

1. Political deviance refers to behaviours that intentionally harm the organization's assets and possessions.  
True **False**
2. Wasting resources is the most common form of production deviance.  
**True** False
3. Fortunately, people who engage in one form of counterproductive behaviour do not usually engage in other forms.  
True **False**
4. Sometimes the best task performers are also the employees who engage in high levels of counterproductive behaviour.  
**True** False
5. Counterproductive behaviour is defined as employee behaviours that unintentionally hinder organizational goal accomplishment.  
True **False**
6. Substance abuse is a form of political deviance.  
True **False**
7. Production deviance refers to behaviours that intentionally disadvantage the larger organization rather than other individuals.  
True **False**
8. Gossiping represents communication that is rude, impolite, discourteous, and lacking in good manners.  
True **False**
9. Personal aggression is defined as hostile verbal and physical actions directed toward other employees.  
**True** False
10. Employee behaviours that intentionally hinder organizational goal accomplishment are known as:  
A. task performance  
B. citizenship behaviours  
C. counterproductive behaviour  
D. job withdrawal  
E. organizational commitment
11. Behaviours that intentionally harm the organization's assets and possessions are known as:  
A. production deviance  
B. political deviance  
**C. property deviance**  
D. personal aggression  
E. none of the answers

12. At ABC Coffee Roasters, employees learned that a few of them will be losing their jobs, and in response, they purposefully started to mix decaffeinated 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
13. Counterproductive behaviours can be divided into the main categories of:
- A. political deviance
  - B. personal aggression
  - C. property deviance
  - D. production deviance
  - E. all the answers**
14. Which of these behaviours is included in the "serious category" of organizational counterproductive behaviour?
- A. Sabotage**
  - B. Harassment
  - C. Incivility
  - D. Substance abuse
  - E. All of the answers
15. Which of these behaviours is included in the "serious" category of interpersonal counterproductive behaviour?
- A. Sabotage
  - B. Harassment
  - C. Incivility
  - D. Substance abuse
  - E. None of the answers
16. Which of these behaviours is included in the "minor" category of organizational counterproductive behaviour?
- A. Sabotage
  - B. Harassment
  - C. Incivility
  - D. Substance abuse
  - E. None of the answers
17. Which of these behaviours is included in the "minor" category of interpersonal counterproductive behaviour?
- A. Sabotage
  - B. Harassment
  - C. Incivility
  - D. Substance abuse
  - E. All of the answers
18. Which of these behaviours are considered to be production deviance?
- A. Wasting resources and substance abuse
  - B. Sabotage and theft
  - C. Gossiping and incivility
  - D. Harassment and abuse
  - E. Interpersonal and organizational

19. Which of these behaviours are considered to be property deviance?
- A. Interpersonal and organizational
  - B. Sabotage and theft
  - C. Gossiping and incivility
  - D. Harassment and abuse
  - E. Wasting resources and substance abuse
20. Which of these behaviours are considered to be political deviance?
- A. Harassment and abuse
  - B. Interpersonal and organizational
  - C. Gossiping and incivility
  - D. Wasting resources and substance abuse
  - E. Sabotage and theft
21. Which of these behaviours are considered to be personal aggression?
- A. Wasting resources and substance abuse
  - B. Sabotage and theft
  - C. Gossiping and incivility
  - D. Harassment and abuse
  - E. Interpersonal and organizational
22. The cost of counterproductive behaviours in the restaurant industry is estimated to be \_\_\_\_\_ percent of revenues per year.
- A. 2-3
  - B. 8-10
  - C. 15-20
  - D. 25
  - E. At least 50
23. Research has shown that up to \_\_\_\_\_ of all employees have engaged in counterproductive behaviours such as theft.
- A. 25
  - B. 50
  - C. 75
  - D. 90
  - E. 10
24. Behaviours 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
25. \_\_\_\_\_ is the most common form of production deviance.
- A. Theft
  - B. Incivility
  - C. Wasting resources
  - D. Sabotage
  - E. Harassment

26. Edward is one of the four administrative assistant 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 behaviours?
- A. Incivility
  - B. Wasting resources
  - C. Harassment
  - D. Theft
  - E. Sabotage
27. Every day Johnny comes to work intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviours?
- A. Production deviance
  - B. Incivility
  - C. Property deviance
  - D. Personal aggression
  - E. None of the answers
28. Behaviours 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
29. 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 behaviour?
- A. Substance abuse
  - B. Wasting resources
  - C. Political deviance
  - D. Personal aggression
  - E. Gossiping
30. 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 behaviour?
- A. Substance abuse
  - B. Wasting resources
  - C. Incivility
  - D. Personal aggression
  - E. Gossiping
31. Behaviour that involves verbal hostility and physical altercations directed toward other employees is known as:
- A. theft
  - B. incivility
  - C. personal aggression
  - D. sabotage
  - E. political deviance
32. Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behaviour is an example of which type of counterproductive behaviour?
- A. Substance abuse
  - B. Harassment
  - C. Incivility
  - D. Productive aggression
  - E. Gossiping

33. Which of the following is **false** about counterproductive behaviours?
- A. People who engage in one form of counterproductive behaviour also tend to engage in other forms of counterproductive behaviour
  - B. Counterproductive behaviour is relevant to any job
  - C. There is a strong positive correlation between task performance and counterproductive behaviour
  - D. Counterproductive behaviours tend to represent a pattern of behaviour rather than isolated incidents
  - E. Sometimes the best task performers are the ones who can best get away with counterproductive actions
34. There is \_\_\_\_\_ correlation between task performance and counterproductive behaviour.
- A. a weak negative
  - B. a weak positive
  - C. a strong negative
  - D. a strong positive
  - E. none of the answers
35. Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Jerome's exhibited which of these behaviours?

**Scenario: Family Diner**

- A. Production deviance
  - B. Personal aggression
  - C. Property deviance
  - D. Political deviance
  - E. Boosterism
36. Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Cindy's behaviour can be classified as which of these?

**Scenario: Family Diner**

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

37. Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Shawn's behaviour can be categorized as which of these?

**Scenario: Family Diner**

- A. Production deviance
  - B. Personal aggression
  - C. Property deviance
  - D. Political deviance
  - E. Boosterism
38. Ronald who works as a cable operator for a Cable company cuts television cables serving as many as a million people. Ronald is involved in:
- A. sabotage.
  - B. incivility.
  - C. wasting resources.
  - D. theft.
  - E. political deviance.
39. Which of the following is a serious organizational counterproductive behaviour?
- A. Incivility
  - B. Harassment
  - C. Theft
  - D. Substance abuse
  - E. Wasting resources
40. Which of the following is a serious interpersonal counterproductive behaviour?
- A. Abuse
  - B. Sabotage
  - C. Incivility
  - D. Substance abuse
  - E. Wasting resources
41. Which of the following behaviours is a minor organizational counterproductive behaviour?
- A. Sabotage
  - B. Harassment
  - C. Incivility
  - D. Gossiping
  - E. Wasting resources
42. Which of the following behaviours is a minor interpersonal counterproductive behaviour?
- A. Sabotage
  - B. Gossiping
  - C. Harassment
  - D. Substance abuse
  - E. Wasting resources

43. If employees abuse alcohol while on the job, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately. Such employees are engaging in which of the following counterproductive behaviours?
- A. Theft
  - B. Production deviance
  - C. Wasting resources
  - D. Sabotage
  - E. Political deviance
44. Which of the following represents communication that is rude, impolite, discourteous, and lacking in good manners?
- A. Substance abuse
  - B. Incivility
  - C. Wasting resources
  - D. Personal aggression
  - E. Gossiping
45. Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague?
- A. Harassment
  - B. Substance abuse
  - C. Incivility
  - D. Productive aggression
  - E. Gossiping
46. Which of the following occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur?
- A. Substance abuse
  - B. Theft
  - C. Incivility
  - D. Abuse
  - E. Gossiping
47. Define job performance and identify and explain its dimensions.
48. Define task performance and identify and explain its dimensions.
49. Define job analysis and identify and explain the basic steps involved in completing one.

50. Identify the dimensions of citizenship behaviours and identify and explain three examples of each.

51. Identify the dimensions of counterproductive behaviour and identify and explain two examples of each.

52. Identify and explain four job performance management techniques.



## 2 Key

1. (p. 38) FALSE
2. (p. 38) TRUE
3. (p. 38) FALSE
4. (p. 38) TRUE
5. (p. 35) FALSE
6. (p. 38) FALSE
7. (p. 38) FALSE
8. (p. 38) FALSE
9. (p. 38) TRUE
10. (p. 35) C
11. (p. 35) C
12. (p. 35) D
13. (p. 35-38) E
14. (p. 35) A
15. (p. 38) B
16. (p. 38) D
17. (p. 38) C
18. (p. 38) A
19. (p. 35) B
20. (p. 38) C
21. (p. 38) D
22. (p. 36) A
23. (p. 37) C
24. (p. 38) E
25. (p. 38) C
26. (p. 38) B
27. (p. 38) A
28. (p. 38) E
29. (p. 38) E
30. (p. 38) C
31. (p. 38) C
32. (p. 38) B
33. (p. 38) C
34. (p. 38) A
35. (p. 35) C
36. (p. 38) E

37. (p. 38) B

38. (p. 35) A

39. (p. 37) C

40. (p. 37) A

41. (p. 37) E

42. (p. 37) B

43. (p. 38) B

44. (p. 38) B

45. (p. 38) A

46. (p. 38) D

- Counterproductive behaviour: employee behaviours that intentionally hinder organizational goal accomplishment.
  - Citizenship behaviour: 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.
  - Task performance: employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
  - Job performance dimensions are
47. (p. 27-28) • Job performance: the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment.

- Creative task performance: employee responses to task demands that are novel, and useful, in an unpredictable way.
  - Adaptive task performance: employee responses to task demands that are unique or unusual, in an unpredictable way.
  - Routine task performance: well-known responses to demands that occur in a normal, routine, or otherwise predictable way.
48. (p. 28-29) • Task performance: employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

- Retain and use the activities that are rated highly in terms of frequency and importance to define task performance.
  - Have subject matter experts rate the listed activities in terms of the frequency and importance of each activity.
  - Generate a list of all the activities involved in position being analyzed.
49. (p. 31) • Job analysis: a process used to identify task behaviours.

- Boosterism: representing the organization in a positive way when out in public, away from the office, and away from work.
  - 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.
  - Voice: speaking up and offering constructive suggestions for change.
  - Organizational citizenship behaviour: behaviours that benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it
  - Sportsmanship: maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.
  - Courtesy: keeping coworkers informed about matters that are relevant to them.
  - 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.
50. (p. 33) • Interpersonal citizenship behaviour: behaviours that benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations.

- Abuse: occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.
- Harassment: when employees are subjected to unwanted physical contact or verbal remarks from a colleague.
- Personal aggression: hostile verbal and physical actions directed toward other employees.
- Incivility: communication that is rude, impolite, discourteous, and lacking in good manners.
- Gossiping: casual conversations about other people in which the facts are not conformed as true.
- Political deviance: behaviours that intentionally disadvantage other individuals rather than the larger organization.
- Substance abuse: when employees use drugs or alcohol while on the job or shortly before coming to work.
- Wasting resources: when employees use too many materials or too much time to do too little work.
- Production deviance: reduction of the efficiency of the work output
- Theft: intentional removal of an organization's tangible, or intangible property.
- Sabotage: purposeful destruction of physical equipment, organizational processes or company products.
- 51. (p. 35-38) • Property deviance: behaviours that harm the organization's assets and possessions.

- Forced ranking practices: a performance management system in which managers rank subordinates relative to one another
- 360 degree feedback: a performance evaluation approach that involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge (subordinates, peers, customers) about the employee's performance behaviours.
- Behaviourally anchored rating scale: (BARS) assess performance by directly assessing job performance behaviours by using critical incidents (short descriptions of effective and ineffective behaviours) on a measurement instrument that managers can use to evaluate employee performance
- 52. (p. 42-43) • Management by objectives: a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals.

## 2 Summary

<u>Category</u>	<u># of Questions</u>
Colquitt - Chapter 02	52
Difficulty: Difficult	5
Difficulty: Easy	7
Difficulty: Moderate	40
Learning Objective: 02-01 What is job performance?	1
Learning Objective: 02-02 What is task performance?	1
Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?	1
Learning Objective: 02-04 What is citizenship behaviour?	1
Learning Objective: 02-05 What is counterproductive behaviour?	47
Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?	1