

c2

Student: _____

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

True False

2. 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

3. The tendency for supervisors to consider citizenship behaviors in evaluating overall job performance appears to hold even across countries with vastly different cultures.

True False

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

True False

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

True False

6. Fortunately, people who engage in one form of counterproductive behavior do not usually engage in other forms.

True False

7. Sometimes the best task performers are also the employees who engage in high levels of counterproductive behavior.

True False

8. Continuance commitment is defined as a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization.

True False

9. Sometimes neglect can be even more costly than exit because it is not as readily noticed.

True False

10. When employees engage in moonlighting, they appear to be working but are actually distracted by random thoughts or concerns.

True False

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

A. job commitment.

B. motivation.

C. job satisfaction.

D. job performance.

E. organizational commitment.

12. Employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, is known as:

A. task performance.

B. citizenship behavior.

C. counterproductive behavior.

D. job withdrawal.

E. organizational commitment.

13. The explicit obligations that an employee must fulfill to receive compensation and continued employment is known as:

A. job withdrawal.

B. citizenship behavior.

C. organizational commitment.

D. task performance.

E. counterproductive behavior.

14. For an accountant, preparing, examining and analyzing accounting records for accuracy and completeness is most likely an example of:
- A. job withdrawal.
 - B. task performance.
 - C. counterproductive behavior.
 - D. citizenship behaviors.
 - E. organizational commitment.
15. Riya is an advertising executive at Mountain City Advertising. For Riya, developing advertising campaigns and preparing and delivering presentations to clients are most likely examples of:
- A. organizational commitment.
 - B. job withdrawal.
 - C. citizenship behaviors.
 - D. counterproductive behavior.
 - E. task performance.
16. Well-known responses to normal job demands that occur in a predictable way are known as:
- A. job withdrawal.
 - B. adaptive task performance.
 - C. counterproductive behavior.
 - D. routine task performance.
 - E. citizenship behavior.
17. For a surgical technician, handing the surgeon the required surgical tools for a simple appendectomy is an example of:
- A. counterproductive behavior.
 - B. adaptive task performance.
 - C. job withdrawal.
 - D. citizenship behavior.
 - E. routine task performance.
18. An employee's response to job demands that are novel, unusual, or unpredictable is known as:
- A. job withdrawal.
 - B. adaptive task performance.
 - C. counterproductive behavior.
 - D. routine task performance.
 - E. citizenship behavior.

19. For a kindergarten teacher, assisting her 21 students out of a smoke-filled elementary school is an example of:
- A. citizenship behavior.
 - B. routine task performance.
 - C. job withdrawal.
 - D. counterproductive behavior.
 - E. adaptive task performance.
20. Sulley, the big, blue, furry lug in the movie, *Monsters, Inc.*, attempted to covertly return Boo, a two-year-old girl, to her bedroom after she found her way into the monster world. From his company's point of view, Sulley's behavior is an example of:
- A. job withdrawal.
 - B. adaptive task performance.
 - C. counterproductive behavior.
 - D. citizenship behavior.
 - E. routine task performance.
21. All of the following are behaviors involved in adaptability EXCEPT:
- A. handling work stress.
 - B. solving problems creatively.
 - C. handling emergencies.
 - D. performing daily rituals.
 - E. demonstrating interpersonal adaptability.
22. The electronic government database used to identify the set of behaviors needed to define task performance is known as the:
- A. Behavioral Anchored Ratings Scale Network.
 - B. Job Analysis Network.
 - C. Occupational Information Network.
 - D. Organizational Behavior Research Network.
 - E. Task Force Network.
23. Relatively discretionary activities that contribute to the organization by improving the overall quality of the setting in which work takes place, is known as:
- A. job withdrawal.
 - B. adaptive task performance.
 - C. counterproductive behavior.
 - D. citizenship behavior.
 - E. routine task performance.

24. Interpersonal citizenship behavior includes which of the following activities?

- A. Voice
- B. Civic virtue
- C. Sportsmanship
- D. Boosterism
- E. Puffery

25. Don always maintains a good attitude with coworkers even when the department is going through tough times. Don is demonstrating which type of citizenship behavior?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

26. Suzy keeps the other employees in her department informed about various issues that are relevant to them. Suzy is demonstrating which type of citizenship behavior?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

27. Which of these involves maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

28. Organizational citizenship behaviors consist of:

- A. voice.
- B. courtesy.
- C. sportsmanship.
- D. helping.
- E. selflessness.

29. Yan speaks up and offers constructive suggestions about how to change the operations of her department. Yan is demonstrating which type of citizenship behavior?
- A. Helping
 - B. Voice
 - C. Sportsmanship
 - D. Civic virtue
 - E. Boosterism
30. James is always reading and keeping up with organizational announcements and news that affects his company. James is demonstrating which type of citizenship behavior?
- A. Helping
 - B. Voice
 - C. Sportsmanship
 - D. Civic virtue
 - E. Boosterism
31. Elizabeth seems like a cheerleader for Villa Italiano as she represents the organization in a positive way when she is away from work. Elizabeth could be viewed as demonstrating which type of citizenship behavior?
- A. Helping
 - B. Voice
 - C. Sportsmanship
 - D. Civic virtue
 - E. Boosterism
32. According to research conducted in a paper mill, which of the following is true about citizenship behavior?
- A. The quantity but not quality of crew output was higher in crews that included more good citizens.
 - B. The quality but not quantity of crew output was higher in crews that included more good citizens.
 - C. The quantity and quality of crew output was higher in crews that included more good citizens.
 - D. Unfortunately, higher levels of citizenship behavior produced more food waste and greater customer complaints in the restaurant study.
 - E. Citizenship behaviors were not relevant to performance in the paper mill.
33. Employee behaviors that intentionally hinder organizational goal accomplishment are known as:
- A. task performance.
 - B. citizenship behavior.
 - C. counterproductive behavior.
 - D. job withdrawal.
 - E. organizational commitment.

34. At ABC Coffee Roasters, employees learned that a few of them will be losing their jobs, and in response, they purposefully started to mix decaf beans in bags of regular beans and vice versa. This created serious customer service issues and the company lost major accounts. The action of the employees at ABC can be described as:

- A. theft.
- B. incivility.
- C. wasting resources.
- D. sabotage.
- E. political deviance.

35. Which of these behaviors is included in the "serious" category of organizational counterproductive behavior?

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

36. Which of these behaviors is included in the "minor" category of interpersonal counterproductive behavior?

- A. Wasting resources
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. Abuse

37. Which of the following behaviors is considered to be political deviance?

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

38. Which of the following behaviors is considered to be personal aggression?

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

39. Behaviors that focus specifically on reducing the efficiency of work output are known as:

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

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

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

41. Edward is one of the four administrative assistants in the College of Business at Teach International University. Unfortunately, he accomplishes less than one-third the work as compared to the other assistants because he purposely works slowly, and he takes way too many breaks. Edward seems to be engaging in which of these counterproductive behaviors?

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

42. Every day Johnny comes to work intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviors?

- A. Production deviance
- B. Sabotage
- C. Property deviance
- D. Personal aggression
- E. Political deviance

43. Behaviors that intentionally disadvantage other individuals rather than the larger organization are known as:

- A. theft.
- B. incivility.
- C. wasting resources.
- D. sabotage.
- E. political deviance.

44. Allison loves to be "in the know" and carries on casual conversations about other people in which the facts are not confirmed. Allison is demonstrating which type of counterproductive behavior?
- A. Substance abuse
 - B. Wasting resources
 - C. Political deviance
 - D. Personal aggression
 - E. Gossiping
45. Ricardo has dinner with one of the company's most important clients. The client calls Ricardo's boss the next day to complain that Ricardo was discourteous, impolite, and rude the evening before. Ricardo is demonstrating which type of counterproductive behavior?
- A. Substance abuse
 - B. Wasting resources
 - C. Incivility
 - D. Personal aggression
 - E. Gossiping
46. Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behavior is an example of which type of counterproductive behavior?
- A. Substance abuse
 - B. Harassment
 - C. Incivility
 - D. Productive aggression
 - E. Gossiping
47. 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.
48. Emotional reasons for staying with the current organization, such as feelings about friendships, the culture of the company, and a sense of enjoyment when completing job duties create:
- A. affective commitment.
 - B. aggressive commitment.
 - C. continuance commitment.
 - D. antagonistic commitment.
 - E. normative commitment.

49. A desire to remain a member of an organization due to a feeling of obligation constitutes:

- A. affective commitment.
- B. normative commitment.
- C. continuance commitment.
- D. aggressive commitment.
- E. antagonistic commitment.

50. Which of the following suggests that employees with fewer bonds will be most likely to quit the organization?

- A. The structural equivalence model
- B. The requirements-based model
- C. The social influence model
- D. The logic-based model
- E. The erosion model

51. Which of the following statements about continuance commitment is true?

- A. It exists when there is a cost associated with staying and a profit associated with leaving.
- B. One factor that decreases continuance commitment is the total amount of investment an employee has made in mastering his/her work role.
- C. One of the factors that increases continuance commitment is a lack of employment alternatives.
- D. There is a statistical relationship between continuance commitment and citizenship behavior.
- E. Continuance commitment tends to create more of an active form of loyalty.

52. Which of the following exists when there is a sense that staying is the "right" or "moral" thing to do?

- A. Job withdrawal
- B. Affective commitment
- C. Continuance commitment
- D. Normative commitment
- E. Counterproductive behavior

53. Employees classified as stars:

- A. likely respond to negative events with voice because they have the desire to improve the status quo and the credibility needed to inspire change.
- B. possess high commitment and low task performance but perform many of the voluntary "extra-role" activities that are needed to make the organization function smoothly.
- C. rely on their performance levels to make them marketable to their next employer.
- D. lack the performance needed to be marketable and the commitment needed to engage in acts of citizenship.
- E. are likely to respond to negative events with loyalty because they may not have the credibility needed to inspire change but possess the desire to remain a member of the organization.

54. Which type of employees possess low levels of organizational commitment but high levels of task performance and are motivated to achieve work goals for themselves, not necessarily for their company?

- A. Citizens
- B. Lone wolves
- C. Apathetics
- D. Stars
- E. Principals

55. According to the text, the most widespread form of psychological withdrawal among white collar employees is:

- A. socializing.
- B. daydreaming.
- C. moonlighting.
- D. cyberloafing.
- E. absenteeism.

56. Define job performance and identify and explain its dimensions.

57. Define task performance and identify and explain its dimensions.

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

59. Identify the dimensions of citizenship behaviors and identify and explain three examples of each.

60. Identify the dimensions of counterproductive behavior and identify and explain two examples of each.

c2 Key

1. (p. 25-26) Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment.

TRUE

*AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #1
Difficulty Level: Easy
Learning Objective: 1*

2. (p. 28) The O*NET is an online government database that describes the results of task performance behaviors that must be reported by firms to the government on an annual basis.

FALSE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #2
Difficulty Level: Medium
Learning Objective: 2*

3. (p. 30) The tendency for supervisors to consider citizenship behaviors in evaluating overall job performance appears to hold even across countries with vastly different cultures.

TRUE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #3
Difficulty Level: Medium
Learning Objective: 3*

4. (p. 32) Political deviance refers to behaviors that intentionally harm the organization's assets and possessions.

FALSE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #4
Difficulty Level: Medium
Learning Objective: 4*

5. (p. 32) Wasting resources is the most common form of production deviance.

TRUE

*AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #5
Difficulty Level: Medium
Learning Objective: 4*

6. (p. 33) Fortunately, people who engage in one form of counterproductive behavior do not usually engage in other forms.

FALSE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #6
Difficulty Level: Medium
Learning Objective: 4*

7. (p. 33) Sometimes the best task performers are also the employees who engage in high levels of counterproductive behavior.

TRUE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #7
Difficulty Level: Medium
Learning Objective: 4*

8. (p. 34) Continuance commitment is defined as a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization.

FALSE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #8
Difficulty Level: Medium
Learning Objective: 5*

9. (p. 38) Sometimes neglect can be even more costly than exit because it is not as readily noticed.

TRUE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #9
Difficulty Level: Medium
Learning Objective: 6*

10. (p. 40) When employees engage in moonlighting, they appear to be working but are actually distracted by random thoughts or concerns.

FALSE

*AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #10
Difficulty Level: Medium
Learning Objective: 7*

11. (p. 25) The value of the set of employee behaviors that contribute either positively or negatively to organizational goal accomplishment is known as:

- A. job commitment.
- B. motivation.
- C. job satisfaction.
- D.** job performance.
- E. organizational commitment.

*AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #11
Difficulty Level: Easy
Learning Objective: 1*

12. (p. 25) Employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, is known as:

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

*AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #12
Difficulty Level: Medium
Learning Objective: 1*

13. (p. 25-26) The explicit obligations that an employee must fulfill to receive compensation and continued employment is known as:

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #13
Difficulty Level: Medium
Learning Objective: 1

14. (p. 26) For an accountant, preparing, examining and analyzing accounting records for accuracy and completeness is most likely an example of:

- A. job withdrawal.
- B.** task performance.
- C. counterproductive behavior.
- D. citizenship behaviors.
- E. organizational commitment.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #14
Difficulty Level: Medium
Learning Objective: 1

15. (p. 26) Riya is an advertising executive at Mountain City Advertising. For Riya, developing advertising campaigns and preparing and delivering presentations to clients are most likely examples of:

- A. organizational commitment.
- B. job withdrawal.
- C. citizenship behaviors.
- D. counterproductive behavior.
- E.** task performance.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #15
Difficulty Level: Medium
Learning Objective: 1

16. (p. 26) Well-known responses to normal job demands that occur in a predictable way are known as:

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #16
Difficulty Level: Easy
Learning Objective: 2

17. (p. 26) For a surgical technician, handing the surgeon the required surgical tools for a simple appendectomy is an example of:

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

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #17
Difficulty Level: Medium
Learning Objective: 2

18. (p. 26) An employee's response to job demands that are novel, unusual, or unpredictable is known as:

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #18
Difficulty Level: Easy
Learning Objective: 2

19. (p. 26) For a kindergarten teacher, assisting her 21 students out of a smoke-filled elementary school is an example of:

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

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #19
Difficulty Level: Medium
Learning Objective: 2

20. (p. 26) Sulley, the big, blue, furry lug in the movie, *Monsters, Inc.*, attempted to covertly return Boo, a two-year-old girl, to her bedroom after she found her way into the monster world. From his company's point of view, Sulley's behavior is an example of:

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

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #20
Difficulty Level: Medium
Learning Objective: 2

21. (p. 27) All of the following are behaviors involved in adaptability EXCEPT:

- A. handling work stress.
- B. solving problems creatively.
- C. handling emergencies.
- D. performing daily rituals.**
- E. demonstrating interpersonal adaptability.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #21
Difficulty Level: Medium
Learning Objective: 2

22. (p. 28) The electronic government database used to identify the set of behaviors needed to define task performance is known as the:

- A. Behavioral Anchored Ratings Scale Network.
- B. Job Analysis Network.
- C. Occupational Information Network.**
- D. Organizational Behavior Research Network.
- E. Task Force Network.

AACSB Standard: Analytic
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #22
Difficulty Level: Medium
Learning Objective: 2

23. (p. 29) Relatively discretionary activities that contribute to the organization by improving the overall quality of the setting in which work takes place, is known as:

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #23
Difficulty Level: Easy
Learning Objective: 3

24. (p. 29) Interpersonal citizenship behavior includes which of the following activities?

- A. Voice
- B. Civic virtue
- C. Sportsmanship**
- D. Boosterism
- E. Puffery

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #24
Difficulty Level: Medium
Learning Objective: 3

25. (p. 29) Don always maintains a good attitude with coworkers even when the department is going through tough times. Don is demonstrating which type of citizenship behavior?

- A. Helping
- B. Courtesy
- C. Sportsmanship**
- D. Civic virtue
- E. Boosterism

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #25
Difficulty Level: Medium
Learning Objective: 3

26. (p. 29) Suzy keeps the other employees in her department informed about various issues that are relevant to them. Suzy is demonstrating which type of citizenship behavior?

- A. Helping
- B. Courtesy**
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #26
Difficulty Level: Medium
Learning Objective: 3

27. (p. 29) Which of these involves maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times?

- A. Helping
- B. Courtesy
- C. Sportsmanship**
- D. Civic virtue
- E. Boosterism

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #27
Difficulty Level: Medium
Learning Objective: 3

28. (p. 29) Organizational citizenship behaviors consist of:

- A.** voice.
- B. courtesy.
- C. sportsmanship.
- D. helping.
- E. selflessness.

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #28
Difficulty Level: Medium
Learning Objective: 3

29. (p. 29) Yan speaks up and offers constructive suggestions about how to change the operations of her department. Yan is demonstrating which type of citizenship behavior?

- A. Helping
- B.** Voice
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #29
Difficulty Level: Medium
Learning Objective: 3

30. (p. 29) James is always reading and keeping up with organizational announcements and news that affects his company. James is demonstrating which type of citizenship behavior?

- A. Helping
- B. Voice
- C. Sportsmanship
- D.** Civic virtue
- E. Boosterism

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #30
Difficulty Level: Medium
Learning Objective: 3

31. (p. 29) Elizabeth seems like a cheerleader for Villa Italiano as she represents the organization in a positive way when she is away from work. Elizabeth could be viewed as demonstrating which type of citizenship behavior?

- A. Helping
- B. Voice
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism**

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #31
Difficulty Level: Medium
Learning Objective: 3

32. (p. 30) According to research conducted in a paper mill, which of the following is true about citizenship behavior?

- A. The quantity but not quality of crew output was higher in crews that included more good citizens.
- B. The quality but not quantity of crew output was higher in crews that included more good citizens.
- C. The quantity and quality of crew output was higher in crews that included more good citizens.**
- D. Unfortunately, higher levels of citizenship behavior produced more food waste and greater customer complaints in the restaurant study.
- E. Citizenship behaviors were not relevant to performance in the paper mill.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #32
Difficulty Level: Medium
Learning Objective: 3

33. (p. 31) Employee behaviors that intentionally hinder organizational goal accomplishment are known as:

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #33
Difficulty Level: Medium
Learning Objective: 4

34. (p. 31) At ABC Coffee Roasters, employees learned that a few of them will be losing their jobs, and in response, they purposefully started to mix decaf beans in bags of regular beans and vice versa. This created serious customer service issues and the company lost major accounts. The action of the employees at ABC can be described as:

- A. theft.
- B. incivility.
- C. wasting resources.
- D. sabotage.**
- E. political deviance.

AACSB Standard: Reflective thinking

Blooms Taxonomy: Application

Colquitt - Chapter 02 #34

Difficulty Level: Medium

Learning Objective: 4

35. (p. 32) Which of these behaviors is included in the "serious" category of organizational counterproductive behavior?

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

AACSB Standard: Reflective thinking

Blooms Taxonomy: Comprehension

Colquitt - Chapter 02 #35

Difficulty Level: Medium

Learning Objective: 4

36. (p. 32) Which of these behaviors is included in the "minor" category of interpersonal counterproductive behavior?

- A. Wasting resources
- B. Harassment
- C. Incivility**
- D. Substance abuse
- E. Abuse

AACSB Standard: Reflective thinking

Blooms Taxonomy: Comprehension

Colquitt - Chapter 02 #36

Difficulty Level: Medium

Learning Objective: 4

37. (p. 32) Which of the following behaviors is considered to be political deviance?

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

AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #37
Difficulty Level: Medium
Learning Objective: 4

38. (p. 32) Which of the following behaviors is considered to be personal aggression?

- A. Wasting resources
- B. Theft
- C. Incivility
- D. Harassment**
- E. Substance abuse

AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #38
Difficulty Level: Medium
Learning Objective: 4

39. (p. 32) Behaviors that focus specifically on reducing the efficiency of work output are known as:

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #39
Difficulty Level: Easy
Learning Objective: 4

40. (p. 32) _____ is the most common form of production deviance.

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

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #40
Difficulty Level: Medium
Learning Objective: 4

41. (p. 32) Edward is one of the four administrative assistants in the College of Business at Teach International University. Unfortunately, he accomplishes less than one-third the work as compared to the other assistants because he purposely works slowly, and he takes way too many breaks. Edward seems to be engaging in which of these counterproductive behaviors?

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

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #41
Difficulty Level: Medium
Learning Objective: 4

42. (p. 32) Every day Johnny comes to work intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviors?

- A. Production deviance**
- B. Sabotage
- C. Property deviance
- D. Personal aggression
- E. Political deviance

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #42
Difficulty Level: Medium
Learning Objective: 4

43. (p. 32) Behaviors that intentionally disadvantage other individuals rather than the larger organization are known as:

- A. theft.
- B. incivility.
- C. wasting resources.
- D. sabotage.
- E.** political deviance.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #43
Difficulty Level: Easy
Learning Objective: 4

44. (p. 32) Allison loves to be "in the know" and carries on casual conversations about other people in which the facts are not confirmed. Allison is demonstrating which type of counterproductive behavior?

- A. Substance abuse
- B. Wasting resources
- C. Political deviance
- D. Personal aggression
- E.** Gossiping

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #44
Difficulty Level: Medium
Learning Objective: 4

45. (p. 32) Ricardo has dinner with one of the company's most important clients. The client calls Ricardo's boss the next day to complain that Ricardo was discourteous, impolite, and rude the evening before. Ricardo is demonstrating which type of counterproductive behavior?

- A. Substance abuse
- B. Wasting resources
- C.** Incivility
- D. Personal aggression
- E. Gossiping

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #45
Difficulty Level: Medium
Learning Objective: 4

46. (p. 32) Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behavior is an example of which type of counterproductive behavior?

- A. Substance abuse
- B. Harassment**
- C. Incivility
- D. Productive aggression
- E. Gossiping

AACSB Standard: Reflective thinking
Blooms Taxonomy: Application
Colquitt - Chapter 02 #46
Difficulty Level: Medium
Learning Objective: 4

47. (p. 33) 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.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #47
Difficulty Level: Hard
Learning Objective: 4

48. (p. 34) Emotional reasons for staying with the current organization, such as feelings about friendships, the culture of the company, and a sense of enjoyment when completing job duties create:

- A. affective commitment.**
- B. aggressive commitment.
- C. continuance commitment.
- D. antagonistic commitment.
- E. normative commitment.

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #48
Difficulty Level: Medium
Learning Objective: 5

49. (p. 34-35) A desire to remain a member of an organization due to a feeling of obligation constitutes:

- A. affective commitment.
- B. normative commitment.**
- C. continuance commitment.
- D. aggressive commitment.
- E. antagonistic commitment.

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #49
Difficulty Level: Medium
Learning Objective: 5

50. (p. 36) Which of the following suggests that employees with fewer bonds will be most likely to quit the organization?

- A. The structural equivalence model
- B. The requirements-based model
- C. The social influence model
- D. The logic-based model
- E. The erosion model**

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #50
Difficulty Level: Medium
Learning Objective: 5

51. (p. 37) Which of the following statements about continuance commitment is true?

- A. It exists when there is a cost associated with staying and a profit associated with leaving.
- B. One factor that decreases continuance commitment is the total amount of investment an employee has made in mastering his/her work role.
- C. One of the factors that increases continuance commitment is a lack of employment alternatives.**
- D. There is a statistical relationship between continuance commitment and citizenship behavior.
- E. Continuance commitment tends to create more of an active form of loyalty.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #51
Difficulty Level: Hard
Learning Objective: 5

52. (p. 38) Which of the following exists when there is a sense that staying is the "right" or "moral" thing to do?

- A. Job withdrawal
- B. Affective commitment
- C. Continuance commitment
- D. Normative commitment**
- E. Counterproductive behavior

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #52
Difficulty Level: Medium
Learning Objective: 5

53. (p. 39) Employees classified as stars:

- A. likely respond to negative events with voice because they have the desire to improve the status quo and the credibility needed to inspire change.**
- B. possess high commitment and low task performance but perform many of the voluntary "extra-role" activities that are needed to make the organization function smoothly.
- C. rely on their performance levels to make them marketable to their next employer.
- D. lack the performance needed to be marketable and the commitment needed to engage in acts of citizenship.
- E. are likely to respond to negative events with loyalty because they may not have the credibility needed to inspire change but possess the desire to remain a member of the organization.

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #53
Difficulty Level: Medium
Learning Objective: 6

54. (p. 39) Which type of employees possess low levels of organizational commitment but high levels of task performance and are motivated to achieve work goals for themselves, not necessarily for their company?

- A. Citizens
- B. Lone wolves**
- C. Apathetics
- D. Stars
- E. Principals

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #54
Difficulty Level: Medium
Learning Objective: 6

55. (p. 40) According to the text, the most widespread form of psychological withdrawal among white collar employees is:

- A. socializing.
- B. daydreaming.
- C. moonlighting.
- D. cyberloafing.**
- E. absenteeism.

AACSB Standard: Analytic
Blooms Taxonomy: Knowledge
Colquitt - Chapter 02 #55
Difficulty Level: Medium
Learning Objective: 7

56. (p. 25-31) Define job performance and identify and explain its dimensions.

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

Job performance dimensions are:

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

Citizenship behavior: Voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the team goal rather than goals that may be more self-serving.

Counterproductive behavior: Employee behaviors that intentionally hinder organizational goal accomplishment.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #56
Difficulty Level: Medium
Learning Objective: 1
Learning Objective: 2
Learning Objective: 3
Learning Objective: 4

57. (p. 25-26) Define task performance and identify and explain its dimensions.

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

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

Adaptive task performance: Employee responses to task demands that are novel, adaptive, unusual or, at the very least, unpredictable.

AACSB Standard: Reflective thinking
Blooms Taxonomy: Comprehension
Colquitt - Chapter 02 #57
Difficulty Level: Medium
Learning Objective: 1
Learning Objective: 2

58. (p. 27) Define job analysis and identify and explain the basic steps involved in completing one.

Job analysis: A process used to identify task behaviors.

Although there are many different ways to conduct a job analysis, most boil down to the following three steps:
Generate a list of all the activities involved in position being analyzed.

Have subject matter experts rate the listed activities in terms of the frequency and importance of each activity.
Retain and use the activities that are rated highly in terms of frequency and importance to define task performance.

AACSB Standard: Reflective thinking

Blooms Taxonomy: Comprehension

Colquitt - Chapter 02 #58

Difficulty Level: Medium

Learning Objective: 2

59. (p. 29) Identify the dimensions of citizenship behaviors and identify and explain three examples of each.

Interpersonal citizenship behavior: Behaviors that benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations.

Helping: Assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.

Courtesy: Keeping coworkers informed about matters that are relevant to them.

Sportsmanship: Maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times.

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

Voice: Speaking up and offering constructive suggestions for change.

Civic virtue: Participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.

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

AACSB Standard: Reflective thinking

Blooms Taxonomy: Application

Colquitt - Chapter 02 #59

Difficulty Level: Hard

Learning Objective: 3

60. (p. 31-32) Identify the dimensions of counterproductive behavior and identify and explain two examples of each.

Property deviance: Behaviors that harm the organization's assets and possessions.

Sabotage: Purposeful destruction of physical equipment, organizational processes, or company products.

Theft: Intentional removal of an organization's tangible or intangible property.

Production deviance: Reduction of the efficiency of the work output.

Wasting resources: When employees use too many materials or too much time to do too little work.

Substance abuse: When employees use drugs or alcohol while on the job or shortly before coming to work.

Political deviance: Behaviors that intentionally disadvantage other individuals rather than the larger organization.

Gossiping: Casual conversations about other people in which the facts are not conformed as true.

Incivility: Communication that is rude, impolite, discourteous, and lacking in good manners.

Personal aggression: Hostile verbal and physical actions directed toward other employees.

Harassment: When employees are subjected to unwanted physical contact or verbal remarks from a colleague.

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

AACSB Standard: Reflective thinking

Blooms Taxonomy: Application

Colquitt - Chapter 02 #60

Difficulty Level: Hard

Learning Objective: 4

c2 Summary

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