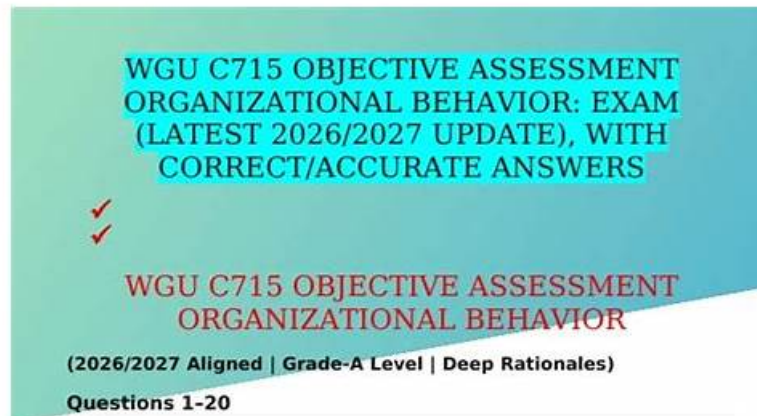


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**1. Which term describes the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal?**

- A. Job satisfaction
- B. Motivation
- C. Organizational commitment
- D. Engagement

**Correct Answer: B. Motivation**

**Rationale:**

Motivation explains **why people initiate effort, how hard they work, and how long they persist** toward a goal. Intensity refers to how hard someone tries, direction refers to alignment with organizational goals, and persistence refers to how long effort is maintained. Organizational behavior focuses heavily on motivation because it directly influences performance. Without motivation, skills and resources are often underutilized.

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## WGU Organizational Behavior (GTO1, C715) Sample Questions (Q31-Q36):

### NEW QUESTION # 31

What defines acceptable standards of behavior that are shared by group members?

- A. Group roles
- B. Group conformity
- C. Group norms
- D. Group status

**Answer: C**

### NEW QUESTION # 32

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

**Answer: A**

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).

Image of Maslow's hierarchy of needs

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Explore

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.

### NEW QUESTION # 33

Management is considering a change in one plant and plans to organize employees into teams. Management wants the teams to review processes, apply critical thinking, and take full responsibility for outcomes. Which type of team should they organize?

- A. Self-managed teams
- B. Virtual teams
- C. Production teams
- D. Problem-solving teams

**Answer: A**

Explanation:

The distinguishing factor between different types of teams is the level of authority and the scope of their responsibility. Problem-solving teams typically only make recommendations; they do not have the authority to implement their suggestions or take full responsibility for the results. Virtual teams are defined by their use of technology to bridge physical distance rather than their level of autonomy.

In this scenario, because management wants the team to "take full responsibility for outcomes," they must organize self-managed teams. These teams are designed to operate without direct supervision, handling the planning, execution, and monitoring of their work. They go beyond critical thinking and process review- which a problem-solving team might do-by actually making the operating decisions and being held accountable for the final performance. This structure requires a high degree of trust from management and extensive training for employees, as the team essentially performs the roles previously held by first-line supervisors.

#### NEW QUESTION # 34

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

**Answer: C**

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.

#### NEW QUESTION # 35

Which dimension of the Fiedler contingency model is associated with the degree of influence a leader has over variables such as hiring, firing, discipline, promotions, and salary increases?

- A. Leader-member relations
- B. Leader-member exchange
- C. Task structure
- D. Position power

**Answer: D**

Explanation:

The Fiedler contingency model proposes that effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader. Fiedler identified three contingency dimensions that define the situational favorableness: Leader-member relations, Task structure, and Position power.

Image of Fiedler's Contingency Model

Position power is specifically defined as the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases. A leader with high position power has significant structural authority, which makes it easier to influence the behavior of subordinates through formal rewards and sanctions. In contrast, a leader with low position power must rely more heavily on personal influence or rapport to achieve goals. Understanding these dimensions is crucial because Fiedler argued that a leader's style is essentially fixed; therefore, to improve effectiveness, one must either change the leader to fit the situation or change the situation (such as increasing or decreasing the leader's position power) to fit the leader.

#### NEW QUESTION # 36

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