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Chapter 3
Personality, Attitudes, and Work Behaviors

Introduction and Section 1: Personality and Values

True/False Questions

1. When scanning for important trends, a manager's perceptions color the information that is absorbed and processed.
   True; Hard
   (Comprehension)

2. In order to effectively manage organizational behavior, it is helpful to have an understanding of different employees' personalities.
   True; Easy
   (Knowledge)

3. Personality does not change over long periods of time.
   False: When scholars discuss personality characteristics as being "stable," this does not mean that an individual's personality exhibits no degree of change; Medium
   (Knowledge)

4. Studies show that our personality does not have lasting consequences for us.
   False: Even in childhood, our personality matters and it has lasting consequences for us; Easy
   (Knowledge)

5. Studies show that part of our career success and job satisfaction later in life can be explained by our childhood personality.
   True; Easy
   (Knowledge)

6. There are only five traits that explain variations in our personalities.
   False: Five dimensions seem to emerge but are not necessarily the only traits that explain the variation in our personalities; Medium
   (Knowledge)

7. One method some companies use to improve the match between job candidate and the job is personality testing.
   True; Easy
   (Knowledge)

8. Some experts cite data indicating that personality tests do not predict performance and job satisfaction.
   False: Some experts cite data indicating that personality tests DO predict performance and other important criteria, such as job satisfaction; Easy
   (Knowledge)

9. Correlating personality testing to a specific performance may affect behavior.
   True; Hard
   (Comprehension)

10. Using self-report measures of performance may be the best way of measuring someone's personality.
    False: Using self-report measure of performance may NOT be the best way of measuring someone's personality; Medium
    (Knowledge)

11. The values that are important to a person tend to affect the types of decisions they make.
    True; Easy
    (Knowledge)

Multiple Choice Questions
1. Scanning for important trends is a:
   a. Planning process
   b. Organizing process
   c. Leading process
   d. Controlling process
   a; Medium
   (Comprehension)

2. Job design and enrichment is an aspect of:
   a. Planning process
   b. Organizing process
   c. Leading process
   d. Controlling process
   b; Medium
   (Comprehension)

3. When engaging in job design or enrichment, a manager should consider:
   a. Autonomy in relations to employee personality
   b. Freedom relative to employee personality
   c. Personality in relation to work behavior
   d. Personality in relation to job design
   c; Medium
   (Comprehension)

4. Teams that experience unforeseen changes in their tasks do well if they are populated with people high in:
   a. Conscientiousness
   b. Agreeableness
   c. Originality
   d. Openness
   d; Medium
   (Knowledge)

5. Conscientiousness is the one personality trait that uniformly predicts:
   a. How highly adaptable to change a person is
   b. How highly motivated a person is to learn a new skill
   c. How highly detailed a person will be
   d. How highly performance-oriented a person will be

d; Medium
(Comprehension)

6. People with which of the following trait may be effective leaders because they create a positive environment:
   a. Openness
   b. Agreeableness
   c. Extraversion
   d. Conscientiousness

b; Medium
(Comprehension)

7. Which one of the following Big Five personality traits is the only Big Five dimension where scoring high is undesirable?
   a. Openness
   b. Neuroticism
   c. Conscientiousness
   d. Agreeableness

b; Medium
(Knowledge)

8. The best trait that predicts a person's work performance is:
   a. Openness
   b. Conscientiousness
   c. Agreeableness
   d. Neuroticism

b; Medium
(Knowledge)

9. A firm's values are often described in the:
   a. Company's handbook
   b. Company's brochure
   c. Mission and vision statements
   d. Policy and procedure manuals

c; Easy
(Knowledge)

Fill in the Blanks

1. Employee preferences for job design and enrichment may be a function of individuals' personalities and _____.
   values; Medium

(Knowledge)

2. _____ effectively requires an understanding of employees' personalities, values, and attitudes.
Leading: Hard
(Comprehension)

3. _____ can challenge a manager's ability to control costs and performance at the group and individual level.
Absenteeism; Medium
(Knowledge)

4. _____ encompasses a person's relatively stable feelings, thoughts, and behavioral patterns.
Personality; Easy
(Knowledge)

5. Understanding someone's _____ gives us clues about how that person is likely to act and feel in a variety of situations.
personality; Easy
(Knowledge)

6. Openness to new experiences tends to _____ in old age.
decline; Easy
(Knowledge)

7. Enjoying being in social situations defines the personality trait of _____.
extraversion; Medium
(Comprehension)

8. Anxious, irritable and temperamental defines the personality trait of _____.
neuroticism; Medium
(Knowledge)

9. The personality trait _____ can be defined as affable, sensitive, and trusting.
agreeableness; Medium
(Knowledge)

10. _____ refers to the extent to which a person is capable of altering his or her actions and appearance in social situations.
Self-monitoring; Easy
(Knowledge)

11. _____ refers to a person's inclination to fix what is wrong, change things, and use initiative to solve problems.
Proactive personality; Medium
(Knowledge)

12. _____ is the degree to which a person has overall positive feelings about him- or herself.

Self-esteem; Easy
(Knowledge)

13. _____ is a belief that one can perform a specific task successfully.
    Self-efficacy; Easy
    (Knowledge)

14. _____ refer to stable life goals people have, reflecting what is most important to them.
    Values; Easy
    (Knowledge)

Short Answer Questions

1. Identify the five personality traits in the Big Five Personality Traits.
   Openness, conscientiousness, extraversion, agreeableness, and neuroticism.
   Medium
   (Knowledge)

2. Explain what values are.
   Values refer to stable life goals people have, reflecting what is most important to them.
   Values are established throughout one's life as a result of the accumulating life experiences.
   Medium
   (Comprehension)

3. Explain the personality dimension of openness.
   Openness is the degree to which a person is curious, original, intellectual, creative and open
   to new ideas. They are highly motivated to learn new skills. Their open mindedness leads
   them to seek a lot of information and feedback about how they are doing.
   Medium
   (Comprehension)

4. If agreeable people are so nice, does this mean that we should only look for agreeable people
   when hiring?
   People high in agreeableness may be too trusting and submissive, sacrificing their own well
   being for others. Research shows that agreeable individuals tend to have lower levels of
   financial credit ratings, which may be a result of making promises they are not able to keep,
   or even co-signing loans for friends and family and then getting into financial trouble because
   of it. Because they avoid conflict, they may miss opportunities for initiating constructive
   change or may get into difficulties while attempting to please others.
   Hard
   (Application)

5. In addition to the Big Five, researchers have proposed what other traits on which personality
   depends?
   Self-monitoring, proactive personality, self-esteem and self-efficacy.
   Medium
   (Comprehension)

6. How would a self-monitor's qualities as a manager affect his/her ability to carry out the
   controlling functions in an organization?

As managers, they tend to have lower accuracy in evaluating the performance of their employees. While trying to manage their impressions, they may avoid giving accurate feedback to their subordinated to avoid confrontations.
Hard
(Application)

7. Why might managing employees with low self-esteem be challenging?
Managing employees with low self-esteem may be challenging at times because negative feedback given with the intention of improving performance may be viewed as a negative judgment on their worth as an employee. Effectively managing employees with relatively low self-esteem requires tact and providing positive feedback.
Hard
(Application)

8. What might a manager do to increase an employee's self-efficacy?
Training people to increase their self-efficacy may be effective. Some people may also respond well to verbal encouragement. Empowering people is also a good way of increasing self-efficacy.
Medium
(Comprehension)

9. Describe two reasons scores on personality self-assessments may not be accurate.
Employees may fake their answers on a personality test. Additionally, personality is not a good predictor of work performance.
Medium
(Comprehension)

1. How should a personality test be validated?
Before giving the test to applicants, the company could give it to existing employees to find out the traits that are most important for success in this particular company and job. Then, in the selection context, the company can pay particular attention to those traits.
Medium
(Comprehension)

10. What kind of legal difficulties did Rent-A-Center encounter when using personality tests?
The test they used was found to be a violation of the Americans with Disabilities Act. They used a test for selection purposes, which is used to diagnose severe mental illnesses, and discriminating against people with mental illness is a protected category under ADA.
Hard
(Application)

11. What are the values of the Schwartz value inventory?
The values of the Schwartz value inventory are: achievement, benevolence, conformity, hedonism, power, security, self-direction, stimulation, tradition and universalism.
Hard
(Knowledge)

12. How do the values a person holds affect their employment?

Someone who values stimulation highly may seek jobs that involve fast action and high risk, such as a firefighter, or police officer. Someone who values achievement highly may be likely to become an entrepreneur.
Medium
(Application)

Section 2: Perception

True/False Questions

1. Impressions may be defined as the process by which individuals detect and interpret environmental stimuli.
   False: Perception may be defined as the process by which individuals detect and interpret environmental stimuli; Easy
   (Comprehension)

2. Visual perception may make it difficult for managers to believe their eyes.
   True; Easy
   (Comprehension)

3. Biased visual perception may not necessarily lead to inaccurate inferences about the people and objects around us.
   False: Biased visual perception may lead to inaccurate inferences about the people and objects around us; Medium
   (**Comprehension**)

4. The type of bias people have depends on their personality.
   True; Medium
   (Comprehension)

5. Stereotypes are generalizations based on an individual characteristic.
   False: Stereotypes are generalizations based on a group characteristic; Medium
   (Comprehension)

Multiple Choice Questions

1. Focusing on some aspects of the environment and ignoring other elements is called:
   a. Optical illusion
   b. Selective perception
   c. Visual perception
   d. Bias in perception
   b; Easy
   (Knowledge)

2. Why should managers understand how visual perception may be biased?
   a. Managers have a tendency to compare and contrast objects and people to each other.
   b. Managers are prone to errors and biases when perceiving themselves.
   c. Managers rely on their visual perception to form their opinions about people and objects around them.
   d. Bias in visual perception tends to interfere with the management process.

c; Easy
(Comprehension)

3. How we perceive others will shape our behavior, which in turn:
   a. Will shape the behavior of the person we are interacting with
   b. Will lead to undue success or failure
   c. May lead to wrong inferences about objects in our environment
   d. Will lead to generalizations
   a; Easy
   (Comprehension)

4. Believing that women are more cooperative than men, or men are more assertive than women, are examples of:
   a. Categorizing
   b. Stereotyping
   c. Biasing
   d. Reality check
   b; Easy
   (Comprehension)

5. Selective perception is particularly important during the:
   a. Planning process
   b. Organizing process
   c. Controlling process
   d. Leading process
   a; Medium
   (Comprehension)

Fill in the Blanks

1. _____ may be defined as the process by which individuals detect and interpret environmental stimuli.
   Perception; Easy
   (Knowledge)

2. _____ is the tendency to overestimate our performance and capabilities and see oneself in a more positive light than that held by others.
   Self-enhancement bias; Easy
   (Knowledge)

3. _____ is the tendency to underestimate performance and capabilities and see oneself in a more negative light.
   Self-effacement bias; Easy
   (Knowledge)

4. A factor biasing our perception is _____.
   stereotypes; Medium
   (Comprehension)

5. _____ means that we pay attention to parts of the environment while ignoring other parts.
   Selective perception; Easy
   (Knowledge)

6. The _____ are initial thoughts and perceptions we form about people and tend to be stable and resilient to contrary information.
   first impressions; Easy
   (Knowledge)

Short Answer Questions

1. How does visual perception influence behavior in organizations?
   The fact that our visual perception is faulty may make it difficult for managers to believe their eyes.
   Hard
   (Application)

2. What makes stereotypes potentially discriminatory?
   If the belief that men are more assertive than women leads to choosing a man over an equally qualified female candidate for a position, the decision will be biased, unfair, and potentially illegal.
   Hard
   (Application)

3. Explain the process of selective perception.
   Our background, expectations, and beliefs will shape which events we notice and which events we ignore. For example, an executive's functional background will affect the changes he or she perceives in the environment.
   Medium
   (Application)

4. Why does selective perception perpetuate stereotypes?
   We are less likely to notice events that go against our beliefs.
   Medium
   (Application)

Section 3: Work Attitudes

True/False Questions

1. Organizational commitment is the unemotional attachment people have toward the company they work for.
   False: Organizational commitment is the emotional attachment people have toward the company they work for; Medium
   (Comprehension)

2. Things that make us happy with our job often make us more committed to the company as well.
   True; Easy

(Comprehension)

3. Personality and values play lesser roles in how employees feel about their jobs than other job characteristics.
False: Personality and values play an important role in how employees feel about their jobs; Medium
(Comprehension)

4. Under the psychological contract, an employee may believe that if he or she works hard and receives favorable performance evaluations, he or she will receive an annual bonus.
True; Medium
(Comprehension)

5. The amount of stress present in a job is related to employee satisfaction and commitment.
True; Medium
(Comprehension)

6. Exit interviews involve a meeting with the departing employee's manager.
False: Exit interviews involve a meeting with the departing employee; Easy
(Knowledge)

Multiple Choice Questions

1. At work, two job attitudes that have the greatest potential to influence how we behave are:
   a. Perception and bias
   b. Self perception and self efficacy
   c. Job satisfaction and organizational commitment
   d. Job satisfaction and self esteem
   c; Medium
   (Comprehension)

2. Organizational justice can be classified into three categories:
   a. Procedural, distributive and interactional
   b. Psychological, reactional, motivational
   c. Procedural, psychological, and motivational
   d. Interactional, distributive, and psychological
   a; Medium
   (Comprehension)

3. Exit interviews are often conducted by:
   a. Employee manager
   b. Human resources representative
   c. Outside consultants
   d. Top management
   b; Medium
   (Comprehension)

4. Rather than to actual behaviors, attitudes are more strongly related to:
   a. Intentions
   b. Values

c. Psychology
d. Stress
a; Medium
(Comprehension)

Fill in the Blanks

1. _____ refers to our opinions, beliefs, and feelings about aspects of our environment.
   Attitude; Easy
   (Knowledge)

2. _____ refers to the feelings people have toward their job.
   Job satisfaction; Easy
   (Knowledge)

3. Job satisfaction and organizational commitment are associated with outcomes that are important to the managerial role of _____.
   controlling; Medium
   (Comprehension)

4. _____ is the emotional attachment people have toward the company they work for.
   Organizational commitment; Easy
   (Knowledge)

5. At the root of organizational justice is _____, something that is easier to break than to repair if broken.
   trust; Medium
   (Knowledge)

6. _____ is the unspoken, informal understanding that an employee will contribute certain things to the organization and will receive certain things in return.
   Psychological contract; Medium
   (Knowledge)

7. Companies can get more out of attitude surveys if responses are held _____.
   confidential; Medium
   (Knowledge)

Short Answer Questions

1. Identify two ways companies can track attitudes in the workplace.
   Through attitude surveys and exit interviews.
   Medium
   (Knowledge)

2. What helps employees develop commitment to their company?
   Research shows that the characteristics of the job itself, how they are treated, the relationships they form with colleagues and managers, and the level of stress the job entails contributes to job commitment.

Medium
(Comprehension)

3. How did the new management of San Francisco's Hotel Carlton show they care about their staff?
   Based on an employee attitude survey, they replaced old vacuum cleaners in housekeeping. They listened to the employees and their concerns and addressed them.
   Hard
   (Comprehension)

Section 4: Work Behaviors

True/False Questions

1. In jobs with high complexity, it is not critical to have high general mental ability ("g").
   False: In jobs with high complexity, it is much more critical to have high general mental abilities; Medium
   (Comprehension)

2. Having role ambiguity and experiencing conflicting role demands are related to higher job performance.
   False: Having role ambiguity and experiencing conflicting role demands are related to lower job performance; Hard
   (Comprehension)

3. Our personality is another explanation for why we perform citizenship behaviors.
   True; Easy
   (Comprehension)

4. Job attitudes are more related to citizenship behavior than they are to job performance.
   True; Hard
   (Comprehension)

5. Age is not necessarily related to the frequency with which we demonstrate citizenship behaviors.
   False: Age seems to be related to the frequency with which we demonstrate citizenship behaviors; Medium
   (Knowledge)

6. Health related absenteeism is costly, and it would be affective to institute organizational policies penalizing it.
   False: Health related absenteeism is costly, but it would be unreasonable and unfair to institute organizational policies penalizing such absences; Easy
   (Comprehension)

7. Research reveals a consistent link between personality and absenteeism.
   False: Research does not reveal a consistent link between personality and absenteeism; Medium;
   (Comprehension)

Multiple Choice Questions

1. Motivating employees is a managerial function of:
    a. Leading
    b. Controlling
    c. Organizing
    d. Planning
    a; Hard
    (Comprehension)

2. Personality is a modest predictor of actual job performance, but a much better predictor of:
    a. High quality relationships
    b. "g"
    c. Citizenship behaviors
    d. Job quantity
    c; Medium
    (Knowledge)

3. Companies may deal with work/balance reasons for absences by giving employees all of the following EXCEPT:
    a. More flexibility in work hours
    b. More training programs to improve time management
    c. Getting rid of sick leave altogether
    d. Have a singe paid time off policy
    b; Medium
    (Comprehension)

Fill in the Blanks

1. _____ refers to the degree to which an employee successfully fulfills the factors included in the job description.
    Job performance; Easy
    (Knowledge)

2. "g" is often the abbreviation for _____.
    general mental ability; Easy
    (Knowledge)

3. _____ are voluntary behaviors employees perform to help others and benefit the organization.
    Organizational citizenship behaviors; Easy
    (Knowledge)

4. The cost of absenteeism to organizations is estimated at _____ billion.
    153; Medium
    (Knowledge)

5. _____ refers to an employees' leaving an organization.
    Turnover; Easy
    (Knowledge)

Short Answer Questions

1. How are job attitudes related to citizenship behaviors?
   People who are happier at work, those who are more committed to their companies, and those who have overall positive attitudes toward their work situation tend to perform citizenship behaviors more often than others. When people are unhappy, they tend to be disengaged from their jobs and rarely go beyond the minimum that is expected of them.
   Hard
   (Comprehension)

2. Name three causes of absenteeism?
   Some absenteeism is related to health reasons. Work and life balance is another common reason for absences. Sometimes, absenteeism is a form of work withdrawal and is a result of poor work attitudes.
   Medium
   (Comprehension)

3. What is the primary culprit in why people leave their job?
   When workers are unhappy at work, and when they do not feel committed to their companies, they are more likely to leave. Work attitudes are often the primary culprit in why people leave.
   Medium
   (Comprehension)

4. What did Turner Construction offer employees in an effort to make them happy at the workplace?
   Turner Construction in Chicago was able to reduce its turnover rate from 21% to 3.8% by focusing on flexibility and employee happiness, and executing policies such as allowing employees to take off after 2 pm every Friday in the summer and giving employees their birthdays off. The focus on worker well-being had support from the highest levels of the business.
   Hard
   (Knowledge)

Section 5: Developing Your Positive Attitude Skills

True/False Questions

1. Emotions are not usually influenced by actions.
   False: Research shows that acting positive at work can actually help you become happier over time as emotions can be influenced by actions; Easy
   (Comprehension)

Multiple Choice Questions

1. All of the following are ways to help you achieve a great sense of peace for yourself as well as when you're working with a negative coworker EXCEPT:
   a. Leveraging your big five traits
   b. Finding a job and company that fit you well

    c.   Getting accurate information about the job and company
    d.   Making sure the salary is exactly what you want
d; Medium
(Comprehension)

Fill in the Blanks

1. An experienced _____ can be a great help in navigating life at a company.
    mentor; Easy
    (Knowledge)

Short Answer Questions

1. Describe some of the ways you can achieve a great sense of peace for yourself as well as when you are working with a negative coworker.
    The following are some ideas:
    Leverage your big five personality traits
    Find a job and company that fit you well
    Get accurate information about the job and the company
    Develop a good relationship at work
    Understand that job characteristics matter more to your job satisfaction (rather than salary)
    Be proactive in managing organizational life
    Know when to leave
    Medium
    (Comprehension)