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## HRCI The Professional in Human Resources (SPHR) Sample Questions (Q177-Q182):

### NEW QUESTION # 177

The most common reason for the failure of organizational-change initiatives is which of the following?

- A. Employees were not prepared for the change.
- B. Organization leaders did not support the change.
- C. The strategic plan was not communicated to employees.
- D. There was no training system in place.

**Answer: A**

Explanation:

Section: Volume F

Explanation/Reference:

Answer option B is correct.

The most common reason for the failure of change initiatives is that people were not prepared for the change and given time to assimilate the reasons for the change. Failing to communicate a change in strategic direction (C) as the basis for organization changes

in and of itself will not lead to failure of a change initiative. Leaders who do not support change (D) do have an influence on employees, but that factor alone is not the most common reason for failure. The absence of a training system (A) may negatively impact the change process, but it is not the most common reason for failure.

Chapter: Human Resource Development

Objective: Review Questions

#### NEW QUESTION # 178

Stress is often a significant issue in workplaces. Author Ravi Tangri asserts that stress costs organizations up to \$300 billion per year. Which one of the following stresses is the largest contributor to organizational cost of waste?

- A. Absenteeism
- B. Turnover
- C. Drug plan costs
- D. Workplace accidents

**Answer: D**

Explanation:

Section: Volume A

Explanation/Reference:

Answer option A is correct.

Based on Ravi Tangri's book Stress Costs, stress is responsible for 60 percent of workplace accidents.

Answer option B is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 40 percent of employee turnover.

Answer option C is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 19 percent of employee absenteeism.

Answer option D is incorrect. Based on Ravi Tangri's book Stress Costs, stress is responsible for 10 percent of drug plan costs.

Reference: PHR Exam prep, Pearson Education, ISBN: 978-0-7897-3677-2. Chapter 8: Risk Management.

Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US HR Body of Knowledge.

Chapter: Risk Management

Objective: Risk Management

#### NEW QUESTION # 179

As a Senior HR Professional, you should be familiar with intrinsic rewards and extrinsic rewards that your company provides for its employees. Which of the following is an example of an extrinsic reward?

- A. Cash compensation
- B. On-site cafeteria
- C. Satisfaction from challenging and exciting assignments
- D. Esteem from working with other talented people

**Answer: D**

Explanation:

Section: Volume A

Explanation/Reference:

Answer option C is correct.

Esteem from working with other talented people is an extrinsic reward.

Answer option A is incorrect. Satisfaction from challenging and exciting assignments is an example of an intrinsic reward.

Answer option B is incorrect. Cash compensation is a monetary reward for employment.

Answer option D is incorrect. An on-site cafeteria is an example of a non-monetary reward.

Reference: Professional in Human Resources Certification Study Guide, Sybex, ISBN: 978-0-470-43096-5.

Chapter Six: Total Rewards. Official PHR and SPHR Certification Guide, HR Certification Institute, ISBN: 978-1-586-44149-4, Section III, The US Body of Knowledge.

Chapter: Compensation and Benefits

Objective: Total Rewards Defined

### NEW QUESTION # 180

According to the Toxic Substance Control Act, documentation of hazardous material exposures must be kept on file for how many years?

- A. 0
- B. 1
- C. 2
- D. 3

**Answer: C**

Explanation:

Section: Volume E

Explanation/Reference:

Answer option D is correct.

Manufacturers, importers, processors, and distributors of toxic chemicals must keep records related to hazardous material exposures, including claims of occupational diseases, for 30 years from the report date.

Chapter: Core Knowledge Requirements for HR Professionals

Objective: Review Questions

### NEW QUESTION # 181

When applying equity theory in designing a compensation strategy, an employer needs to ensure that:

- A. Rewards follow directly after behaviors to reinforce them
- B. Employees choose the behavior that leads to the greatest reward
- C. Pay is tightly linked to organizational objectives
- D. Employees perceive that pay is equal to effort

**Answer: D**

Explanation:

Equity Theory suggests employees evaluate fairness by comparing their inputs (effort) to their outputs (pay, recognition) relative to others. If they perceive inequity, it can lead to disengagement or turnover.

Extract from HRCI-aligned HR knowledge (Total Rewards):

SPHR-level compensation design includes psychological models like "Adams' Equity Theory," which explains that perceived fairness in effort-reward balance is essential to motivation and retention.

### NEW QUESTION # 182

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