Chapter 2: Perception, Personality, & Emotions

▌WHAT IS PERCEPTION, & WHY IS IT IMPORTANT?

perception = process by which individuals organize and interpret their impressions to give meaning to their environment

- People's behaviour is based on their perception of what reality is

▌FACTORS INFLUENCING PERCEPTION

	Factors	
Perceiver	• attitudes • motives • interests • past experiences • expectations	- interpretation is heavily influenced by perceiver's personal characteristics *(e.g. we often interpret others' behaviours based on our own characteristics – we see what we expect to see)* - cultural differences
Target	• novelty • motion • sounds • size • background • proximity	- physical & time closeness → unrelated objects grouped together *(e.g. objects close to each other perceived together)* *(e.g. assignment of new manager + increase in sales: may not be related, but b/c of timing, perceived as related)* - similarity ↑ , probability ↑ that they be perceived as a common group
Situation	• time • work setting • social setting	- elements in surrounding environment influence perceptions *(e.g. shorts & T-shirts in social setting → appropriate in work setting → not appropriate)*

▌PERCEPTUAL ERRORS

Attribution Theory	= when we observe what seems like atypical behaviour by an individual, we try to determine whether it's internally/externally caused - Internally(Int.) caused: under personal control Externally(Ext.) caused: result from outside causes; person forced by situation		
	3 BEHAVIOURAL RULES	**1) Distinctiveness** High(Seldom)→ Ext. Low(Frequent)→ Int.	whether an individual acts similarly across various situations *(How often does the person do this in other situations?)*
		2) Consensus High(Frequent)→Ext. Low(Seldom)→ Int.	whether everyone faced w/ similar situation responds in the same way *(How often do other people do this in similar situations?)*
		3) Consistency High(Frequent)→ Int. Low(Seldom)→ Ext.	whether individual's action is repeated over time *(How often did the person do this in the past?)*

	Fundamental attribution error = tendency to underestimate influence of Ext. factors & overestimate influence of Int. factors when judging others' behaviours **Self-serving bias** = tendency for ppl to attribute their own successes to Int. factors while putting blame for failures on Ext. factors
Selective Perception	= ppl's selective interpretation of what they see based on their interests, background, experience, attitudes - "speed-read" others, we see what we want to see → risk: drawing inaccurate, unwarranted conclusions from ambiguous situation
Halo Effect	= drawing general impression of an individual on basis of a single characteristic *(e.g. student rates prof → may give more weight to a single trait)* - most extreme when: - perceived traits are ambiguous & have moral tones - perceiver had limited experience w/ the traits being judged
Contrast Effects	= our reaction to 1 person is often influenced by other ppl we recently encountered - we don't evaluate a person in isolation *(e.g. candidate receives more favorable evaluation if preceded by mediocre applicants, but less favorable evaluation if preceded by strong applicants)*
Projection	= attributing one's own characteristics to other ppl - ppl perceive others according to what they themselves are like
Stereotyping	= judging someone based on one's perception of the group to which that person belongs - widespread, although may be inaccurate & lead to prejudice **Prejudice** = unfounded dislike of a person/group based on their belonging to a particular stereotyped group - has –ve emotional content added

▌WHY DO PERCEPTION AND JUDGMENT MATTER?

- Hiring & employee's performance appraisal (*promotions, pay raises, continuation of employment*) depends very much on perceptual process/bias of employers
  **study found out managers in HK & US were more likely to promote ppl similar to themselves*
  → ppl in organizations are always judging each other!

Self-fulfilling prophecy = a person will behave in ways consistent w/ how he is perceived by others (*Pygmalion effect)*
→ expectations become reality

▌PERSONALITY

Personality = stable patterns of behaviour & consistent internal states that determine how an individual reacts to & interacts w/ others

Personality Determinants

Heredity	- some personality traits may be built into genetic code *e.g. shyness, fear, distress*
Environmental Factors	- culture in which we're raised - early conditioning - norms among family, friends, social groups *e.g. North Americans's emphasis on industriousness, success, competition Protestant work – rather than on family, cooperation, getting along with others*
Situational Factors	- demands of different situations call forth diff. aspects of one's personality - not yet have neat classification scheme that would tell us the impact of various situations; we only know certain situations limit many behaviours, vice versa

Personality Traits

= enduring characteristics that describe an individual's behaviour *(16 primary/source traits)*

Methods used to determine personality traits:

Myers-Briggs Type Indicator (MBTI)	= personality test that taps 4 characteristics and classifies ppl into 1 of 16 personality types *(e.g. INTJ: visionary, ESTJ: organizers)* - even tho not proved to be valid measure, still used widely - Classified along these dimensions:	
	Extraversion (E) / Introversion (I)	refers to how ppl focus themselves: inside (introversion) / outside (extraversion)
	Sensing (S) / Intuiting (N)	how ppl gather info: very systematically (sensing) / relying on intuition (intuiting)
	Thinking (T) / Feeling (F)	how ppl prefer to make decisions: objectively, impersonally (thinking) / subjectively, interpersonally (feeling)
	Judging (J) / Perceiving (P)	how ppl order their daily life: being decisive, planned (judging) / spontaneous, flexible (perceiving)

Big Five Model	*5 DIMENTIONS:*	**Extraversion**	- person's comfort level w/ relationships - describes degree to which a person is *sociable, talkative, assertive*
		Agreeableness	- propensity to defer to others - describes degree to which a person is *good-natured, cooperative, trusting*
		Conscientiousness	- measure of reliability - describes degree to which person is *responsible, dependable, persistent, achievement-oriented*

		Emotional Stability	- ability to withstand stress - describes degree to which person is *calm, self-confident, secure*
		Openness to Experience	- person's range of interests & fascination w/ novelty - describes degree to which person is *imaginative, artistically sensitive, intellectual*

Major Personality Attributes Influencing OB

ATTRIBUTE	*DEFINITION*	
Locus of Control	degree to which ppl believe they are in control of their own fate	**internals** = ppl who believe that they control their destinies - greater motivation, salary increases - believe their efforts will result in good performance - higher salaries **externals** = ppl who believe that their lives are controlled by outside forces (luck, chance) - less satisfied w/ & less involved in their jobs - higher absenteeism rates, more alienated from work setting
Machiavellianism *"If it works, use it"*	degree to which individual is pragmatic, maintains emotional distance, believes that ends can justify means	- High Machs manipulate more, win more, are persuaded less, persuade others more - High Machs do better when: 1) they interact face to face w/ others (rather than indirectly) 2) situation has min. # of rules & regulations (allows room for improvising) 3) emotional involvement w/ details irrelevant o winning distracts low Machs - high Machs… good employees? depends on type of job. →good in jobs that require bargaining skills (labour negotiation) or offer rewards for winning (commissioned sales)
Self-Esteem	degree to which individuals like/dislike themselves	High SEs: - take more risks, believe they have ability to succeed - more likely to take unconventional jobs - emphasize +ve when confronting failure Low SEs: - more susceptible to external influence - dependent on receipt of +ve evaluations from others - seek approval from others, try to please others - less likely to take unpopular stands - conform to behaviours of those they respect
Self-Monitoring	personality trait that measures ability to adjust behaviour to external,	High self-monitors: (more promotions, high performers, leaders) - highly sensitive to external cues - can behave differently in diff. situations - can present contradictions btwn their public personae & private selves - pay closer attention to others' behaviours - more capable of conforming

	situational factors	Low self-monitors: - tend to display true dispositions & attitudes in all situations - high behavioural consistency btwn who they are & what they do
Risk-Taking	willingness to take chances or risks	- High risk-taking managers use less info to make more rapid decisions - risk-taking should depend on type of job
Type A Personality (& Type B)	personality w/ aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time; if necessary, against opposing efforts of other things/ppl	<u>Type As</u> *[quantity > quality]* - always moving, walking, eating rapidly - feel impatient w/ rate at which most events take place - try to do 2 or more things at once - cannot cope w/ leisure time - obsessed w/ #s (measure their success in terms of quantity of everything acquired) - rarely creative, rely on past experiences; competitive, hostile <u>Type Bs</u> (opposite) - *rarely harried by desire to obtain wildly inc. # of things / participate in endless growing series of events in ever-dec. amount of time* - never suffer from a sense of time urgency w/ impatience - feel no need to display/discuss achievements or accomplishments unless demanded by situation - play for fun & relaxation (not exhibit superiority) - can relax w/o guilt - Type Bs more successful, healthier - Type As: high blood pressure, recovery from stress is slower, higher rates of death from hypertension, coronary heart disease
Proactive Personality	identifies opportunities, shows initiative, takes action, perseveres until meaningful change occurs	- act as change agents / leaders within organization - challenge status quo or voice their displeasure when situations aren't to their liking - leave organization to start their own business - select, create, influence work situations in their favour - seek out job & organizational info - develop contacts in high places - engage in career planning & achieve career success - demonstrate persistence in face of obstacles

Personality and National Culture

- personality tests may be subject to cultural bias (when used on ppl other than those for whom tests are designed)
- cultures differ in terms of ppl's relationship to environment

  e.g. North Amerca: can dominate environment (external locus of control)

  Middle Eastern: life is predetermined (internals)

Personality and Perception

- ppl w/ certain personality charac. are perceived in more +ve light

  e.g. tendency to have more –ve impressions of those different demographically
- personality may also affect how they're perceived

EMOTIONS

emotions = intense feelings that are directed at someone or sth

- reactions to an object; not enduring
- turn into mood when stop focusing on contextual object

moods = feelings that tend to be less intense than emotions and lack a contextual stimulus

- not directed at object

emotional labour = when an employee expresses organizationally desired emotions during interpersonal interactions (e.g. service jobs)

- improve productivity, customer satisfaction, efficiency, profitability
- -ve personal consequences when there's discrepancy btwn outward & inward feelings

Gender and Emotions

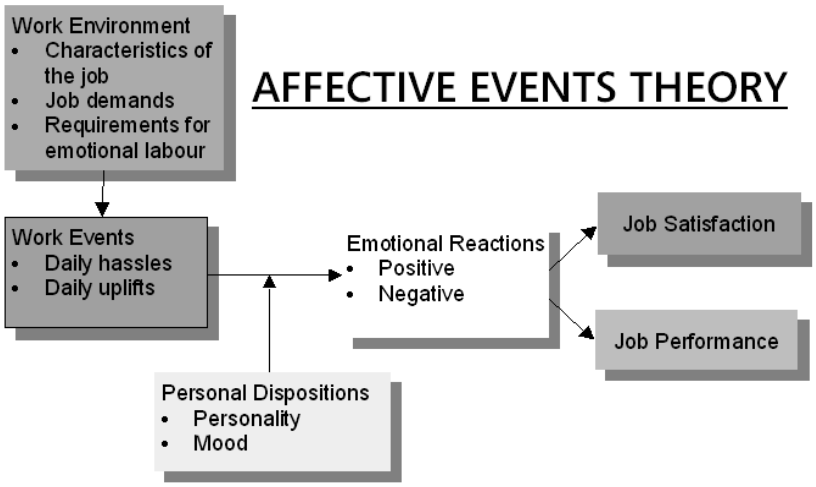
Women:

- socialized to be nurturing
- more innate ability to read others and present emotions
- greater need for social approval
  - → show greater emotional expression than men, experience emotions more intensely, display more frequent expressions of +ve/=ve emotions

Why Should We Care About Emotions in the Workplace?

Emotional Intelligence (EI)	= assortment of non-cognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping w/ environmental demands and pressures		
	5 DIMENSIONS:	*Self-awareness*	= being aware of what one's feeling - exhibited by: self-confident, realistic self-assement & self-deprecating sense of humour
		Self-management	= ability to manage one's own emotions and impulses - exbtd by: trustworthiness, integrity, comfort w/ ambiguity, openness to change
		Self-motivation	= ability to persist in the face of setbacks and failtures - exbtd by: strong drive to achieve, optimism, high organizational commitment
		Empathy	= ability to sense how others are feeling - exbtd by: expertise in building & retaining talent, cross-cultural sensitivity, service to clients and customers
		Social Skills	= ability to handle emotions of others - exbtd by: persuasiveness, expertise in building and leading groups and teams
Negative	**employee deviance** = voluntary actions that violate established norms and threaten		

Workplace Emotions	the organization, its members, or both - result from -ve emotions (e.g. envy → backstabbing) { production *(leave early, intentionally work slowly)* property *(steal, sabotage)* political *(gossip, blame co-workers)* personal aggression *(sexual harass, verbal abuse)*
Affective Events Theory (AET)	*= theory that employees react emotionally to things that happen to them at work and that this emotional reaction influences their job performance and satisfaction* - emotions: -response to event in work environment (e.g. variety of tasks, autonomy) *e.g. hassles→ -ve emotion; uplifts→ +ve emotion* -influence job performance & satisfaction variables *(e.g. OCB, level of effort)* - emotional response can change depending on mood - personality predisposes ppl to respond w/ diff. intensity 1. emotional episode = series of emotional experiences precipitated by a single event (reflects emotions & mood cycles) 2. job satisfaction is influenced by current emotions at a given time & history of emotions surrounding the event 3. moods & emotions fluctuate over time, so their effect on performance also fluctuate 4. emotion-driven behaviours: short in duration, high variability 5. emotions tend to be incompatible w/ behaviours required to do a job, so can have -ve influence on job performance (even +ve emotions)



Research Results:

How Big Five Personality Factors Affect Individual Job & Team Performance

BIG 5 PERSONALITY FACTOR	RELATIONSHIP TO **JOB PERFORMANCE**	RELATIONSHIP TO **TEAM PERFORMANCE**
Extraversion	• +vely related to job performance in occupations requiring social interaction • +vely related to training proficiency for all occupations	• +vely related to team performance • +vely related to degree of participation within team
Agreeableness	• +vely related to job performance in service jobs	• Most studies found no link btwn agreeableness & team performance / productivity • Some found –ve link btwn person's likeability & team performance
Conscientiousness	• +vely related to job performance for all occupational groups • May be better than ability in predicting job performance	
Emotional Stability	• A minimal threshold amnt may be necessary for adequate performance; greater degrees NOT related to job performance • +vely related to performance in service jobs • May be better than ability in predicting job performance across all occupational groups	
Openness to Experience	• +vely related to training proficiency	