

CHAPTER 2: PERCEPTION, PERSONALITY & EMOTIONS

ORGANIZATIONAL BEHAVIOUR

5TH CANADIAN EDITION

LANGTON / ROBBINS / JUDGE

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Chapter Outline

- Perception Defined
- Factors Influencing Perception
- Perceptual Errors
- Why Do Perception and Judgment Matter?
- Personality
- Emotions

A vertical illustration on the left side of the slide. At the top is a yellow sun with rays. Below it is a person in a blue suit holding a yellow megaphone. Further down are white clouds, green hills, and a yellow tree with red fruit.

Perception, Personality, and Emotions

1. What is perception?
2. What causes people to have different perceptions of the same situation?
3. Can people be mistaken in their perceptions?
4. Does perception really affect outcomes?
5. What is personality and how does it affect behaviour?
6. Can emotions help or get in the way when dealing with others?

Perception

- What is Perception?
 - The process by which individuals organize and interpret their impressions in order to give meaning to their environment.
- Why is it important?
 - Because behaviour is based on perception of what reality is, not on reality itself.
 - The world as it is perceived is the world that is behaviourally important.

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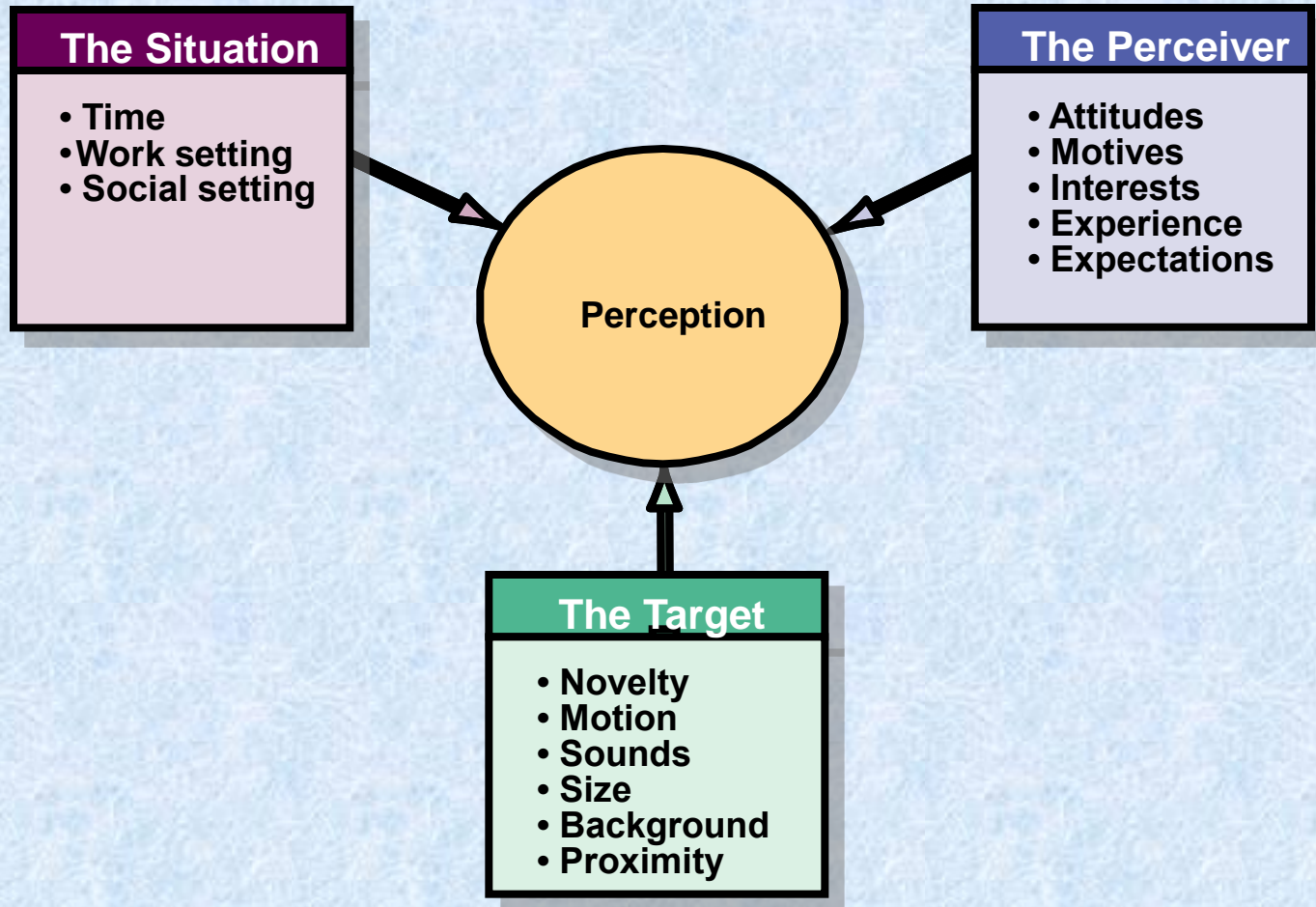
Why We Study Perceptions

- To better understand how people make attributions about events.
- We don't see reality. We interpret what we see and call it reality.
- The attribution process guides our behaviour, regardless of the truth of the attribution.

Factors Influencing Perception

- The Perceiver
- The Target
- The Situation

Exhibit 2-1 Factors that Influence Perception



Perceptual Errors

- Attribution Theory
- Selective Perception
- Halo Effect
- Contrast Effects
- Projection
- Stereotyping

Attribution Theory

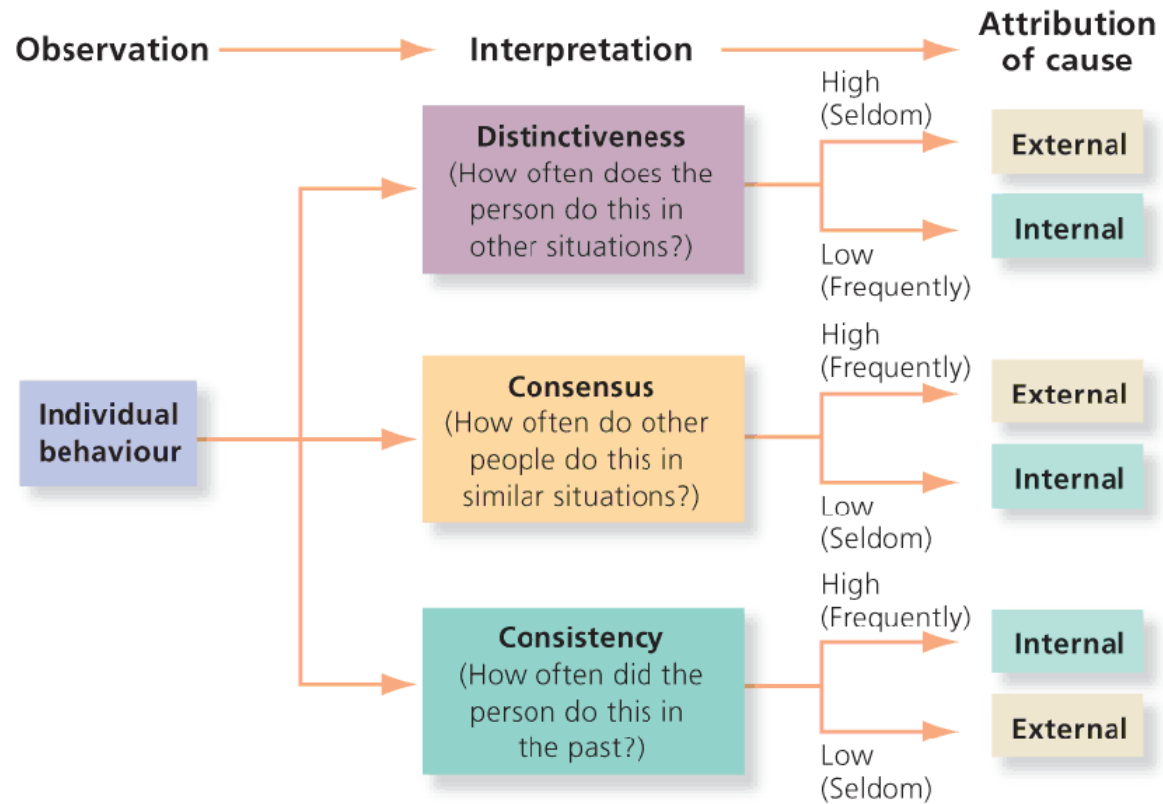
- When individuals observe behaviour, they attempt to determine whether it is internally or externally caused.
 - **Distinctiveness**
 - Does the individual act the same way in other situations?
 - **Consensus**
 - Does the individual act the same as others in the same situation?
 - **Consistency**
 - Does the individual act the same way over time?

Attribution Theory

- **Fundamental Attribution Error**
 - The tendency to underestimate external factors and overestimate internal factors when making judgments about others' behaviour.
- **Self-Serving Bias**
 - The tendency to attribute one's successes to internal factors while putting the blame for failures on external factors.

Exhibit 2-2 Attribution Theory

EXHIBIT 2-2 Attribution Theory



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Perceptual Errors

- **Selective Perception**

- People selectively interpret what they see based on their interests, background, experience, and attitudes.

- **Halo Effect**

- Drawing a general impression about an individual based on a single characteristic.

- **Contrast Effects**

- A person's evaluation is affected by comparisons with other individuals recently encountered.

Perceptual Errors

- **Projection**
 - Attributing one's own characteristics to other people.
- **Stereotyping**
 - Judging someone on the basis of your perception of the group to which that person belongs.
- **Prejudice**
 - An unfounded dislike of a person or group based on their belonging to a particular stereotyped group.

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Why Do Perceptions and Judgment Matter?

- **Self-Fulfilling Prophecy**
 - A concept that proposes a person will behave in ways consistent with how he or she is perceived by others.

Personality

- The sum total of ways in which an individual reacts and interacts with others.
- Measuring Personality
 - Research indicated that personality tests are useful in hiring decisions.
 - Scores on personality tests help managers forecast who is the best bet for the job.
- Both observer-rating and self-report surveys can be used
 - Observer-ratings surveys tend to be more accurate predictors of job success.

Personality

- **Personality Determinants**
 - Heredity
 - Environmental Factors
 - Situational Conditions
- **Personality Traits**
 - Enduring characteristics that describe an individual's behaviour.
 - The Myers-Briggs Type Indicator (MBTI)
 - The Big Five Model

Exhibit 2-4 Sixteen Primary Personality Traits

1. Reserved
2. Less intelligent
3. Affected by feelings
4. Submissive
5. Serious
6. Expedient
7. Timid
8. Tough-minded
9. Trusting
10. Practical
11. Forthright
12. Self-assured
13. Conservative
14. Group-dependent
15. Uncontrolled
16. Relaxed

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1. Outgoing
2. More intelligent
3. Emotionally stable
4. Dominant
5. Happy-go-lucky
6. Conscientious
7. Venturesome
8. Sensitive
9. Suspicious
10. Imaginative
11. Shrewd
12. Apprehensive
13. Experimenting
14. Self-sufficient
15. Controlled
16. Tense

Myers-Briggs Type Indicator

- Personality test to determine how people usually act or feel in particular situations.
- Classifications:
 - Extroverted (E) or Introverted (I)
 - Sensing (S) or Intuitive (I)
 - Thinking (T) or Feeling (F)
 - Perceiving (P) or Judging (J)
- Combined to form types, for example:
 - ESTJ
 - INTJ
 - ENTP

The Big Five Model

- Classifications
 - Extraversion
 - Agreeableness
 - Conscientiousness
 - Emotional Stability
 - Openness to Experience

Exhibit 2-4

Big Five Personality Factors

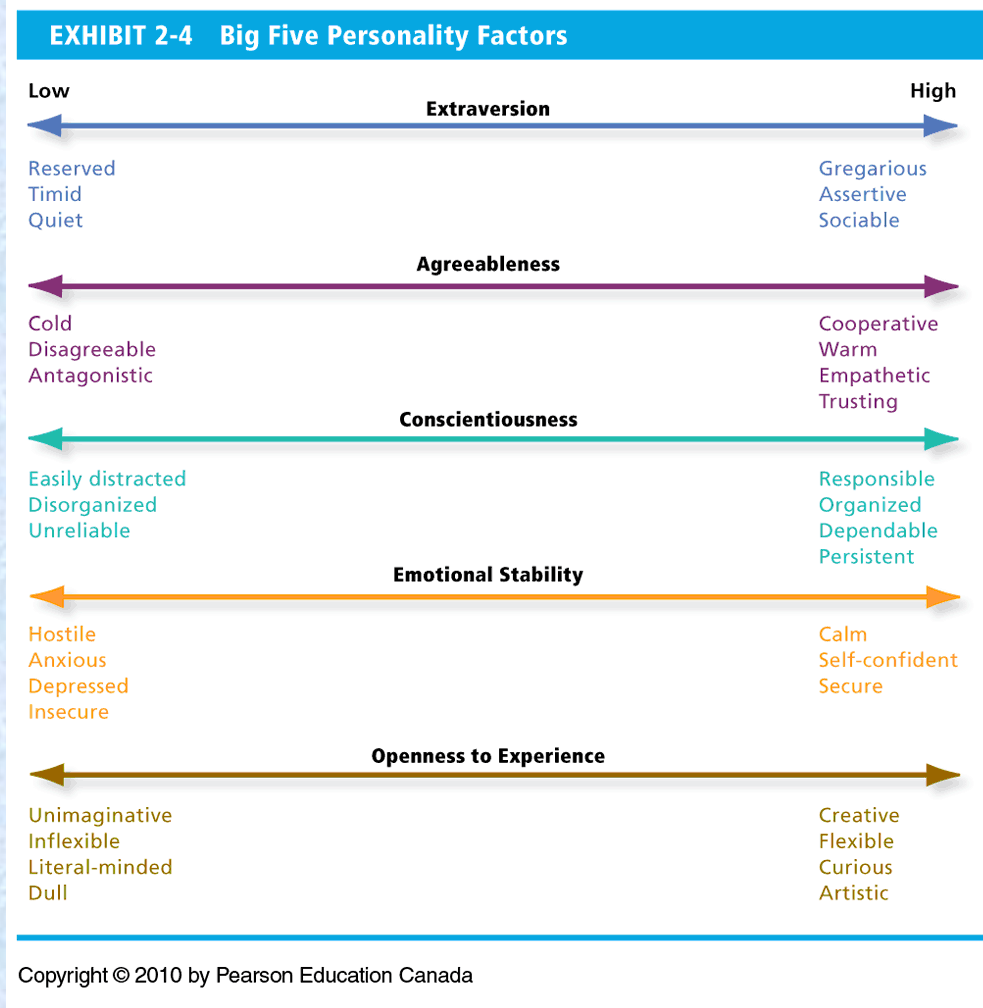


Exhibit 2-5 Model of How Big Five Traits Influence OB Criteria

EXHIBIT 2-5 How the Big Five Traits Influence OB

BIG FIVE TRAIT	WHY IT IS RELEVANT?	WHAT DOES IT AFFECT?
Emotional stability	<ul style="list-style-type: none"> • Less negative thinking and fewer negative emotions • Less hyper-vigilant 	<ul style="list-style-type: none"> • Higher job and life satisfaction • Lower stress levels
Extraversion	<ul style="list-style-type: none"> • Better interpersonal skills • Greater social dominance • More emotionally expressive 	<ul style="list-style-type: none"> • Higher performance* • Enhanced leadership • Higher job and life satisfaction
Openness	<ul style="list-style-type: none"> • Increased learning • More creative • More flexible and autonomous 	<ul style="list-style-type: none"> • Training performance • Enhanced leadership • More adaptable to change
Agreeableness	<ul style="list-style-type: none"> • Better liked • More compliant and conforming 	<ul style="list-style-type: none"> • Higher performance* • Lower levels of deviant behaviour
Conscientiousness	<ul style="list-style-type: none"> • Greater effort and persistence • More drive and discipline • Better organized and planning 	<ul style="list-style-type: none"> • Higher performance • Enhanced leadership • Greater longevity

*In jobs requiring significant teamwork or frequent interpersonal interactions.

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(Continued)



Major Personality Attributes Influencing OB

- Core Self Evaluation
- Machiavellianism
- Narcissism
- Self-Monitoring
- Risk Taking
- Type A Personality
- Type B Personality
- Proactive Personality

Core Self Evaluation

- People differ in the degree to which they
 - Like or dislike themselves
 - Whether they see themselves as capable and effective
- People with positive core-self evaluations perform better because they:
 - Set more ambitious goals
 - Are more committed to their goals
 - Persist longer at attempting to reach those goals

Machiavellianism

- Degree to which an individual is pragmatic, maintains emotional distance, and believes that *the ends can justify the means*.

Narcissism

- The tendency to be arrogant, have a grandiose sense of importance, require excessive admiration, and have a sense of entitlement.
 - Narcissists tend to think that they are great leaders, however, their colleagues and supervisors tend to rate them as poor leaders.

Self-Monitoring

- A personality trait that measures an individual's ability to adjust behaviour to external situational factors.
- High self-monitors tend to
 - Pay closer attention to the behaviour of others
 - Are more capable of conforming than low self-monitors
 - Tend to be more mobile in their careers
 - Receive more promotions

Risk-Taking

- Refers to a person's willingness to take chances or risks.

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Type A Personality

- Moves, walks, and eats rapidly
- Impatient
- Multitasks
- Dislikes leisure time
- Obsessed with numbers, measures success in terms of how many or how much of everything is acquired

Type B Personality

- Never suffers from a sense of time urgency
- Does not need to display or discuss achievements or accomplishments
- Plays for fun and relaxation, not to win
- Can relax without guilt

Proactive Personality

- A person who identifies opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.

What Are Emotions?

- Two related terms:
 - **Emotions**
 - Intense feelings that are directed at someone or something.
 - **Moods**
 - Feelings that tend to be less intense than emotions and that lack a contextual stimulus.

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Choosing Emotions: Emotional Labour

- When an employee expresses organizationally desired emotions during interpersonal interactions.
 - **Emotional Dissonance**
 - **Felt Emotions**
 - **Displayed Emotions**
 - **Surface Acting**
 - **Deep Acting**



Gender and Emotions

- Differences:
 - Women
 - Show greater emotional expression than men
 - Experience emotions more intensely
 - Display more frequent expressions of all emotions, except anger

Gender and Emotions

- Explanations:
 - Men and women have been socialized differently
 - Men: tough and brave
 - Women: nurturing
 - Women may have more innate ability to read emotions.
 - Women may have a greater need for social approval.

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Negative Workplace Emotions

- Negative emotions can lead to negative workplace behaviours:
 - Production (leaving early, intentionally working slowly)
 - Property (stealing, sabotage)
 - Political (gossiping, blaming co-workers)
 - Personal aggression (sexual harassment, verbal abuse)

Emotional Intelligence

- Emotional Intelligence refers to an individual's ability to:
 1. Be self-aware
 2. Detect emotions in others
 3. Manage emotional cues and information

Emotional Intelligence

The Case for EI

- **Intuitive Appeal**
- **EI predicts criteria that matter**
- **EI is Biologically based**

The Case Against EI

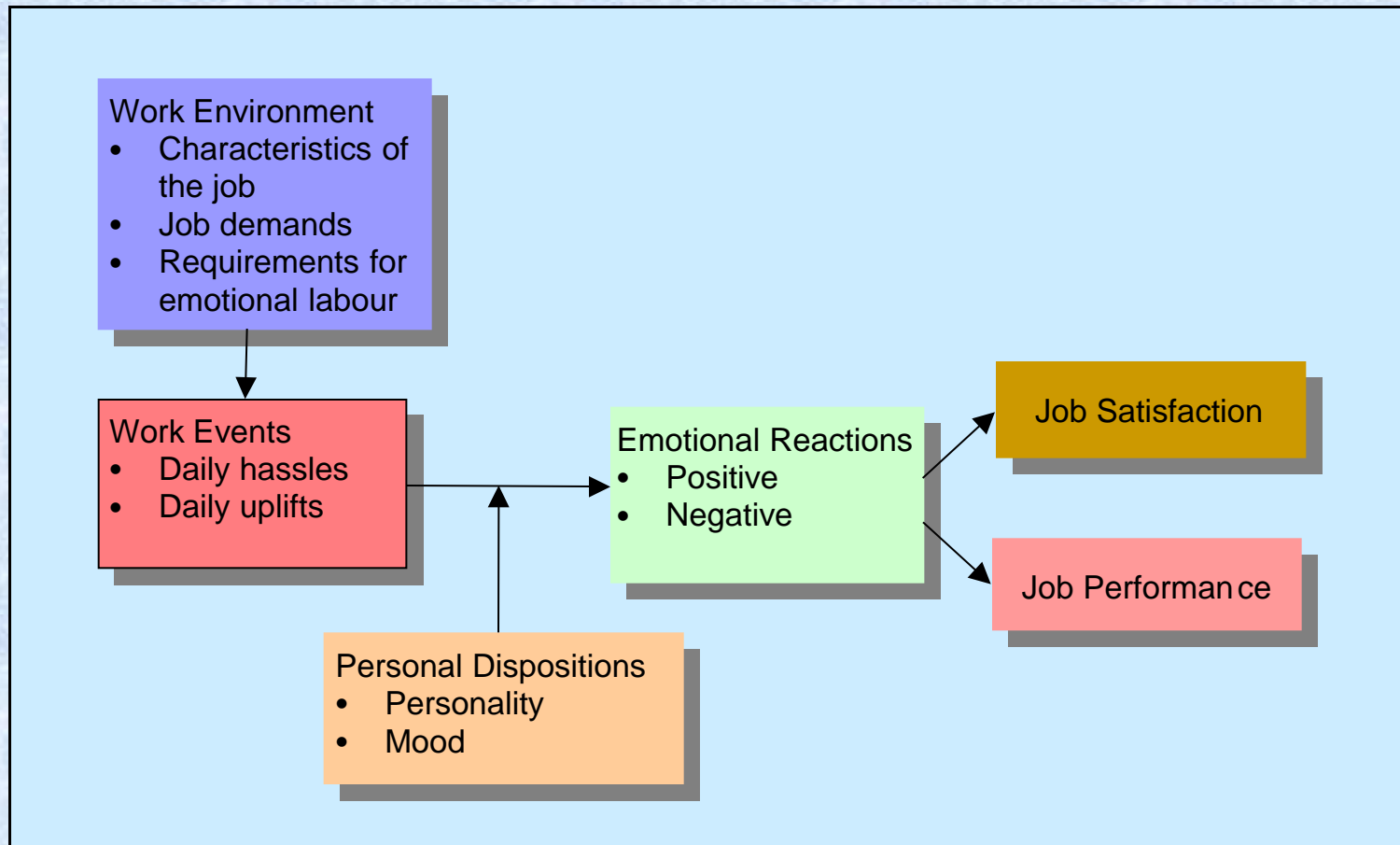
- **EI is too vague a concept**
- **EI can't be measured**
- **The validity of EI is suspect**

Affective Events Theory

- Employees react emotionally to things that happen to them at work; this emotional reaction influences their job performance and satisfaction.

Exhibit 2-7

Affective Events Theory



Source: Based on N. M. Ashkanasy and C. S. Daus, "Emotion in the Workplace: The New Challenge for Managers," *Academy of Management Executive*, February 2002, p. 77.

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Emotions in the Workplace in a Global Context

- Does the degree to which people experience emotions vary across cultures?
- Do peoples' interpretations of emotions vary across cultures?
- Do the norms for the expression of emotions differ across cultures?

Summary and Implications

1. What is perception?

- Perception is the process by which individuals organize and interpret their impressions in order to give meaning to their environment.

2. What causes people to have different perceptions of the same situation?

- Perceptions are affected by factors in the *perceiver*, in the object or *target* being perceived, and in the context or *situation*.

3. Can people be mistaken in their perceptions?

- Shortcuts, such as attribution theory, selective perception, halo effect, contrast effects, projection, and stereotyping are helpful and even necessary, but can and do get us in trouble.

Summary and Implications

4. Does perception really affect outcomes?

- Perceptions often affect productivity more than the situation does

5. What is personality and how does it affect behaviour?

- Personality helps us predict behaviour.
- Personality can help match people to jobs, to some extent at least.

6. Can emotions help or get in the way when we're dealing with others?

- They can hinder performance, especially when emotions are negative.
- They can also enhance performance.