

Perception-III

By Umakanta Nayak



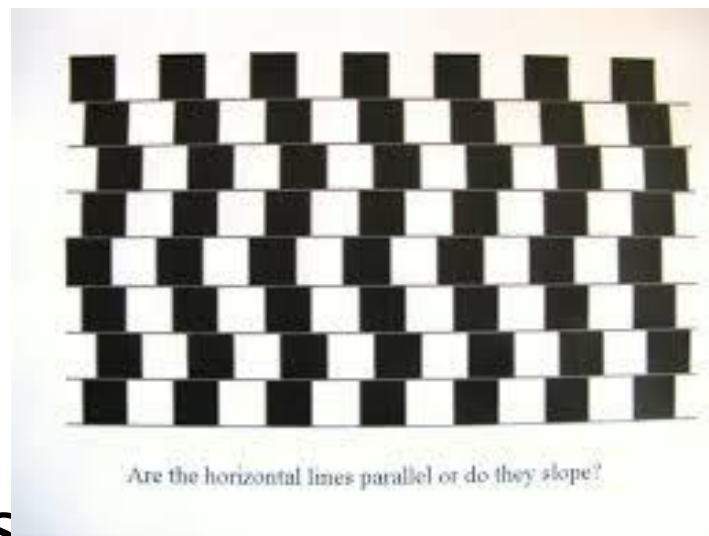
Errors in perception & Process of Interpretation

Errors

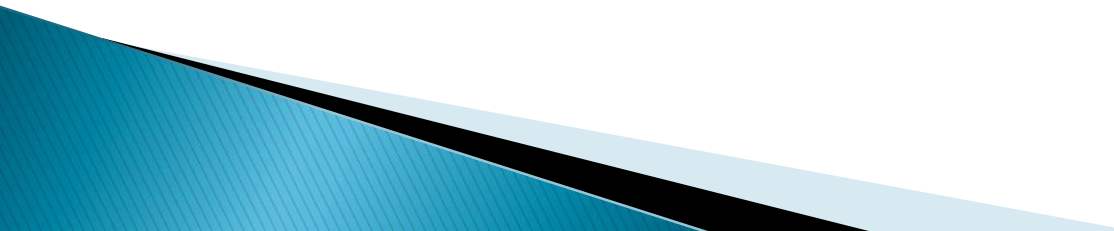
- ▶ Illusion
- ▶ Hallucination

Interpretation

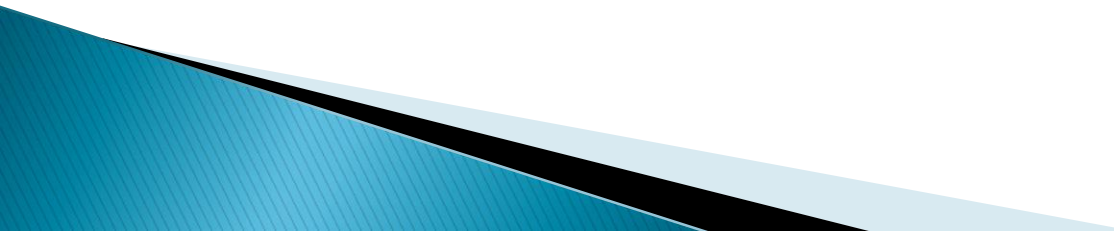
Perceiver interprets or assigns meaning to the information

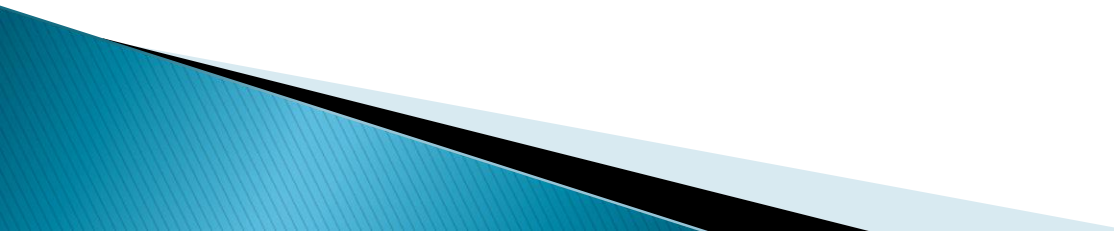


PROCESS OF INTERPRETATION

- ▶ PERCEPTUAL SET (Previously held beliefs)
 - ▶ ATTRIBUTION (Assigning causes)
 - ▶ STEREOTYPING
 - ▶ HALO EFFECT
 - ▶ HORNS EFFECT
 - ▶ Perceptual context
 - ▶ Perceptual defense
 - ▶ Projection
- 

Stereotyping

- ▶ The tendency to ascribe positive or negative characteristics to others on the basis of general categorization and perceived similarities.
 - ▶ Common stereotypes may be based on nationality, occupation, physical attributes, education, social status, politics, gender, etc. .
 - ▶ Prejudice is a stereotype having strong negative characteristics.
- 

- ▶ The 'halo' effect: The process whereby a person's perception is formed on the basis of a single favorable trait or impression.
 - ▶ The horn's effect: Judgements made about a person are formed from the perception of negative characteristics.
- 

THEORY OF ATTRIBUTION (Heider & Kelly)

- ▶ This theory suggests that we observe behaviour and then attribute causes to it; we attempt to explain why people behave as they do.
- ▶ The process of attribution is based on perceptions of reality and these perceptions vary widely among individuals.

Process

- ▶ Distinctiveness (Different Situation)
- ▶ Consistence (Different Time)
- ▶ Consensus (Others behaviour)

Observation

Interpretation

Attribution
of cause

High

External

Distinctiveness

Low

Internal

High

External

Consensus

Low

Internal

High

Internal

Consistency

Low

External

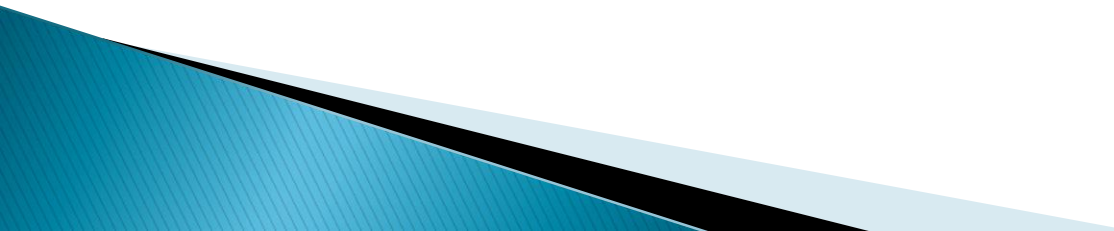
Individual behavior

- ▶ Self serving bias–The theory of attribution says, we tend to attribute success to personal effort and failure to external causes.
(Pygmalion effect)

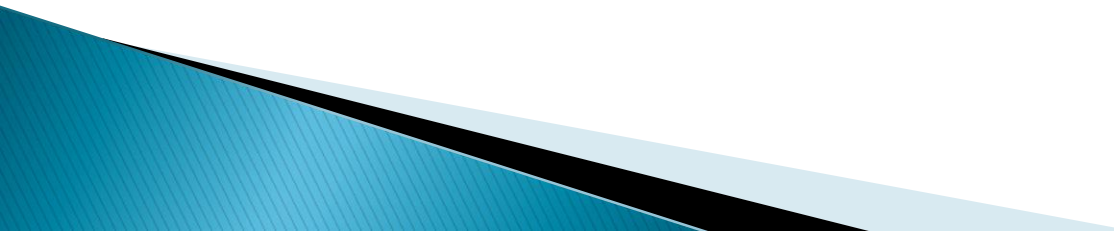
Implication for Managers

- ▶ Communication
- ▶ Judgement of other people
 - Recruitment & selection
 - Discrimination
- ▶ Impression Management
- ▶ Corporate image

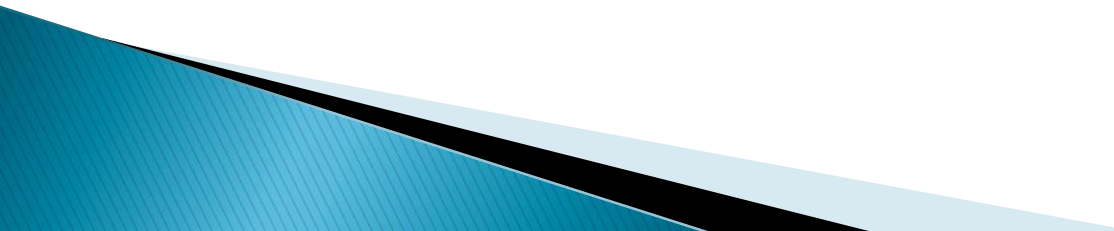
Possible sources of judgement errors

- ▶ False decoding of non verbal behaviour
 - ▶ Inaccurate attribution
 - ▶ Using stereotypes uncritically
 - ▶ Using irrelevant information
 - ▶ Seeing only what we expect to see
- 

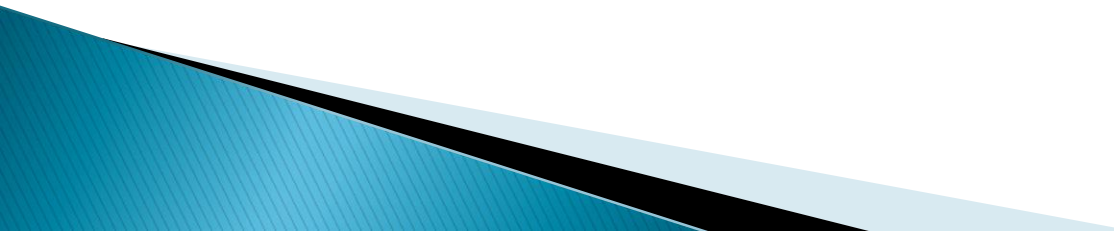
PERCEPTION AND ORGANIZATIONAL BEHAVIOUR

- ▶ Recognition of difference between the perceptual world and the real world is vital to the study of *OB*.
 - ▶ Specific application in interviews, performance appraisals.
- 

MANAGING THE PERCEPTUAL PROCESS

- ▶ Have a high level of self awareness
 - ▶ Seeks information from various sources to confirm or reject personal impressions of a decision situation
 - ▶ Be empathetic toward others
 - ▶ Influence the perception of others when they are drawing incorrect or incomplete impressions of events in the work setting
- 

Contd...

- ▶ Avoid common perceptual distortions that bias our views of people and situations
 - ▶ Avoid inappropriate attribution
 - ▶ Know yourself
- 

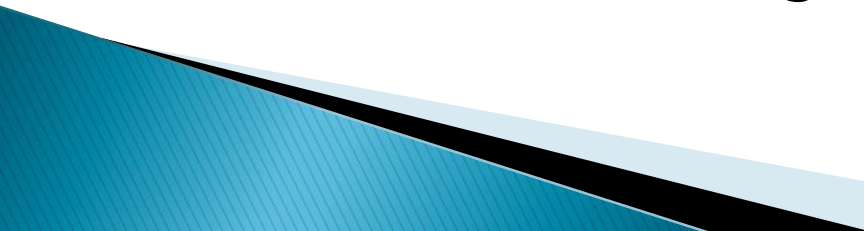
SOCIAL PERCEPTION

- ▶ SOCIAL PERCEPTION IS THE PROCESS OF COMBINING, INTEGRATING AND INTERPRETING INFORMATION ABOUT OTHERS TO GAIN AN ACCURATE UNDERSTANDING OF THEM.

Impression Management

- ▶ Whereas social perception is concerned with how one individual perceives other individuals, impression management (sometimes called “self-presentation”) is the process by which people attempt to manage or control the perception of others form of them.

Two components of Impression Management

- ▶ **Impression Motivation:** Depends upon Goal and discrepancy between image one would like others to hold and image one believes others already hold
 - ▶ **Impression Construction:** Five relevant factors
 - Self-concept
 - Desired and undesired identity images
 - Role constraints
 - Target's values
 - Current social image
- 

Impression Management Strategies

- ▶ Demotion–preventive strategy
- ▶ Promotion enhancing strategy

I want you to cut the salary of all by 10% but.....

It should look like a reward !



Reference

- ▶ Organizational Behaviour by Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, 15th ed, Pearson
 - ▶ Organizational Behaviour by Fred Luthans, 8th edition, Irwin McGraw–Hill
- 