MONASH BUSINESS SCHOOL MGB2230 Organisational Behaviour Week 3: Individuality in Workplaces: Perception, and Attribution.

### Slide 2

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### Lesson Objectives

- Define 'social perception' and explain the factors that affect it
- Identify five common barriers to social perception
- Social perception

  Social percep



Slide 3

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This week's essential readings

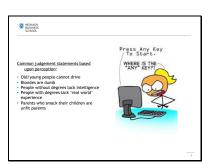
### Textbook Chapter 3

Luksyte, A., Waite, E., Avery, D. R., & Roy, R. (2013). Held to a different standard: Racial differences in the impact of lateness on advancement opportunity. *Journal of Occupational and Organizational Psychology*, 86(2), 142-165.

Bertolino, M., M. Truxillo, D., & Fraccaroli, F. (2013). Age effects on perceived personality and job performance. *Journal of Managerial Psychology*, 28(7/8), 867-885.



### Slide 5






MONASH BUSINESS SCHOOL Barriers to Social Perception

### Slide 8

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### **Stereotyping**

Process of assigning traits to people based on their membership in a social category

Generalisation based on our perception of a specific group (e.g. race, appearance, gender, class, schools attended, home location etc)

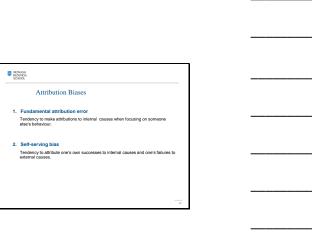
- Categorical thinking
  Strong need to understand and anticipate others' behaviour
  Enhances our self-perception and social identity




# Slide 10 Explains how individuals pinpoint the causes of their own behaviour or that of others. Slide 11 Attribution theory Deciding whether behaviour or events are caused by internal or external factors 2 components: \*Internal attribution \*Game the person

• External attribution

For example, employee absenteeism




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How individuality can affect us at work...

Bertolino, Truxillo and Fraccaroli (2013)

work decisions. Decision-makers with unfavorable stereotypes about a group make unfavorable attributions about group members.

Consistent with the intergroup bias phenomenon (cf. Hewstone et al., 2002), older raters tended to evaluate an older worker more positively, and younger raters tended to rate younger workers more positively.

younger workers, but this effect was weaker among younger raters.

### Slide 14

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How individuality can affect us at work...

Employment Interview
Perceptual bases of raters affect the accuracy of interviewers' judgments of applicants impression formed in a single glance – 1/10 of a second!
Performance Expectations
Self-fulfilling protecy (Pygmalion effect); lower or higher performance of employees reflect preconceived leader expectations about employee capabilities

Performance Evaluations

### Slide 15

How individuality can affect us at work... Luksyte et al. (2013)

Examined employee lateness behaviour (black versus white employees)

Inaux vensus white employees in comparison with their White coworkers, Black employees perceived that their lateness behaviour had a stronger negative impact on their chances for advancement (Sludy 1), and they were also rated more negatively as a consequence of their lateness (Study 2).

SONOTION  BESINES SCHOOL  NEXT WEEK!	
Individuality in Workplaces: Attitudes	
Erdogan, B., Bauer, T. N., Truvillo, D. M., & Mansfield, L. R. (2012). Whistle while you work: A review of the life satisfaction literature.	
Journal of Management, 38(4), 1038-1083.	Visite and the
Taris, T. W., & Schreurs, P. J. (2009). Well-being and organizational performance: An organizational-level test of the happy-productive worker hyporhesis. Work & Stress, 23(2), 120-136.	- Arministrative
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