

# MST 514– Introduction to Organisation Behaviour

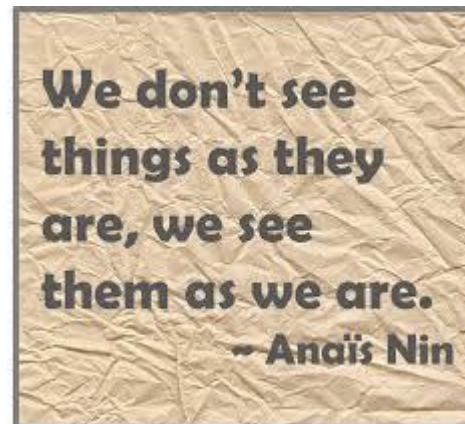
Lecture 6

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# Topics to be covered today

## 1. Perception



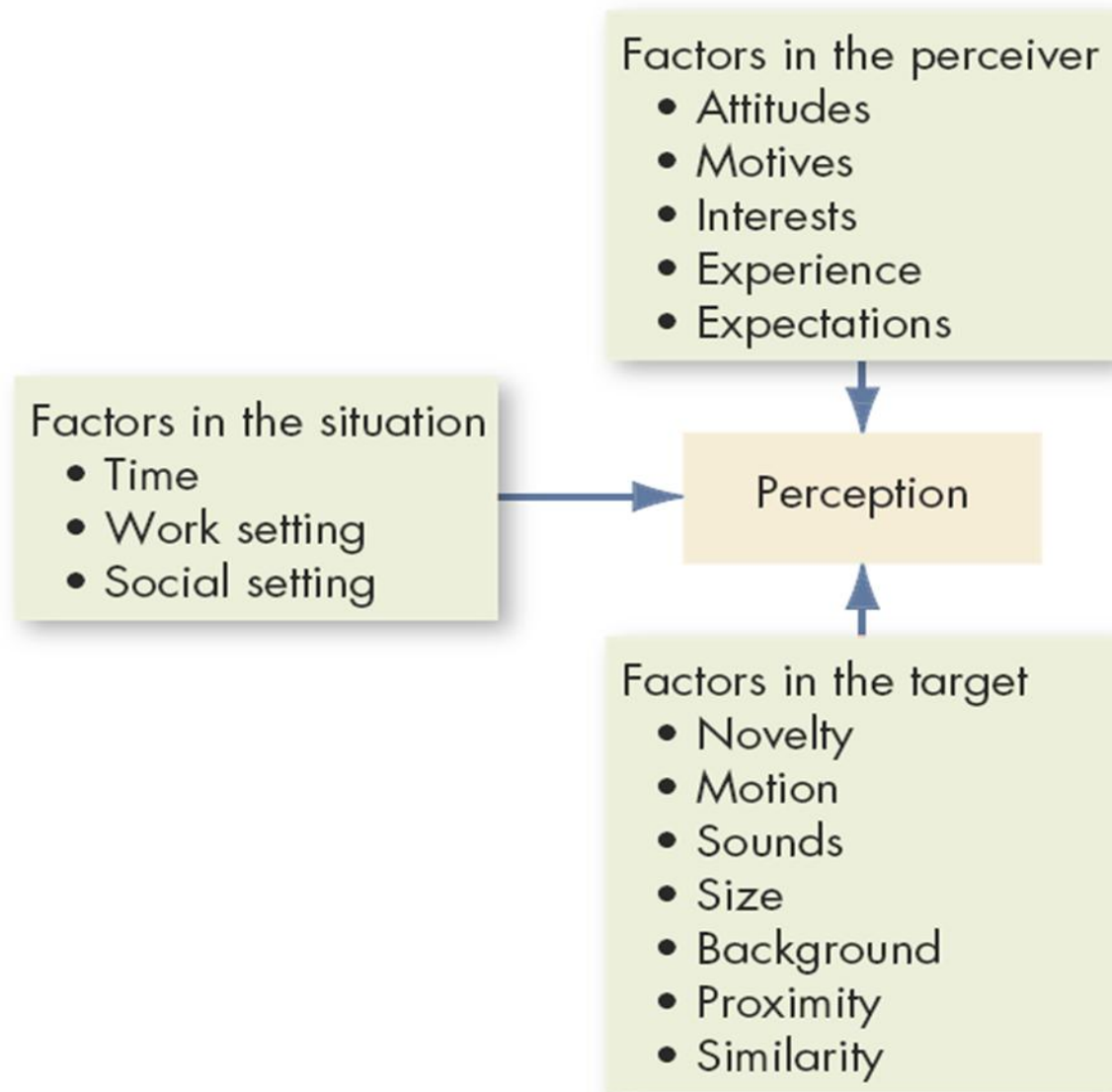
# Introduction to perception

- A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.
- People's behavior is based on their perception of what reality is, not on reality itself.
- The world as it is perceived is the world that is behaviorally important.
- The ability to see, hear, or become aware of something through the senses.

## PERCEPTION



# Factors that influence perception



# Attribution Theory: Judging Others

Our perception and judgment of others is significantly influenced by our assumptions of the other person's internal state.

When individuals observe behavior, they attempt to determine whether it is internally or externally caused.

- Internal causes are under that person's control
- External causes are not under the person's control

## Causation judged through:

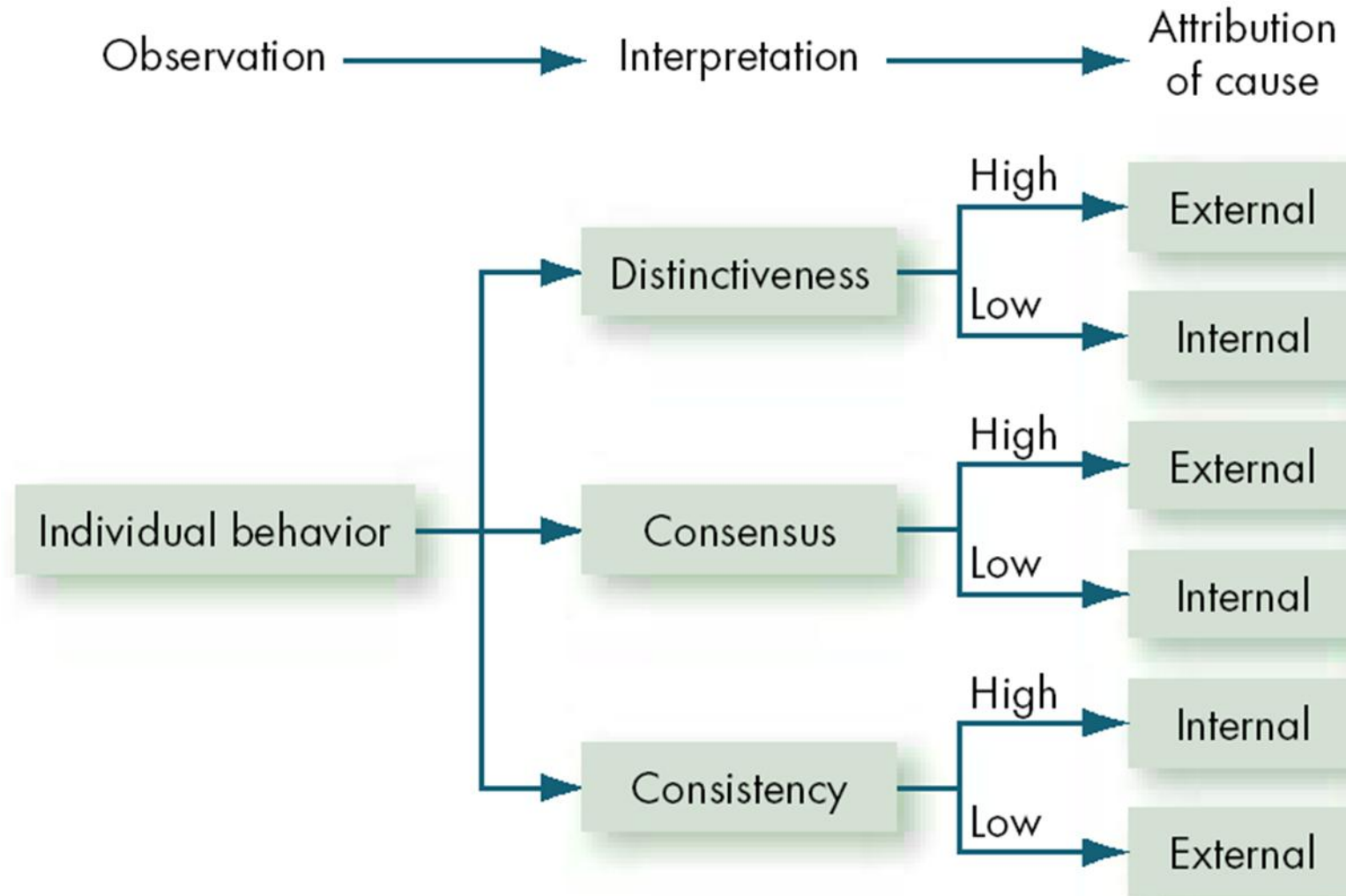
*Distinctiveness:* Shows different behaviors in different situations

*Consensus:* Response is the same as others to the same situation

*Consistency:* Responds in the same way over time



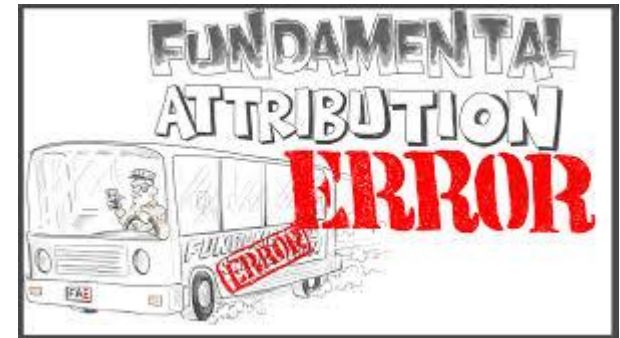
# Elements of attribution theory



# Errors and Biases in Attributions

## ➤ Fundamental Attribution Error

- The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behavior of others
- We blame people first, not the situation



## ➤ Self-Serving Bias

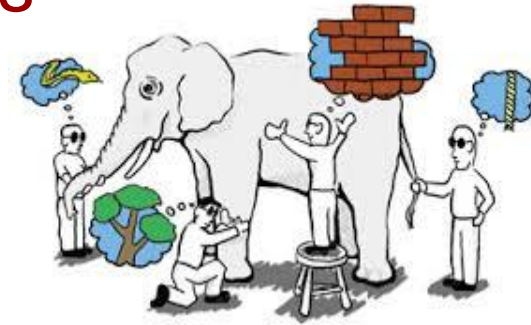
- The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors
- It is “our” success but “their” failure



# Frequently Used Shortcuts in Judging Others

- **Selective Perception**

- People selectively interpret what they see on the basis of their interests, background, experience, and attitudes



- **Halo Effect**

- Drawing a general impression about an individual on the basis of a single characteristic



Younger

Older

- **Contrast Effect**

- 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



- **Projection**

- Attributing one's own characteristics to other people.





# Another Shortcut: Stereotyping

Judging someone on the basis of one's perception of the group to which that person belongs – a prevalent and often useful, if not always accurate, generalization



- Profiling

–A form of stereotyping in which members of a group are singled out for intense scrutiny based on a single, often racial, trait.



# Specific Shortcut Applications in Organizations

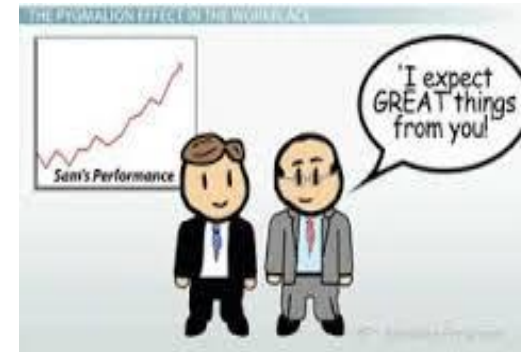
- **Employment Interview**

- Perceptual biases of raters affect the accuracy of interviewers' judgments of applicants
- Formed at a single glance: 1/10th of a second!



- **Performance Expectations**

- Self-fulfilling prophecy (Pygmalion effect): The lower or higher performance of employees reflects preconceived leader expectations about employee capabilities



- **Performance Evaluations**

- Appraisals are often the subjective (judgmental) perceptions of appraisers of another employee's job performance
- Critical impact on employees



# Specific Shortcut Applications in Organizations

- Ethnic Profiling

- A form of stereotyping in which a group of individuals is singled out—typically on the basis of race or ethnicity—for intensive inquiry, scrutinizing, or investigation.



- Employee Effort

- Assessment of individual effort is a subjective judgment subject to perceptual distortion and bias.



# Thank you

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