. organizational commitment

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

5. Riya is an advertising executive at Mountain City Advertising. For Riya, developing advertising campaigns and preparing presentations for clients exemplifies:
A. organizational commitment
B. job withdrawal
C. citizenship behaviours
D. counterproductive behaviour
E. task performance

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

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6. Which of the following terms describes well-known responses to normal job demands that occur in a predictable way?
A. Job withdrawal
B. Adaptive task performance
C. Counterproductive behaviour
D. Routine task performance
E. Citizenship behaviour

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

7. For a surgical technician, handing the surgeon the required surgical tools for a simple appendectomy is an example of:
A. counterproductive behaviour
B. adaptive task performance
C. job withdrawal
D. citizenship behaviour
E. routine task performance

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

8. An employee's response to job demands that are novel, unusual, or unpredictable is known as:
A. job withdrawal
B. adaptive task performance
C. counterproductive behaviour
D. routine task performance
E. citizenship behaviour

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

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9. For a kindergarten teacher, assisting her students in evacuating the building during a surprise fire drill exemplifies:
A. citizenship behaviour
B. routine task performance
C. job withdrawal
D. counterproductive behaviour
E. adaptive task performance

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

10. Which of the following is defined as the ideals or physical outcomes that are both novel and useful?
A. Job withdrawal
B. Adaptive task performance
C. Creative task performance
D. Citizenship behaviour
E. Routine task performance

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

11. Two kinds of task performance include:
A. interpersonal and organizational
B. creative and adaptive
C. property and production
D. political and personal
E. citizenship and counterproductive

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

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12. Watching an expressionless flight attendant robotically demonstrate how to insert the seatbelt tongue into the seatbelt buckle before the flight takes off is an example of:
A. job withdrawal.
B. adaptive task performance.
C. routine task performance.
D. counterproductive behaviour.
E. citizenship behaviour.

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

13. Which of the following behaviours 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.

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

14. All of the following behaviours require adaptability, **except**:
A. handling work stress
B. solving problems creatively
C. handling emergencies
D. performing daily rituals
E. demonstrating interpersonal adaptability

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

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15. A job analysis consists of all of the following elements, **except:**
A. listing all job activities
B. consulting with a subject matter expert as to the frequency of all job activities
C. consulting with a subject matter expert as to the importance of all job activities
D. activities rated highly in terms of frequency and importance are used to define task performance
E. the design of compensation scales

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-03 What does it mean to be a "good performer"?

16. Which of the following is the database used by the Canadian government to identify job titles and occupational group descriptions?
A. Behavioural Anchored Ratings Scale Network
B. Job Analysis Network
C. National Occupational Classification
D. Job and Occupation Bank
E. Organizational Culture Profile

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-03 What does it mean to be a "good performer"?

17. Which of the following is considered a discretionary activity that contributes to the organization by improving the overall quality of the setting in which work takes place?
A. Job withdrawal
B. Adaptive task performance
C. Counterproductive behaviour
D. Citizenship behaviour
E. Routine task performance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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18. Citizenship behaviours can be divided into which two main categories?
A. intrapersonal and organizational
B. interpersonal and intrapersonal
C. organizational and political
D. interpersonal and political
E. interpersonal and organizational

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

19. Which of the following statements about the National Occupational Classification (NOC) database 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 represents only the first step in figuring out the important tasks for a given job.
D. It provides a description of occupational groups.
E. It enables people to compile, analyze, and communicate information about occupations.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-03 What does it mean to be a "good performer"?

20. Interpersonal citizenship behaviours consist of:
A. helping, performance, kindness
B. courtesy, competitiveness, performance
C. sportsmanship, kindness, competitiveness
D. helping, courtesy, and sportsmanship
E. gratitude, honesty, and admiration

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Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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21. Interpersonal citizenship behaviour includes which of the following activities?
A. Voice
B. Civic virtue
C. Sportsmanship
D. Boosterism
E. Admiration

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

22. Which of these behaviours benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations?
A. Intrapersonal citizenship behaviour
B. Interpersonal citizenship behaviour
C. Organizational citizenship behaviour
D. Production citizenship behaviour
E. Political citizenship behaviour

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

23. Don always maintains a good attitude with coworkers even when the department is going through tough times. Don is demonstrating which type of citizenship behaviour?
A. Helping
B. Courtesy
C. Sportsmanship
D. Civic virtue
E. Boosterism

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Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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24. Parminder keeps the other employees in her department informed about various issues that are relevant to them. Parminder is demonstrating which type of citizenship behaviour?
A. Helping
B. Courtesy
C. Sportsmanship
D. Civic virtue
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

25. _____ refers to keeping coworkers informed about matters that are relevant to them.
A. Sportsmanship
B. Civic virtue
C. Boosterism
D. Helping
E. Courtesy

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

26. Which of these involves maintaining a good attitude with coworkers, even when they have done something annoying or when the work team is going through tough times?
A. Helping
B. Courtesy
C. Sportsmanship
D. Civic virtue
E. Boosterism

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Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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27. Organizational citizenship behaviours consist of which of these?
A. Civic virtue, Performance, Competitiveness
B. Boosterism, Voice, Performance
C. Voice virtue, Performance, Kindness
D. Civic virtue, Voice, Boosterism
E. Personal virtue, Organizational virtue, and Cultural virtue

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

28. Which of the following is considered an organizational citizenship behaviour?
A. Voice
B. Courtesy
C. Sportsmanship
D. Helping
E. Supporting

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

29. Yan Li speaks up and offers constructive suggestions about how to change the operations of her department. Yan Li is demonstrating which type of citizenship behaviour?
A. Helping
B. Voice
C. Sportsmanship
D. Civic virtue
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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30. James is always reading and keeping up with organizational announcements and news that affects his company. James is demonstrating which type of citizenship behaviour?
A. Helping
B. Voice
C. Sportsmanship
D. Civic virtue
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

31. Listening to the way in which Elizabeth speaks so positively about her employer, Villa Italiano, when she is out in public or at social events, might lead one to believe she is employed in public relations, instead of being the restaurant hostess. Elizabeth is often demonstrating which of the following types of citizenship behaviour?
A. Helping
B. Voice
C. Sportsmanship
D. Civic virtue
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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32. _____ refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping with organizational announcements, and keeping abreast of business news that affect the company.
A. Civic virtue
B. Helping
C. Voice
D. Boosterism
E. Sportsmanship

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

33. _____ means representing the organization in a positive way when out in public, away from work.
A. Sportsmanship
B. Boosterism
C. Helping
D. Voice
E. Civic virtue

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Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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34. Which of these is true about research conducted on citizenship behaviour in a paper mill?
A. The quantity but not quality of crew output was higher in crews that included more good citizens
B. The quality but not quantity of crew output was higher in crews that included more good citizens
C. The quantity and quality of crew output was higher in crews that included more good citizens
D. Unfortunately, higher levels of citizenship behaviour produced more food waste and greater customer complaints in the restaurant study
E. Citizenship behaviours were not relevant to performance in the paper mills

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

35. Which of the following has been shown to have a positive impact on workgroups and organizations?
A. Citizenship behaviours
B. Counterproductive behaviours
C. Personal aggression
D. Property deviance
E. Political deviance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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36. Nicole always makes time to assist coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job. Nicole is demonstrating which type of citizenship behaviour?
A. Helping
B. Courtesy
C. Sportsmanship
D. Civic virtue
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

37. Rachel reacts to bad rules or policies by constructively trying to change them, instead of passively complaining about them. Rachel is demonstrating which type of citizenship behaviour?
A. Helping
B. Sportsmanship
C. Voice
D. Civic virtue
E. Boosterism

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Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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38. Helen regularly participates in her company's operations at a deeper-than-normal level by attending voluntary meetings and functions. Helen is demonstrating which type of citizenship behaviour?
A. Helping
B. Civic virtue
C. Sportsmanship
D. Voice
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

39. George works for a restaurant. He always says good things about the restaurant when talking to his friends and keeps any "kitchen horror stories" to himself. George is demonstrating which type of citizenship behaviour?
A. Civic virtue
B. Helping
C. Voice
D. Boosterism
E. Sportsmanship

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

40. Employee behaviours that intentionally hinder organizational goal accomplishment are known as:
A. task performance
B. citizenship behaviours
C. counterproductive behaviour
D. job withdrawal
E. organizational commitment

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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41. Behaviours that intentionally harm the organization's assets and possessions are known as:
A. production deviance
B. political deviance
C. property deviance
D. personal aggression
E. practical aggression

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

42. At ABC Coffee Roasters, employees learned that a few of them will be losing their jobs, and in response, they purposefully started to mix decaffeinated beans in bags of regular beans and vice versa. This created serious customer service issues and the company lost major accounts. The action of the employees at ABC can be described as:
A. theft
B. incivility
C. wasting resources
D. sabotage
E. political deviance

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

43. All of the following are main categories of counterproductive behaviours, **except**?
A. Political deviance
B. Personal aggression
C. Property deviance
D. Production deviance
E. Commercial sabotage

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Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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44. Which of these behaviours is included in the "serious" category of organizational counterproductive behaviour?
A. Sabotage
B. Harassment
C. Incivility
D. Substance abuse
E. Incivility

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

45. Which of these behaviours is included in the "serious" category of interpersonal counterproductive behaviour?
A. Sabotage
B. Harassment
C. Incivility
D. Substance abuse
E. Insider trading

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

46. Which of these behaviours is included in the "minor" category of organizational counterproductive behaviour?
A. Sabotage
B. Harassment
C. Incivility
D. Substance abuse
E. Insider trading

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Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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47. Which of these behaviours is included in the "minor" category of interpersonal counterproductive behaviour?
A. Sabotage
B. Sexual harassment
C. Incivility
D. Substance abuse
E. Verbal harassment

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

48. Which of these behaviours are considered to be *production deviance*?
A. Wasting resources and substance abuse
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Interpersonal and organizational

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

49. Which of these behaviours are property deviance?
A. Interpersonal and organizational
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Wasting resources and substance abuse

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Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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50. Which of these behaviours are political deviance?
A. Harassment and abuse
B. Interpersonal and organizational
C. Gossiping and incivility
D. Wasting resources and substance abuse
E. Sabotage and theft

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

51. Which of these behaviours are personal aggression?
A. Wasting resources and substance abuse
B. Sabotage and theft
C. Gossiping and incivility
D. Harassment and abuse
E. Interpersonal and organizational

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

52. The cost of counterproductive behaviours in the restaurant industry is estimated to be _____ percent of revenues per year.
A. 2-3
B. 8-10
C. 15-20
D. 25
E. 50

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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53. Research has shown that up to _____ of all employees have engaged in counterproductive behaviours such as theft.
A. 25
B. 50
C. 75
D. 90
E. 10

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

54. Behaviours that focus specifically on reducing the efficiency of work output are known as:
A. Political deviance
B. Property deviance
C. Personal aggression
D. Personal assertion
E. Production deviance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

55. _____ is the most common form of production deviance.
A. Theft
B. Incivility
C. Wasting resources
D. Sabotage
E. Harassment

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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56. Edward is one of the four administrative assistants in the College of Business at Teach International University. Unfortunately, he accomplishes less than one-third the work as compared to the other assistants because he purposely works slowly, and he takes way too many breaks. Edward seems to be engaging in which of these counterproductive behaviours?
A. Incivility
B. Wasting resources
C. Harassment
D. Theft
E. Sabotage

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

57. Frequently Don Johnston arrives at work either hungover or still intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviours?
A. Production deviance
B. Incivility
C. Property deviance
D. Sabotage
E. Political deviance

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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58. Behaviours that intentionally disadvantage other individuals rather than the larger organization are known as:
A. Theft
B. Incivility
C. Wasting resources
D. Sabotage
E. Political deviance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

59. Allison loves to be "in the know" and carries on casual conversations about other people in which the facts are not confirmed. Allison is demonstrating which type of counterproductive behaviour?
A. Substance abuse
B. Wasting resources
C. Political deviance
D. Personal aggression
E. Gossiping

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

60. Ricardo has dinner with one of the company's most important clients. The client calls Ricardo's boss the next day to complain that Ricardo was discourteous, impolite, and arrogant the evening before. Ricardo is demonstrating which type of counterproductive behaviour?
A. Substance abuse
B. Wasting resources
C. Incivility
D. Harassment
E. Gossiping

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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61. Behaviour that involves verbal hostility and physical altercations directed toward other employees is known as:
A. theft
B. incivility
C. personal aggression
D. Sabotage
E. political deviance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

62. Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behaviour is an example of which type of counterproductive behaviour?
A. Substance abuse
B. Harassment
C. Incivility
D. Productive aggression
E. Gossiping

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Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

64. There is _____ correlation between task performance and counterproductive behaviour.
A. a weak negative
B. a weak positive
C. a strong negative
D. a strong positive
E. direct

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

65. Ronald Dope, who works as a cable operator for a cable company, intentionally cuts television cables disrupting service for as many as a million people. Ronald is involved in:
A. sabotage
B. incivility
C. wasting resources
D. theft
E. political deviance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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66. Which of the following is a serious organizational counterproductive behaviour?
A. Incivility
B. Harassment
C. Theft
D. Substance abuse
E. Wasting resources

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

67. Which of the following is a serious interpersonal counterproductive behaviour?
A. Abuse
B. Sabotage
C. Incivility
D. Substance abuse
E. Wasting resources

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

68. Which of the following behaviours is a minor organizational counterproductive behaviour?
A. Sabotage
B. Harassment
C. Incivility
D. Gossiping
E. Wasting resources

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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69. Which of the following behaviours is a minor interpersonal counterproductive behaviour?
A. Sabotage
B. Gossiping
C. Harassment
D. Substance abuse
E. Wasting resources

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

70. If employees abuse alcohol while on the job, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately. Such employees are engaging in which of the following counterproductive behaviours?
A. Theft
B. Production deviance
C. Wasting resources
D. Sabotage
E. Political deviance

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

71. Which of the following represents communication that is rude, impolite, discourteous, and lacking in good manners?
A. Substance abuse
B. Incivility
C. Wasting resources
D. Personal aggression
E. Gossiping

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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72. Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague?
A. Harassment
B. Substance abuse
C. Incivility
D. Productive aggression
E. Gossiping

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

73. Which of the following occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur?
A. Substance abuse
B. Theft
C. Incivility
D. Abuse
E. Gossiping

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

74. The management technique that assesses an employee's performance by directly assessing job performance behaviours is known as:
A. behaviourally anchored rating scales
B. management by objectives
C. 360-degree feedback
D. hovering
E. scientific management

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-09 Behaviourally Anchored Rating Scales

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75. The short descriptions of effective and ineffective behaviours used to create an employee performance measurement instrument that managers can use to evaluate employee behaviour are called:
A. 360-degree feedback
B. management by objectives
C. critical incidents
D. task mandates
E. term anchoring

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-09 Behaviourally Anchored Rating Scales

76. The management technique that involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviours is known as:
A. behaviourally anchored rating scales
B. management by objectives
C. 360-degree feedback
D. hovering
E. adjustment anchoring

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-10 360-Degree Feedback

77. The "BARS" approach might use critical incidents to create response anchors, ranging from 1-5 where 5 indicates:
A. unwilling to accept changes.
B. poor adaptive performance.
C. excellent adaptive performance.
D. able to make changes with average amount of instruction.
E. requires persuasion and supervision to make changes.

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-09 Behaviourally Anchored Rating Scales

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78. Which of the following techniques will base an employee's evaluations on whether the employee achieves specific performance goals?
A. Behaviourally anchored rating scales
B. Management by objectives
C. 360-degree feedback
D. Benchmarking
E. Behavioural observation scales

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-08 Management by Objectives

79. Which of the following stakeholders would not be included in the feedback portion of the 360-degree feedback approach?
A. Supervisors
B. Relatives
C. Co-workers
D. Subordinates
E. Customers

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-10 360-Degree Feedback

80. Which of the following systems developed by Jack Welsh forced managers to rank each of their employees in one of three categories according to which percentile their performance ranked?
A. Experience curve
B. Relationship matrix
C. Vitality matrix
D. Vitality curve
E. Standard deviation techniques

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-11 Forced Ranking

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81. Which of the following concepts refers to a performance management system in which managers rank subordinates relative to one another?
A. Behaviourally anchored rating scales
B. Forced ranking
C. 360-degree feedback
D. Benchmarking
E. Critical incidents

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-11 Forced Ranking

82. Which of the following is a social networking system used to appraise employee performance?
A. LinkedIn
B. Facebook
C. Myspace
D. Instagram
E. YouTube

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-12 Social Networking Systems

Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing every day. On an average, they see 12 patients a day for regular cleaning. Dr. Devon, on the other hand, has quite an unpredictable job. She responds to all types of dental emergencies including surgery. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In any social setting, Carol can be heard bragging about how great it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

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83. Amanda, Bianca, and Carol contribute most directly to the business goals of the Family Dentistry practice through their _____.
A. civic task performance
B. routine task performance
C. interpersonal task performance
D. intrapersonal task performance
E. adaptive task performance

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

84. Dr. Devon contributes most directly to the business goals of the Family Dentistry through _____.
A. civic task performance
B. routine task performance
C. interpersonal task performance
D. intrapersonal task performance
E. adaptive task performance

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

85. The three hygienists interact with one another in a manner that reflects high levels of:
A. boosterism
B. interpersonal citizenship behaviour
C. routine task performance
D. adaptive task performance
E. organizational citizenship behaviour

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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86. Amanda's activities during her personal time can be described as which of these citizenship behaviours?
A. Counterproductive behaviour
B. Boosterism
C. Civic virtue
D. Sportsmanship
E. Voice

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

87. Carol exhibits which of these citizenship behaviours?
A. Voice
B. Sportsmanship
C. Civic virtue
D. Boosterism
E. Political deviance

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are basic with limited menu choices and simple cash register operations. Laura runs the back-office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago, Evan discovered that the cash register was $80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying, and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

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88. Laura's work can be best described as
A. routine task performance
B. political deviance
C. production deviance
D. adaptive task performance
E. personal aggression

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

89. Neal appears to be exhibiting which of these behaviours?
A. Sportsmanship
B. Political deviance
C. Personal aggression
D. Boosterism
E. Civic virtue

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

90. Jerome's exhibited which of these behaviours?
A. Production deviance
B. Personal aggression
C. Property deviance
D. Political deviance
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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91. Cindy's behaviour can be classified as which of these?
A. Property deviance
B. Personal aggression
C. Boosterism
D. Political deviance
E. Production deviance

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

92. Shawn's behaviour can be categorized as which of these?
A. Production deviance
B. Personal aggression
C. Property deviance
D. Political deviance
E. Boosterism

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

True / False Questions

93. Job performance includes employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-01 What is job performance?
Topic: 02-01 Job Performance
Topic: 02-02 Task Performance

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94. It is important to know which behaviours are relevant to job performance.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 What is job performance?
Topic: 02-01 Job Performance

95. The term "results" or "job performance results" is used to describe the outcomes associated with performance behaviours.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 What is job performance?
Topic: 02-01 Job Performance

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

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

97. In addition to being more cognitive, knowledge-based work tends to be more structured and routine in nature.
FALSE

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

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98. Task performance is formally defined as the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

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

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

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

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-02 What is task performance?
Topic: 02-02 Task Performance

101. Evan's daily work can be described as routine task performance.
TRUE

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

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102. The National Occupational Classification (NOC) is not considered a reliable source for information on jobs since it only includes about 4000 different job titles.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-02 Task Performance

103. Citizenship behaviours have a positive effect on work units and organizations.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-03 What does it mean to be a "good performer"?

105. The National Occupational Classification (NOC) organizes over 30,000 job titles into 520 occupational group descriptions.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-03 What does it mean to be a "good performer"?

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106. An example of exceptional performance was demonstrated by the pilot of Flight 1549 when he decided to land in the Hudson River, saving all 150 passengers and crew.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-03 What does it mean to be a "good performer"?

107. Courtesy involves maintaining a good attitude with coworkers, even when they exhibit arrogant behaviour which could potentially impact profits at the organization.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

108. Sportsmanship involves assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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110. Boosterism involves speaking up and offering constructive suggestions for change.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

111. Political deviance refers to behaviours that intentionally harm the organization's assets and possessions.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

112. Wasting resources is the most common form of production deviance.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

113. Fortunately, people who engage in one form of counterproductive behaviour do not usually engage in other forms.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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114. Sometimes the best task performers are also the employees who engage in high levels of counterproductive behaviour.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

115. Counterproductive behaviour is defined as employee behaviours that unintentionally hinder organizational goal accomplishment.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

116. Substance abuse is a form of political deviance.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

117. Production deviance refers to behaviours that intentionally disadvantage the larger organization rather than other individuals.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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118. Gossiping represents communication that is rude, impolite, discourteous, and lacking in good manners.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-09 Behaviourally Anchored Rating Scales

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

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-10 360-Degree Feedback

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122. BARS emphasize the results of job performance as much as it does the performance behaviours themselves.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-09 Behaviourally Anchored Rating Scales

123. 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 behaviours.
FALSE

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-08 Management by Objectives

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

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-10 360-Degree Feedback

125. Social networking applications for performance evaluation and employee development are expected to grow in popularity.
TRUE

Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-12 Social Networking Systems

Short Answer Questions

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126. Define job performance and explain its three dimensions.

• Job performance: the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment.
• Job performance dimensions are:

(1) Task performance: employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
(2) Citizenship behaviour: voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the team goal rather than goals that may be more self-serving.
(3) Counterproductive behaviour: employee behaviours that intentionally hinder organizational goal accomplishment.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-01 What is job performance?
Topic: 02-01 Job Performance

127. Define task performance and explain its three dimensions.

• Task performance: employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
(1) Routine task performance: well-known responses to demands that occur in a normal, routine, or otherwise predictable way.
(2) Adaptive task performance: employee responses to task demands that are unique or unusual, in an unpredictable way.
(3) Creative task performance: employee responses to task demands that are novel, and useful, in an unpredictable way.

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

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128. Define job analysis and identify and explain the basic steps involved in completing one.

• Job analysis: a process used to identify task behaviours.
• Generate a list of all the activities involved in position being analyzed.
• Have subject matter experts rate the listed activities in terms of the frequency and importance of each activity.
• Retain and use the activities that are rated highly in terms of frequency and importance to define task performance.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?
Topic: 02-02 Task Performance

129. Identify the dimensions of citizenship behaviours and identify and explain three examples of each.

• Interpersonal citizenship behaviour: behaviours that benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations.
• 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 behaviour: behaviours that benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it
• 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.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-04 What is citizenship behaviour?
Topic: 02-04 Citizenship Behaviour

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130. Identify the dimensions of counterproductive behaviour and identify and explain two examples of each.

- Property deviance: behaviours that harm the organization's assets and possessions.
- Sabotage: purposeful destruction of physical equipment, organizational processes or company products.
- Theft: intentional removal of an organization's tangible, or intangible property.
- Production deviance: reduction of the efficiency of the work output
- Wasting resources: when employees use too many materials or too much time to do too little work.
- Substance abuse: when employees use drugs or alcohol while on the job or shortly before coming to work.
- Political deviance: behaviours that intentionally disadvantage other individuals rather than the larger organization.
- Gossiping: casual conversations about other people in which the facts are not conformed as true.
- Incivility: communication that is rude, impolite, discourteous, and lacking in good manners.
- Personal aggression: hostile verbal and physical actions directed toward other employees.
- Harassment: when employees are subjected to unwanted physical contact or verbal remarks from a colleague.
- Abuse: occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-05 What is counterproductive behaviour?
Topic: 02-05 Counterproductive Behaviour

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131. Identify and explain four job performance management techniques.

1. Management by objectives: a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals.
2. Behaviourally anchored rating scale: (BARS) assess performance by directly assessing job performance behaviours by using critical incidents (short descriptions of effective and ineffective behaviours) on a measurement instrument that managers can use to evaluate employee performance
3. 360-degree feedback: 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 behaviours.
4. Forced ranking practices: a performance management system in which managers rank subordinates relative to one another

Accessibility: Keyboard Navigation
Difficulty: Medium
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?
Topic: 02-08 Management by Objectives
Topic: 02-09 Behaviourally Anchored Rating Scales
Topic: 02-10 360-Degree Feedback
Topic: 02-11 Forced Ranking
Topic: 02-12 Social Networking Systems

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