Chapter 09
Motivating the Workforce

True / False Questions

1. Human relations is the study of individuals and group behavior in organizational settings.
   True  False

2. Intrinsic rewards are benefits and recognition that you receive from someone else.
   True  False

3. The personal satisfaction you feel from attaining a goal is an intrinsic reward.
   True  False

4. The perception of fairness and equitable treatment is important in employee retention.
   True  False

5. To retain an employee, a manager can threaten to fire her, if the circumstance demands it.
   True  False

6. Morale is important to managers, although it doesn't affect profits.
   True  False

7. The classical theory of motivation suggests that job satisfaction is the sole motivator for workers.
   True  False

8. The Hawthorne studies on motivation revealed that employees respond to the attention they receive from superiors more than changing physical work conditions.
   True  False

9. The Hawthorne effect reflects the observation that productivity decreased if the working conditions were not supportive.
   True  False
10. The Hawthorne Studies found that money was the primary motivator for employees.
   True   False

11. The Hawthorne Studies marked the beginning of a concern for human relations in the workplace.
   True   False

12. Maslow's hierarchy lists the most basic needs people strive to satisfy first at the top of the pyramid.
   True   False

13. If a person is laid off, his attention may probably shift from fulfilling esteem needs to fulfilling physiological and security needs.
   True   False

14. Achievement and recognition are hygiene factors.
   True   False

15. According to Herzberg, managers should focus on fulfilling employees' higher-level needs by providing opportunities for achievement, involvement, and advancement.
   True   False

16. Herzberg's motivational factors directly correspond to Maslow's physiological and security needs.
   True   False

17. Managers who ascribe to Theory Y proposed by McGregor assume that people like to work and seek responsibilities.
   True   False

18. A manager who thinks that workers dislike work and avoid responsibilities has what Douglas McGregor labeled as Theory Y assumptions about people.
   True   False

19. The Theory Y style of management focuses on physiological and security needs.
   True   False

20. Theory Z is more participative and encourages lifelong employee commitment more than traditional management approaches.
   True   False

Source: M Business 5th edition
21. The equity theory relates a person’s willingness to contribute to the organization to the perceived fairness of the rewards received.
   True   False

22. Herzberg identified the job itself as a motivational factor.
   True   False

23. Positive rewards for appropriate behavior tend to be more effective in the long run than punishments for unacceptable behavior.
   True   False

24. Job enrichment allows employees to move from one job to another in an effort to relieve the boredom.
   True   False

25. Job enrichment adds more tasks to a job instead of treating each task as separate.
   True   False

Multiple Choice Questions

26. What motivates employees to perform on the job is the focus of ____, which is the study of the behavior of individuals and groups in organizational settings.

   A. work ethics
   B. human resources
   C. business strategies
   D. human relations
   E. organizational structure

27. An inner drive that directs a person’s behavior toward goals is called ____.

   A. a reward
   B. a need
   C. motivation
   D. morale
   E. an incentive
28. _____ is the difference between a desired state and an actual state.

   A. A problem  
   B. Motivation  
   C. A need  
   D. Morale  
   E. A goal

29. _____ is the satisfaction of some need.

   A. A problem  
   B. Motivation  
   C. A desire  
   D. Morale  
   E. A goal

30. Which of the following is the first step in a typical motivation process?

   A. Need  
   B. Motivation  
   C. Objective  
   D. Action  
   E. Satisfaction

31. Which of the following is the last step in a typical motivation process?

   A. Need  
   B. Motivation  
   C. Objective  
   D. Action  
   E. Satisfaction

32. Low morale is likely to result in ____.

   A. high productivity  
   B. low turnover  
   C. absenteeism  
   D. high motivation  
   E. loyalty
33. A(n) _____ is the personal satisfaction and enjoyment that a person feels from attaining a goal.

A. intrinsic need  
B. extrinsic need  
C. intrinsic reward  
D. extrinsic reward  
E. extrinsic motivation

34. _____ are benefits and/or recognition that you receive from someone else.

A. Intrinsic needs  
B. Extrinsic needs  
C. Intrinsic rewards  
D. Extrinsic rewards  
E. Intrinsic motivation

35. The birth of the study of human relations can be traced to:

A. research conducted by Mayo and Hawthorne.  
B. Maslow's Hierarchy of Needs.  
C. Herzberg's study of hygiene and motivation factors.  
D. McGregor’ Theory X and Theory Y.  
E. time and motion studies by Frederick W. Taylor and Frank and Lillian Gilbreth.

36. Frederick Taylor proposed _____.

A. the classical theory of motivation  
B. the theory of the hierarchy of needs  
C. the theory of the Hawthorne effect  
D. the two-factor theory  
E. Theory X and Theory Y

37. According to Frederick Taylor, which of the following would motivate employees to work hard?

A. A long lunch break  
B. Adequate tools and long hours  
C. Financial incentives  
D. Long vacations  
E. Safe working conditions
38. Which of the following theories is associated with the piece-rate system?

A. The two-factor theory  
B. The theory of the hierarchy of needs  
C. The theory of the Hawthorne effect  
D. Theory X and Theory Y  
E. The classical theory of motivation

39. The person primarily associated with the Hawthorne Studies is _____.

A. Abraham Maslow  
B. Douglas McGregor  
C. B.F. Skinner  
D. Nathaniel Hawthorne  
E. Elton Mayo

40. Which of the following is labeled the Hawthorne effect?

A. Productivity decreased as work hours increased  
B. Productivity increased regardless of physical conditions  
C. Productivity decreased regardless of supervision  
D. Productivity increased as pay increased  
E. Productivity remained the same despite increase in efficiency

41. The Hawthorne Studies were important because they:

A. revealed the significance of social and psychological factors.  
B. confirmed that financial incentives were key to motivation.  
C. showed that workers should control the workplace.  
D. used fear as a motivator.  
E. dealt with self-actualization needs.

42. What did the Hawthorne studies reveal?

A. That money is the only motivator for productivity  
B. That better physical conditions will improve employee productivity  
C. That supervisors should view employees as unmotivated individuals  
D. That human factors influence workers’ behavior  
E. That nothing will motivate an employee who is unmotivated to work
43. According to Maslow's hierarchy of needs, which of the following needs do people strive to satisfy first?

A. Security  
B. Physiological  
C. Social  
D. Esteem  
E. Self-actualization

44. According to Maslow's hierarchy of needs, the need for love, companionship, and friendship—the desire for acceptance by others is a part of the _____ need.

A. security  
B. social  
C. physiological  
D. esteem  
E. self-actualization

45. Which of the following needs is at the top of Maslow's hierarchy of needs?

A. Security  
B. Social  
C. Physiological  
D. Esteem  
E. Self-actualization

46. According to Maslow, living life to the fullest is most closely associated with fulfilling the _____ need.

A. biological  
B. self-actualization  
C. security  
D. social  
E. physiological

47. In the United States, workers’ _____ needs, as defined by Maslow, have largely been met by minimum-wage laws and federal occupational safety standards.

A. physiological and security  
B. security and social  
C. social and esteem  
D. esteem and self-actualization  
E. physiological and esteem
48. According to Herzberg's two-factor theory, which of the following is a hygiene factor?

A. Achievement  
B. Recognition  
C. Involvement  
D. Salary  
E. Responsibility

49. According to Herzberg's two-factor theory, which of the following is a motivational factor?

A. Supervision  
B. Working conditions  
C. Salary  
D. Security  
E. Responsibility

50. According to Herzberg's two-factor theory, the absence of which of the following factors may be a potential source of dissatisfaction and high turnover?

A. Achievement  
B. Recognition  
C. Involvement  
D. Security  
E. Responsibility

51. According to Herzberg's two-factor theory, the presence which of the following factors is likely to motivate employees though their absence may not result in dissatisfaction?

A. Supervision  
B. Achievement  
C. Working conditions  
D. Security  
E. Salary

52. According to Herzberg's two-factor theory, which of the following is a motivational factor?

A. Supervision  
B. Personal growth  
C. Working conditions  
D. Security  
E. Salary
53. According to Herzberg’s two-factor theory, all of the following represent hygiene factors EXCEPT:

A. safe working conditions.
B. company policies.
C. adequate wages.
D. responsibility.
E. job security.

54. According to Herzberg’s two-factor theory, all of the following represent motivational factors EXCEPT:

A. wages.
B. achievement.
C. recognition.
D. responsibility.
E. advancement.

55. Theory X and Theory Y are most closely associated with:

A. Abraham Maslow.
B. Frederick Herzberg.
C. Douglas McGregor.
D. Elton Mayo.
E. William Ouchi.

56. Anand believes that he can get extra work done by his subordinates by close supervision. He also instills fear on a bonus being refused if deadlines are not met. Anand could be described as:

A. a Theory X manager, according to McGregor.
B. a Theory Y manager, according to McGregor.
C. a Theory Z manager, according to Ouchi.
D. a manager who meets Maslow’s esteem needs of employees.
E. a manager who focuses on the hygiene factors proposed by Herzberg.

57. According to managers who adopt McGregor’s Theory X:

A. people enjoy work.
B. work is as natural as play or rest.
C. people will seek and accept responsibility.
D. workers must be forced to do their jobs.
E. the average worker does not like to be directed.
58. When compared to Maslow's hierarchy of needs, the Theory X style of management focuses on:

A. security and esteem needs.
B. self-actualization and esteem needs.
C. physiological and security needs.
D. social and security needs.
E. physiological and social needs.

59. The approach which suggests that imagination, ingenuity, and creativity can help solve organizational problems is:

A. Theory X.
B. Theory Y.
C. the equity theory.
D. the behavior modification theory.
E. the expectancy theory.

60. Mary follows McGregor's Theory Y approach to management. She is likely to assume that:

A. her subordinates avoid responsibilities.
B. the average worker prefers to be directed.
C. the average worker has little ambition.
D. workers are not capable of self-control.
E. workers can contribute through imagination and ingenuity.

61. Jill follows McGregor's Theory Y approach to management. She is likely to assume that:

A. her workers are not responsible.
B. her subordinates are not capable of self-control and self-motivation.
C. the average worker has little ambition.
D. the organization has to ensure strict supervision of employees.
E. the organization is not making full use of worker's intellectual potential.

62. Theory Z was first described by ____.

A. Frederick Taylor
B. Lillian Gilbreth
C. Abraham Maslow
D. William Ouchi
E. Douglas McGregor
63. Theory Z of employee motivation includes many elements associated with the ____ approach to management.

A. Chinese  
B. American  
C. European  
D. Japanese  
E. Hawthorne

64. According to ____, how much people are willing to contribute to an organization depends on their assessment of the fairness, or equity, of the rewards they will receive in exchange.

A. Theory X  
B. Theory Y  
C. Theory Z  
D. the equity theory  
E. the expectancy theory

65. Jane learned that, although she and June were both hired as part-time sales clerks at the same time and have similar backgrounds, June is paid $1 more per hour. Jane decided to stop cleaning dressing rooms on her shift because she thinks the pay is unfair. This is an example of ____.

A. Theory X  
B. Theory Y  
C. Theory Z  
D. equity theory  
E. expectancy theory

66. Elias, the manager of Eat Big chain of restaurants, gives awards on a monthly basis to employees with highest productivity. This action of Elias is based on ____.

A. the equity theory  
B. Theory Z  
C. Theory X  
D. Skinner's behavior modification theory  
E. hygiene factors of the two-factor theory

Source: M Business 5th edition
67. Job rotation attempts to reduce the boredom created by specialization of tasks by:

A. restricting work week to 40 hours for each employee.
B. giving people longer breaks and more paid vacations.
C. giving workers a variety of tasks to do on a regular basis.
D. adding new specialized tasks to a job.
E. having employees perform the same task over and over again.

68. Which of the following adds tasks to a job instead of treating each task as a separate job?

A. Job rotation
B. Job enlargement
C. Job enrichment
D. Job design
E. Job reduction

69. _____ is the incorporation of motivational factors, such as opportunity for achievement, recognition, responsibility, and advancement, into a job.

A. Job rotation
B. Job enrichment
C. Job enlargement
D. Job specification
E. Job specialization

70. A work program that allows employees to choose their starting and ending hour as long as they are at work during a specified core period is called:

A. flextime.
B. compressed workweek.
C. job sharing.
D. work sharing.
E. job enrichment.

71. Which of the following is likely to be a result of flextime schedules?

A. Increased communication between managers and employees
B. More commuter traffic and congestion
C. More physical activity and better sleeping habits seen in employees
D. Greater supervision of individual tasks of employees
E. Increased turnover of employees who look for work-life balance
72. A compressed workweek is:

A. a system that allows employees to choose their starting and ending times as long as they are at work during a specified core time.
B. when two people do one job.
C. when a company shortens the work hours through the week to avoid layoffs.
D. employees may choose to work part of the week from home.
E. a four-day or shorter period in which employees work 40 hours.

73. Little Corp., a toy manufacturing company, allocates one task to an employee working from 8:00 a.m. to 12:30 p.m. and allocates the same to be completed by another employee working from 12:30 p.m. to 5:00 p.m. This is an example of ____.

A. job enrichment
B. job enlargement
C. job sharing
D. job rotation
E. job specification

74. Which of the following is NOT a flexible scheduling strategy?

A. Flextime
B. Job sharing
C. Job enrichment
D. Compressed workweek
E. Telecommuting

75. Allowing some employees to work at home part-time is:

A. a type of job enrichment.
B. an example of job enlargement.
C. a flexible scheduling strategy.
D. likely to increase overhead costs for businesses.
E. ideal for all companies.

Essay Questions
76. Define human relations and explain its role in business.

77. What is the difference between an intrinsic and extrinsic reward? Provide an example of each.

78. Briefly explain the classical theory of motivation.

79. Briefly explain the Hawthorne Studies?
80. What are the five basic needs of human beings as theorized by Abraham Maslow? Briefly explain each need.

81. According to Maslow's hierarchy of needs, how do people prioritize their needs?

82. Explain the hygiene factors discussed in the two-factor theory.

83. Explain the motivational factors discussed in the two-factor theory.
84. Herzberg’s motivational factors and Maslow’s esteem and self-actualization needs are similar. Explain how organizations can meet these needs.

85. What are the assumptions that managers who adopt Theory X most likely to have?

86. What are the assumptions that managers who adopt Theory Y most likely to have?

87. Discuss how employees are likely to be managed by the two approaches proposed by McGregor—Theory X and Theory Y.
88. Discuss Theory Z. Explain how it is influenced by the Japanese approach to management.

89. What is Theory Z? Compare it with Theory X and Theory Y.

90. Discuss the equity theory.

91. What is the expectancy theory? Discuss the theory with an example.
92. Discuss the behavior modification theory proposed by Skinner.

93. Explain the behavior modification strategy by comparing punishments and rewards in an organizational setting.

94. Briefly discuss any two flexible scheduling strategies.

95. How do economic fluctuations affect how managers motivate employees?