CHAPTER 11

Motivation and Work

CHAPTER OVERVIEW

Motivation is the study of forces that energize and direct our behavior. Chapter 11 discusses various motivational concepts and looks closely at four motives: hunger, sex, the need to belong, and the motivation to work. Research on hunger points to the fact that our biological drive to eat is strongly influenced by psychological and social-cultural factors. Sexual motivation in men and women is triggered less by physiological factors and more by external incentives. Even so, research studies demonstrate that sexual orientation is neither willfully chosen nor easily changed.

The last part of the chapter discusses work motivation. People who view their work as a meaningful calling, those working in jobs that optimize their skills, and those who become absorbed in activities that result in flow find work satisfying and enriching. Effective leaders recognize this and develop management styles that focus on workers' strengths and adapt their leadership style to the situation. Research on achievement motivation underscores the importance of self-discipline and persistence in achieving one's goals.

NOTE: Answer guidelines for all Chapter 11 questions begin on page 271.

CHAPTER REVIEW

First, skim each section, noting headings and boldface items. After you have read the section, review each objective by answering the fill-in and essay-type questions that follow it. As you proceed, evaluate your performance by consulting the answers beginning on page 271. Do not continue with the next section until you understand each answer. If you need to, review or reread the section in the textbook before continuing.

Introduction and Motivational Concepts (pp. 443–447)

Objective 1: Define motivation as psychologists use the term today, and identify four perspectives useful for studying motivated behavior.

1. Motivation is defined as ________________
   ________________
   ________________.

2. Four perspectives on motivation are ________________ theory (which has been replaced by the ________________ perspective), ________________
   ________________ theory,
   ________________ theory, and the ________________ of needs proposed by ________________.

3. As a result of Darwin's influence, many complex behaviors were classified as rigid, unlearned behavior patterns that are characteristic of a species, called ________________.
   Although early instinct theory ________________ (did/did not) explain human motives, the underlying assumption that ________________ predispose species-typical behavior remains strong.

4. According to another view of motivation, organisms may experience a physiological ________________, which creates a state of arousal that ________________ the organism to reduce the need.

5. The aim of drive reduction is to maintain a constant internal state, called ________________.
6. Behavior is often not so much pushed by our drives as it is pulled by ________________ in the environment.

7. Rather than reduce a physiological need, some motivated behaviors actually ________________ arousal. This demonstrates that human motives ________________ (do/do not) always satisfy some biological need.

8. Human motivation aims not to eliminate ________________ but to seek ________________ of arousal.

Objective 2: Describe Maslow’s hierarchy of needs.

9. Starting from the idea that ________________ needs such as the need for water take precedence over others, Maslow constructed a hierarchy of needs.

10. According to Maslow, the ________________ needs are the most pressing, whereas the highest-order needs relate to ________________ and ________________.

11. A criticism of Maslow’s theory is that the sequence is ________________ and not ________________ experienced.

12. Surveys of life satisfaction reveal that ________________ satisfaction is strongly predictive of subjective well-being in poorer nations, whereas ________________ satisfaction matters more in wealthy nations and ________________ in individualist nations.

Hunger (pp. 447–464)

Objective 3: Describe the physiological determinants of hunger.

1. Ancel Keys observed that men became preoccupied with thoughts of food when they underwent ________________.

2. Cannon and Washburn’s experiment using a balloon indicated that there is an association between hunger and ________________ ________________.

3. When rats had their stomachs removed, hunger ________________ (did/did not) continue.

4. Increases in the hormone ________________ diminish blood ________________, partly by converting it to stored fat, which causes hunger to ________________.

5. The brain area that plays a role in hunger and other bodily maintenance functions is the ________________. Animals will begin eating when the ________________ is electrically stimulated. When this region is destroyed, hunger ________________ (increases/decreases). Animals will stop eating when the ________________ is stimulated. When this area is destroyed, animals ________________ (overeat/undereat).

6. The hypothalamus also secretes the hunger-triggering hormone ________________.

7. The hunger-arousing hormone secreted by an empty stomach is ________________.

8. When a portion of an obese person’s stomach is surgically sealed off, the remaining stomach produces ________________ (more/less) of this hormone.

For questions 9–11, identify the appetite hormone that is described.

9. Chemical secreted by bloated fat cells: ________________.

10. Digestive tract hormone that signals fullness: ________________.

11. Hormone secreted by the stomach that signals fullness: ________________

12. The weight level at which an individual’s body is programmed to stay is referred to as the body’s ________________.

A person whose weight goes beyond this level will tend to feel ________________ (more/less) hungry than usual and expend ________________ (more/less) energy.
13. The rate of energy expenditure in maintaining basic functions when the body is at rest is the ________________ rate. When food intake is reduced, the body compensates by ________________ (raising/lowering) this rate.

14. The concept of a precise body set point that drives hunger ________________ (is accepted/is not accepted) by all researchers. Some researchers believe that set point can be altered by ________________ .

In support of this idea is evidence that when people and other animals are given unlimited access to tasty foods, they tend to ________________ and ________________ .

For these reasons, some researchers prefer to use the term ________________ as an alternative to the idea that there is a fixed set point.

Objective 4: Discuss psychological, cultural, and situational influences on hunger.

15. Research with amnesia patients indicates that part of knowing when to eat is our ________________ of our last meal.

16. Carbohydrates boost levels of the neurotransmitter ________________, which ________________ (calms/arouses) the body.

17. Taste preferences for sweet and salty are ________________ (genetic/learned). Other influences on taste include ________________ and ________________ .

18. We have a natural dislike of many foods that are ________________; this ________________ was probably adaptive for our ancestors, and protected them from toxic substances.

19. Because of ________________ facilitation, people tend to eat ________________ (less/more) when they are with other people. The phenomenon of ________________ ________________ is the tendency to mindlessly eat more when portions are larger.

Objective 5: Explain how the eating disorders demonstrate the influence of psychological forces on physiologically motivated behavior.

20. The disorder in which a person becomes significantly underweight and yet feels fat is known as ________________ .

21. A more common disorder is ________________, which is characterized by repeated ________________ episodes and by feelings of depression or anxiety. When bouts of excessive eating followed by remorse are not accompanied by excessive exercise or fasting, the ________________ disorder may be diagnosed.

22. The families of bulimia patients have a high incidence of childhood ________________ and ________________ self-evaluation.

The families of anorexia patients tend to be ________________, ________________, ________________, and ________________ .

23. Genetic factors ________________ (may/do not) influence susceptibility to eating disorders.

24. Vulnerability to eating disorders ________________ (increases/does not increase) with greater body dissatisfaction.

25. Women students in ________________ rate their actual shape as closer to the cultural ideal. In ________________ cultures, however, the rise in eating disorders has coincided with an increasing number of women having a poor ________________ .

26. Stice and Shaw found that when young women were shown pictures of unnaturally thin models, they felt more ________________, ________________ , and ________________ with their own bodies.
Objective 6: Describe research findings on obesity and weight control.

27. Being slightly overweight ____________________ (poses/does not pose) serious health risks. In the United States, over ____________________ (how many?) percent of adults are obese. Significant obesity increases the risk of ____________________ ____________________ ____________________ ____________________ .

28. In developing societies where people face ____________________, obesity is considered a sign of ____________________ and ____________________ .

29. The risks of obesity are greater for people who carry their weight at their ____________________. It also has been linked in women to their risk of late-life ____________________ disease and brain tissue loss.

30. Obese people are often stereotyped as ____________________, ____________________, and ____________________ .

31. One study found that obese women earned ____________________ than a control group of nonobese women and were less likely to be ____________________ .

32. In one experiment, job applicants were rated as less worthy of hiring when they were made to appear ____________________ .

33. The energy equivalent of a pound of fat is approximately ____________________ calories.

34. The immediate determinant of body fat is the size and number of ____________________ ____________________ one has. This number is, in turn, determined by several factors, including ____________________ ____________________ .

35. The size of fat cells ____________________ (can/cannot) be decreased by dieting; the number of fat cells ____________________ (can/cannot) be decreased by dieting.

36. Fat tissue has a ____________________ (higher/lower) metabolic rate than lean tissue.

The result is that fat tissue requires ____________________ (more/less) food energy to be maintained.

37. The body weight “thermostat” of obese people ____________________ (is/is not) set to maintain a higher-than-average weight. When weight drops below this setting, ____________________ increases and ____________________ decreases.

Explain why, metabolically, many obese people find it so difficult to become and stay thin.

38. Studies of adoptees and twins ____________________ (do/do not) provide evidence of a genetic influence on obesity. A particular variant of the gene called ____________________ has been shown to nearly double a person’s risk of becoming obese.

39. People are ____________________ (less/more) likely to become obese when a friend becomes obese, thus demonstrating ____________________ influence as a factor in obesity. Obesity is ____________________ (more/less) common among those who watch more daily TV and ____________________ (more/less) common among people living in communities where walking is common.

40. Most obese persons who lose weight ____________________ (gain/do not gain) it back.

(Close-Up) State several pieces of advice for those who want to lose weight.
Sexual Motivation (pp. 465–478)

Objective 7: Describe the human sexual response cycle, and discuss some causes of sexual disorders.

1. The two researchers who identified a four-stage sexual response cycle are ___________ and ___________. In order, the stages of the cycle are the ___________ phase, the ___________ phase, ___________, and the ___________ phase.

2. During resolution, males experience a ___________, during which they are incapable of another orgasm.

3. Problems that consistently impair sexual functioning are called ___________. Examples of such problems include ___________, ___________, ___________, and ___________.

Objective 8: Discuss the impact of hormones, external stimuli, and fantasies on sexual motivation and behavior.

4. In most mammals, females are sexually receptive only during ovulation, when the hormones, the ___________ (such as ___________), have peaked.

5. The importance of the hormone ___________ to male sexual arousal is confirmed by the fact that sexual interest declines in animals if their ___________ are removed. In women, low levels of the hormone ___________ may cause a waning of sexual interest.

6. Normal hormonal fluctuations in humans have ___________ (little/significant) effect on sexual motivation. In later life, frequency of intercourse ___________ (increases/decreases) as sex hormone levels ___________ (increase/decline).

7. Research has shown that erotic stimuli ___________ (are/are not) nearly as arousing for women as for men.

8. Brain scans reveal more activity in the ___________ among ___________ (women/men) who are viewing erotica.

9. With repeated exposure, the emotional response to an erotic stimulus often ___________.

Explain some of the possible harmful consequences of sexually explicit material.

10. Most women and men ___________ (have/do not have) sexual fantasies. Compared with women’s fantasies, men’s sexual fantasies are more ___________.

Sexual fantasies ___________ (do/do not) indicate sexual problems or dissatisfaction.

Objective 9: Discuss some of the factors that influence adolescent sexual behavior, and describe trends in the spread of sexually transmitted infections.

11. Sexual expression varies widely from one ___________ to another and with the passage of ___________. Rates of teen intercourse are roughly similar in ___________ and ___________, but much lower in ___________ countries and among North Americans of ___________ descent.
12. Because teenage sex is often ________________, there is increased risk of pregnancy and ________________. Compared with European teens, American teens have ________________ (higher/lower) rates of intercourse, ________________ (higher/lower) rates of contraceptive use, and thus ________________ (higher/lower) rates of teen pregnancy and abortion.

State five factors that contribute to the high rate of unprotected sex among teenagers.

13. Unprotected sex has led to an increase in adolescent rates of ________________.

Teenage girls, because of their not yet fully mature biological development and lower levels of protective ________________, may be especially vulnerable to STIs.

State several predictors of sexual restraint (reduced teen sexuality and pregnancy).

16. Studies in Europe and the United States indicate that approximately ________________ percent of men and ________________ percent of women are exclusively homosexual. This finding suggests that popular estimates of the rate of homosexuality are ________________ (high/low/accurate).

17. Some homosexuals struggle with their sexual orientation and are at increased risk of ________________ attempts.

18. A person's sexual orientation ________________ (does/does not) appear to be voluntarily chosen. Several research studies reveal that sexual orientation among ________________ (women/men) tends to be less strongly felt and potentially more changeable than among the other gender. This phenomenon has been called the gender difference in ________________.

19. Childhood events and family relationships ________________ (are/are not) important factors in determining a person's sexual orientation. Also, homosexuality ________________ (does/does not) involve a fear of the other gender that leads people to direct their sexual desires toward members of their own gender.

20. Sex hormone levels ________________ (do/do not) predict sexual orientation.

21. As children, most homosexuals ________________ (were/were not) sexually victimized.

22. Homosexual and bisexual people appear more often in certain populations, including ________________, ________________, ________________, and ________________.

23. Men who have older brothers are somewhat ________________ (more/less) likely to be gay. This phenomenon, which has been called the ________________, may represent a defensive maternal ________________ response to substances.
produced by ________________ (male/female) fetuses.

24. One theory proposes that people develop a homosexual orientation if they are segregated with ________________ (their own/the other) gender at the time their sex drive matures. The fact that early homosexual behavior ________________ (does/does not) make people homosexual ________________ (supports/conflicts with) this theory.

25. Same-sex attraction ________________ (does not) occur among animals.

26. Researcher Simon LeVay discovered a cluster of cells in the ________________ that is larger in ________________ men than in all others. Gays and lesbians differ from their straight counterparts in their preference for sex-related ________________. Other studies have found that the brain’s ________________ is larger in lesbian women and heterosexual men.

27. Studies of twins suggest that genes probably ________________ (do not) play a role in homosexuality. Research has confirmed that homosexual men have more homosexual relatives on their ________________ (mother’s/father’s) side than on their ________________ (mother’s/father’s) side.

28. In animals and some rare human cases, sexual orientation has been altered by abnormal ________________ conditions during prenatal development. In humans, prenatal exposure to hormone levels typical of ________________, particularly between ________________ and ________________ months after conception, may predispose an attraction to males.

29. Gays and lesbians may have certain physical traits that fall midway between straight males and females, including ________________ patterns, greater odds of being ________________ (right/left)-handed, and anatomical traits of the ________________ within the hearing system.

30. A number of scientists today believe that biological factors may predispose a ________________ that influences sexuality, and thus explains why sexual orientation is ________________ (difficult/relatively easy) to change. Most psychiatrists now believe that ________________ plays the larger role in predisposing sexual orientation. Those who believe that sexual orientation is determined by ________________ express more accepting attitudes toward homosexual persons.

Objective 11: Discuss the place of values in sex research.

31. The study of sexual behavior and what motivates it ________________ (can/cannot) be free of values.

32. Researchers’ values ________________ (should/should not) be openly stated.

The Need to Belong (pp. 478–481)

Objective 12: Describe the adaptive value of social attachments, and discuss both healthy and unhealthy consequences of our need to belong.

1. The philosopher ________________ referred to humans as the ________________ animal. From an evolutionary standpoint, social bonds in humans boosted our ancestors’ ________________ rates. As adults, those who formed ________________, were more likely to ________________ and co-nurture their offspring to maturity.

2. When asked what makes life meaningful, most people mention ________________.

3. Feeling accepted and loved by others boosts our ________________.

4. Much of our ________________ behavior aims to increase our belonging. For most people, familiarity leads to ________________ (liking/disliking).
5. After years of placing individual refugee and immigrant families in ______________ communities, U.S. policies today encourage ______________.

6. ______________ (Throughout the world/Only in certain cultures do) people use social exclusion, or ______________, to control social behavior.

7. Researchers have found that people who are rejected are more likely to engage in ______________ behaviors, to underperform on ______________, and to act in disparaging or ______________ ways.

**Motivation at Work** (pp. 481–493)

**Objective 13:** Explain the concept of flow, and identify three subfields of industrial-organizational psychology.

1. According to Freud, the healthy life is filled with ______________ and ______________.

2. Most people ______________ (have/do not have) a predictable career path, which is one reason that many colleges and universities focus less on ______________ and more on ______________.

3. People who are unemployed ______________ (report/do not report) lower well-being. People who view their work as a ______________ report the greatest satisfaction.

4. Psychologist Mihaly Csikszentmihalyi formulated the concept of ______________, which is defined as a focused state of ______________ and diminished awareness of ______________ and time. People who experience this state also experience increased feelings of ______________, ______________, and ______________.

5. In industrialized nations, the nature of work has changed, from ______________ to ______________ to ______________.

6. The field of ______________ psychology applies psychology’s principles to the workplace. The subfield of ______________ focuses on employee recruitment, training, appraisal, and development. Another subfield, ______________, examines how work environments and ______________ styles influence worker motivation, satisfaction, and productivity. A third subfield, ______________ psychology, focuses on the design of appliances, machines, and work environments.

**Objective 14:** Describe how personnel psychologists help organizations with employee selection, work placement, and performance appraisal.

7. Researchers note that the first step to a stronger organization is to institute a ______________ selection system, which matches strengths to work.

8. (Close-Up) Satisfied and successful people devote less time to ______________ ______________ than to ______________ ______________.

9. Interviewers tend to ______________ (feel confident/lack confidence) in their ability to predict job performance from unstructured interviews. These impressions tend to be highly ______________ (accurate/error-prone).

10. The best predictor of long-term job performance for most jobs is ______________ ______________ ______________. Interviewers tend to ______________ (over/under)estimate their interviewing skills and intuition—a phenomenon labeled the ______________. State four effects that fuel this phenomenon.
11. A more disciplined method of collecting information from job applicants is the ____________, which asks the same questions of all applicants. This method enhances the ____________ accuracy and ____________ of the interview process.

12. Performance appraisal has several purposes, including helping organizations decide ____________________________________________, how to appropriately ____________, and how to better harness employees’ ____________. Performance appraisal methods include ____________, ____________ scales, and ____________ scales.

13. Some organizations practice ____________, ____________ feedback, in which employees not only rate themselves but are also rated by their supervisors and other colleagues.

14. Performance appraisal is subject to bias. When the overall evaluation of an employee biases ratings of work-related behaviors, a ____________ has occurred. The tendency to be too easy or too harsh results in ____________ and ____________ errors, respectively.

When raters focus on easily remembered recent behavior, they are committing the ____________ error.

Objective 15: Define achievement motivation, and explain why organizations would employ an I/O psychologist to help motivate employees and foster employee satisfaction.

15. Psychologists refer to the desire for significant accomplishments, for mastering skills or ideas, for control, and for attaining a high standard as ____________.

16. Research has shown that ____________ is a better predictor of school performance than ____________ have been. Extremely successful individuals differ from equally talented peers in their ____________.

17. Positive moods at work contribute to worker ____________, ____________ , and ____________. Researchers have also found a positive correlation between measures of organizational success and employee ____________, or the extent of workers’ involvement, satisfaction, and enthusiasm.

Objective 16: Describe some effective management techniques.

18. The best managers help people to ____________, match tasks to ____________, care how their people feel about their work, and ____________ positive behaviors.

19. Higher worker achievement is motivated by a leader who sets ____________, ____________ goals.

20. Managers who are directive, set clear standards, organize work, and focus attention on specific goals are said to employ ____________. Democratic managers who aim to build teamwork and mediate conflicts in the workplace employ ____________.

21. Effective leaders tend to exude a self-confident ____________ that is a mix of a ____________ of some goal, an ability to ____________ the goal clearly, and enough optimism to ____________ others to follow. Leadership that inspires others to transcend their own self-interests for the sake of the group is called ____________ leadership.

22. The most effective style of leadership ____________ (varies/does not vary) with the situation and/or the person.

23. Effective managers ____________ (rarely/often) exhibit a high degree of both task and social leadership. The ____________ effect occurs when people respond more positively to managerial decisions on which they have voiced an opinion.
PROGRESS TEST 1

Multiple-Choice Questions

Circle your answers to the following questions and check them with the answers beginning on page 273. If your answer is incorrect, read the explanation for why it is incorrect and then consult the appropriate pages of the text (in parentheses following the correct answer).

1. Motivation is best understood as a state that
   a. reduces a drive.
   b. aims at satisfying a biological need.
   c. energizes an organism to act.
   d. energizes and directs behavior.

2. Which of the following is a difference between a drive and a need?
   a. Needs are learned; drives are inherited.
   b. Needs are physiological states; drives are psychological states.
   c. Drives are generally stronger than needs.
   d. Needs are generally stronger than drives.

3. One problem with the idea of motivation as drive reduction is that
   a. because some motivated behaviors do not seem to be based on physiological needs, they cannot be explained in terms of drive reduction.
   b. it fails to explain any human motivation.
   c. it cannot account for homeostasis.
   d. it does not explain the hunger drive.

4. Some scientific evidence makes a preliminary link between homosexuality and
   a. late sexual maturation.
   b. the age of an individual’s first erotic experience.
   c. atypical prenatal hormones.
   d. early problems in relationships with parents.

5. Increases in insulin will
   a. lower blood sugar and trigger hunger.
   b. raise blood sugar and trigger hunger.
   c. lower blood sugar and trigger satiety.
   d. raise blood sugar and trigger satiety.

6. Electrical stimulation of the lateral hypothalamus will cause an animal to
   a. begin eating.
   b. stop eating.
   c. become obese.
   d. begin copulating.

7. The text suggests that a neophobia for unfamiliar tastes
   a. is more common in children than in adults.
   b. protected our ancestors from potentially toxic substances.
   c. may be an early warning sign of an eating disorder.
   d. only grows stronger with repeated exposure to those tastes.

8. I am a protein produced by fat cells and monitored by the hypothalamus. When in abundance, I cause the brain to increase metabolism. What am I?
   a. PYY
   b. ghrelin
   c. orexin
   d. leptin

   a. environmental
   b. cognitive
   c. psychological
   d. biological

10. The correct order of the stages of Masters and Johnson’s sexual response cycle is
    a. plateau; excitement; orgasm; resolution.
    b. excitement; plateau; orgasm; resolution.
    c. excitement; orgasm; resolution; refractory.
    d. plateau; excitement; orgasm; refractory.

11. Few human behaviors are rigidly patterned enough to qualify as
    a. needs.
    b. drives.
    c. instincts.
    d. incentives.

12. Which of the following is NOT true regarding sexual orientation?
    a. Sexual orientation is neither willfully chosen nor willfully changed.
    b. Some homosexuals struggle with their sexual orientation.
    c. Men’s sexual orientation is potentially more fluid and changeable than women’s.
    d. Women, regardless of sexual orientation, respond to both female and male erotic stimuli.

13. In his study of men on a semistarvation diet, Keys found that
    a. the metabolic rate of the men increased.
    b. the men eventually lost interest in food.
    c. the men became obsessed with food.
    d. the men’s behavior directly contradicted predictions made by Maslow’s hierarchy of needs.
14. When asked what makes life meaningful, most people first mention
   a. good health.
   b. challenging work.
   c. satisfying relationships.
   d. serving others.

15. Which of the following is true of bulimia nervosa?
   a. It involves bingeing and purging.
   b. Sufferers are usually females from competitive families.
   c. It results in dramatic weight loss.
   d. Victims set perfectionist standards for themselves.

16. Castration of male rats results in
   a. reduced testosterone and sexual interest.
   b. reduced testosterone, but no change in sexual interest.
   c. reduced estradiol and sexual interest.
   d. reduced estradiol, but no change in sexual interest.

17. Research on genetic influences on obesity reveals that
   a. the body weights of adoptees correlate with that of their biological parents.
   b. the body weights of adoptees correlate with that of their adoptive parents.
   c. identical twins usually have very different body weights.
   d. the body weights of identical twin women are more similar than those of identical twin men.

18. It has been said that the body's major sex organ is the brain. With regard to sex education
   a. transmission of value-free information about the wide range of sexual behaviors should be the primary focus of the educator.
   b. transmission of technical knowledge about the biological act should be the classroom focus, free from the personal values and attitudes of researchers, teachers, and students.

19. Research on obesity indicates that
   a. pound for pound, fat tissue requires more calories to maintain than lean tissue.
   b. once fat cells are acquired they are never lost, no matter how rigorously one diets.
   c. one pound of weight is lost for every 3500-calorie reduction in diet.
   d. when weight drops below the set point, hunger and metabolism also decrease.

20. The number of fat cells a person has is influenced by
   a. genetic predisposition.
   b. childhood eating patterns.
   c. adulthood eating patterns.
   d. all of these factors.

21. The best predictor of on-the-job performance for all but less-skilled jobs is
   a. age.
   b. general mental ability.
   c. motivation.
   d. stated intentions.

22. In almost every industrialized nation, unemployed people report
   a. better health.
   b. lower well-being.
   c. being bored.
   d. enjoying time to travel.

23. To increase employee productivity, industrial-organizational psychologists advise managers to
   a. adopt a directive leadership style.
   b. adopt a democratic leadership style.
   c. instill competitiveness in each employee.
   d. deal with employees according to their individual motives.
Chapter 11  Motivation and Work

**Matching Items**

Match each term with its definition or description.

**Terms**

1. anorexia nervosa
2. set point
3. incentive
4. personnel psychology
5. binge-eating disorder
6. flow
7. estrogen
8. homeostasis
9. task leadership
10. social leadership
11. industrial-organizational (I/O) psychology
12. sexual orientation
13. organizational psychology
14. bulimia nervosa

**Definitions or Descriptions**

a. hormone secreted more by females than by males
b. the body’s tendency to maintain a balanced internal state
c. state of focused consciousness
d. studies issues related to optimizing behavior in the workplace
e. environmental stimulus that motivates behavior
f. a person’s attraction to members of a particular sex
g. an eating disorder characterized by significantly below normal weight
h. applies psychological methods and principles to the selection and evaluation of workers
i. goal-oriented leadership that sets standards, organizes work, and focuses attention on goals
j. an eating disorder characterized by repeated episodes of overeating followed by vomiting, fasting, or laxative use
k. the body’s weight-maintenance setting
l. group-oriented leadership that builds teamwork, mediates conflict, and offers support
m. examines organizational influences on worker satisfaction and productivity
n. characterized by bouts of overeating and remorse, but without excessive exercise or fasting

**PROGRESS TEST 2**

Progress Test 2 should be completed during a final chapter review. Answer the following questions after you thoroughly understand the correct answers for the section reviews and Progress Test 1.

**Multiple-Choice Questions**

1. Which of the following influences on hunger motivation does NOT belong with the others?
   - a. set/settling point
   - b. attraction to sweet and salty tastes
   - c. reduced production of ghrelin after stomach bypass surgery
   - d. memory of time elapsed since your last meal

2. Homeostasis refers to
   - a. the tendency to maintain a steady internal state.
   - b. the tendency to seek external incentives for behavior.

3. The tendency to overeat when food is plentiful
   - a. is a recent phenomenon that is associated with the luxury of having ample food.
   - b. emerged in our prehistoric ancestors as an adaptive response to alternating periods of feast and famine.
   - c. is greater in developed, than in developing, societies.
   - d. is stronger in women than in men.

4. Although the cause of eating disorders is still unknown, proposed explanations focus on all the following EXCEPT
   - a. metabolic factors.
   - b. genetic factors.
   - c. family background factors.
   - d. cultural factors.
5. The brain area that when stimulated suppresses eating is the  
   a. lateral hypothalamus.  
   b. ventromedial hypothalamus.  
   c. lateral thalamus.  
   d. ventromedial thalamus.

6. Exposure of a fetus to the hormones typical of females between ____ and ____ months after conception may predispose the developing human to become attracted to males.  
   a. 1; 3  
   b. 2; 5  
   c. 4; 7  
   d. 6; 9

7. Which of the following statements concerning homosexuality is true?  
   a. Homosexuals have abnormal hormone levels.  
   b. As children, most homosexuals were molested by an adult homosexual.  
   c. Homosexuals had a domineering opposite-sex parent.  
   d. Research indicates that sexual orientation may be at least partly physiological.

8. Women in _____ rate their body ideals closest to their actual shape.  
   a. Western cultures  
   b. countries such as Africa, where thinness can signal poverty,  
   c. countries such as India, where thinness is not idealized,  
   d. Australia, New Zealand, and England

9. According to Maslow's theory  
   a. the most basic motives are based on physiological needs.  
   b. needs are satisfied in a specified order.  
   c. the highest motives relate to self-actualization.  
   d. all of these statements are true.

10. Which of the following is inconsistent with the drive-reduction theory of motivation?  
    a. When body temperature drops below 98.6°F Fahrenheit, blood vessels constrict to conserve warmth.  
    b. A person is driven to seek a drink when his or her cellular water level drops below its optimum point.  
    c. Monkeys will work puzzles even if not given a food reward.  
    d. A person becomes hungry when body weight falls below its biological set point.

11. Which of the following is true concerning eating disorders?  
    a. Genetic factors may influence susceptibility.  
    b. Cultural pressures for thinness strongly influence teenage girls.  
    c. Family background is a significant factor.  
    d. All of these statements are true.

12. Sexual orientation refers to  
    a. a person's tendency to display behaviors typical of males or females.  
    b. a person's sense of identity as a male or female.  
    c. a person's enduring sexual attraction toward members of a particular gender.  
    d. all of these.

13. Which of the following is NOT an aspect of Murray's definition of achievement motivation?  
    a. the desire to master skills  
    b. the desire for control  
    c. the desire to gain approval  
    d. the desire to attain a high standard

14. Hunger and sexual motivation are alike in that both are influenced by  
    a. internal physiological factors.  
    b. external and imagined stimuli.  
    c. cultural expectations.  
    d. all of these factors.

15. According to Masters and Johnson, the sexual response of males is most likely to differ from that of females during  
    a. the excitement phase.  
    b. the plateau phase.  
    c. orgasm.  
    d. the resolution phase.

16. In animals, destruction of the lateral hypothalamus results in ____, whereas destruction of the ventromedial hypothalamus results in ____.  
    a. overeating; loss of hunger  
    b. loss of hunger; overeating  
    c. an elevated set point; a lowered set point  
    d. increased thirst; loss of thirst
17. Which of the following is NOT necessarily a reason that obese people have trouble losing weight?
   a. Fat tissue has a lower metabolic rate than lean tissue.
   b. Once a person has lost weight, it takes fewer calories to maintain his or her current weight.
   c. The tendency toward obesity may be genetically based.
   d. Obese people tend to lack willpower.

18. Beginning with the most basic needs, which of the following represents the correct sequence of needs in the hierarchy described by Maslow?
   a. safety; physiological; esteem; belongingness and love; self-fulfillment
   b. physiological; belongingness and love; esteem; self-fulfillment
   c. physiological; safety; esteem; belongingness and love; self-fulfillment
   d. physiological; safety; belongingness and love; esteem; self-fulfillment

19. While viewing erotica, men and women differ in the activity levels of which brain area?
   a. anterior cingulate cortex
   b. amygdala
   c. occipital lobe
   d. temporal lobe

20. Which of the following was NOT identified as a contributing factor in the interviewer illusion?
   a. The fact that interviews reveal applicants’ intentions but not necessarily their habitual behaviors.
   b. The tendency of interviewers to think that interview behavior only reflects applicants’ enduring traits.
   c. The tendency of interviewers to more often follow the successful careers of applicants they hired rather than those who were not hired.
   d. The tendency of most interviewers to rely on unstructured rather than structured interviews.

21. Munson is conducting his annual appraisal of employees’ performance. Which of the following is NOT a type of appraisal method?
   a. graphic rating
   b. behavior rating
   c. checklist
   d. unstructured interview

22. Because Brent believes that his employees are intrinsically motivated to work for reasons beyond money, Brent would be described as a(n) _______ manager.
   a. directive  c. task-oriented
   b. social-oriented  d. charismatic

23. Jack works for a company that requires employees to periodically rate their own performance and to be rated by their managers, other colleagues, and customers. This type of assessment is called
   a. 360-degree feedback.
   b. multifactorial evaluation.
   c. analytical performance review.
   d. human resource management.

**True–False Items**

Indicate whether each statement is true or false by placing T or F in the blank next to the item.

_____ 1. When body weight rises above set point, hunger increases.

_____ 2. According to Masters and Johnson, only males experience a plateau period in the cycle of sexual arousal.

_____ 3. Testosterone affects the sexual arousal of the male only.

_____ 4. Unlike men, women tend not to be aroused by sexually explicit material.

_____ 5. All taste preferences are conditioned.

_____ 6. Separated or divorced people are half as likely as married people to say they are happy.

_____ 7. An increase in insulin increases blood glucose levels and triggers hunger.

_____ 8. Most obese people who lose weight eventually gain it back.

_____ 9. One’s sexual orientation is not voluntarily chosen.

_____ 10. Obesity is often a sign of social status and affluence in developing countries.

_____ 11. Eighty percent of people in the United States think homosexuality is never justified.
PSYCHOLOGY APPLIED

Answer these questions the day before an exam as a final check on your understanding of the chapter’s terms and concepts.

**Multiple-Choice Questions**

1. After an initial rapid weight loss, a person on a diet loses weight much more slowly. This slowdown occurs because
   a. most of the initial weight loss is simply water.
   b. when a person diets, metabolism decreases.
   c. people begin to “cheat” on their diets.
   d. insulin levels tend to increase with reduced food intake.

2. (Close-Up) Which of the following would be the worst piece of advice to offer to someone trying to lose weight?
   a. “In order to treat yourself to one ‘normal’ meal each day, eat very little until the evening meal.”
   b. “Reduce your consumption of saturated fats.”
   c. “Boost your metabolism by exercising regularly.”
   d. “Without increasing total caloric intake, increase the relative proportion of carbohydrates in your diet.”

3. Mary loves hang-gliding. It would be most difficult to explain Mary’s behavior according to
   a. incentives.
   b. achievement motivation.
   c. drive-reduction theory.
   d. Maslow’s hierarchy of needs.

4. For two weeks, Orlando has been on a hunger strike in protest of his country’s involvement in what he perceives as an immoral war. Orlando’s willingness to starve himself in order to make a political statement conflicts with the theory of motivation advanced by
   a. Masters.
   b. Murray.
   c. Keys.
   d. Maslow.

5. Kathy has been undergoing treatment for bulimia. There is an above-average probability that one or more members of Kathy’s family have a problem with
   a. high achievement.
   b. overprotection.
   c. obesity.
   d. all of these characteristics.

6. Which of the following was NOT identified as a contributing factor in the high rate of unprotected sex among adolescents?
   a. alcohol use
   b. thrill-seeking
   c. mass media sexual norms
   d. ignorance

7. One shortcoming of the instinct theory of motivation is that it
   a. places too much emphasis on environmental factors.
   b. focuses on cognitive aspects of motivation.
   c. applies only to animal behavior.
   d. does not explain human behaviors; it simply names them.

8. Which of the following is NOT typical of both anorexia and bulimia?
   a. far more frequent occurrence in women than in men
   b. preoccupation with food and fear of being overweight
   c. weight significantly and noticeably outside normal ranges
   d. low self-esteem and feelings of depression

9. Which of the following is NOT an example of homeostasis?
   a. perspiring in order to restore normal body temperature
   b. feeling hungry and eating to restore the level of blood glucose to normal
   c. feeling hungry at the sight of an appetizing food
   d. All of these are examples of homeostasis.

10. Two rats have escaped from their cages in the neurophysiology lab. The technician needs your help in returning them to their proper cages. One rat is grossly overweight; the other is severely underweight. You confidently state that the overweight rat goes in the “_____—destruction” cage, while the underweight rat goes in the “_____—destruction” cage.
    a. hippocampus; amygdala
    b. amygdala; hippocampus
    c. lateral hypothalamus; ventromedial hypothalamus
    d. ventromedial hypothalamus; lateral hypothalamus
11. Kenny and his brother have nearly identical eating and exercise habits, yet Kenny is obese and his brother is very thin. The MOST LIKELY explanation for the difference in their body weights is that they differ in
   a. their bone structure.
   b. amygdala activity.
   c. their set points and their metabolic rates.
   d. their differing exposure to carbohydrate-laden foods.

12. Ali’s parents have tried hard to minimize their son’s exposure to sweet, fattening foods. If Ali has the occasion to taste sweet foods in the future, which of the following is likely?
   a. He will have a strong aversion to such foods.
   b. He will have a neutral reaction to sweet foods.
   c. He will display a preference for sweet tastes.
   d. It is impossible to predict Ali’s reaction.

13. Summarizing his presentation on the origins of homosexuality, Dennis explains that the fraternal birth-order effect refers to the fact that
   a. men who have younger brothers are somewhat more likely to be gay.
   b. men who have older brothers are somewhat more likely to be gay.
   c. women with older sisters are somewhat more likely to be gay.
   d. women with younger sisters are somewhat more likely to be gay.

14. Summarizing her report on the need to belong, Rolanda states that
   a. “Cooperation amongst our ancestors was uncommon.”
   b. “Social bonding is not in our nature; it is a learned human trait.”
   c. “Because bonding with others increased our ancestors’ success at reproduction and survival, it became part of our biological nature.”
   d. “Our male ancestors were more likely to bond than were females.”

15. Of the following individuals, who might be most prone to developing an eating disorder?
   a. Jason, an adolescent boy who is somewhat overweight and is unpopular with his peers
   b. Jennifer, a teenage girl who has a poor self-image and a fear of not being able to live up to her parents’ high standards
   c. Susan, a 35-year-old woman who is a “workaholic” and devotes most of her energies to her high-pressured career
   d. Bill, a 40-year-old man who has had problems with alcoholism and is seriously depressed after losing his job of 20 years

16. Lucille has been sticking to a strict diet but can’t seem to lose weight. What is the most likely explanation for her difficulty?
   a. Her body has a very low set point.
   b. Her weight was near her body’s set point.
   c. Her weight problem is actually caused by an underlying eating disorder.
   d. Lucille is influenced primarily by external factors.

17. Randy, who has been under a lot of stress lately, has intense cravings for sugary junk foods, which tend to make him feel more relaxed. Which of the following is the most likely explanation for his craving?
   a. Randy feels that he deserves to pamper himself with sweets because of the stress he is under.
   b. The extra sugar gives Randy the energy he needs to cope with the demands of daily life.
   c. Carbohydrates boost levels of serotonin, which has a calming effect.
   d. The extra sugar tends to lower blood insulin level, which promotes relaxation.

18. Which of the following teens is most likely to delay the initiation of sex?
   a. Jack, who has below-average intelligence
   b. Jason, who is not religiously active
   c. Ron, who regularly volunteers his time in community service
   d. It is impossible to predict.

19. During a meeting with the parents of a struggling high school student, the guidance counselor notes which of the following as the best predictor of school performance?
   a. attendance
   b. intelligence scores
   c. talent
   d. self-discipline
20. Which of the following individuals would be characterized as experiencing flow?
   a. Sheila, who, despite viewing her work as merely a job, performs her work conscientiously
   b. Larry, who sees his work as an artist as a calling
   c. Arnie, who views his present job as merely a stepping stone in his career
   d. Montel, who often becomes so immersed in his writing that he loses all sense of self and time

21. Darren, a sales clerk at a tire store, enjoys his job, not so much for the money as for its challenge and the opportunity to interact with a variety of people. The store manager asks you to recommend a strategy for increasing Darren’s motivation. Which of the following is most likely to be effective?
   a. Create a competition among the salespeople so that whoever has the highest sales each week receives a bonus.
   b. Put Darren on a week-by-week employment contract, promising him continued employment only if his sales increase each week.
   c. Leave Darren alone unless his sales drop and then threaten to fire him if his performance doesn’t improve.
   d. Involve Darren as much as possible in company decision making and use rewards to inform him of his successful performance.

22. For as long as she has been the plant manager, Juanita has welcomed input from employees and has delegated authority. Bill, in managing his department, takes a more authoritarian, iron-fisted approach. Juanita’s style is one of _______leadership, whereas Bill’s is one of _______leadership.
   a. task; social
   b. social; task
   c. directive; democratic
   d. democratic; participative

23. Dr. Iverson conducts research focusing on how management styles influence worker motivation. Dr. Iverson would most accurately be described as a(n)
   a. motivation psychologist.
   b. personnel psychologist.
   c. organizational psychologist.
   d. human factors psychologist.

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Essay Question
Differentiate the three major theories of motivation, discuss their origins, and explain why they cannot fully account for human behavior. (Use the space below to list the points you want to make, and organize them. Then write the essay on a separate sheet of paper.)

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KEY TERMS

Writing Definitions
Using your own words, write on a separate piece of paper a brief definition or explanation of each of the following terms.

1. motivation
2. instinct
3. drive-reduction theory
4. homeostasis
5. incentives
6. hierarchy of needs
7. glucose
8. set point
9. basal metabolic rate
10. anorexia nervosa
11. bulimia nervosa
12. binge-eating disorder
13. sexual response cycle
14. refractory period
15. sexual disorder
16. estrogen
17. testosterone
Cross-Check

As you learned in the Prologue, reviewing and overlearning of material are important to the learning process. After you have written the definitions of the key terms in this chapter, you should complete the crossword puzzle to ensure that you can reverse the process—recognize the term, given the definition.

ACROSS
3. Hormone secreted by an empty stomach.
7. Region of the hypothalamus that, when electrically stimulated, causes an animal to eat.
13. In Maslow’s theory, human needs are organized into a _______.
14. In Maslow’s theory, the needs that follow physiological needs in order of priority.
15. Major energy source for the body.
17. Final stage of the sexual response cycle.

DOWN
1. A BMI of 30 or more.
2. Theory that explains behavior as arising from physiological needs and the states of tension they create.
4. Eating disorder characterized by repeated “binge-purge” episodes.
5. The body’s rate of energy expenditure at rest.
6. Eating disorder in which a person restricts food intake to become significantly underweight and yet still feels fat.

8. Sex hormone secreted in greater amount by females than by males.
9. Type of motivation that reflects the degree to which a person is motivated by a desire for significant accomplishment.
10. Initial stage of the sexual response cycle.
11. In Maslow’s theory, the most basic types of needs.

19. flow
20. industrial-organizational psychology
21. personnel psychology
22. organizational psychology

23. structured interview
24. achievement motivation
25. task leadership
26. social leadership