

Version 1

EGT2
ENGINEERING TRIPOS PART IIA

TBD

Module 3E6

ORGANIZATIONAL BEHAVIOUR

*Answer **two** out of three questions.*

All questions carry the same number of marks.

*The **approximate** percentage of marks allocated to each part of a question is indicated in the right margin.*

*Write your candidate number **not** your name on the cover sheet.*

STATIONERY REQUIREMENTS

N/A

SPECIAL REQUIREMENTS TO BE SUPPLIED FOR THIS EXAM

N/A

10 minutes reading time is allowed for this paper at the start of the exam.

You may not start to read the questions printed on the subsequent pages of this question paper until instructed to do so.

1 A company “Octopus” offers significantly higher salaries to its employees than other companies in the same industry with a belief that high salaries motivate employees. Explain Expectancy Theory in order to discuss why high salaries alone may not be sufficient to increase motivation. In doing so, discuss additional organizational practices that can further increase employee motivation.

Note that whenever you draw on a theory, you should explain the basic tenets of the theory. [30pt]

1. Explain Expectancy Theory
 - A. This theory suggests that performance is the function of Expectancy (the link between effort and performance), Instrumentality (the link between performance and rewards), and Valence (how much rewards fulfill employees’ needs).
 - B. In addition, Expectancy Theory argues that these three factors should be high simultaneously to motivate employees. If one or more factors are low, employees will be demotivated.
2. Although Octopus’s pay level is competitive and thus may improve Valence, Expectancy Theory suggests that organizations should also improve Expectancy and Instrumentality so that they can motivate their employees. Failure to do so will “decrease” employee motivation.
3. Additional Practices
 - A. Expectancy: Octopus may want to increase expectancy by offering clear performance standards (e.g., information session for performance evaluation) and training opportunities (e.g., formal training sessions; online training; inviting guest speakers) to improve employee abilities to attain organizational goals.
 - B. Instrumentality: Octopus may want to increase instrumentality by offering clear information regarding the relationship between performance grades and rewards (e.g., Grade A will receive 10% increase of salary next year; Grade B will receive 5%; Grade C will receive 0%).

2 An employee, Joon, was hired 10 days ago in a sales department in a company. His job duties include visiting various customers, persuading them to purchase this company’s products, and maintaining customers through close social relationships. As shown in these job duties, a sales job requires a high level of extroversion. For this reason, employees in the sales department tend to share a belief/assumption/value emphasizing the importance of extroversion. According to his honest reports on the Big-five personality test, Joon has a high level of introversion. Based on this information, you would like to predict how Joon will react to and resolve this misfit. Discuss two competing theories that provide opposite predictions regarding Joon’s reactions.

Note that whenever you draw on a theory, you should explain the basic tenets of the theory. [30pt]

1. Firstly, explain why personality faking is not applicable here.
2. Use of socialization theory

- a. Explaining the basic tenet of socialization theory: Socialization is the process that adapts employees to the organizational cultures. Via socialization, culture makes employees increasingly similar to others' in terms of their values, personality, and assumptions regarding organizational activities.
 - b. Making a prediction: Joon will resolve the misfit by adapting himself to the organizational culture. Thus, adaptation is his reaction to the misfit.
3. Use of Attraction-Selection-Attrition theory
- a. Explaining the basic tenet of Attraction-Selection-Attrition theory: Employees evaluate the fit between their personal value and organizational cultures continuously. (1) They are attracted to a company if they feel that they have a good fit. (2) A company is likely to select employees based on the fit. (3) Employees are more likely to stay with the company if the fit is good; they are more likely to quit if the fit is bad.
 - i. Here, it is preferable that students mention that Joon will not perform well due to the misfit. According to Barrick and Mount, extroversion is particularly important personality in Sales department.
 - b. Making a prediction: Joon is likely to quit due to misfit.
 - c. Note that PO fit cannot explain this. ASA theory draws on PO fit theory to argue specifically about attraction, selection, and attrition. It's okay that students mention PO fit theory, but they should explicitly argue that the abovementioned prediction is based on ASA theory.
4. Additional discussions
- a. However, given that personality is difficult to be changed, the likelihood of ASA theory could be higher than socialization theory.
 - b. Also, personality dimensions may have effects on which theory becomes dominant. E.g., openness to experience
 - c. If Joon is a leader, he would create cultures that he prefers, rather than assimilation or quit.

3 Job rotation refers to “the periodic shifting of an employee from one task to another” (Robbins & Judge, 2019, p. 289). Managers tend to believe that job rotation is beneficial to employee creativity. Drawing on one theory learned in the Creativity, Innovation, and Innovation diffusion class, explain pros and cons of job rotation for employee creativity.

Note that whenever you draw on a theory, you should explain the basic tenets of the theory. [30pt]

1. Use of the dual-pathway to creativity model (Nijstad, De Dreu, Rietzschel, & Baas, 2010)
 - a. This model suggests that cognitive flexibility and cognitive persistence are the two drivers of creativity. Ideally, people need both of cognitive flexibility and persistence to be creative
 - b. Cognitive flexibility: the use of broad and inclusive cognitive categories in idea generations through flexible switching among these categories and through the use of remote associations between these categories
 - c. Cognitive persistence: the systematic, effortful, and in-depth exploration of a few

- cognitive categories in idea generations
2. Application of this model to job rotation
 - a. Benefit of interdisciplinarity: it may improve cognitive flexibility. Through job rotation, people may have knowledge in different work functions and fields. This could increase the possibility of generating ideas that combine remote pieces of knowledge
 - b. Cost of interdisciplinarity: it may decrease cognitive persistence. People have limited time to learn knowledge. With job rotation, they may broaden knowledge in different jobs, but their depth of knowledge in each job could decrease. This could cause lower levels of cognitive persistence in their creative ideation.
 - i. If students mention “bounded rationality theory” as an additional theory in their answer, give 5 additional points.

END OF PAPER

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