# ORGANISATIONAL BEHAVIOUR (OB)

## UNIT - I

### Topic: Introduction to OB

The study of organisational behaviour is very challenging and interesting too. It is related to individuals, group of people working together in teams. The study of organisational behaviour relates to the expected behaviour of an individual in the organisation. No two individuals are likely to behave in the same manner for a given situation at workplace. It is the predictability of a manager about the expected behaviour of an individu There are no absolutes in human behaviour.

It is the human factor that is contributory to the productivity hence the study of human behaviour is important. Great importance therefore must be attached to the study.

Researchers, management practitioners, psychologists and social scientists must understand the very credentials of an individual, his background, social framework and other situational factors which will have a huge impact on human behaviour. In this context it becomes very important to understand OB in detail.

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## Definition

"OB is the study of human behaviour in organisational setting, of the interface between human behaviour and organisation and of the organisation itself".

According to Stephen Robbins "OB is a field of study that investigates the impact that individuals, groups and structures have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness"

"OB can be defined as the study and applications of knowledge about human behaviour related to other elements of an organisation such as structures, technology and social systems"

"It is the study of how people interact within groups and its principles are used to make business operate more effectively"



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## Goals of OB

→ Explains behaviour
→ Predicts behaviour
→ Influences behaviour

## Benefits of OB

→ Skill development
→ Personal growth
→ Enhancement of organisational effectiveness
→ Sharpening and refinement of common sense

## The Nature / Features of OB / Scope of OB

There are 6 features or characteristics which show the nature of OB. They are

1. A separate field of study and not a discipline only
2. An interdisciplinary approach
3. Applied science
4. Normative science
5. A Humanistic and optimistic approach
6. A total system approach

1. A separate field of study and not a discipline only. →

By definition, a discipline is an accepted science that is based on theoretical foundation. But

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OB has a multi-disciplinary orientation and is, thus, not based on specific theoretical background. Therefore it is better reasonable to call OB as a separate field of study rather than a discipline only.

2. <u>An interdisciplinary approach</u>: organizational behaviour is essentially an interdisciplinary approach to study human behaviour at work. It tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology and anthropology to make them applicable for studying and analysing OB.

3. <u>An applied science</u>: The very nature of OB is applied. What OB basically does is the application of various researches to solve the organizational problems related to human behaviour. The basic line of difference between pure science and OB is that while the former concentrates of fundamental researches, the latter concentrates on applied researches. OB involves both applied research and its application in organizational analysis. Hence, OB can be called both art and science.



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4. A Normative Science: OB is a normative science also. while the positive science discusses only cause effect relationships. OB prescribes how the findings of applied researches can be applied to socially accepted organizational goals. Thus OB deals with what is accepted by individuals and society engaged in an organization. OB is normative as well that is well underscored by the proliferation of management theories.

5. A humanistic and optimustic approach: organizational behaviour applies humanistic approach towards people working in the organization. It deals with the thinking and feeling of human beings. OB is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualize these potentials if they are given proper conditions and environment. Environment affects performance of workers in an organization.



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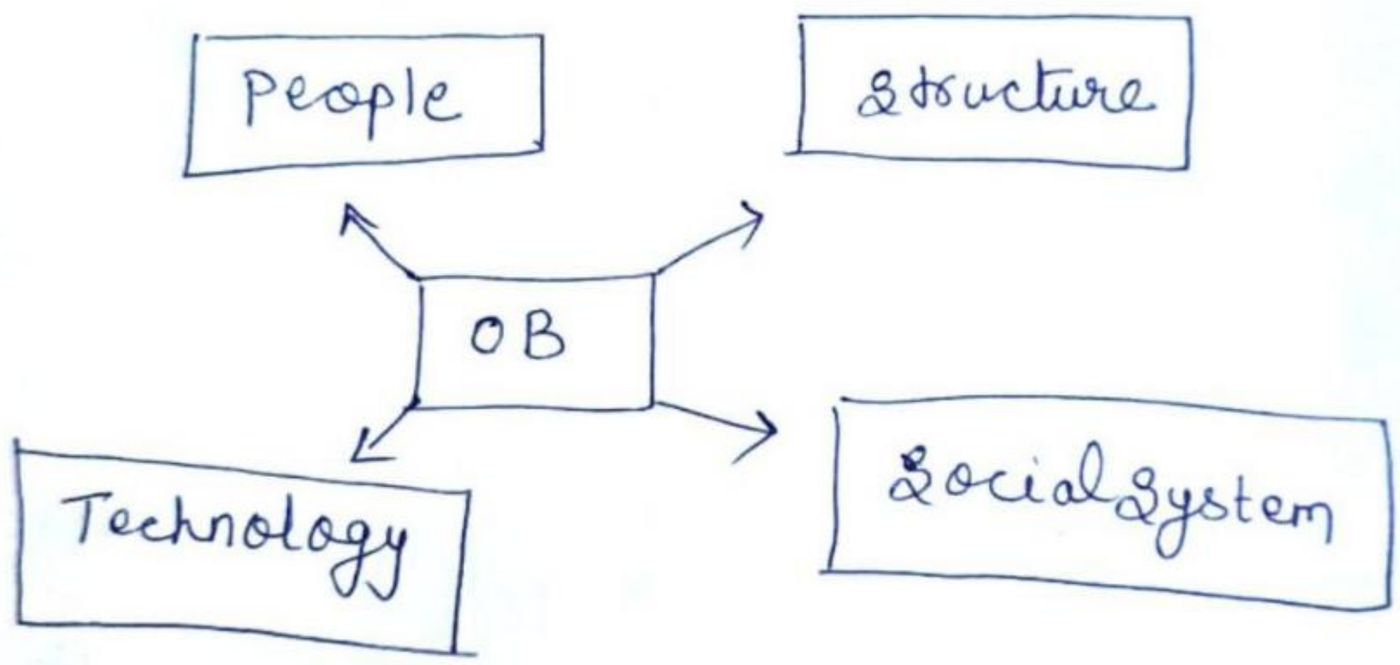
6. A total System approach. The System approach is one that integrates all the Variables, affecting organizational functioning. The Systems approach has been developed by the behavioural Scientists to analyse human behaviour in view of his/her Socio-Psychological framework. Man's Socio-Psychological framework makes man a complex one and the Systems approach tries to study his/her complexity and find solution to it.

## Scope of OB




There are three internal elements for an organization

① people
② Structure
③ Technology

and the fourth element is external Social System



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People: The people constitute the internal social system of the organization. They consists of individuals and groups. Groups may be large or small, formal or informal, official or unofficial. They are dynamic. They form, change and disband. Human organization changes everyday. Today it is not the same as it was yesterday. It may change further in the coming days. people are living, thinking and feeling being who created the organization and try to achieve the objectives and goals. Thus, organization exist to serve the people and not the people exist to serve the organization.

2. structure: It defines the role relationship of people in an organization. Different people in an organization are given different roles and they have certain relationships with others. It leads to division of labour so that people can perform their duties to accomplish organizational goals. structure relates to power and duties. one has the authority and the others have to obey him.

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3. Technology: Technology imparts the physical and economic conditions within which people work. with their bare hands people can do nothing so they are given assistance of buildings, machines, tools and other resources. The nature of technology depends on the nature of the organization and influences the work or working conditions. Thus, technology brings effectiveness and at the same restricts people in various ways.

4. Social System: Social system provides external environment which the organization operates. A single organization cannot exist also. It is a part of the whole. one organization cannot give everthing and therefore, there are many other organizations. All these organizations influence each other. It influences the attitudes of people, their working conditions and above all provides competition for resources and power.



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Topic: Environmental and organizational context

Todays environment context for organisational behaviour is markedly different from that of the past. certain predominant factors such as globalization, diversity and ethics have forced management of all types of organizations to totally rethink their approach to both operations and human resources. Because of this paradigm shift organisations are now more responsive to both their external and internal environments.

The major factors are

1. Information Technology (IT)
2. Globalization
3. Diversity

Information Technology: Technology has an impact on every aspect of workplace.

→ Technology has made communication easier than ever before. Long gone are the days where you send a letter and wait for a written response. Emails, texts, interactive documents and video conference have made communication easier and faster than ever before.



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→ Work place environments has shifted the way it looks Many companies operate online basis and do not even require brick and mortar workplace. In addition, video conference have replaced in-person meetings and changed the dynamics of many professional, working relationships.

→ Information technology provides more effective way of accessing information from multiple sources, including use of external information on databases and on the internet.

→ Intense competition is forcing the organization to become more efficient and effective. One way to increase efficiency and effectiveness is the use of IT,

→ with constant reorganization as well as increase mergers and acquisitions, top management recognize the need for flexibility through compatible information technologies.

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Globalization: It is the process by which the world is becoming increasingly interconnected as a result of massively increased trade and cultural exchange

Most scholars and practicing managers would agree that a, if not the, major environmental context impacting organizational behavior is globalization. The implication of this globalization for organizational behavior are profound and direct.

India opened up its economy in 1991 and large number of multinational firms have moved to India after globalization. Globalization is now well entrenched, so rather than debate its advantages and disadvantages, the real issue is how corporate leaders and employees alike can lead and work effectively in this emerging reality.

Globalization changes in the way the organization work It is characterized by unprecedented increase in international trade. Globalization implies the integration of the world economies.

Employees do face challenges during the periods of globalization such as.

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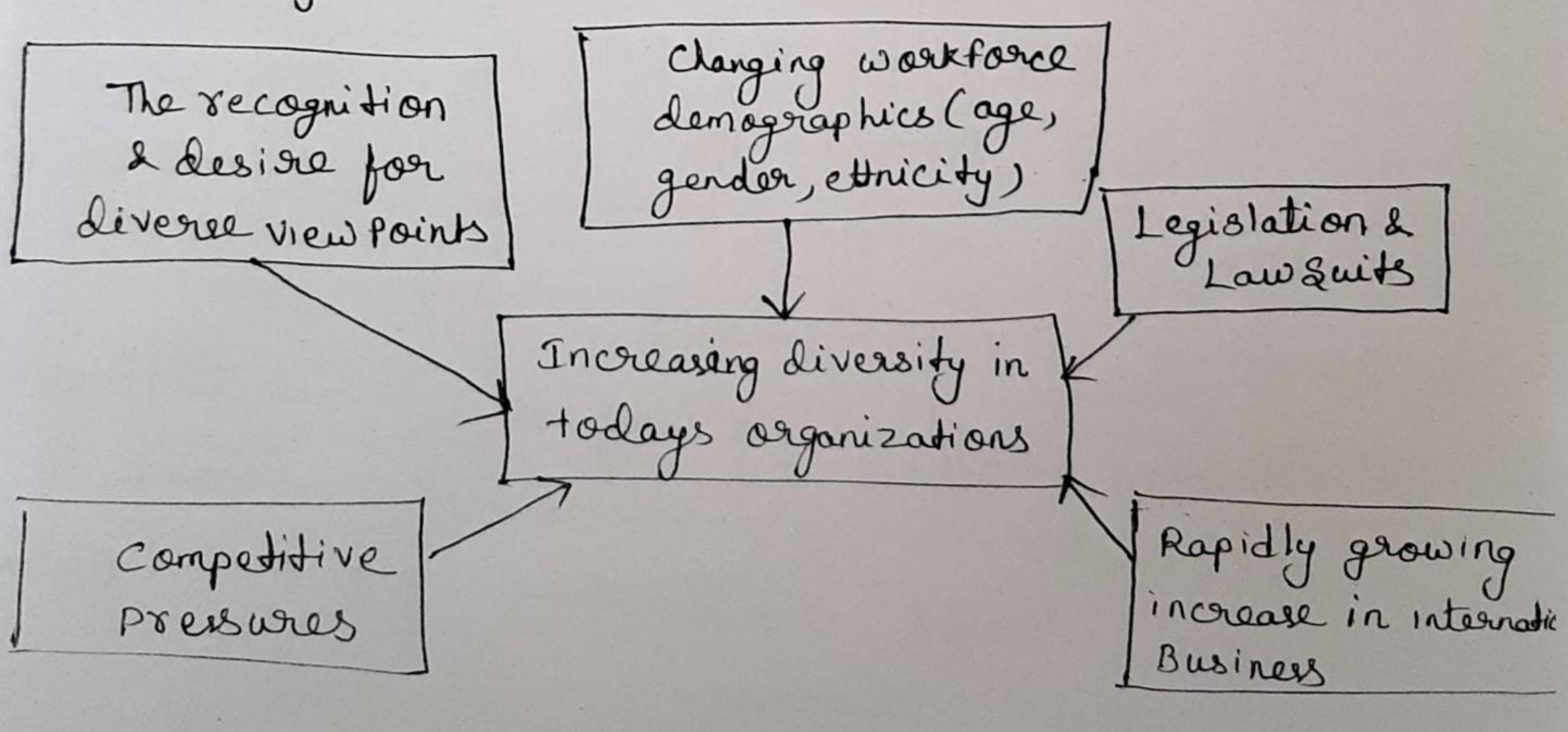
Topic: Nature & scope of OB

- Work force diversity
- unsupportive and hostile work environment
- fears of discrimination
- Resistance to change

Diversity: Similar to globalization, diversity and social issues have had a dramatic effect on the study and application of management and organizational behaviour. organisations are becoming more & more heterogeneous.




W.F.D commonly means similarities and differences among employees in terms of age, cultural background physical abilities and disabilities, race, religion,

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gender and sexual orientation. No two humans are alike.

Significance of workforce diversity

→ Maximize the productivity
→ Enhance the creativity
→ Increase the loyalty of employees
→ Getting competitive advantage
→ Improving decision making by providing different perspective on problems
→ Satisfy diverse needs of customers.

Dimensions of workforce diversity

Primary dimension (Surface Level)
↓
Mainly includes inborn differences such as age, race, ethnicity, gender e.t.c

Secondary dimension (Deep Level)
↓
Mainly includes education, belief system, marital status, family background and work culture.



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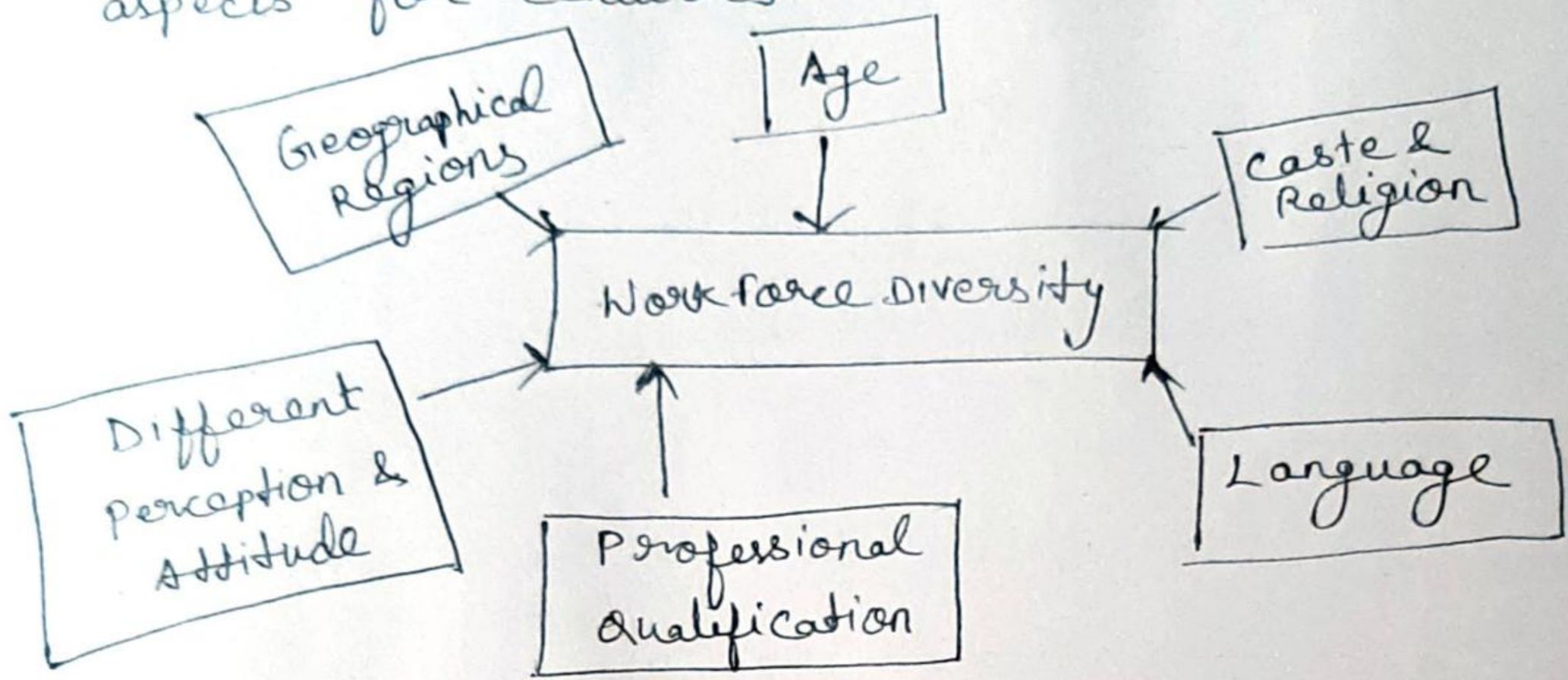
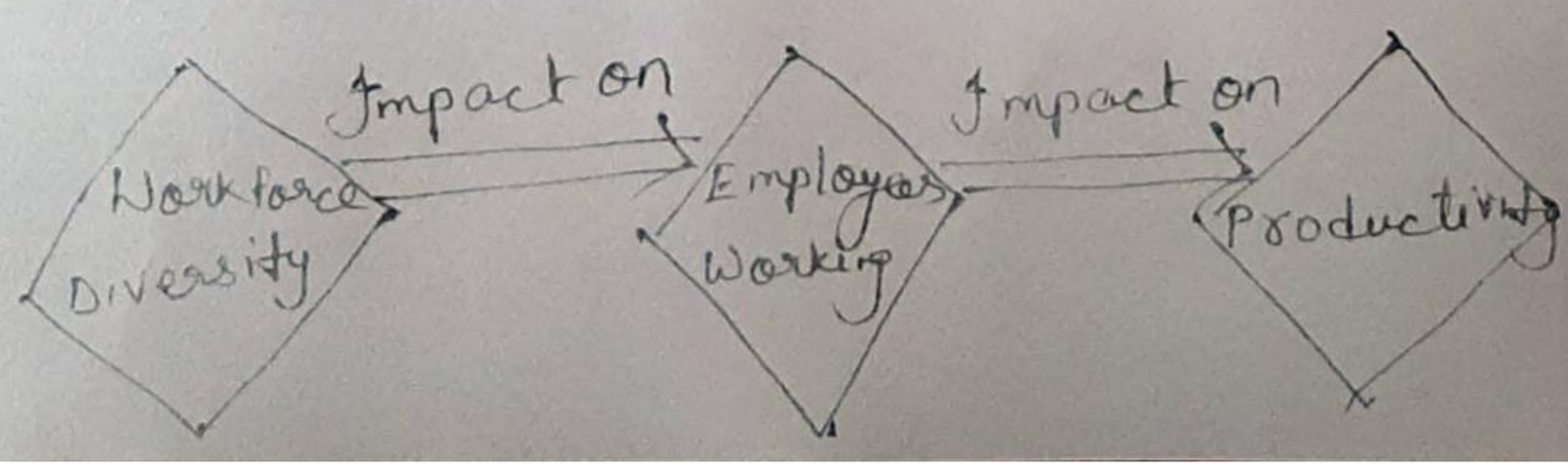
→ People are different not only in their culture, race, social and psychological characteristics but also in their perspective and prejudices. Society has discriminated on these aspects for centuries.




Employing diversified workforce is a very essence for every organization. In the current scenario the organization that employ quality and competitive workfor regardless of their age, attitude, religion can only compete at the workplace / Market place.

It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals.

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## Benefits of having diversity at workplace

→ Employees from diverse backgrounds imbue organizations with creative new ideas and perspectives informed by their cultural experiences.

→ A diverse workplace will help organizations better understand target demographics and what moves them

→ A diverse workplace can better align an organization culture with the demographic make-up. ~~of Am~~

→ Increased customer satisfication by improving how employees interact with a more diverse public.

## How to manage diversity in the workplace

① prioritize communication → To manage a diverse work place, organizations need to ensure that they effectively communicate with employees. policies, procedures, safety rules and other important information should be designed to overcome language and cultural barrier by translating materials using symbols & pictures wherever applicable.

② Treating each employee as an individual → Avoid making assumptions about employees from different backgrounds. Instead look at each employee as

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an individual and judge successes and failures on the individuals merit rather than attributing actions to their background.

③ Encourage employees to work in diverse groups → Diverse work teams get to know and value one another on an individual basis and can help break down preconceived notions and cultural misunderstangings.

④ Being open minded would help

Encouraging diversity is the way forward for organizations. In a global talent market, businesses that can successfully manage diversity in the workplace will have a definite competitive advantage over other in terms of differentiation, innovation and employer branding.

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Topic: Impact of Ethics, culture, reward system and organizational design on organizational behaviour.

→ For Individuals, the role of ethics in organizational behaviour helps ensure that each person is treated fairly and maintains personal responsibility. The functionality and success of an organization may be attributed to many factors, including productivity, business accumen, and a healthy organizational culture.

→ The role of ethics in organizational behaviour underlies many of the keys to success and sustainability by creating a set of rules and guidelines that promote safety, trust and responsibility in the workplace. when considering the role of ethics in organizational behavior, it is important to consider both individual and communal ethical issues.

→ code of ethics generally exist to promote a culture in which all actions promote the good of the individual, the organization, and the community serving or surrounding the organization. By creating and enforcing workplace culture with a strong ethical code, an organization can reap the benefits in several different ways.



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→ The role of ethics in organisational behaviour can also greatly impact how the entity acts as a whole. Even if individuals follow a strong code of ethics, if the larger organization acts unethically, the positive effect may be negated.

→ In addition to maintaining internal behavioural standards, part of the role of ethics in organizational behavior is to ensure that the entity is behaving positively in the community at large.

→ Ethics must penetrate into the organizational behaviour of a company in order to be sustained. Therefore, understanding how organizational behaviour works is essential for ensuring an ethical environment.

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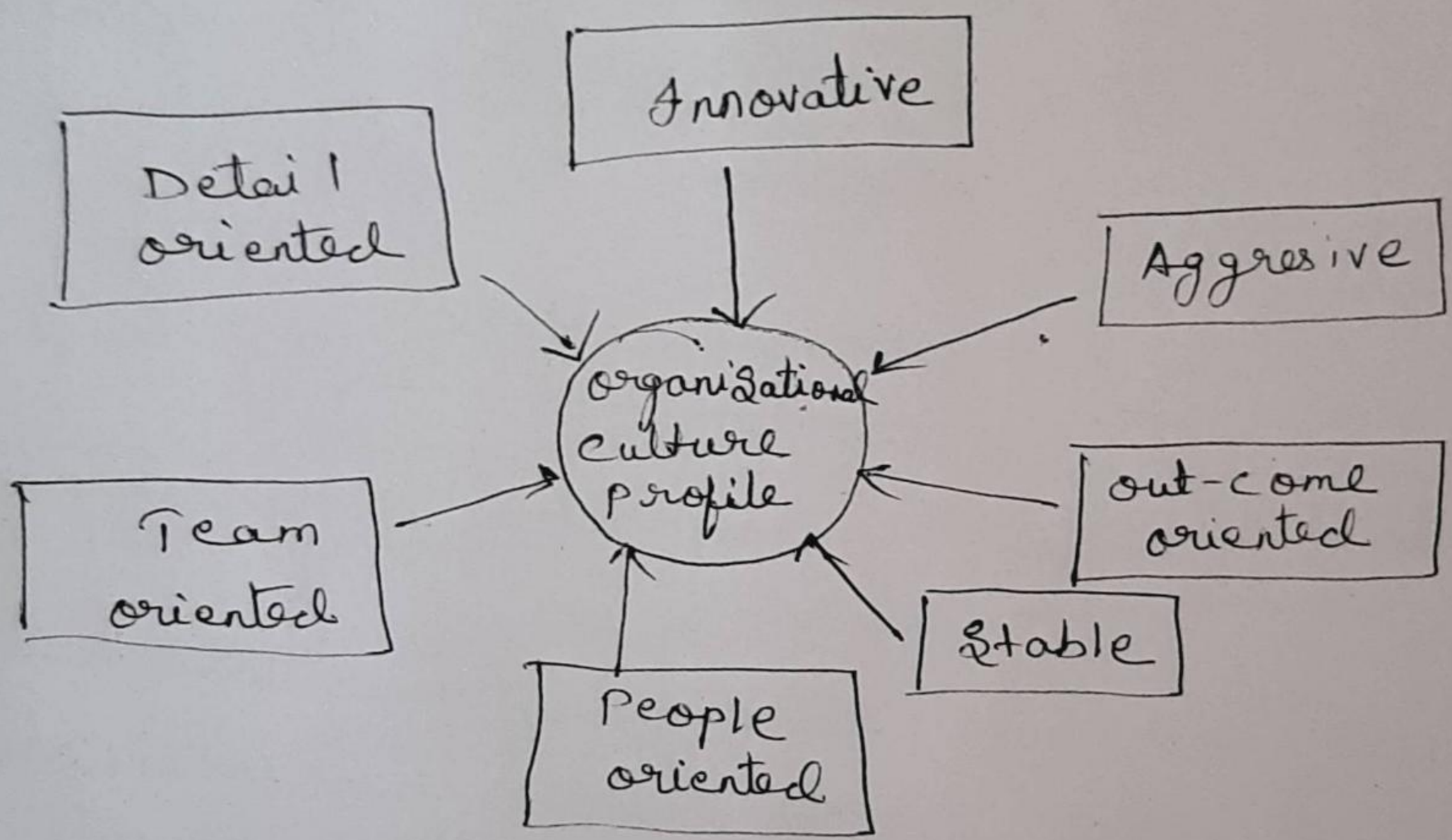
## Impact of culture on OB

→ organizational culture affects such employees outcomes as productivity, performance, commitment, self confidence and behaviour. organizational culture is one of the core determinants of the organizational success as it influence employee work behaviour.




## What is org culture ?

It is the collection of values, expectations and practice that guide and inform the actions of all team members A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations.

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→ Effective leadership is one of the greatest fundamental to building great organizational cultures. A leader ca be anyone who has influence or authority, regardle of title and leaders set the tone of org culture.

→ A good culture leads to increased employee participation and consensus on strategic matters, whi provide aligned perspectives between organizational and individual objectives.

organisation culture

culture of staff

culture of the workplace

Experts who have researched organizational behaviour began to notice that the culture backgrounds of the employees often impacted the culture of their work environment with successful outcomes.

Management can make efforts to control the culture of the workplace through policies and documents like the company mission statement.

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## Impact of reward system on OB

### Pay : The dominant organizational reward

organizations provide rewards to their personnel in order to try to motivate their performance and encourage their loyalty and retention. organizational rewards take a number of different forms including money (salary, bonus, incentive pay), recognition and benefits.

→ Apart from commitment, level of pay satisfaction also determines employee turnover and absenteeism. The growth of the organisation depends upon the satisfaction of the employees with their pay and they feel motivated to put extra efforts in their organisation to achieve the goals.

→ Reward system is an important part of the organizational context. Pay is vital not only for hiring and retaining talented employees but also if properly administered for its positive impact on desirable outcomes such as productivity and Quality.

→ Both monetary and non-monetary reward system needs to be developed for a healthy OB.

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→ Rewards system within an organization is used for a variety of reasons

- Job effort & performance: Rewards serve as a very basic motivational function.
- Employee commitment to organization is primarily through exchange process.
- Job satisfaction increases and will have an overall impact on organization
- Recognition (Non-monetary) also serves as an reward and would boost up the morale of an employee.

Reward systems in organizations have far reaching consequences for both individual satisfaction and organizational effectiveness.

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## Impact of organizational design on OB

organizational design is often referred to as organisational structure. A org structure represents the skeletal framework for org behaviour. The way the reporting relationships are structured defines who makes the decisions. How the work flow processes are planned affect who is involved and who is responsible for the ultimate product or service. Since employee rewards such as promotions and pay increase may be tied to performance, the org structure is realistically the controlling factor.

→ The type of structure used in an organization, therefor directly affects employee performance and motivation. On the other hand, organizations that have a structure with wide spans of control and low level of formalizatio will encourage a great degree of diversity in the behaviour of their employees.

→ org design is the process of aligning the structure of an organisation with its objectives, with the ultima aim of improving efficiency and effectiveness.

→ All organizations have management structure that determines the relationship b/w function & positions and subdivides and delegates roles, responsibilities

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and authority to carry out defined tasks.

→ A structure is a framework within which an org arranges it's lines of authorities and communications & allocates rights and duties.

→ Different types of org structures are

- organic or simple organization
- Line organization
- Line and staff organizations
- functional organization
- Divisional organization
- Project organization
- Matrix organization
- virtual organization

The above are some traditional organizational structures However, in the modern environmental context, managers overcame this resistance to making drastic organisatio changes.

organizational configurations are groups of firms sharing a common profile of organizational structural characteristics. organizations should exist in environments where goals are attainable.

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## Cognitive process - I

## Perception and Attribution

Perception is a cognitive process that allows people to take in information through their senses (sensation) and then utilize this information to respond and interact with the world.

## Difference b/w cognition and perception

The main difference b/w cognition and perception is that cognition is the mental process of acquiring knowledge and understanding through thought, experience and the senses, but perception is the ability to see, hear or become aware of something through the senses.

cognition and perception are two inherently tied concepts. Infact perception is a part of cognition.

## What is perception

Perception is basically the ability to capture, process and make sense of the information that our senses receive. In this process, our brain identifies and organizes the information it obtains from the neural impulses and then begins to interpret them. In other words, after our

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5 senses receive several stimuli that are sent to our brain as nerve impulses, our brain interprets those impulses as a visual image, a sound, taste, odour, touch, or pain.

Attribution is what happens when a person takes the information they perceived and determines a reason as to what happened. what is attribute things like success to depends on your own perception and behaviors, which may be wrong due to being unrealistic or having the incorrect information for the situation.

→ The concept of perception and attribution are things we encounter everyday without realizing it. ~~you~~

Perception Vs Reality

Its safe to say that not everyone in a group of people are guaranteed to perceive something in the exact same way, but they all tend to have same similar views that are based in reality.

In workplace, this difference between perception and reality can be problematic.

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## Perception Meaning

"Perception is the process by which information obtained from the outside environment is selected, received, organized, analyzed, and evaluated to make it meaningful for people. This meaningful information results in better decisions and activities."

The "Pygmalion effect", also known as the "Rosegel effect", this theory teaches that people will act or behave in the way that others expect them to. This is similar to the concept of a self-fulfilling prophecy. Influence has both positive and negative results—a person is expected by his or her superiors to succeed, but the opposite is also usually true. Most of the time, these expectations are not discussed openly. They are communicated passively through words or gestures. Its impact is most discussed in the context of education and the workplace, but it can also take hold in individuals.

## Perception Definition in Organisational Behaviour

## Perception Definition

**According to S.P. Robbins,** "Perception may be defined as a means by which people organize and understand their sensory impressions to give meaning to their surroundings".

**According to Joseph Reitz,** "Perception includes all those processes by which an individual receives information about his environment-seeing, hearing, feeling, tasting, and smelling",

**According to Kolasa,** "Perception is selection and organization of material which originates from the external environment at one time or the other to provide the meaningful reality we experience".



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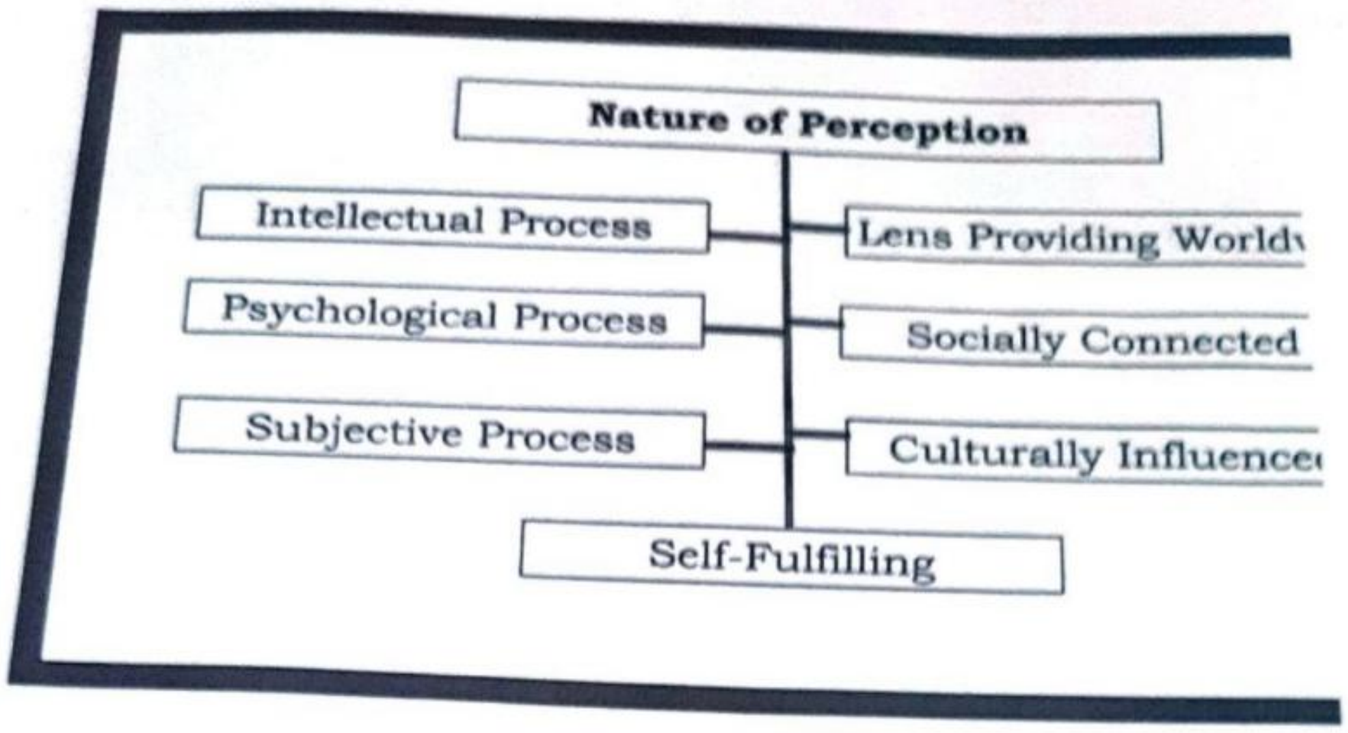


**1) Intellectual Process:** Perception involves selection, organization, and analysis of data from the surroundings to gain some viewpoints. Hence, it is an intellectual process.

**2) Psychological Process:** Perception is based on the psychology of individuals. Hence, it can be said that how a person acts, thinks, or feels is influenced by the perception of his environment.

**3) Subjective Process:** Two or more persons might observe the same event differently. This depends on their ability to choose what to understand, how to classify the information collection and analysis of the event. Thus, perception is a subjective process.

**4) Lens Providing Worldview:** Perception acts as a lens because it equips a person with a viewpoint about his surroundings and their reality.

**5) Socially Connected:** Every individual needs to understand the nature of another person every now and then because the mindset of an individual keeps on changing with time. Hence, it is said that perception is





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socially connected.

**6) Culturally Influenced:** Views of people can be influenced by their cultural values about the world. For example, people belonging to different cultures speak different languages.

**7) Self-Fulfilling:** When we talk about person perception, both the perceiver and the perceived are the persons, which ultimately makes the scenario more complex. For example, during hard times, people believe that the present situation is bad and it will become worse in the days to come. Hence, they start behaving selfishly. They just focus on protecting themselves and their families.

**Perception is important due to following reasons:**

**1) Helps in Understanding Human Behaviour:** Every individual observes the world differently and deals with the problems differently. An object might not be perceived in the same manner as it really is. If a person purchases fruits from a particular vendor it is not because the vendor is selling the best fruits in the whole market but because the person perceives him to be doing so. It is due to the perception that a job that one person finds suitable and satisfying might not appear as good to the other. So, perception plays a significant role in understanding human behaviour.

**2) Helps in Forecasting Behaviour:** Different individuals behave differently when facing the same situation as they view the same situation differently. A person's behaviour can be predicted by understanding his current situation and his current perception of the environment.

**3) Facilitates Needs Determination:** A person's perception is influenced by his needs. Hence, by understanding the perception of a person about a certain situation, his needs can also be understood. For example, mirrors in an amusement park show different images of the same object.

**4) Assists in Handling Subordinates Effectively:** If a manager wants to be effective and intends to avoid mistakes in the work environment, he needs to understand the perception of his employees. This would help him in predicting the behaviour of employees as he would be aware of their



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viewpoints.

**ssues involved in Perception**

**Various issues involved in perception are as follows:**

- **Selective Perception**
- **Halo Effect**
- **Contrast Effect**
- **Projection**
- **Stereotyping**
- **Attributional Bias**
- **Impression**
- **Inference**
- **Self-Fulfilling Prophecy**
- **Pygmalion effect**



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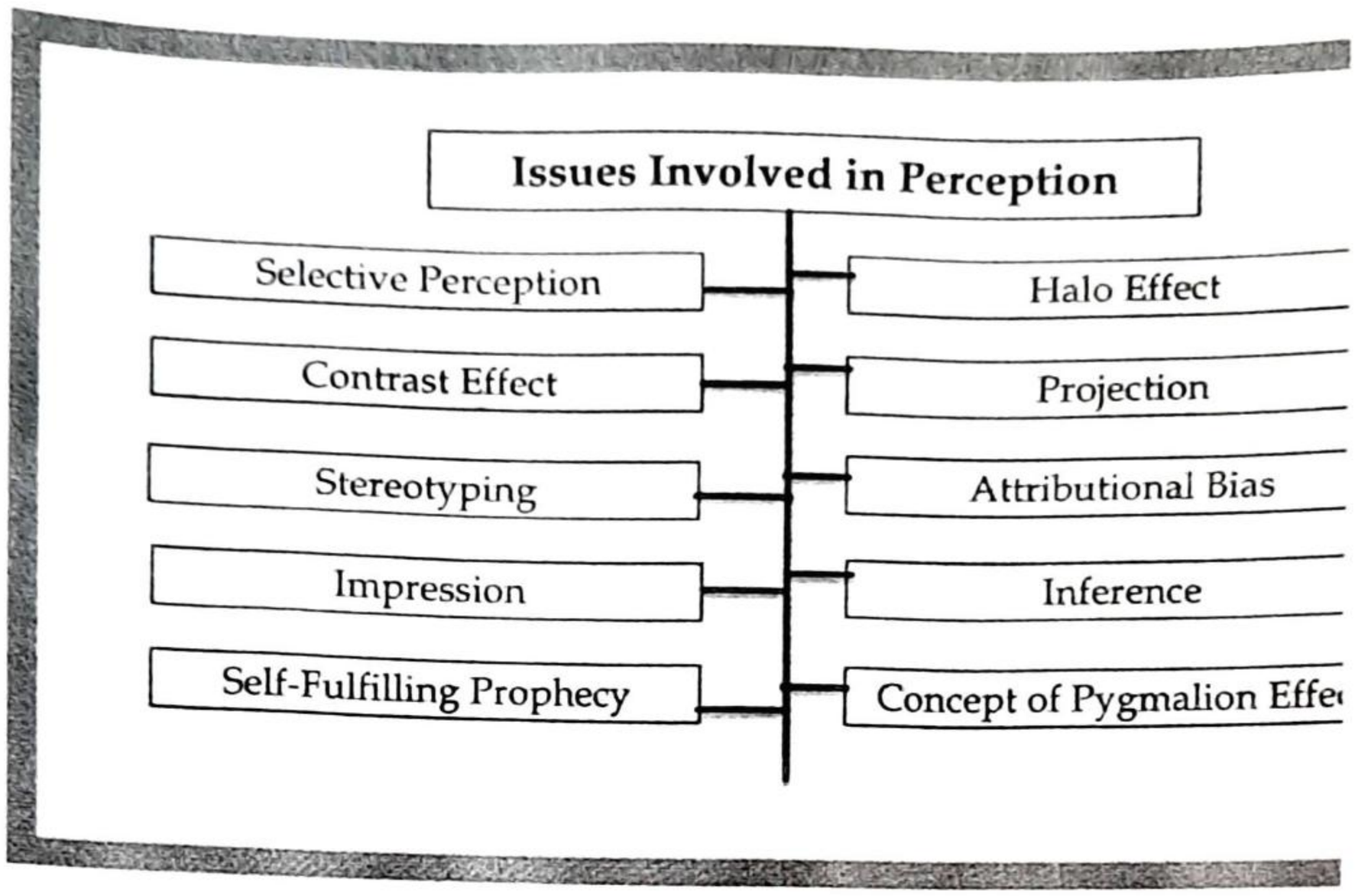


### 1. Selective Perception

People are prone to describe a situation based on their interests, background, experiences, and attitude. On the road, they will notice those vehicles more which resemble their own, or in-office why some employees get an appreciation for doing a certain act which when done by others is overlooked. This is because people cannot observe every time and everything happening around them, so they perceive things selectively. **For example,** if there is a rumour that due to a reduction in sales, the company is planning for reduction, and meanwhile a senior executive plans a routine visit. It would be presumed that he is visiting the premises to eliminate employees; however, that would be the last thing in his mind.

### 2. Hallo Effect

At times we judge a person exclusively based on a single trait. This is known as the halo effect. Under the influence of a halo, a perceiver cannot judge an individual properly because he does not consider all his traits. **For example,** if an employee is always the first one to reach the office and the last one to leave office, he is considered to be very industrious and creative.

On the other hand, an employee with a casual attitude and relaxed body language would not be taken seriously and would not be relied upon. These two judgments taken by a manager are based on the halo effect and might not be accurate as the manager has taken into account only a single obvious



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characteristic of the employees. Such judgments should be carefully examined as a single trait cannot define the character and performance of an employee.

### 3. Contrast Effect

The contrast effect states that something dramatically different will overstate the contrast between it and everything else. **For example,** in an interview when there are huge numbers of job applications, distortion in the evaluation of any candidate may occur based on the place of his application. If his application is placed after a relatively weak candidate, it may immediately grasp the attention of the interviewer whereas it may lose its charm if it is placed after a very strong candidate.

Another example of the contrast effect is that after rating an excellent performer, the supervisor begins to rate other performers. But due to contrasting effects, the supervisor will find significant differences in their performances, productivity, and aptitudes and hence will rate him as an average performer. Therefore, the contrast effect plays a negative part in the supervisor decision-making

### 4. Projection

Connecting one's own characteristics to other people. If a person is respectable and trustworthy, he so takes it for granted that other people are also honest and trustworthy. People who engage in projection tend to perceive others according to what they are like, rather than what the person being observed in reality is like. When observing other people who actually are like them, these observers are quite accurate - not because they are conscious but because they always judge people as being similar to themselves. So when they do find someone who is like them, they are naturally correct.

### 5. Stereotyping

Stereotyping refers to making a general image regarding the characteristics (which is usually wrong) of all members of a group. This hampers a manager's ability to take correct decisions. **For example,** Mahesh is an introvert but an excellent salesman, but his manager underrates his performance as compared to the other salespersons because he does not fit with them. The manager here ignored his performance due to stereotyping and made an inaccurate judgment.



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At certain levels, stereotyping can help to evaluate the environment. On the other hand, its negative consequences can lead to everlasting inaccuracies. It creates social biasness, erroneous decisions, hampers innovation, infects utilization of human resources, futility, and incompetence. **For example,** in the case of impaired employees, the employer's stereotype is the major problem that workers face. Workers are regarded as lacking job-related skills, having lower performance levels, and taking more leaves. However, findings state that these stereotypes are not true. When highly talented, well-educated people are considered unqualified due to stereotyping, then it becomes a problem. **For example,** a study based on female and male executives stated that females with less power had to face more obstacles and had to do more assignments for promotion as compared to men.

### 6. Attributional Bias

Attribution is the method that helps an individual in determining the causes behind his behaviour. In an organization, people are not only concerned about an individual's behaviour but also about the reason behind that behaviour. **For example**, if the productivity of a plant increases after the installation of new machines, then the credit would be given to the newly installed machines rather than to the manager and his employee-handling ability.

### 7. Impression

The first impression has a great impact on others. The way a person talks, behaves or even is silent has an influencing effect. This first impression decides what kind of relation the two will share in the future. Errors because of impression occur when due to some reason the person formulates a negative image of the other person and then refuses to change it.

**For example,** If a manager notices that an employee is not performing properly. The reason behind this is that his parents had recently died in a mishap. After some time, he became normal and started giving high-level performance but the manager's opinion did not get changed as he was negatively influenced by the first impression of that particular employee.

### 8. Inference

Certain people have the impulse to judge others based on insufficient knowledge. **For example,** an employee might sit at his workstation throughout. the entire day, and do nothing. Still, he might be considered committed to his work. Hence, before giving performance appraisals entire



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information about the employee must be collected. The behaviour of the employee with his colleagues and customers, his productivity, etc. must also be taken into account.

### 9. Self-Fulfilling Prophecy

Prejudiced perceptions may find their way based on expectations. Many times people try to justify their perceptions of reality although they are totally inaccurate. Things that are acceptable in one culture might be considered inappropriate in another culture. Hence, in business, managers must gather information about cultural norms to avoid any awkward situation or hurt the feelings of others. **For example,** an American manager employed in Japan should be aware of the fact that while frequent smiling in America is considered polite, it would be considered foolish in Japan.

### 10. Pygmalion Effect

The "Pygmalion effect," also sometimes known as the "Rosenthal effect" for the psychologist credited with discovering it, is a theory teaching that people will act or behave in the way that others expect them to. It is very similar to the concept of a self-fulfilling prophecy. The effect has both positive and negative outcomes-a person expected by his or her superiors to succeed will, but the opposite is also usually true. Most of the time, these expectations are not openly discussed. They are communicated passively through things like word choice or body language. To increase the likelihood of being positive Pygmalion's, managers need to remember three things:

- **a)** Individuals behave toward others consistent with their expectations of them. Managers who have high expectations of their employees are supportive and generally give employees more training and challenging jobs. By contrast, managers that have low expectations of their employees are not supportive and generally would not give employees training and challenging jobs.
- **b)** A person's behaviour affects others, not only will those treated positively benefit from special opportunities but these opportunities will also bolster their self-esteem.
- **c)** People behave in ways following from how they are treated. People who have benefited from special treatment and who have confidence in their abilities are likely to be high performers.



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**Perceptual Selectivity** – Under the process of perception it has been pointed out that it is a selective process. In everybody's environment there are various stimuli. These stimuli are in the form of objects, events and people. An individual cannot get attracted towards all these stimuli. He is attracted towards only those stimuli which interest him. The stimuli towards which he gets attracted are selected and the others get ignored.

For example, when we read a newspaper we get attracted towards only some of the news and ignore the remaining news.

Now the question arises as to what are the factors which influence the perceptual selectivity. There are various factors influencing it. For the convenience of study they can be divided into the following **two categories**:

These factors are related to the external environment or stimuli. These factors are in reality the characteristics of the stimuli. It is only these characteristics of the stimuli that attract a person and he selects them, otherwise he overlooks them. The following are the chief external factors that influence perceptual selectivity:

**(1) Size:** Size means the big or small size of the stimuli. Generally, it has been observed that stimuli which have a large size attract people quickly. There is a greater possibility of the perception of such stimuli being selected. For example, when we read a book, it has two types of written words, e.g., headings which are printed in big letters while their explanation is written in small letters. The moment we open a book our attention immediately goes towards the headings and not the explanation that follows them. In the context of business we find big sized advertisement attracting people quicker than the small-sized advertisement.

**(2) Intensity:** Intensity means that some stimuli are brighter, louder, stronger in odour and more colourful than the others. Somebody gets attracted to a loud sound than a lower sound. Similarly brighter stimuli attract people more. For example, bright packing in business, loud advertisement, loud speaking by a supervisor- all these things are done so that the people get attracted to them.

**(3) Repetition:** Repetition factor indicates that the repetition of a stimuli has a particular attraction. It is on the basis of this principle that the businessmen display the advertisement of their products repeatedly. When a particular stimulus repeatedly appears before us, it is natural that we start taking interest in it. A person desirous of getting a job



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meets the personnel manager time and again.In this case we find this factor of repetition at work.

**(4) Motion:** This factor tells us that people get attracted more to the moving stimuli instead of The fixed stimuli. That is why there is a greater possibility of perception about the moving stimuli and their selection. We usually find flashing neon sign boards displayed in the market, at the cross-roads, etc. The advertising material remains in motion in these advertisements. People moving about during the night get attracted towards them. This is an attractive medium of advertisement.

**5) Contrast:** Contrast means when a stimulus in its own group appears to be different. Every stimulus is looked at in the context of its background. Here background means the group of which the stimulus happens to be a part. If a member of a group appears to be different from the other members, the perceiver will be attracted towards it.

**For example**, in the following two diagrams, the squares given in the centre are of the same size but when we look at the central square in Fig. A it looks a little small and when the same square in the Fig. B is looked at, it appears big. Therefore, it is clear that a stimulus (object, event or person) appears different in a different background. The use of background is made in order to make a stimulus attractive for the people.

**(6) Novelty and Familiarity:** The factor of novelty and familiarity plays an important role in the selection of stimuli. Novelty means the presence of new stimuli in the existing environment. For example, if a foreign lecturer is appointed to teach Management Concept and Organisational Behaviour in a class, he will attract students' attention towards him. This is an example of creating novelty in an old environment in order to attract the attention of the perceivers.

**Internal Factors influencing perceptual selectivity**

**(1) Self-Concept:** Self-concept of a person is the chief internal factor of perceptual selectivity Self-concept means as to what extent we know ourselves and how confident we are for ourselves. The of a person helps in formulating his concept about the stimuli. For example, if a person self-concept doubts his ability, he will fear the stimuli (his outer world). On the contrary, if he is confident about his self, he will accept the stimuli happily. In other words, the more we understand ourselves, the more easily we understand others. Therefore, correct self-concept influences accurate perception.



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**(2) Belief**: A person's belief in external environment/stimuli helps him in the selection of the stimuli. A person thinks about a stimulus as per his belief in it and not what it actually is. In other words, a person accepts facts after duly censoring them so that his present belief in them remains intact.

**(3) Needs:** The selection of the stimuli available in the environment is influenced by our needs. If a person wishes to attain some particular achievement he will get attracted towards only those stimuli which fulfill his wish. Similarly, if a person wishes an increase in his affiliation he will get attracted towards only those stimuli which help him in satisfying his wish for greater affiliation.

**(4) Expectation:** We have an expectation of a particular behaviour from everybody. We select them on the basis of our expectation (or the behaviour expected out of them). For example, if we expect the use of a rough/foul language by a particular section of people, our relationship with them will depend on that very expectation. Our expectation can be fully wrong or absolutely right. Expectation can also undergo a change.

**(5) Response Disposition:** Response disposition means that a person gets attracted towards a known rather than an unknown object/person. A person gets attracted quickly towards things which he already knows, while he ignores other things about which he knows nothing. For example, there are two lectures going on before a religious man.

In one of the lectures religion is being taught while the second lecture is about the economic condition of the country, it is undoubted that the person will feel interested only in the religions discourse because he is familiar with the vocabulary of the discourse and he will easily understand everything. This happens only because of individual's response disposition.

**(6) Interest:** Selection of stimuli available in the environment is influenced by the interest of the perceiver. For example, a plastic surgeon and not a lecturer, will get attracted towards an individual having an unusual nose. Similarly a lecturer will get attracted to the wrong pronunciation of words during the course of a lecture and not a plastic surgeon. This happens only because of a special interest of the individual in a particular thing. A plastic surgeon rectifies the unusual looks or deformities of limbs. Therefore, he gets attracted to them. On the other hand, a lecturer's job is teaching and, therefore, he gets attracted towards the person pronouncing words wrongly.



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**(7) Learning:** Some learned experience influences the perception of an individual. On the basis of learned experience whatever a person expects to see or hear, he sees or hears the same. Look carefully and understand the given diagram. We will read the sentence written in the triangle as Turn off the switch' in the first instance while there is an extra The' in the sentence. This happens only because we usually make use of the sentence Turn off the Switch. It means that we know it from our previous experience.

## Social Perception

Social perception refers to identifying and utilizing social cues to make judgments about social roles, rules, relationships, context, or the characteristics (e.g., trustworthiness) of others.

Social perception refers to the ability to make accurate interpretations and inferences about other people from their general physical appearance, verbal, and nonverbal patterns of communication. Things like facial expressions, tone of voice, hand gestures, and body position or movement are all ques people with higher levels of social perception pick up on to work out what other people are thinking, feeling or are likely to do next.

Social perception is **one important component of social competence and social success** (including peer acceptance and friendship). In addition to social perception, socially competent people must have knowledge of social rules, roles, routines, and scripts in their social lives.

## Attribution theories

The basis of attribution theory is that people want to know the reasons for the actions that they and others take; they want to attribute causes to behaviors they see rather than assuming that these behaviors are random. This allows people to assume some feeling of control over their own behaviors and over situations.



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Attribution is a three stage process: **(1) behavior is observed, (2) behavior is determined to be deliberate, and (3) behavior is attributed to internal or external causes**. Achievement can be attributed to (1) effort, (2) ability, (3) level of task difficulty, or (4) luck.

## Locus of Control

Locus of Control refers to an individual's perception about the underlying main causes of events in his/her life. Or, more simply: Do you believe that your destiny is controlled by yourself or by external forces (such as fate, god, or powerful others)

An example of locus of control is **when you want to change jobs**. If you leave it up to fate to get a call for an interview, you believe in an external locus of control, but if you trust in your abilities and take an initiative to apply at various places, you have a strong internal locus of control.

There are two types of locus of control, **internal and external**. The internal locus of control psychology definition is someone bases their success on their work and ability to control outcomes.

**Locus of control** is the degree to which people believe that they, as opposed to external forces (beyond their influence), have control over the outcome of events in their lives.

## Attribution Errors

1.The fundamental attribution error refers to an individual's tendency to attribute another's actions to their character or personality, while attributing their behavior to external situational factors outside of their control

The fundamental attribution error is the tendency people have to overemphasize personal characteristics and ignore situational factors in judging others' behavior. Because of the fundamental attribution error, we tend to believe that others do bad things because they are bad people



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2.Self-Serving Bias: When we attribute our success to disposition and our failures to situational factors.

## Impressions Management

*Impression management* is a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or company.

### Definition

Impression management is defined as a process where someone or other tries to influence the decision, opinion or observation of others about something or someone in particular. Within a business entity, it can be someone in a management position who might try to regulate information during his interaction with other employees or even the general public.

This is done to display a favorable impression of the company, its vision, and its mission to the outside world.

*Impression management techniques* are; (1) conformity, (2) excuses, (3) apologies, (4) self-promotion, (5) flattery, (6) favors, and (7) association.

### Techniques in Impression Management

This revolves around conforming. It means being accepted by the people around us or our surroundings. The main aim of conformity is to allow us to enjoy our surroundings or interactions with the people around us.This is a critical technique usually applied by companies to ensure that employees come together and channel their efforts on a given project. They ensure that employees feel accepted and comfortable and thus enjoy their surroundings and general interaction.

This is the commonest impression management technique in professional settings, and it works like magic, just as you may



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have guessed.

**Excuses**

This may sound odd, but it is viable. It is an impression management technique that relies on making excuses. Here, a person explains an adverse or unexpected event trying to clear his/ her name and blame other factors, be it internal or external.

How is making excuses an impression management technique? Excuses are mainly made to avoid a severe punishment or judgment and maintain other people's impression of us. Nobody wants to look incompetent, and therefore, we find a way of shifting the blame.

Excuses are common, both in our everyday lives or professional settings. You must have come up with a reason to arrive late in a meeting or fail to meet a given deadline.

**Flattery**

Do you know flattery is an impression management technique? Well, if you didn't, here is something for you. Flattery revolves around over complementing a person to appear perceptive or likable. This ranges from his/ her looks, charisma, attitude, and any other attribute that can make one feel good about themselves.

It has stood the test of time for being a powerful social technique for managing other people's impressions and increasing our social attractiveness. We can do this by saying flattering statements, praises, or compliments.

This type of impression management technique is most prevalent in the online marketing space.

- **Self-promotion**

This is one of the most familiar impression management techniques. It revolves around bringing out one's best characters or downplaying the shortcomings. This technique, therefore, draws more attention to one's achievements while shadowing his/ her failures.

It is one of the most ordinary phenomena in the business world



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and is employed by CEOs worldwide. You must have heard someone claiming to have done something in a relatively shorter time when others have taken ages to get the same work done.

- **Favors**

Do you know that giving favors is an impression management technique? Remember, impression management is all about influencing other people's perception of us, which favors do. This is common in both the business world and in our everyday life.

Giving favors involves doing something nice for people to influence them to accept us or receive approval for them. It is, therefore, one of the easiest ways of influencing others to like us. You must have done something for someone to change how they see you. Well, that was a favor.

- **Association**

The last impression management technique that is commonly used is association. In simple terms, association is mostly concerned with protecting one's image by managing information regarding people and things with which one is associated.

It is a relatively precise impression management technique and can be applied in interviews, conversations, dinner settings, or even high-end business negotiations. It may also mean collaborating with others to strengthen and protect each other. In this case, the main subjects are the information and image of the people in the given association.

These seven techniques have been tried and tested. They are commonly used in work settings and negotiations. You can also use them in day-to-day activities. Other tactics that people use to manipulate perception include lying or gossiping, intimidation, boasting, dressing, supplication, and behavioral matching. However, they are generally frowned upon in different settings.

**Impression Management Strategies**



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- **Demotion-preventive strategy**

This is applied when either trying to stay out of trouble or lessen the impact or responsibility of an adverse event. Individuals try to justify their actions.

- **Promotion-enhancing strategy**

This occurs when an individual is trying to appear much better and therefore increase his/ her responsibility for a positive income. It mainly happens when a person feels that his/ her outcomes have not been acknowledged.

**Impression Management Examples**

We can see one of the most familiar examples of impression management in business through different advertising strategies. All the promotional policies of these organizations are dedicated to encouraging consumer attention and drawing them to buy a given product.

Most of these companies apply self-promotion to win the audience. A soft drink company emphasizes the unique taste of their product but sidelines the caffeine or sugar content. Therefore, companies focus on the brighter side of their products while marketing to win buyer's perceptions.

A typical example can also be seen at home, away from the business world. This will be more relatable. There exists a difference in the way people behave at home and in the outside world. We prefer to lay bare when with our families with zero filters.

We will have all our good and evil sides, strengths, and shortcoming exposed in the company of our family members and at the comfort of our home. However, when in professional or social settings, we are always at our best and exude proper behavior to win people's impressions and paint a good picture. That's a classic example of impression management that should not escape you.



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## Conclusion

Impression management is a common phenomenon in our everyday life. We have all tried to influence other people's perceptions of us at one point. Therefore, do not fail to use the techniques that we have provided on your next attempt.



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