

# Unit : 3

# Perception

**“WE DON’T SEE THINGS AS THEY  
ARE, WE SEE THINGS AS WE ARE.”**

# Perception

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- “ The study of perception is concerned with identifying the process through which we interpret and organize sensory information to produce our conscious experience of objects and object relationship.”
- “ Perception is the process of receiving information about and making sense of the world around us. It involves deciding which information to notice, how to categorize this information and how to interpret it within the framework of existing knowledge.
- “ A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

# Perception

- “Perception may be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.”
- According to Joseph Reitz, “Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling.
- The study of these perpetual processes shows that their functioning is affected by three classes of variables—the objects or events being perceived, the environment in which perception occurs and the individual doing the perceiving.”
- In simple words we can say that perception is the act of seeing what is there to be seen. But what is seen is influenced by the perceiver, the object and its environment. The meaning of perception emphasizes all these three points.

# The Perceptual Process

## 1. Sensation

- An individual's ability to detect stimuli in the immediate environment.

## 2. Selection

- The process a person uses to eliminate some of the stimuli that have been sensed and to retain others for further processing.

## 3. Organization

- The process of placing selected perceptual stimuli into a framework for "storage."

## 4. Translation

- The stage of the perceptual process at which stimuli are interpreted and given meaning.

## Perceptual Process

**Receiving Stimuli**  
(External & Internal)

### Selecting Stimuli

External factors : Nature,  
Location,Size,contrast,  
Movement,repetition,similarity  
Internal factors : Learning,  
needs,age,Interest,

### Interpreting

Attribution ,Stereotyping,  
Halo Effect, Projection

### Organizing

Figure Background ,  
Perceptual Grouping  
( similarity, proximity,  
closure, continuity)

### Response

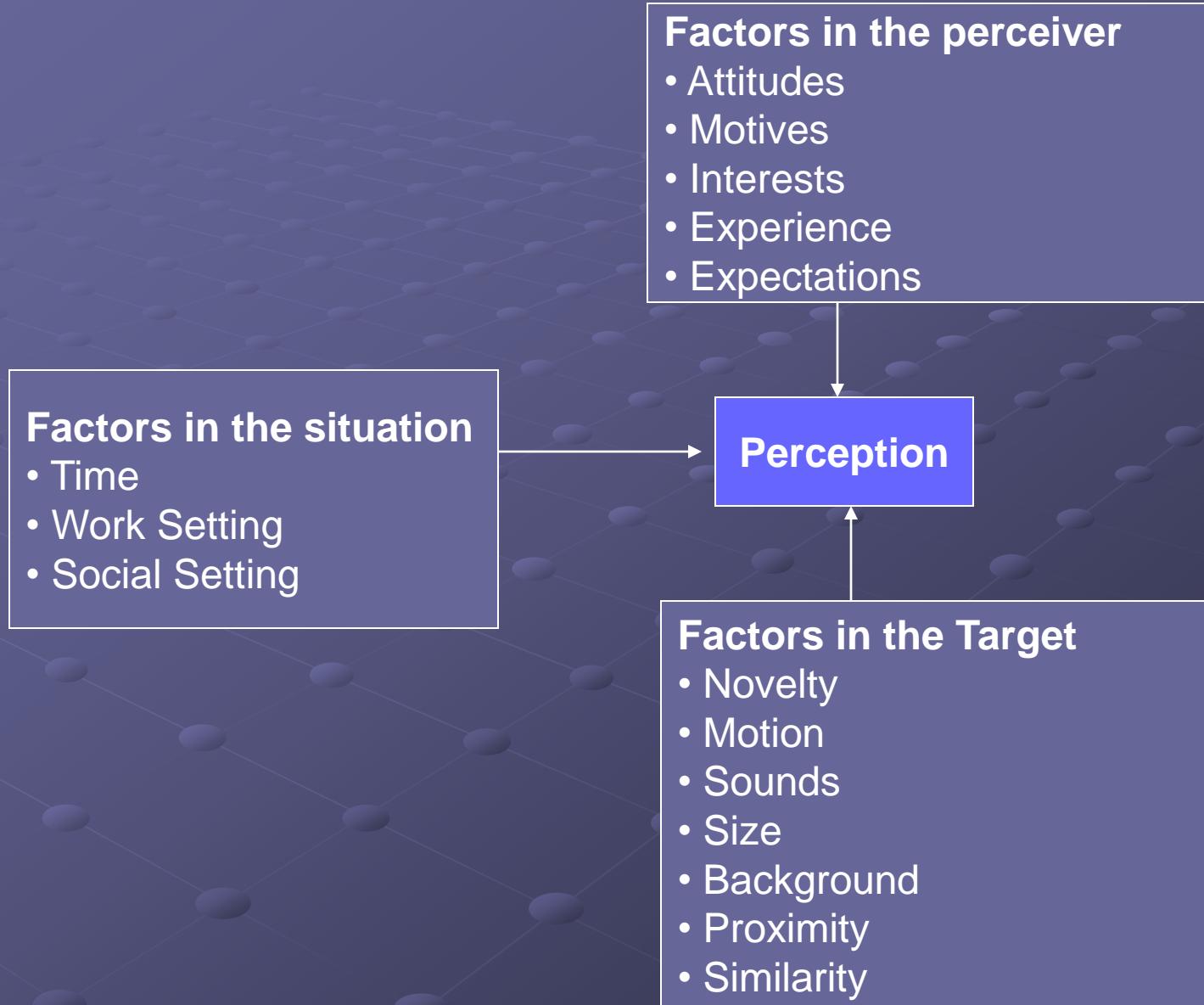
Covert: Attitudes ,  
Motivation,  
Feeling  
Overt: Behavior

# Factors influencing perception

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A number of factors operate to shape and sometimes distort perception. These factors can reside in the *perceiver*, in the object or *target* being perceived or in the context of the *situation* in which the perception is made.

# ● Factors influencing Perception



# Application of Perception in Organization

Perception applies in number of aspects in organization. Some of the most common ones are explained briefly:

- Employment interview:
- Performance appraisal:
- Performance expectation:
- Employee loyalty:

# Application of Perception in Organization

- Employment interview:

Interviewers make perceptual judgements that are often inaccurate. Different interviewers try to see different things in the same candidate and thus, arrive at different perceptions about the same candidate. A good candidate and a bad one may differ Importantly, impression in the mind of interviewer weighs in the final selection of the candidate, Information elicited early in the interview carries greater weight than the information elicited later. That is why a good candidate is characterized more by the absence of unfavorable characteristics than by the presence of favorable characteristics.

# Application of Perception in Organization

- Performance appraisal:
- Assessment of an employee's performance very much depends on the perception -of the evaluator about the employee. Promotions, pay raises and continuation of job are the most obvious and common outcomes of the employee's performance. Performance appraisal is both objective and subjective. It may be objective when performance can easily be quantified.

# Application of Perception in Organization

- Performance expectation:
- New employees during their selection process acquire a set of expectations both about the organization and about the job. In case, there is big difference between what expected and what actually acquired, it results in increased employee absenteeism and turnover.

# Application of Perception in Organization

- Employee loyalty:
- While assessing employees, the managers also make another important decision whether the employees are loyal to organization or not. Like effort, assessment of loyalty is also a subjective aspect susceptible to perceptual distortions and bias. As an example, an employee looking for greener pastures outside the organization may be labelled as disloyal to the organization. As a resultant behavior, the organization may cut off his future advancement opportunities.

# Perceptual organization

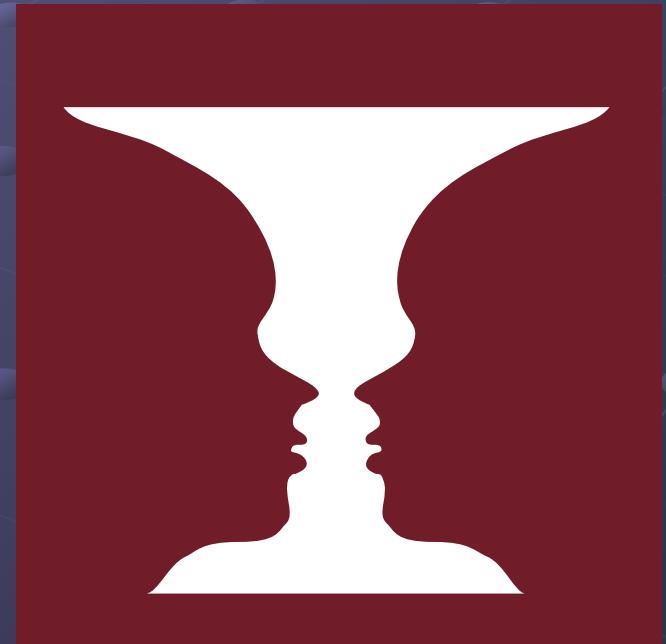
- It is the process by which we group outside stimuli into recognizable and identifiable patterns and whole objects.
- Certain factors are considered to be important contributors on assembling, organizing and categorizing information in the human brain. These are
  - Figure ground
  - Perceptual grouping

# Figure-Ground Illustration

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## • Field-ground differentiation

- The tendency to distinguish and focus on a stimulus that is classified as figure as opposed to background.



# PERCEPTUAL GROUPING

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- Our tendency to group several individual stimuli into a meaningful and recognizable pattern.
- It is very basic in nature and largely it seems to be inborn.
- Some factors underlying grouping are
  - continuity
  - closure
  - proximity
  - similarity

# Person Perception: Making Judgments About Others

# Attribution Theory

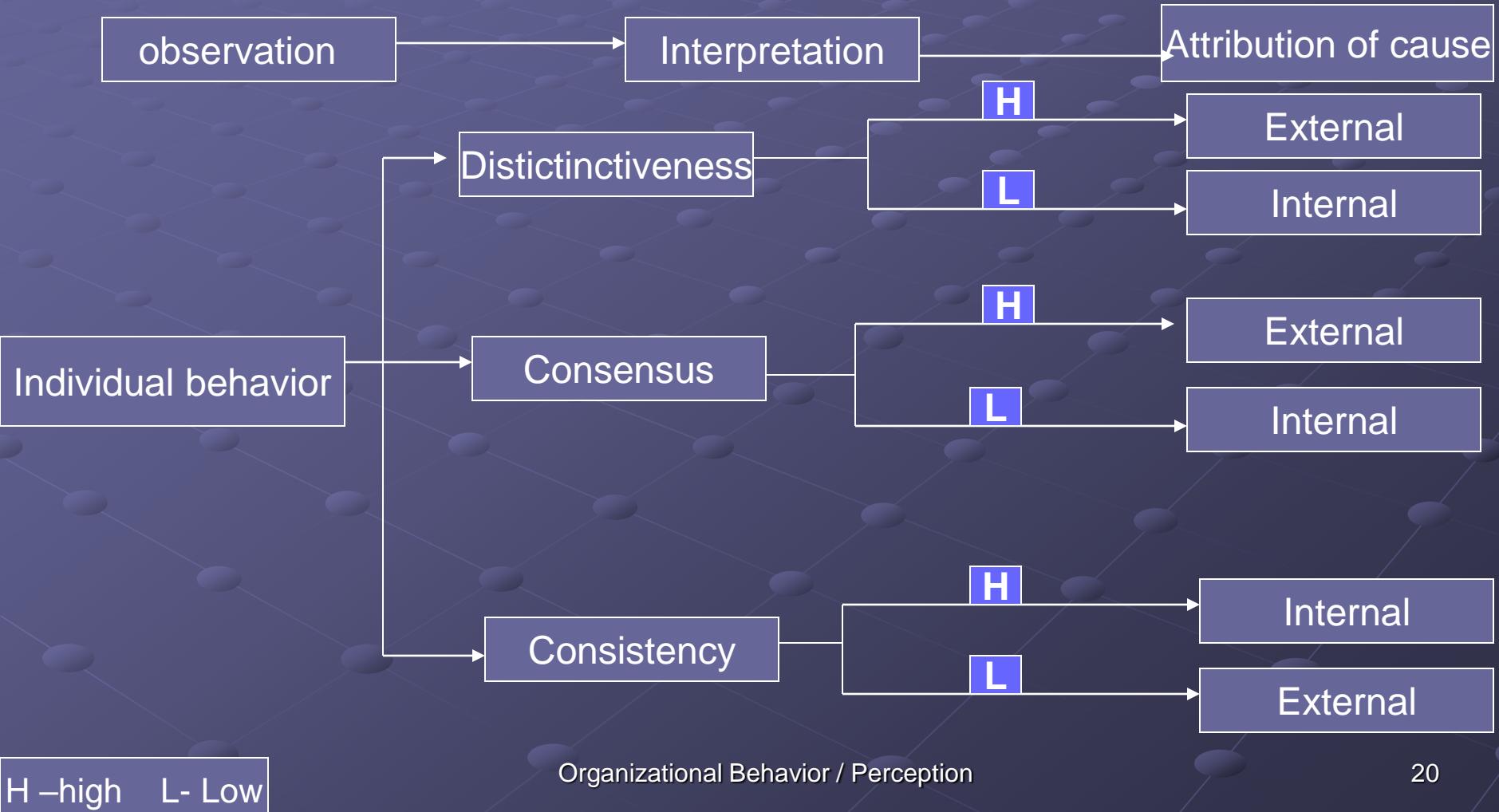
- **Attribution theory** has been proposed to explain how individuals judge people differently depending on what meaning we attribute to a given behavior.
- **Attribution theory** emphasize people's core social motive to understand each other and to have some control. That is, people need to have some sense of prediction about other people's actions (understanding) and about their own impact on those actions (control).
- Specifically, **attribution theory** suggests that, when we observe an individual's behavior, we attempt to determine whether it was internally or externally caused.

# Attribution Theory

- Internally caused behavior is believed to be under the control of the individual.
- Externally caused behavior results from outside causes; that is, the person is seen as having been forced into the behavior by the situation.
- For example, if an employee arrived late for work today, would we think it was internally caused (e.g. as a result of sleeping late) or externally caused (e.g. by a traffic jam)?
- That determination depends on three factors. We'll spend the remainder of this entry delving deeper into each, but for now, here they are in order.
- Distinctiveness,
- Consensus, and
- Consistency.

# Attribution Theory

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



### Distinctiveness

Does this person  
behave in  
this manner  
in other situation

### Consensus

Do other person  
Behave in the  
Same manner?

### Consistency

Does this person  
behave  
in this same  
manner at other  
times ?

YES  
Low  
Distinctiveness

NO  
High  
Distinctiveness

No  
Low  
Consensus

Yes  
High  
Consensus

Yes  
High  
Consistency

No  
Low  
Consistency

Internal  
Attribution

External  
Attributi  
on

# Shortcuts in judging others

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- **Selective Perception :**

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

- **Halo Effect :**

Drawing a general impressions about an individual on the basis of a single characteristics.

- **Contrast Effect :**

Evaluation of a person's characteristics that are effected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.

- **Projection :**

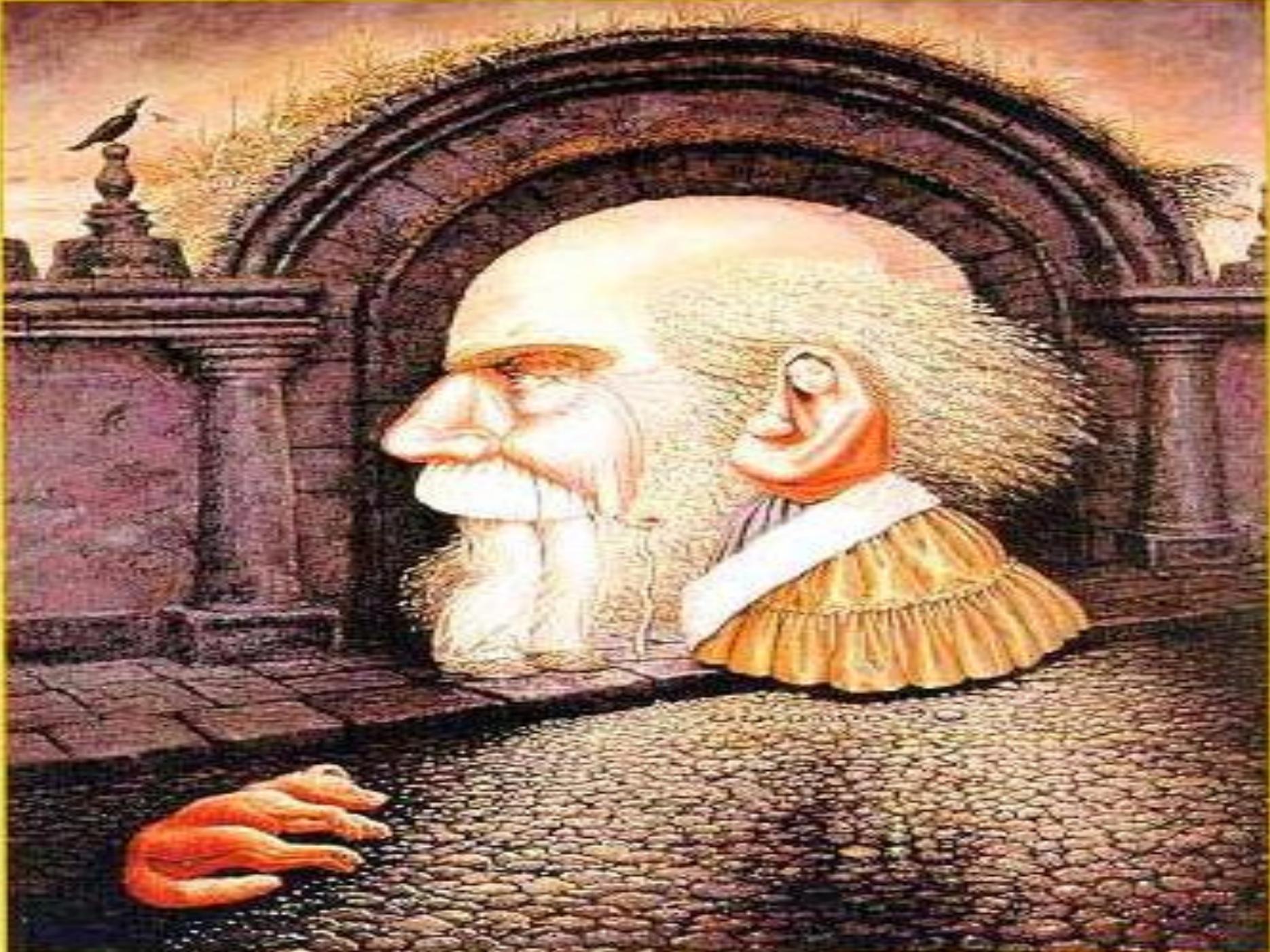
Attributing one's own characteristics to other people.

- **Stereotyping :**

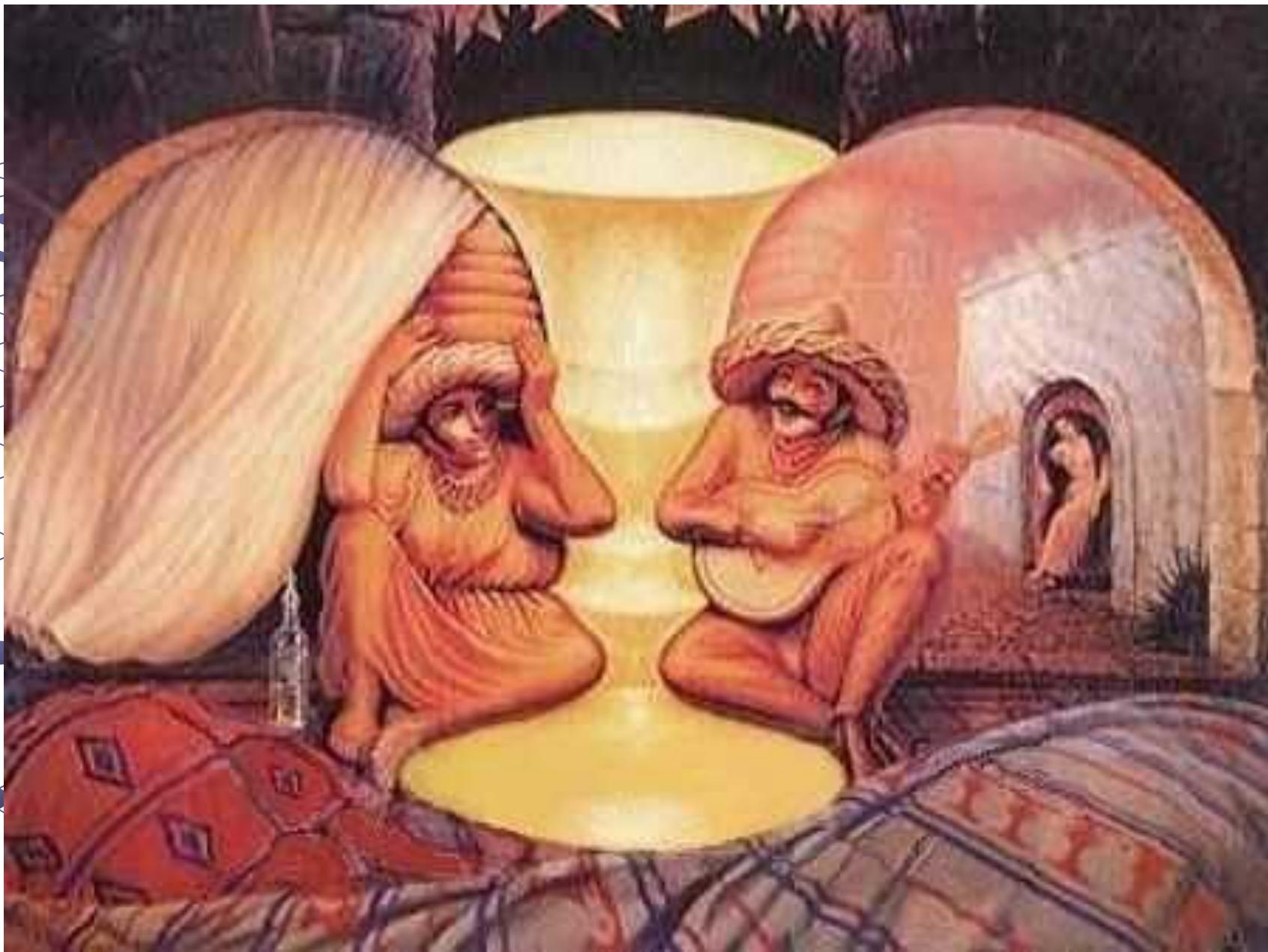
Judging someone on the basis of one's perception of the group to which that persons belongs.

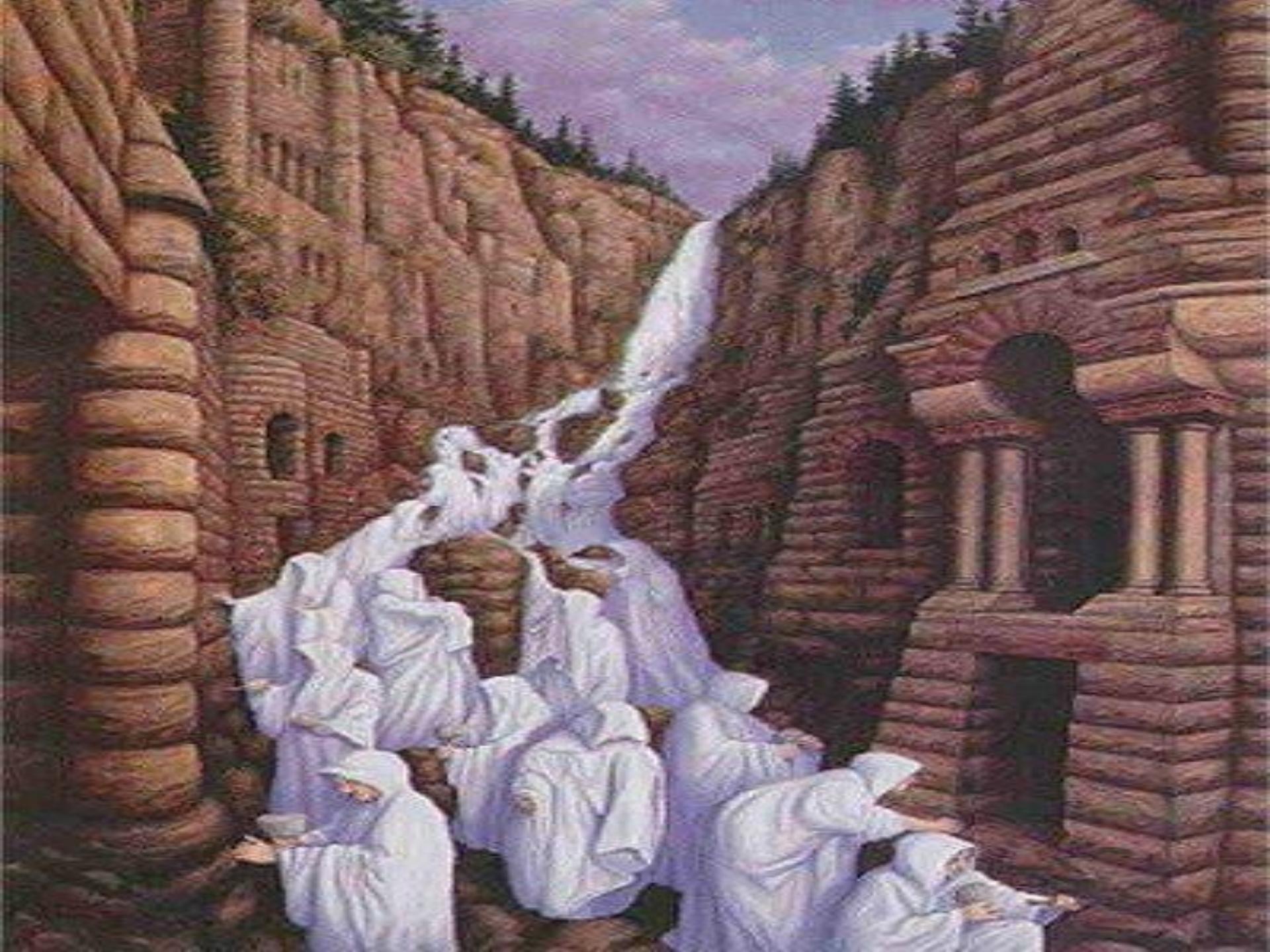












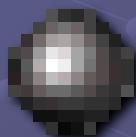




# WHAT IS THE FUNDAMENTAL ATTRIBUTION ERROR?

- 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 exists because of how people perceive the world.
- The fundamental attribution error (also known as correspondence bias or over-attribution effect) is the tendency for people to over-emphasize dispositional, or personality-based explanations for behaviors observed in others while under-emphasizing situational explanations.
- In other words, people have a cognitive bias to assume that a person's actions depend on what "kind" of person that person is rather than on the social and environmental forces that influence the person.

# Any Queries??



# Thank You