



Self Check

Check Your Knowledge Of This
Section

Answer these questions to check your knowledge of what's covered in the Underlying Principles Series. An Answer Key follows the questions.

Put A-D in the blanks of these sentences

1. The concept of incentive motivation recognizes that the characteristics of the goals we work to obtain influence our _____.
 - A. behavior
 - B. job satisfaction
 - C. antecedents of performance
 - D. views on intrinsic motivators
2. Even a highly valued goal won't work as a motivational tool if the _____ of successfully reaching the goal is very small.
 - A. equity
 - B. expectancy
 - C. financial reward
 - D. social reinforcement
3. An incentive must have a _____ to the participant so he or she can become emotionally involved in obtaining the goal.
 - A. high perceived value
 - B. management link
 - C. social context
 - D. performance contingent
4. Every incentive program should consider the role of training because it _____.
 - A. complements the actions requested by the program
 - B. entails product knowledge which is what all sales incentive programs require
 - C. helps bring other employees up to speed on what you are doing
 - D. helps each region meet the same goals
5. Incentive programs are among the few business strategies where _____ have a direct relation to the outcome.
 - A. results
 - B. objectives
 - C. costs
 - D. training efforts

6. Authors J.M. Keller, H.D. Stolovitch and E.J. Keeps, in the *Handbook of Human Performance Technology*, developed the following equation to define which elements affect human performance:

$$\text{Ability} \times \text{_____} \times \text{Opportunity} = \text{Achievement}$$

- A. Reward
 - B. Compensation
 - C. Motivation
 - D. Endurance
7. Incentive programs are about systematic internal or external marketing campaigns designed to promote specific actions on the part of a specific audience to produce _____ through integrated motivational strategies.
- A. performance value
 - B. recognition events
 - C. measurable outcomes
 - D. equitable value

True or False?

- 8. T F To motivate or direct behavior, the incentive must be equitable for all participants.
- 9. T F How employees feel about their jobs, work environment and company directly affects their level of service and productivity.
- 10. T F There is a direct link between performance and the degree to which participants understand the desired goals and steps they can take to achieve them.
- 11. T F In a well-designed incentive program, it doesn't matter if the program fosters a greater understanding of organizational goals and how each participant's actions can contribute to overall success. The value is in the measurable results it achieves.
- 12. T F Management commitment is required in order to get the best out of motivation-based performance improvement efforts.
- 13. T F An incentive program is different from a recognition program in that a recognition program does not reward behavior.
- 14. T F An incentive program addresses shorter-term, specific objectives with a measurable outcome.
- 15. T F Recognition programs are defined as programs which reward desired behaviors, but not specifically related to short-term measurable actions or outcomes.

Matching

16. Put an X next to the three criteria referenced in the following sentence: Individuals judge an incentive program by three major criteria:
- _____ What is the reward?
 - _____ How will it look on my resume? ("What are my future prospects?")
 - _____ How hard will I have to work?
 - _____ What social value is there for accomplishing it?
 - _____ Who will provide the award ("Who's the awarder?")
 - _____ When will I receive the award?
 - _____ How attractive is the reward? ("What's in it for me?")

17. Put an X next to the spaces which correctly relate what the “Commitment and Necessary Effort” (CANE) model of motivation includes as determining elements:
- Task Value (importance, interest and utility assigned to the task)
 - Goal Commitment (sense of choice, persistence)
 - Feelings of self worth (emotional buy in and value)
 - Perceptions of Capability (buy-in and ability to do the job)
 - Concerns for recognition (organizational awareness)
 - Affect (mood and emotion)
18. Put an X next to the space(s) that correctly answer this statement: A tournament program is a (an) ____.
- Open-ended program in which any number of award earners can be selected.
 - Closed-ended approach in which a specific number of winners are selected in advance.
 - Closed-ended approach in which costs are directly related to program outcomes.
 - Open-ended approach in which costs are directly related to program outcomes.
19. Put an X next to the person’s name whose theories form a basis for this statement concerning cash versus non-cash awards: The more someone has met a basic monetary need, the more they will have psychic needs that have little bearing on basic cash compensation.
- Parker
 - Sartre
 - Maslow
 - Jiminez
20. Put terms A-H in the spaces next to their definitions.
- | | |
|---------------------------|---------------------------|
| A. Goal Setting Theory | E. Punishment |
| B. Extrinsic Rewards | F. Extinction |
| C. Equity Theory | G. Negative Reinforcement |
| D. Positive Reinforcement | H. Intrinsic Rewards |
- An undesirable consequence of a particular behavior (adding a negative consequence or removing a positive consequence).
 - Decline in response rate due to non-reinforcement (ignoring).
 - Based on the assumption that employees compare their efforts and rewards with those of others in similar work situations.
 - Based on the hypothesis that specific goals lead to better performance than do vague goals.
 - The removal of a negative reinforcer that increases the frequency of response (taking away something).
 - Anything that increases the strength of response and induces repetition of the behavior that preceded the reinforcement (adding something positive).
 - Are parts of the job itself, i.e., responsibility, challenge and feedback; or rewards that are self-administered.
 - Are external to the job, i.e., pay, promotion, fringe benefits or tangible; or rewards that are administered by someone else.

Now turn the page to check your answers.



Answer Key

Self Check Answers

1. A.
2. B.
3. A.
4. A.
5. C.
6. C.
7. C.
8. True
9. True
10. True
11. False
12. True
13. False
14. True
15. True

16. What is the reward? How hard will I have to work? How attractive is the reward?

17. Task Value, Goal Commitment, Perceptions of Capability, Affect

19. Maslow

20. E. Punishment An undesirable consequence of a particular behavior (adding a negative consequence or removing a positive consequence).

F. Extinction Decline in response rate due to non-reinforcement (ignoring).

C. Equity Theory Based on the assumption that employees compare their efforts and rewards with those of others in similar work situations.

A. Goal Setting Theory Based on the hypothesis that specific goals lead to better performance than do vague goals.

G. Negative Reinforcement The removal of a negative reinforcer that increases the frequency of response (taking away something).

D. Positive Reinforcement Anything that increases the strength of response and induces repetition of the behavior that preceded the reinforcement (adding something positive).

H. Intrinsic Rewards Are parts of the job itself, i.e., responsibility, challenge and feedback; or rewards that are self-administered.

B. Extrinsic Rewards Are external to the job, i.e., pay, promotion, fringe benefits or tangible; or rewards that are administered by someone else.

