College Admission
Organizational-Behavior
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Question: 1

An individual attributes personal achievement in business to being competitive, independent, and successful in spite of challenges. Which statement is true regarding environmental factors and how they influence this person's personality and behavior?

A. Personality and behavior are based solely on environmental factors.
B. The individual's full potential may be determined by how well the individual adjusts to the requirements of the environment.
C. Studies demonstrate that environment influences behavior but has no influence on personality.
D. Environment is the single element in determining an individual's behavior.

Answer: B

Explanation:
In the study of Organizational Behavior, the "nature vs. nurture" debate examines how much of an individual's personality is inherited (heredity) versus influenced by their surroundings (environment). While heredity sets the outer parameters or "potential" of an individual's personality, environmental factors—such as culture, family, and social groups—dictate how that potential is realized or constrained. This specific individual exhibits traits like competitiveness and independence, which are often reinforced by a business environment that rewards such behaviors.
However, personality is not a static result of environment alone (refuting option A and D), nor is the environment irrelevant to personality development (refuting option C). Instead, the interactionist perspective suggests that behavior is a function of the person and their environment. The "potential" of a person's personality traits is often activated or suppressed by environmental demands. For example, a person with a natural inclination for leadership may only see that trait flourish if the environment provides opportunities and requirements for leadership. Consequently, the individual's success is a result of how effectively they adjust their internal traits to meet external environmental requirements. This adjustment process is a key component of "person-environment fit," where high levels of fit lead to better performance and job satisfaction.

Question: 2

Employee A noticed that Employee B was late for work, and A's perception of why B was late will determine what action A takes in this situation. Considering attribution theory, which factors will determine A's perception regarding whether B's behavior was internally or externally caused?

A. Problem, criteria, and alternatives
B. Creativity, relationships, and expertise
C. Situation, attributes, and alternatives
D. Distinctiveness, consensus, and consistency

Answer: D

Explanation:
Attribution theory is a cornerstone of social perception in the workplace, explaining how we judge people differently depending on what meaning we attribute to a given behavior. When we observe an individual's behavior, we attempt to determine whether it was internally caused (under the person's control) or externally caused (forced by the situation). According to Harold Kelley's model, this determination depends on three specific factors: distinctiveness, consensus, and consistency. Distinctiveness refers to whether an individual displays different behaviors in different situations. If Employee B is late for work but is generally reliable in all other tasks, the behavior has high distinctiveness, suggesting an external cause (like a traffic jam). Consensus occurs if everyone who faces a similar situation responds in the same way. If every employee who took the same route as Employee B was also late, consensus is high, pointing to an external cause. Consistency looks at whether the person responds the same way over time. If Employee B is late every single day, consistency is high, which usually leads the observer to attribute the behavior to internal causes (like a lack of discipline). By analyzing these three dimensions, Employee A forms a perception that dictates their reaction—whether that be empathy for a one-time external delay or disciplinary action for a recurring internal habit.

Question: 3

A is ambitious and cheerful at work. Which type of values are these?

A. Intermediate values
B. Determinate values
C. Terminal values
D. Instrumental values

Answer: D

Explanation:
Values represent basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite mode. In Organizational Behavior, Milton Rokeach created the Rokeach Value Survey (RVS), which classifies values into two distinct sets: Terminal values and Instrumental values.
Terminal values refer to desirable end-states of existence. These are the goals a person would like to achieve during their lifetime, such as world peace, prosperity, or a sense of accomplishment. Instrumental values, on the other hand, refer to preferable modes of behavior or means of achieving the terminal values. Being "ambitious" and "cheerful" are behavioral traits or methods that an individual employs to reach their ultimate goals. For instance, being ambitious (an instrumental value) is the "means" an employee uses to achieve the "end" of financial success or career status (a terminal value). Similarly, being cheerful is a mode of conduct that might help an individual achieve the terminal goal of social recognition or happiness. Therefore, because these descriptions focus on the how of behavior rather than the what of ultimate life goals, they are strictly categorized as

instrumental values. Understanding these values is crucial for managers because they influence motivation and how employees perceive organizational rewards and culture.

Question: 4

A manager treats an employee with a free lunch to encourage the employee to continue to do well. Which kind of reward is provided?

A. Compensatory reward
B. Personality reward
C. Intrinsic reward
D. Extrinsic reward

Answer: D

Explanation:
Motivation in the workplace is often driven by a system of rewards, which are generally categorized into intrinsic and extrinsic types. Intrinsic rewards are internal to the individual and come from the work itself; examples include a sense of accomplishment, personal growth, or the satisfaction of completing a difficult task. These are self-granted rewards.
Extrinsic rewards, conversely, are tangible rewards given by another person (usually a manager or the organization) to an employee for performing a specific task or behavior. These include salary increases, bonuses, promotions, benefits, and even smaller tokens like a free lunch. In this scenario, the free lunch is a physical, external incentive provided by the manager to reinforce the employee's positive performance. While intrinsic rewards are essential for long-term engagement and "meaningful" work, extrinsic rewards like a free meal are effective for immediate reinforcement and recognizing specific achievements. According to reinforcement theory, providing such a reward immediately following a desired behavior (doing well at work) increases the probability that the behavior will be repeated. Because the lunch is an external, tangible benefit provided by the manager rather than an internal feeling of satisfaction derived from the task itself, it is classified as an extrinsic reward.

Question: 5

After physiological desires such as hunger, thirst, and shelter are met, the next level of desires becomes the basis for motivation. This is an example of which theory?

A. X and Y hierarchy
B. Bigelow's three factor theory
C. Two factor theory
D. Maslow's hierarchy of needs

Answer: D

Explanation:
Abraham Maslow's Hierarchy of Needs is perhaps the best-known theory of motivation. Maslow hypothesized that within every human being, there exists a hierarchy of five needs: Physiological (hunger, thirst, shelter), Safety (security and protection), Social (affection, belongingness), Esteem (self-respect, autonomy), and Self-actualization (achieving one's potential).



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The core premise of this theory is the "progression principle," which states that as each of these needs becomes substantially satisfied, the next need in the hierarchy becomes dominant as a motivator. The question highlights that once physiological desires (the lowest level) are met, the individual moves to the next level. In Maslow's original model, the level immediately following physiological needs is Safety and Security. This level involves seeking a predictable environment free from physical and emotional harm. In an organizational context, this translates to job security, health

benefits, and a safe working environment. According to Maslow, once an employee feels physically safe and secure, they will no longer be motivated by these factors and will instead seek to satisfy "social" or "belonging" needs. While contemporary research suggests that people don't always follow this rigid linear progression, Maslow's model remains a foundational tool for managers to understand that an employee’s needs change as their circumstances improve.

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