

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

True False

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

True False

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

True False

8. Creative task performance is an expected behavior limited to jobs such as artist and inventor.

True False

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

True False

10. 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

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

True False

12. Creative ideas that are not implemented do not count towards positive job performance.

True False

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

True False

14. Courtesy refers to keeping coworkers informed about matters that are relevant to them.
- True False
15. 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
16. Interpersonal citizenship behavior is not important when employees work in small groups or teams.
- True False
17. 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
18. Boosterism involves speaking up and offering constructive suggestions for change.
- True False
19. Counterproductive behavior is defined as employee behaviors that unintentionally hinder organizational goal accomplishment.
- True False
20. Property deviance refers to behaviors that harm the organization's assets and possessions.
- True False
21. Wasting resources is the most common form of production deviance.
- True False

22. Substance abuse is a form of political deviance.

True False

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

True False

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

True False

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

True False

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

True False

27. Sometimes the best task performers are also the employees who engage in counterproductive behavior.

True False

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

True False

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

True False

30. Service work involves direct verbal or physical interactions with customers.

True False

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

True False

32. 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

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

True False

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

True False

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

True False

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

True False

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

True False

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

True False

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

True False

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

True False

Multiple Choice Questions

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

- A. task identity
- B. task orientation
- C. job satisfaction
- D. job performance
- E. organizational commitment

42. ____ 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

43. When a manager evaluated 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

44. 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

45. 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 accountant's position. These job descriptions typically refer to:

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

46. ____ 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

47. 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

48. 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
49. ____ 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
50. 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

51. 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.
52. 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
53. Riya has become famous creating new styles in women's formal wear. Her assistants copy the patterns created by her, cut cloth pieces and sew them into garments that look like her creations. 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

54. Managers know what behaviors to emphasize in training programs and to assess when doing performance evaluations by referring to a _____.
- A. job analysis
 - B. performance contract
 - C. cultural evaluation
 - D. organizational chart
 - E. structural analysis
55. 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.
56. 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.

57. 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.
58. ____ 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
59. 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.

Check All That Apply Questions

60. Which of the following are considered organizational citizenship behaviors? (Check all that apply)

voice

___ helping

___ civic virtue

___ courtesy

___ sportsmanship

Multiple Choice Questions

61. 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

62. Interpersonal citizenship behaviors consist of all the following EXCEPT:

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

63. Interpersonal citizenship behavior includes:

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

64. 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.

65. Which of the following is false about interpersonal behavior?

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

66. 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

67. 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.

68. Natalie, Rose, and Charlet are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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 Charlet 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.

69. Rose, Natalie, and Charlet are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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.

70. Natalie, Charlet, and Rose are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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

71. Charlet, Natalie, and Rose are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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.

72. Charlet, Rose, and Natalie are three dental hygienists who work for Dr. Doris at Healthy White. All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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 Charlet exhibit?

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

73. Delux Services was celebrating its operations in over 17 countries. Linda, a junior HR assistant, was disinterested 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

74. 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
75. 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.
76. Which of the following is a type of serious interpersonal counterproductive behavior?
- A. Sabotage
 - B. Harassment
 - C. Incivility
 - D. Gossiping
 - E. Wasting resources

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

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

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

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

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

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

80. 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. Terry is considering sabotaging the next rude customer's care, a form of _____.

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

81. 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.

82. All of the following are forms of counterproductive behaviors EXCEPT:

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

83. 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

84. 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

85. 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

86. 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

87. 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
88. ____ is the most common form of production deviance.
- A. Theft
 - B. Incivility
 - C. Wasting resources
 - D. Sabotage
 - E. Harassment
89. ____ represents communication that is rude, impolite, discourteous, and lacking in good manners.
- A. Abuse
 - B. Incivility
 - C. Harassment
 - D. Property deviance
 - E. Gossiping
90. 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

91. 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
92. 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
93. 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.

94. 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
95. Historically, research on OB has focused on the ____ aspects of job performance.
- A. educational
 - B. knowledge
 - C. learning
 - D. physical
 - E. theoretical
96. 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.

97. Which of the following represents 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
98. 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.
99. 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

100. 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.

101. 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

102. 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

103. 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

104. 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 method
- B. BARS system
- C. MBO process
- D. 360-degree feedback method
- E. self-report generation

105. Mark, who is the HR manager at People's Pulse, wants to incorporate a new method of performance appraisal. He wants to introduce a system that clearly differentiates the good performers from the average and low performers. During the same period, the company is thinking about reducing its workforce because of financial constraints. The appraisal method should help management link employee performance to their compensation and retention level. Mark is looking for a method that would clearly indicate which employees should be retained and which should be fired. 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

106. 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.

107. Captive Minds, an entrepreneurial organization, started a monthly journal "Lecture Day." The journal is dedicated to the aspiring businessmen to put forth their business ideas in an open forum. Feedback is given through the company website, which can be viewed 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

108. Define job performance and discuss its elements.

109. Define task performance and explain its dimensions.

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

111. 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.

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

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

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

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

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

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

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 the organization.
(p. 33)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

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.
(p. 33)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 What is job performance?

Topic: Job Performance

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. (p. 34)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

4. Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. (p. 34)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

5. Routine task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. (p. 34)

FALSE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

6. Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. (p. 34)

TRUE

Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. Adaptive behaviors are becoming increasingly important as globalization, technological advances, and knowledge-based work increase the pace of change in the workplace.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

7. Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful. (p. 35)

TRUE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

8. Creative task performance is an expected behavior limited to jobs such as artist and inventor.

(p. 36)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 36)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

Topic: What Does It Mean To Be A "Good Performer"?

10. 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.
(p. 37)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

Topic: What Does It Mean To Be A "Good Performer"?

11. O*NET captures the "numerous small decisions" that separate the most effective organizations from their competitors.
(p. 37)

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: What Does It Mean To Be A "Good Performer"?

12. Creative ideas that are not implemented do not count towards positive job performance.
(p. 38)

FALSE

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

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 What is task performance?
Topic: What Does It Mean To Be A "Good Performer"?

13. Citizenship behavior is defined as voluntary employee activities that may or may not be
(p. 38) rewarded.

TRUE

Citizenship behavior, which 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: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 What is citizenship behavior?
Topic: What Does It Mean To Be A "Good Performer"?

14. Courtesy refers to keeping coworkers informed about matters that are relevant to them.
(p. 38)

TRUE

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

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 What is citizenship behavior?
Topic: What Does It Mean To Be A "Good Performer"?

15. Sportsmanship involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.
(p. 38-39)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

16. Interpersonal citizenship behavior is not important when employees work in small groups or teams.
(p. 39)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

17. Organizational citizenship behaviors benefit the larger organization by supporting and
(p. 39) defending the company, working to improve its operations, and being especially loyal to it.

TRUE

The second category of citizenship behavior is organizational citizenship behavior. These behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

18. Boosterism involves speaking up and offering constructive suggestions for change.
(p. 39)

FALSE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

19. Counterproductive behavior is defined as employee behaviors that unintentionally hinder
(p. 41) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 43)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 43)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

22. Substance abuse is a form of political deviance.

(p. 43)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

23. Political deviance refers to behaviors that intentionally harm the organization's assets and (p. 43) possessions.

FALSE

Political deviance refers to behaviors that intentionally disadvantage other individuals rather than the larger organization.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

24. Gossiping represents communication that is rude, impolite, discourteous, and lacking in good (p. 43) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

25. Personal aggression is defined as hostile verbal and physical actions directed toward other employees. (p. 43)

TRUE

Serious interpersonal behaviors involves personal aggression, defined as hostile verbal and physical actions directed toward other employees. Harassment and abuse fall into this category.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

26. People who engage in one form of counterproductive behavior do not usually engage in other forms. (p. 43-44)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

27. Sometimes the best task performers are also the employees who engage in counterproductive behavior. (p. 44)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 44)

FALSE

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 46) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

30. Service work involves direct verbal or physical interactions with customers.

(p. 46)

TRUE

Service work, or work that provides non-tangible goods to customers through direct electronic, verbal, or physical interaction, accounts for approximately 55 percent of the economic activity in the United States.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

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

(p. 47) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

32. The MBO approach involves collecting performance information not just from the supervisor but (p. 47) 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. 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

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

Topic: Application: Performance Management

33. BARS emphasizes the results of job performance as much as it does the performance behaviors (p. 48) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

(p. 48)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

(p. 48) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

36. Despite its popularity, 360-degree feedback is not well suited for developing employee talent.
(p. 49)

FALSE

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

37. There is a very low level of bias in a 360-degree rating system when participants believe the information will be used for compensation, rather than for skill development.
(p. 49)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

FALSE

This company would be using a forced ranking system.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

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

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

(p. 49)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

(p. 51)

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

Multiple Choice Questions

41. The value of the set of employee behaviors that contribute, either positively or negatively, to
(p. 33) organizational goal accomplishment is known as _____.

- A. task identity
- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 What is job performance?

Topic: Job Performance

42. _____ includes employee behaviors that are directly involved in the transformation of
(p. 34) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

43. When a manager evaluated 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 a manager evaluated 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 What is job performance?

44. The explicit obligations that an employee must fulfill to receive compensation and continued employment are referred to as _____.
(p. 34)

- 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: Analytic
Accessibility: Keyboard Navigation*

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

45. 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 accountant's position. These job descriptions typically refer to:
(p. 34)

- 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: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 34)

- 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 it is done.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 34)

- 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: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

48. 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

49. _____ involves employee responses to job demands that are novel, unusual, or unpredictable.
(p. 34)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

50. For a kindergarten teacher, assisting her students out of a smoke-filled elementary school is an example of _____.
(p. 34)

- 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, work stress, etc.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

51. Adaptability involves all of the following EXCEPT:

(p. 35)

- 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.

Refer: Table 2-1

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

52. 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?
(p. 35)

- 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.

Refer: Table 2-1

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

53. Riya has become famous creating new styles in women's formal wear. Her assistants copy the patterns created by her, cut cloth pieces and sew them into garments that look like her creations. The work done by Riya is a type of ____ whereas the work done by her assistants is a type of ____.

(p. 35-36)

- 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.

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

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

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Analyze

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

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

(p. 36)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

Topic: What Does It Mean To Be A "Good Performer"?

56. The electronic database used to identify the set of behaviors needed to define task performance (p. 37) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

Topic: What Does It Mean To Be A "Good Performer"?

57. Which of the following statements about the O*NET is false? (p. 37)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

Topic: What Does It Mean To Be A "Good Performer"?

58. _____ is defined as voluntary employee activities that may or may not be rewarded but that
(p. 38) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

59. Citizenship behaviors can be divided into the two main categories of:
(p. 38)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

Check All That Apply Questions

60. Which of the following are considered organizational citizenship behaviors? (Check all that apply)

- voice
- helping
- civic virtue
- courtesy
- sportsmanship

Organizational citizenship behaviors include voice, civic virtue, and boosterism. Interpersonal citizenship behaviors include helping, courtesy, and sportsmanship.

AACSB: Analytic

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Multiple Choice Questions

61. 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?
(p. 38)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

62. Interpersonal citizenship behaviors consist of all the following EXCEPT:

(p. 38-39)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

63. Interpersonal citizenship behavior includes:

(p. 38-39)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 38-39)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

65. Which of the following is false about interpersonal behavior?

(p. 39)

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 39)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

67. Some people react to bad rules or policies by constructively trying to change them, instead of

(p. 39) 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

68. Natalie, Rose, and Charlet are three dental hygienists who work for Dr. Doris at Healthy White. (p. 34) All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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 Charlet 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: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

69. Rose, Natalie, and Charlet are three dental hygienists who work for Dr. Doris at Healthy White. (p. 34) All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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.

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

70. Natalie, Charlet, and Rose are three dental hygienists who work for Dr. Doris at Healthy White. (p. 38) All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

71. Charlet, Natalie, and Rose are three dental hygienists who work for Dr. Doris at Healthy White. (p. 39) All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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.

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

72. Charlet, Rose, and Natalie are three dental hygienists who work for Dr. Doris at Healthy White. (p. 39) All three hygienists perform almost the same tasks every day. On an 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 teeth-related emergencies including surgeries. 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 Charlet, 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 Charlet 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. Charlet exhibits boosterism by acting as the publicist of the clinic.

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

73. Delux Services was celebrating its operations in over 17 countries. Linda, a junior HR assistant, (p. 39) was disinterested 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: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

74. 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: Reflective Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

75. 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 42)

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

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

Refer: Figure 2-3

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 42)

- 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 behavior. Gossiping and incivility are minor interpersonal behaviors. Harassment is a serious interpersonal behavior and sabotage is a serious organizational behavior.

Refer: Figure 2-3

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 42)

- 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: Figure 2-3

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 42)

- 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 behavior, sabotage is a serious organizational offense, and substance abuse is a minor organizational offense.

Refer: Figure 2-3

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

80. 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. Terry is considering sabotaging the next rude customer's care, 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

81. Behaviors that intentionally harm the organization's assets and possessions are referred to as:
(p. 42)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

82. All of the following are forms of counterproductive behaviors EXCEPT:

(p. 42)

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

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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 42)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

84. Property deviance includes ____.

(p. 42)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

85. Behaviors that intentionally disadvantage other individuals rather than the larger organization

(p. 43) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 What is counterproductive behavior?

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

(p. 43)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

87. Behaviors that focus specifically on reducing the efficiency of work output are known as ____.

(p. 43)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 43)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

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

(p. 43) 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

90. Behavior that involves hostile verbal and physical actions directed toward other employees is (p. 43) 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

91. Which of the following occurs when employees are subjected to unwanted physical contact or (p. 43) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

92. Which of the following occurs when an employee is assaulted or endangered such that physical and psychological injuries may occur?
(p. 43)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

93. Which of the following is false about counterproductive behaviors?
(p. 44)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

94. There is ____ correlation between task performance and counterproductive behavior.

(p. 44)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

95. Historically, research on OB has focused on the ____ aspects of job performance.

(p. 46)

- A. educational
- B. knowledge
- C. learning
- D. physical
- E. theoretical

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

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

(p. 46)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

97. Which of the following represents the bulk of the service job growth in the United States?

(p. 46)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

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

(p. 47)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

99. 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?

(p. 47)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

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

Topic: Application: Performance Management

100. The management technique that assesses an employee's performance by directly assessing job performance behaviors is known as ____
(p. 48)

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

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

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

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

Topic: Application: Performance Management

101. The ____ approach uses critical incidents to create a measure that can be used to evaluate employee performance.
(p. 48)

- 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.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

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

Topic: Application: Performance Management

102. 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 ____.

(p. 48)

- 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

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

Topic: Application: Performance Management

103. The ____ approach involves collecting performance information not just from the supervisor but (p. 48) 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 2 Medium

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

Topic: Application: Performance Management

104. The ____ method of performance evaluation can encourage hypercompetition among workers, (p. 49) behavior that is the opposite of what is needed in today's team-based organizations.

- A.** forced ranking method
- B. BARS system
- C. MBO process
- D. 360-degree feedback method
- 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.

AACSB: Reflective 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: Application: Performance Management

105. Mark, who is the HR manager at People's Pulse, wants to incorporate a new method of performance appraisal. He wants to introduce a system that clearly differentiates the good performers from the average and low performers. During the same period, the company is thinking about reducing its workforce because of financial constraints. The appraisal method should help management link employee performance to their compensation and retention level. Mark is looking for a method that would clearly indicate which employees should be retained and which should be fired. Which of the following approaches should he adopt?

(p. 49)

- 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 are let go.

AACSB: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

(p. 50)

- 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: Reflective Thinking

Blooms: Remember

Difficulty: 2 Medium

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

Topic: Application: Performance Management

107. Captive Minds, an entrepreneurial organization, started a monthly journal "Lecture Day." The journal is dedicated to the aspiring businessmen to put forth their business ideas in an open forum. Feedback is given through the company website, which can be viewed 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: Analytic

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

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

Topic: Application: Performance Management

Essay Questions

108. Define job performance and discuss its elements.

(p. 34-41)

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: It is 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: It includes voluntary employee activities that may or may not be rewarded but contribute to the organization by improving the team goals.

Counterproductive behavior: Employee behaviors that intentionally hinder organizational goal accomplishment come under this category

AACSB: Analytic

Blooms: Analyze

Difficulty: 2 Medium

Learning Objective: 02-01 What is job performance?

Learning Objective: 02-02 What is task performance?

Learning Objective: 02-04 What is citizenship behavior?

Learning Objective: 02-05 What is counterproductive behavior?

Topic: Job Performance

109. Define task performance and explain its dimensions.

(p. 34-36)

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: is the degree to which individuals develop ideas or physical outcomes that are both novel and useful. An example could be developing breakthrough products.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 What is task performance?

Topic: What Does It Mean To Be A "Good Performer"?

110. Define job analysis, explain its importance in determining job performance, and list and the basic steps involved in job analysis.
(p. 36)

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: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?

Topic: What Does It Mean To Be A "Good Performer"?

111. Ms. Kate is a very friendly and helpful person. She goes out of her way to help her coworkers (p. 38) 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: Reflective Thinking

Blooms: Apply

Difficulty: 3 Hara

Learning Objective: 02-04 What is citizenship behavior?

Topic: What Does It Mean To Be A "Good Performer"?

112. What is counterproductive behavior? What are the different types of counterproductive behavior? Provide examples of each.
(p. 45-47)

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: Analytic

Blooms: Remember

Difficulty: 3 Hard

Learning Objective: 02-05 What is counterproductive behavior?

Topic: What Does It Mean To Be A "Good Performer"?

113. Describe some of the trends that affect job performance in the contemporary workplace.
(p. 46)

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, also called knowledge 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. These require 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 non-tangible 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: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

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

(p. 46-47)

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: Analytic

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?

Topic: Trends Affecting Performance

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

(p. 47-50)

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. 360-degree feedback 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: Analytic

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

(p. 49-50)

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: Analytic

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

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

(p. 51)

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: Analytic

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Application: Performance Management

