



**KOLEJ YAYASAN PELAJARAN JOHOR
FINAL EXAMINATION**

COURSE NAME : ORGANIZATIONAL BEHAVIOUR
COURSE CODE : DHR 2123
EXAMINATION : JANUARY 2024
DURATION : 3 HOURS

**INSTRUCTION TO CANDIDATES /
ARAHAN KEPADA CALON**

1. This examination paper consists of **TWO (2)** part : / PART A (60 Marks) /
Kertas soalan ini mengandungi DUA (2) bahagian: BAHAGIAN A (60 Markah)

PART B (40 Marks) /
BAHAGIAN B (40 Markah)
2. Candidates are not allowed to bring any material to examination room except with the permission from the invigilator.
Calon tidak dibenarkan untuk membawa sebarang bahan/nota ke bilik peperiksaan tanpa arahan/kebenaran daripada pengawas.
3. Please check to make sure that this examination pack consists of: /
Pastikan kertas soalan peperiksaan ini mengandungi:
 - i. The Question Paper /
Kertas Soalan.
 - ii. An Objective Answer Paper /
Kertas Jawapan Objektif
 - iii. An Answering Booklet /
Buku Jawapan.

**DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO
JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIBERITAHU**

This examination paper consists of **24** printed pages including front page
Kertas soalan ini mengandungi 24 muka surat termasuk kulit hadapan



PART A

This part contains of **THIRTY (30)** questions.

Answer all in Objective Answer Paper.

*Bahagian ini mempunyai **TIGA PULUH (30)** soalan.*

*Jawab **semua** soalan di dalam kertas jawapan objektif.*

1. Which of the organization type that concerned with people's thoughts, feelings, emotions and actions in setting up a work task.

- A Organization Theory.
- B Organization Design.
- C Organization Behaviour.
- D Organization Development.

Manakah antara berikut jenis organisasi yang mementingkan pemikiran, perasaan, emosi dan tindakan manusia dalam menyiapkan sesuatu tugas kerja?

- A Teori Organisasi.
- B Reka Bentuk Organisasi.
- C Gelagat Organisasi.
- D Pembangunan Organisasi.

2. Which of the following is **not** the forces of Organizational Behaviour?

- A Predict.
- B People.
- C Structure.
- D Technology.

*Antara berikut, yang manakah **bukan** kuasa Gelagat Organisasi?*

- A Menjangkakan.
- B Manusia.
- C Struktur.
- D Teknologi.

- This model focuses on power.
- Executives make decisions, and employees are expected to carry out their directives without questions.

Statement 1

3. Based on statement 1, it shows the model of

- A System.
- B Collegial.
- C Custodial.
- D Autocratic.

- *Model ini memberi tumpuan kepada kuasa.*
- *Eksekutif membuat keputusan dan pekerja dikehendaki melaksanakan arahan mereka tanpa soalan.*

Pernyataan 1

Apakah model yang sesuai berdasarkan pernyataan 1?

- A *Sistem.*
- B *Kolejial.*
- C *Penjagaan.*
- D *Autokratik.*

4. Which of the statement shows about the important of organizational behaviour?

- A Increase productivity and improved performance.
- B Able to achieve goals for the organization and its client.
- C Help business implement efficient decision-making processes.
- D Personal development and understanding others through organizational behaviour.

Pernyataan yang manakah menunjukkan tentang kepentingan tingkah laku dalam organisasi?

- A Meningkatkan produktiviti dan prestasi yang lebih baik.*
- B Mampu mencapai matlamat untuk organisasi dan pelanggannya.*
- C Membantu perniagaan melaksanakan proses membuat keputusan yang cekap.*
- D Pembangunan peribadi dan memahami orang lain melalui tingkah laku organisasi.*

Concerned with the growth and development of people towards higher level of competency, creativity and fulfilment.

Statement 2

5. What type of approach is suitable according to statement 2?
- A Systems approach.
 - B Contingency approach.
 - C Interdisciplinary approach.
 - D Human resource approach.

Prihatin dengan pertumbuhan dan pembangunan manusia untuk meningkatkan tahap kecekapan, kreativiti dan pencapaian.

Pernyataan 2

Apakah jenis pendekatan yang sesuai berdasarkan pernyataan 2?

- A Pendekatan Sistem.*
- B Pendekatan kontingensi.*
- C Pendekatan antara disiplin.*
- D Pendekatan sumber manusia.*

The management approach was developed by Frederick Winslow Taylor (F.W Taylor). His assumption was that employees are motivated largely by money.

Statement 3

6. Which of the following is the type of organizational behavior evolution?
- A Hawthorne studies.
 - B Bureaucratic approach.
 - C Human relations theory.
 - D Scientific management approach.

Pendekatan pengurusan telah dibangunkan oleh Frederick Winslow Taylor (F.W Taylor). Andaian beliau ialah sebahagian pekerja didorong oleh wang.

Pernyataan 3

Manakah antara berikut, jenis evolusi gelagat organisasi?

- A *Kajian Hawthorne.*
 - B *Pendekatan birokrasi.*
 - C *Teori perhubungan manusia.*
 - D *Pendekatan pengurusan saintifik.*
7. What is the definition of Self-esteem?
- A Associated with time urgency, aggressiveness, hostility and competitiveness.
 - B Individual differences in character, patterns of thinking, feeling and behaviour.
 - C A term used in psychology to reflect a person's overall emotional evaluation of his/her own worth.
 - D Individuals who score high on Machiavellianism are good at manipulating others and try to win by any means.

Apakah definisi keyakinan diri?

- A Dikaitkan dengan kesegeraan masa, keagresifan, permusuhan dan daya saing.
- B Perbezaan antara individu yang melibatkan perwatakan, corak pemikiran, perasaan dan tingkah laku.
- C Istilah yang digunakan dalam psikologi yang mencerminkan penilaian emosi seseorang secara keseluruhan terhadap nilai dirinya.
- D Individu yang mendapat markah tinggi pada Machiavellianisme pandai memanipulasi orang lain dan cuba untuk menang dengan apa cara sekalipun.

8. Which of the following is **not** attributes of personality?

- A Brain.
- B Risk-taking.
- C Self-esteem.
- D Machiavellianism.

Antara berikut, yang manakah **bukan** atribut personaliti?

- A Otak.
- B Pengambilan risiko.
- C Keyakinan diri.
- D Machiavellianisme.

People with higher scores on this factor tend to be more organized, goal-focused, disciplined and methodical.

Statement 4

9. Which of the following is the suitable factor based on statement 4?

- A Agreeableness.
- B Conscientiousness.
- C Cultural and religious.
- D Openness to experience.

Orang yang mempunyai markah yang lebih tinggi cenderung untuk menjadi lebih teratur, fokus pada matlamat, berdisiplin dan berkaedah.

Pernyataan 4

Manakah antara berikut, faktor yang sesuai berdasarkan pernyataan 4?

- A** *Suatu keserasian.*
- B** *Kesedaran.*
- C** *Budaya dan keagamaan.*
- D** *Keterbukaan kepada pengalaman.*

Teacher Idrees pays more attention to smart students in the class. However, he doesn't care and focuses less on weak students. This has caused weak students to feel that they have failed because of their biased teacher.

Statement 5

10. Based on statement 5, which attributes justify the situation above?

- A** *Conventional.*
- B** *Internal locus of control.*
- C** *External locus of control.*
- D** *Type A and Type B personality.*

Cikgu Idrees lebih menumpukan perhatian kepada pelajar pintar di dalam kelas. Namun, dia tidak kisah dan kurang memberi tumpuan kepada pelajar yang lemah. Hal ini menyebabkan pelajar yang lemah berasa gagal kerana guru mereka yang berat sebelah.

Pernyataan 5

Berdasarkan pernyataan 5, atribut yang manakah mewajarkan situasi di atas?

- A** *Konvensional.*
- B** *Lokus kawalan dalaman.*
- C** *Lokus kawalan luaran.*
- D** *Personaliti Jenis A dan Jenis B.*

A process which involves classifying, interpreting, and giving meaning to what is happening and what we see around us.

Statement 6

11. Which of the following is the concept that corresponds to statement 4?

- A prejudice.
- B projection.
- C perception.
- D persuasive.

Satu proses yang melibatkan pengelasan, tafsiran, dan memberi makna kepada apa yang berlaku dan apa yang kita lihat di sekeliling kita.

Pernyataan 6

Manakah antara berikut, konsep yang sesuai dengan pernyataan 4?

- A prasangka.
- B unjuran.
- C persepsi.
- D persuasif.

12. Which of the following are the way to manage perception distortion?

- i. Seek information from various sources.
 - ii. Avoid common perceptual distortions.
 - iii. Have a low level of self-awareness.
 - iv. Be tentative.
- A i and ii
 - B ii and iii
 - C ii and iv
 - D iii and iv

Antara berikut, yang manakah cara untuk menguruskan herotan persepsi?

- i. Dapatkan maklumat daripada pelbagai sumber.*
- ii. Elakkan herotan persepsi biasa.*
- iii. Mempunyai tahap kesedaran diri yang rendah.*
- iv. Jadilah tentatif.*

- A** *i dan ii*
B *ii dan iii*
C *ii dan iv*
D *iii dan iv*

- Tend to compare one situation or event to another similar situation or event that has happened before.
 - Evaluation of a person's characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.

Statement 7

13. What facts or ideas shown from the statement 7?

- A** Halo effect.
B Contrast effect.
C Contrast vision.
D Similar-to-me effect.

- *Cenderung untuk membandingkan antara satu situasi atau dengan situasi lain yang serupa dan pernah berlaku sebelum ini.*
- *Contohnya, penilaian ciri-ciri seseorang yang dipengaruhi oleh orang lain iaitu membandingkan kedudukan sama ada lebih tinggi atau lebih rendah berdasarkan ciri yang sama.*

Pernyataan 7

Apakah fakta atau idea yang ditunjukkan daripada pernyataan 7?

- A Kesan Halo.*
- B Kesan kontras.*
- C Kontras penglihatan.*
- D Kesan serupa dengan saya.*

Your boss never gives the chances of explaining yourself. When you arrived late from lunch, he assumed that you had simply taken too much time, He never considered that the elevators were out and you had to walk up 10 flights of stairs.

Statement 8

14. What type of perceptual distortion is suitable based on statement 8?

- A Experience.
- B Stereotyping.
- C Selective perception.
- D First impression error.

Anda tidak diberi peluang oleh bos untuk menjelaskan keadaan sebenar apabila anda masuk lewat selepas pulang daripada makan tengah hari. Beliau beranggapan bahawa anda sengaja melengah-lengahkan masa tanpa mengambil kira bahawa anda perlu berjalan sepuluh anak tangga selepas keluar dari lif.

Pernyataan 8

Apakah jenis herotan persepsi yang sesuai berdasarkan pernyataan 8?

- A Pengalaman.*
- B Stereotaip.*
- C Persepsi terpilih.*
- D Ralat tanggapan pertama.*

15. What is the meaning of existence needs in ERG Theory?

- A** The desire for personal development.
- B** A desire to be loved and accepted by others.
- C** The desire for maintaining important interpersonal relationships.
- D** Need for providing the basic material existence requirements of humans.

Apakah maksud keperluan keberadaan dalam Teori ERG?

- A Keinginan untuk membangunkan peribadi.*
- B Keinginan untuk disayangi dan diterima oleh orang lain.*
- C Keinginan untuk mengekalkan hubungan interpersonal yang penting.*
- D Keperluan untuk menyediakan keberadaan asas manusia.*

Factors such as salary, fringe benefits, working conditions, job security and supervision are associated with job dissatisfaction.

Statement 9

16. Which of the following is a factor related to statement 9?

- A Hygiene factors.
- B Motivator factors.
- C Existence factors.
- D Relatedness factors.

Faktor-faktor seperti gaji, faedah sampingan, keadaan kerja, keselamatan kerja dan penyeliaan dikaitkan dengan ketidakpuasan kerja yang berdasarkan keadaan persekitaran kerja.

Pernyataan 9

Manakah antara berikut merupakan faktor yang berkaitan dengan pernyataan 9?

- A Faktor 'hygiene'.*
- B Faktor pendorong.*
- C Faktor kewujudan.*
- D Faktor perkaitan.*

17. An employee is comparing his inputs-outcomes in the current organization, and the inputs-outcomes of his friend in the current organization are referred to as _____.

- A Self-inside.
- B Self-outside.
- C Other-inside.
- D Other-outside.

Seorang pekerja sedang membandingkan antara input dan hasil dirinya dalam organisasi semasa serta perbandingan input dan hasil rakan dalam organisasi semasa. Pernyataan ini merujuk kepada _____.

- A diri-dalam.
- B diri-luar.
- C lain-dalam.
- D lain-luar.

It is the most fundamental human need to stay alive such as food, water, shelter and other bodily needs. In organization, people need good and comfortable working conditions, such as a basic wage or salary.

Statement 10

18. Based on statement 10, what is the most significance needs in Maslow's Hierarchy of Needs theory?

- A Social.
- B Physiological.
- C Job satisfaction.
- D Self-actualization.

Keperluan manusia yang paling asas untuk terus hidup adalah seperti makanan, air, tempat tinggal dan keperluan tubuh badan yang lain. Dalam organisasi, orang memerlukan keadaan kerja yang baik dan selesa, seperti gaji pokok.

Pernyataan 10

Berdasarkan pernyataan 10, apakah keperluan yang paling penting dalam teori Hierarki Keperluan Maslow?

- A Sosial.
- B Fisiologi.
- C Kepuasan kerja.
- D Penyempurnaan sendiri.

19. Below are the stages of group development **except**

- A Forming.
- B Managing.
- C Adjourning.
- D Performing.

*Berikut adalah peringkat perkembangan kumpulan **kecuali***

- A *Membentuk.*
- B *Mengurus.*
- C *Menangguhkan.*
- D *Melakukan.*

20. Which of the following is the best characteristics of informal group?

- A It concentrates more on the performance of jobs.
- B It is designed by top management to achieve organization goals.
- C It is natural outcome at the workplace, which is not designed and planned.
- D The coordination of members controlled through processes and procedures.

Antara berikut, yang manakah merupakan ciri terbaik kumpulan tidak formal?

- A *Tumpuan yang lebih kepada prestasi kerja.*
- B *Direka oleh pengurusan atasan untuk mencapai matlamat organisasi.*
- C *Hasil semula jadi di tempat kerja, yang tidak direka dan dirancang.*
- D *Penyelarasan anggota dikawal melalui proses dan prosedur.*

Operating without managers and taking the responsibilities to complete work processes that deliver product or services to external or internal customers. For example, at Tennessee Eastman, a division of Eastman Kodak Company, teams are responsible for whole product lines including processing, lab work, and packaging.

Statement 11

21. Based on statement 11, which of the following describes the types of groups and teams?

- A Task forces.
- B Virtual teams.
- C Functional teams.
- D Self-directed teams.

Beroperasi tanpa pengurus dan bertanggungjawab ke atas proses kerja yang lengkap untuk menyampaikan produk atau perkhidmatan kepada pelanggan luaran atau dalaman. Contohnya, Tennessee Eastman yang merupakan bahagian Syarikat Eastman Kodak iaitu pasukan yang bertanggungjawab terhadap produk-produk keluarannya termasuk pemprosesan, kerja makmal dan pembungkusan.

Pernyataan 11

Berdasarkan pernyataan 11, yang manakah menerangkan jenis kumpulan dan pasukan?

- A Pasukan petugas.
- B Pasukan maya.
- C Pasukan berfungsi.
- D Pasukan arahan sendiri.

The Mark Lee Company has invested in the SM Entertainment Company which is an unrecognized company with no clear goal. Therefore, after a few months the company has gone bankrupt and suffered losses.

Statement 12

22. Based on statement 12, how would you show your understanding of adverse group behaviour from the situation?

- A Groupthink.
- B Social loafing.
- C Diffusion of responsibility.
- D Escalation of commitment.

Syarikat Mark Lee telah melabur dalam Syarikat SM Entertainment yang merupakan syarikat yang tidak diiktiraf tanpa matlamat yang jelas. Oleh itu, selepas beberapa bulan syarikat itu telah mufliis dan mengalami kerugian.

Pernyataan 12

Berdasarkan pernyataan 12, apakah ciri-ciri pengaruh kumpulan yang negatif?

- A Pemikir Kumpulan.
- B Kemalasan Sosial.
- C Penyebaran tanggungjawab.
- D Peningkatan Iltizam.

A process in which groups with conflicting interests meet together to make offers, counter offers, and concessions to each other in an effort to resolve their differences.

Statement 13

23. Based on statement 13, what is the type of the process?

- A Personality.
- B Negotiation.
- C Work teams.
- D Decision making.

Proses yang melibatkan kumpulan yang mempunyai kepentingan yang bercanggah bertemu untuk membuat tawaran, tawaran balas dan konsesi antara satu sama lain dalam usaha menyelesaikan perbezaan antara mereka.

Pernyataan 13

Berdasarkan pernyataan 13, apakah jenis proses itu?

- A** *Personaliti.*
- B** *Rundingan.*
- C** *Pasukan kerja.*
- D** *Membuat keputusan.*

24. Which of the following shows the decision are repetitive and routine that have been outlined by rules, policies, and procedures?

- A** Performed decisions.
- B** Production decisions.
- C** Permanent decisions.
- D** Programmed decisions.

Manakah antara berikut menunjukkan keputusan itu berulang dan rutin yang telah digariskan oleh peraturan, dasar dan prosedur?

- A** *Melaksanakan keputusan.*
- B** *Keputusan pengeluaran.*
- C** *Keputusan tetap.*
- D** *Keputusan terprogram.*

A team of medical experts is hired to advise on whether a drug would be effective to treat a particular class of diseases. They are each asked to anonymously give their opinion about it and then get to see what the others said.

Statement 14

25. Based on statement 14, what group of decision making would you use to describe the statement?

- A Brainstorming.
- B Delphi technique.
- C Nominal group technique.
- D Electronic meetings/E-meetings.

Sekumpulan pakar telah diupah untuk menasihati sama ada ubat yang telah digunakan itu berkesan atau tidak untuk merawat jenis penyakit tertentu. Mereka perlu memberi pendapat secara sulit tanpa mendedahkan nama dan perlu mendapatkan respon daripada pendapat itu,

Pernyataan 14

Berdasarkan pernyataan 14, apakah kumpulan membuat keputusan yang digunakan oleh pakar?

- A Sumbang saran.
- B Teknik Delphi.
- C Teknik Kumpulan Nominal.
- D Mesyuarat elektronik/E-mesyuarat.

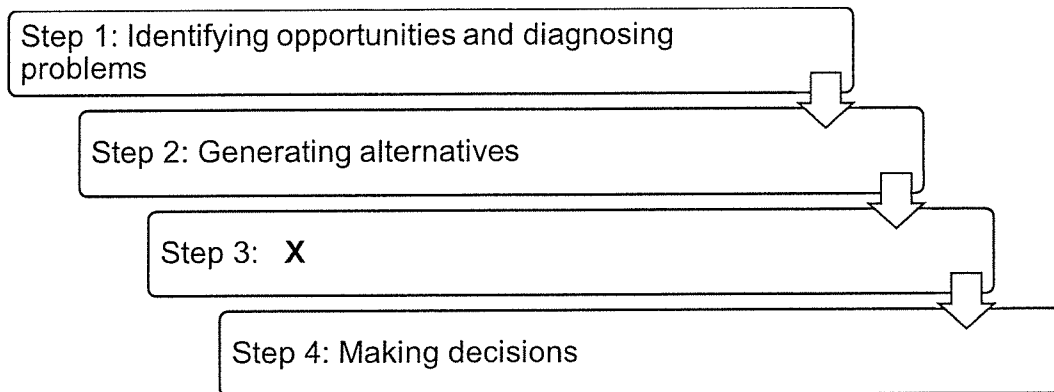
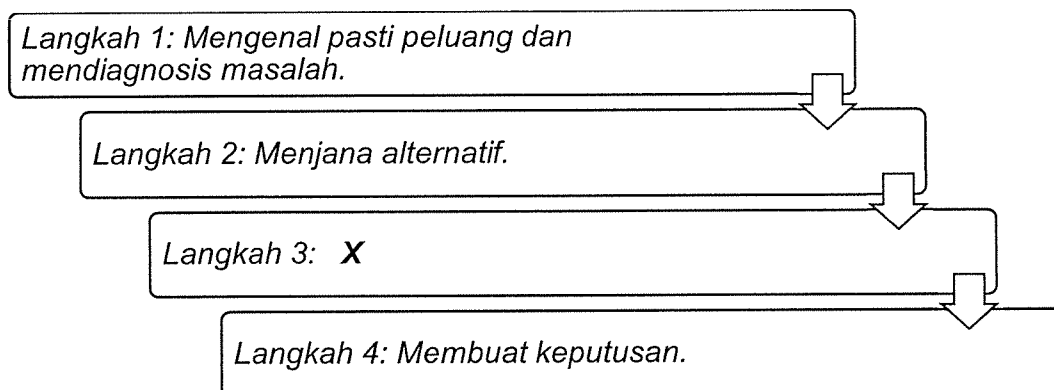


Figure 1

26. Figure 1 shows the decision making process. What step is represented by **X**?

- A Evaluating alternatives.
- B Implementing the decisions.
- C Evaluating and monitoring results.
- D Set the desired goals or objectives.



Rajah 1

Rajah 1 menunjukkan proses membuat keputusan. Apakah langkah yang diwakili oleh **X**?

- A Menilai alternatif.
- B Melaksanakan keputusan.
- C Menilai dan memantau keputusan.
- D Menetapkan matlamat atau objektif yang diinginkan.

27. What is the definition of Eustress?

- A The pressure people feel in life.
- B The effects of stress on a person's mental and emotional health.
- C A negative type of stress that can result in both mental and physical illness.
- D A positive stress that motivates people to work harder and foster personal development.

Apakah definisi Eustres?

- A Tekanan yang dirasakan oleh orang dalam kehidupan.
- B Kesan tekanan terhadap kesihatan mental dan emosi seseorang.
- C Jenis tekanan negatif yang boleh mengakibatkan penyakit mental dan fizikal.
- D Tekanan positif yang mendorong orang ramai untuk bekerja lebih keras dan memupuk perkembangan peribadi.

28. What are the examples of symptoms that affected the employee's behaviour in the consequences of stress?

- A Anxiety.
- B Headaches.
- C Depression.
- D Lower job performance.

Apakah contoh gejala yang mempengaruhi tingkah laku pekerja dalam akibat tekanan?

- A Kebimbangan.
- B Sakit kepala.
- C Kemurungan.
- D Prestasi kerja merosot.

Recently, Lisa, holds the position of assistant manager in the operations department, has been feeling stressed. This is because, the management often gives her a lot of work since one of the worker in the human resources department quits his job. Furthermore, the work given is out her job scope.

Statement 15

29. Based on the situation above, what is the source of Lisa's stress?

- A Social factors.
- B Personal Factors.
- C Organizational factors.
- D Environmental factors.

Baru-baru ini, Lisa memegang jawatan Penolong Pengurus di bahagian operasi berasa tertekan. Ini kerana, pihak pengurusan sering memberikannya kerja yang banyak sejak salah seorang pekerja di bahagian sumber manusia itu berhenti kerja. Tambahan pula, kerja yang diberikan adalah di luar skop kerja beliau.

Pernyataan 15

Berdasarkan pernyataan 15, apakah punca tekanan Lisa?

- A Faktor sosial.
- B Faktor peribadi.
- C Faktor organisasi.
- D Faktor persekitaran.



Figure 2 / Rajah 2

30. Figure 2 shows an example of the symptoms that occur when a person is under stress. Therefore, which consequences of stress that can be associated with the picture above?

- A Behavioural.
- B Physiological.
- C Psychological.
- D Individual differences.

Rajah 2 menunjukkan simptom yang berlaku apabila seseorang itu mengalami tekanan. Manakah antara berikut merupakan akibat stress yang berkait dengan rajah 2?

- A Tingkah Laku.*
- B Fisiologi.*
- C Psikologi.*
- D Perbezaan individu.*

[60 MARKS / MARKAH]

PART B

This part contains of **FOUR (4)** questions.

Answer ALL questions on Answering Booklet.

*Bahagian ini mempunyai **EMPAT (4)** soalan.*

*Jawab **semua** soalan di Buku Jawapan.*

QUESTION 1

a. List **four (4)** importance of motivation in organization.

(4 marks/markah)

*Senaraikan **empat (4)** kepentingan motivasi dalam organisasi.*

b. Explain **three (3)** needs in Maslow's Hierarchy of Needs Theory.

(6 marks/markah)

*Terangkan **tiga (3)** keperluan dalam Teori Hierarki Keperluan Maslow.*

QUESTION 2

Discuss **five (5)** leadership styles of The Managerial Grid.

(10 marks/markah)

*Bincangkan **lima (5)** gaya kepimpinan Grid Pengurusan.*

QUESTION 3

a. Give **four (4)** negative effects of conflict.

(4 marks/markah)

*Berikan **empat (4)** kesan negatif konflik.*

b. Explain **three (3)** ways to manage conflict.

(6 marks/markah)

*Terangkan **tiga (3)** cara untuk menguruskan konflik.*

QUESTION 4

Stress is a normal human reaction experienced by everyone. It is a complex feeling and often misunderstood. Discuss **four (4)** types of role demands in organization factors of stress with an example.

(10 marks/markah)

*Tekanan adalah tindak balas manusia biasa yang dialami oleh semua orang. Perasaan yang kompleks ini, sering disalah ertikan. Bincangkan **empat (4)** jenis peranan dalam menghadapi tekanan organisasi berserta dengan contoh.*

[40 MARKS / MARKAH]

**END OF QUESTION PAPER
KERTAS SOALAN TAMAT**

