

CHAPTER - 4

PERCEPTION

4.1 MEANING

Perception has been defined as that organizing process through which we come to know ourselves and the objects in our environment. While interacting with the environment, the organism is impinged by a number of stimuli. He receives these stimuli through his sense organs. This is called sensation. Sensation is the raw material of experience. When meaning is added to the sensation, by the help of past experience and learning it becomes perception. Perception is a mental activity which acquaints us with the situation by giving us direct knowledge of it. The sensations are viewed as a whole. In perception, there is not just a perfunctory acquaintance with the object; there is a knowledge of it too, whereas, in sensation the individual does not know the object.

For instance, you see a big bird like object flying in the sky. This is sensation when you attend to it and say that it is an aeroplane it becomes perception. Sensation proceeds perception. Perception is therefore, defined as interpretation of sensation in the light of past experience. When a person faces a stimulus, he gets a sensation. It may be sensation of vision, smell or sound. When he tries to go ahead and add knowledge to this sensation by the help of experience and learning, it becomes perception.

The simplest act of perception involves the setting of the stimulus field into figure-ground relationship. The figure stands out against the ground. It is a unified whole.

Perception is a highly complicated process. No doubt, receptors play a major role and their functions are the preliminaries of perception.

4.2 DEFINITION

Perception is the cognitive process. Which involves the O (organism) selecting, organising and interpreting the S (stimulus). Thus perception is the process of selecting, organising, and interpreting or attaching meaning to the events happening in the environment.

Robbins has defined perception as follows : "Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment". A few definitions given by other psychologist.

(1) "Perception is the process of becoming aware of situation, of adding meaningful associations to sensation".

(2) "Perception can be defined as the process of receiving, selecting, organising, interpreting, checking and reacting to sensory stimuli or data".

(3) "Perception includes all those processes by which an individual receives information about his environment - seeing, hearing, feeling, tasting and smelling. The study of these perceptual 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".

4.3 PERCEPTUAL PROCESS

Perception has several aspects or processes of which perception is composed. Each process is examined as follows :

- (1) *The process of receiving stimuli* : Most stimuli (data) is received through the five sense organs. One sees things, hears them, or tastes things or touches them and learns other aspects of things.
- (2) *The process of selecting stimuli* : After receiving the stimuli or data some are selected. It is not possible to pay attention to all the stimuli received. In order to economies on the use of attention, the stimuli are screened and selected for further processing.
- (3) *The organising process* : After the stimuli have been received, these are organised in some form. In order to make sense out of the data received, it is necessary to organise them.
- (4) *The process of interpreting* : After the data have been received and organised, the perceiver interprets the data in various ways. Perception, essentially, is giving meaning to the various data and information received.
- (5) *The process of checking* : After the data have been received and interpreted the perceiver takes some steps of 'checking' whether his interpretations are right or wrong. This is more in the form of feed back about one's own perceptions. From feedback, the perceiver may slowly increase his accuracy of perception.

(6) *The process of reacting* : The last phase of the perceptual process is that of reacting in relation to what has been perceived. This is usually done. When a person does something in relation to his perception. The cycle of perceptions is not complete unless it leads to some action.

Covert Action : The covert action takes the form of the

transformation of opinions or attitudes and

Open Action : The overt action is a definite action in relation

to the perception. Its ultimate purpose

is to influence the behaviour of others.

Now, these are discussed one by one.

4.3.1 Process of Receiving Stimuli :-

The first process of perception is the reception of stimuli or data from various sources.

Most data is received through the five sense organs. Sensory organs receive not only physical objects, they receive events or objects that have been repressed. In this way the reception of stimuli is a physiological aspect of perception process. Stimuli may be external to us (such as light waves, sound waves) and inside to us (such as energy emitted by muscles; food passing through the digestive system).

4.3.2 Process of Selecting Stimuli :-

After receiving the stimuli or data, only some are selected for our attention. It's not possible to pay attention to all the stimuli received. In order to prevent attention being necessarily diverted, stimuli are screened and selected for further processing. Normally, people selectively perceive objects or things which interest to them most in a particular situation and avoid those for which they are indifferent. This is also called as "Selective Perception". Two sets of factors govern the selection of stimuli : internal and external.

4.3.2.1 External Factors Influencing Selection

The external factors found important in the selection of stimuli are :

Intensity : Generally, stimuli which are higher in intensity are perceived more readily than those which are low in intensity. Advertisements make good use of this factor. For example, at night, brighter lights are more noticeable than dim light, therefore, notices during a strike, workers attract the attention of managers by shouting slogans.

Size : Generally, larger objects attract more

attention, because they are perceived faster. We

are most likely to notice things that stand out

because of their size relative to other things in

that area. For Example, a basket ball player,

more than seven feet tall will stand out in a crowd.

Conversely, we also become aware of the objects

that are smaller in size than their surroundings.

For this reason, advertising companies use large

billboards and signs that capture the perceiver's

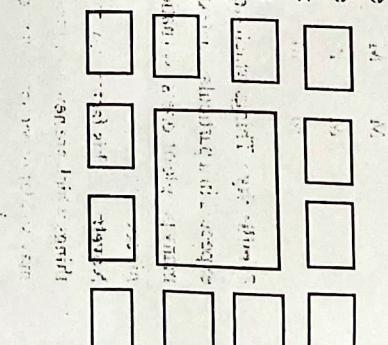


Fig.4.1. The contrast principle of perception.

for a job would remember the man first because of contrast. In the following diagram, the shaded square would be noticed first because of its contrast with other squares.

Movement : Things which are in motion attract more attention than those which are stationary. Most advertisements displayed at night use this principle by creating the illusion of movement through a clear arrangement of lights.

Repetition : The repetition principle states that a repeated external stimulus is more attention drawing than a single one. Some advertisers use this factor, display their product frequently. As noted by Morgan and King, "a stimulus that is repeated has a better chance of catching us during one of the periods when our attention to a task is waning. In addition, repetition increases our sensitivity or alertness to the stimulus". In

the following illustration the letter M will be more often remembered than other letters.

M	M	G	M	M
M	P	M	M	M
M	M	A	M	M

Familiarity : Things which are familiar attract attention, particularly when they are expected in a particular context. For example, in a foreign country where there are many people of one's own nationality, one's attention is caught by a familiar face from his country.

Novelty : This factor may seem contradictory to the factor of familiarity. However, things which are new also attract attention. For Example, while driving a car the driver may suddenly become aware of a strange sound from the engine.

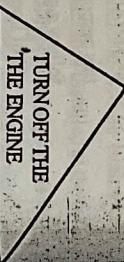
Order : According to second and Back-man, the order in which the objects or stimuli are presented is an important factor in influencing selective attention. Sometimes, the first piece of information among many pieces received, receives the most attention, thus making the other pieces of information less significant. Sometimes, the most important piece is left to the end in order to heighten the curiosity and perceptive attention. For example, a writer of a communication may intentionally build up to a major point by proceeding through several smaller and less important points.

4.3.3.2 Internal Factors :

Internal factors influencing selection of stimuli are

psychological need ! An individual's psychological needs influence his perception. Sometimes even things which do not exist are seen because of a psychological need. For example, a thirsty person may keep "Seeing" water. Such mirages are common in the desert. When people are deprived of a particular need, they perceive the concerned objects more frequently.

Learning : Learning, a cognitive factor has considerable influence on perception. It creates expectancy in people. People tend to perceive what they want to perceive. This is also known as cognitive awareness by which the mind organizes information and forms images and compares them with previous exposures to similar stimuli. For example read the phrase in the triangle below in a routine manner.



Because of the familiarity with the phrase, a person is apt to read "Turn off the engine" and it will take some time for the reader to realize that this phrase is different than expected, in that it contains the word "THE" twice. This expectation plays an important role in cognitive explanation of behaviour. This view simply states that people initially see what they expect to see.

Background : One's background also influences one's selection of objects. People from a particular background look for people from a similar background.

Experience : Experience prepares a person to look for people, objects and phenomena similar to his earlier experiences. A person who has had a bad experience while working with a certain type of people may select these people for a particular kind of perception.

Personality : Personality also influences perception. An introvert may be attracted to people either similar to or quite dissimilar to him. Various factors in the personality influence selection in perception. General attitudes and beliefs also influence perception.

Self - acceptance : Self-acceptance is an important characteristic which influences perception. Those who have high self-acceptance perceive things more accurately than those with low self-acceptance.

Interest: Perception is unconsciously influenced by the interests of the perceiver. An architect will notice many details of buildings that he passes only once. Someone else may pass the same buildings everyday for years without ever observing such details. It has been argued that, in their influence on perception, interests cannot be distinguished from needs. That is, the person with a particular interest has a need to involve himself in activities pertaining to it. Yet there is some value in conceiving the two as distinct. Once they have been satisfied, most needs no longer influence perception. But, if the person has a special interest, his perception is likely to be selective at any time.

Ambivalence: Another factor in perceptual selection is ambivalence or mixed feelings about a situation. A young man may be ambivalent about his fiancee's virtues and shortcomings. She may be an attractive, charming, and poised girl with whom he likes to be seen. But she may also be insecure and have a poor self concept. When she tries to compensate for these feelings by taking control of their relationship, he resents it and is anxious about the wisdom of his choice. But because of his physical attraction to her and because he wants to remain a success in his circle by having a beautiful fiancee, he represses awareness of her negative qualities and selectively perceives only those that are favourable. Only after several years of marriage, when the selective perception of courtship has given way before the all inclusive awareness of daily, intimate and prolonged contact, does he become sharply aware of what he repressed.

4.3.3 The Organising Process

After the data or stimuli have been received, these are organized in some form. In order to make sense of the data received, it is necessary to organize them. This aspect of forming bits of information into meaningful wholes is called the perceptual organization. There are three main dimensions to the organization of stimuli.

4.3.3.1 Grouping

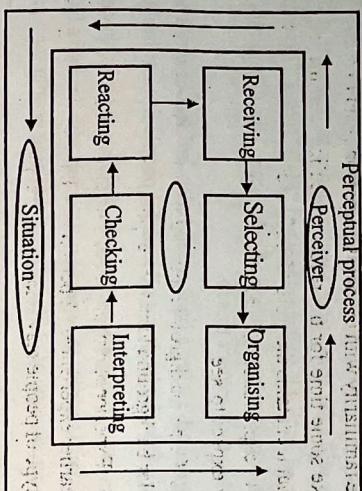


Fig-4.3. perceptual process.

Paranoid Perception: When the person's perception is so selective that he can find little common ground for communication with others, he is likely to be paranoid. It is the characteristic of the emotionally disturbed person that his perceptual field differs from that of most other persons. He is given to excessive repression, projection, general distortion of reality, and personalised interpretation. His self-concept is poor and he is very insecure, as a result of which he behaves in an inflexible manner.

Table – 4.1 Factors that influence perception

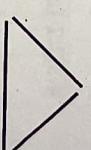
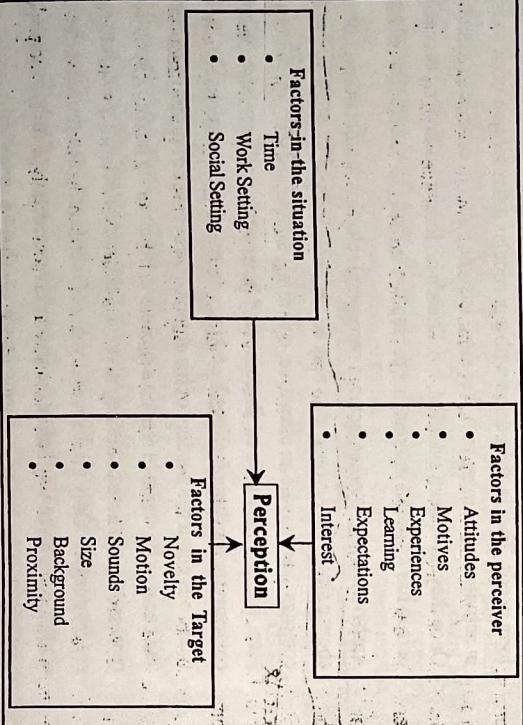


Fig - 4.4 Closure Phenomenon

(d) **Continuity :** Continuity relates to the tendency to perceive objects as continuous patterns. If several of the dots lie in a straight line, we tend to perceive message from an incomplete one is known as closure. It as a continuous phenomenon such as lights of a road as seen from an airplane at right. This type of continuity leads to inflexible and uncreative thinking. Only the obvious continuous patterns and relationships will be perceived. Because of this perception of continuity, the inflexible managers may require that employees follow a set and step by step routine leaving no ground for implementation of out of line innovative ideas.

4.3.3.2. Figure – Ground :- Figure-ground principle is one of the most interesting and basic processes in perception. In perceiving stimuli or phenomena, the tendency is to keep certain phenomena in focus and other stimuli or phenomena in the background.

For Example, during a lecture, the various stimuli received by people attending are grouped into two. Certain stimuli are not in the focus of people's attention, for example, the chirping birds outside, certain noises made by people walking outside, etc. All these become the background and not much attention is paid to them. What remains in focus what the lecturer is saying. The stimuli are thus organized into two groups, figure (what the speaker is saying), and ground (background stimuli, which are not in the focus of attention).

4.3.3.3 Perceptual Constancy : (There is a tendency to stabilize perceptions so that contextual changes do not affect them.) Once an individual's height is perceived as a certain number of feet, it is continued to be so perceived even when he is standing at a distance and may therefore appear to be physically smaller. The perceptual world is thus ordered according to the principle of constancy.

4.3.4 The process of interpreting

After the data have been received and organized, the perceiver interprets the data in various ways. In fact, perception is essentially giving meaning to the various data received and interpreted. Various factors contribute to this interpretation of data,

(a) **Perceptual Set :** Previously held beliefs about objects, influence an

individual's perceptions of similar objects. This is called perceptual set.

For Example, a Manager may have developed a general belief that workers are lazy, shirk work and want to get all the advantages from an organization without giving their best to it. In such a case, he already has a mental or perceptual set.

(b) **Attribution :** (Attribution refers to the process by which the individual assigns causes to the behaviour he conceives; people are interested not only in observing behaviour in organisations, for example, but in determining its causes. Their evaluations of and reactions to other's behaviour may be heavily influenced by their perception. That the others are responsible for their behaviour. When plan productivity increases, the manager responsible will be evaluated less favourably, if the increase is attributed to new machines installed at the order of the head office than if it is attributed to his handling of the employees.

(c) **Stereotyping :** (When people form opinions about a particular class

of objects or persons and act according to such opinions, it is called stereotyping. The word "Stereotype" has been used to indicate a generally favourable or unfavourable opinion a person holds for a particular group of people) *For*

Example, Managers perceive a Manager as being more honest than a worker, just as a worker perceives another worker as being more honest than a worker, just as a worker perceives another worker as being more honest than a manager.

(d) **Halo Effect :-** (When people draw a general impression about an individual on the basis of a single characteristic, such as intelligence, sociability or appearance, a halo effect is operating. While in stereotyping the person forms an opinion or develops an attitude towards a group of people or objects, in the halo effect the person develops an opinion or attitude towards a single person or object in terms of good and bad.) A typical *Example* of the halo effect is a professor awarding more marks to a well liked student. Halo effect need not always mean overrating positive characteristics. An individual may be down rated based on the negative evaluation of his behaviours. This process is called rusty halo or horns effect.

In origination, the halo effect, often occurs when superiors rate subordinates in a formal appraisal. In this context, a manager evaluating one of his employees on some dimensions may assume that someone good in one dimension must also be good at other things, and the rate the person highly on other aspects.

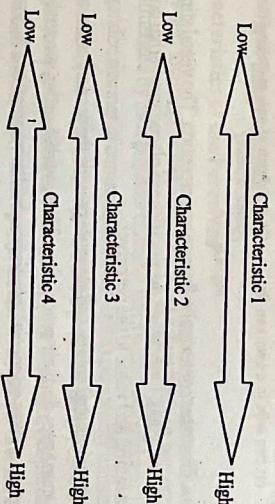


Fig. 4.3. The Halo effect.

Put another way, the halo effect may be responsible for finding high correlations between the ratings given to the people on various dimensions. When this occurs, the resulting evaluations lack accurately, and the quality of the resolution evaluation is compromised.

Let's us illustrate it with an example, the students of the MBA 1st semester are asked to appraise their one teacher. In doing so the students may isolate a single trait characteristics enthusiasm, for example, and do their appraisal/evaluation to be tainted by how they appraise the teacher on this one trait. If the teacher is quiet, assured, knowledgeable, and highly competent, but lacks zeal in his teaching style, he will be rated as poor or lower on this (enthusiasm) and a number of other traits and characteristics. This example well indicates how halo effect can distort one's perception about another. In organisations, halo effect usually occurs in a selection interviews and at the time of performance appraisal.

(e) Perceptual Context:

The context in which an object is placed influences perception.

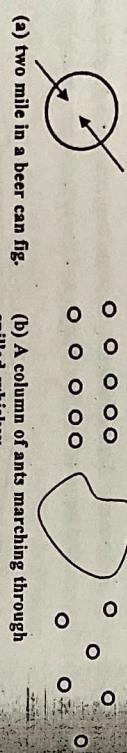


Fig. 4.6.

Fig. 4.6. illustrates contextual influence on perception. The visual stimuli by themselves are meaningless. Only when the doodles are placed in a verbal context do they take on meaning and value to the perceiver.

(f) The organisational culture and structure provide the primary context in which workers and managers do their perceiving. Thus, verbal order, a memo, a new policy, a suggestion takes on special meaning and value when placed in the context of a work organization.)

(f) **Perceptual Defence :** [perceptual defence is used by the perceives to dial with conflicting messages and data] If the data a person receives threaten beliefs already held, the recipient uses perceptual defence to deal with this phenomenon. Basically perceptual defence is the mental process by which we tend to protect ourselves from such objects, situations or stimuli that are emotionally disturbing or perceptually threatening. We tend to ignore such disturbing part of our environment that does not

require confrontation.) Through our perceptual defenses, we tend to distort or ignore information or stimuli that is culturally unacceptable or is in conflict with our established beliefs.

For example, if a manager gets data from a union on strike, showing that it is taking positive steps in the direction of resolving conflicts or is doing something useful for the organisation, the manager may find such data in conflict with a perceived opinion that the union is by and large negative in its approach.

One way to deal with conflicting data is not to perceive or accept such data and to group them as unacceptable information. This may be done by adopting mechanisms to defend the positions already held. Defence mechanisms could include

- Denial of the information or data received (Ex. The manager may deny the data and simply say that workers can never be loyal to the organization and therefore any information received about their good intention is in correct).
- Some modification of the data received (Managers feel the workers may be showing pro-organisation behaviour by and large their intentions are negative).
- Justification for holding on to one's own belief (Statement such as, "The workers may be showing pro-organised behaviour, but this is a trick and this is one of the ways of deceiving the management).

4.3.5 The process of Checking :

After data have been received and interpreted, the perceiver takes steps to check whether his interpretations are right or wrong. The process of checking may be so fast that the person is not even aware of it. Such checking may be done occasionally in order to confirm whether the interpretations or perceptions are reinforced by new data. Another way is to check the data or impression, by asking other people about their perceptions this is by way of feedback about ones perceptions.

4.3.6 The Process of Reacting :

The last phase of the perceptual process is that of acting upon what has been perceived. This is usually when people do some thing in reaction to their perceptions. For example, a person may act on the basis of the favourable or unfavourable perceptions he has informed. The cycle of perception is not complete unless it leads to some action. The action may be convert or overt. Convert action implies the formation of opinions or attitudes, and overt action is a definite action in response to the perception.

Thus, perception is not just what one sees or hears. It is a much more complex process by which an individual selectively absorbs or assimilates the stimuli in the environment cognitively organises the perceived information in a specific fashion and then interprets the information to make an assessment about what is going on in this environment.

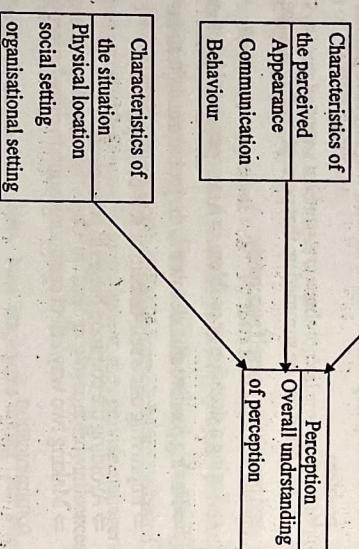
Thus, perception is the process through which people select, organize and interpret, attach meaning to events happening in the environment.

Factors influencing the perceptual process:

Several factors influence how we process the perceptual inputs and transform them into outputs. People behave on the basis of what they perceive reality to be and not necessarily as what reality is. Three influences on the concept of perception are described below. These influences are:

1. The characteristics of the perceiver.
2. The characteristics of the perceived.
3. The characteristics of the situation.

These influences are shown diagrammatically as follows:



Characteristics of the perceiver

A person's needs, habits, impact, past experience, ethics and values, attitudes and personality all influence the perception process. Let us briefly discuss these:

- (a) *Needs and motives*: Our need patterns play an important part in how we perceive things.

(b) *Self-concept*: Self-concept connotes how we perceive our self, which then influences how we perceive others and the situation we are in.

(c) *Our ethics, values and Culture*: Our ethics, values and cultural up bringing also play an important role in our perception about others. It is difficult to perceive the personality of a person raised in another culture because our judgement is based upon our own values.

(d) *Past experience*: Our attitude towards others is also influenced by our previous experiences with them. Our past experiences mould the way we perceive our current situation.

(e) *Correct emotional state*: If an individual is depressed he is likely to perceive the same situation differently than if the individual is elated. Thus, the emotional and psychological states of the individual are also likely to influence how things are perceived.

Characteristics of the Perceived

It may defy logic and objectivity but we can't deny that our perceptions about others are influenced by their physical characteristics such as appearance, facial expressions, age, gender, manner of communication as well as personality traits and other forms of behaviours. For example, when we see a person who appears to be assertive and confident, we assume him to be an executive or a leader. People dressed in business suits are generally thought to be professionals while people dressed in ordinary clothes are assumed to be lower level employees.

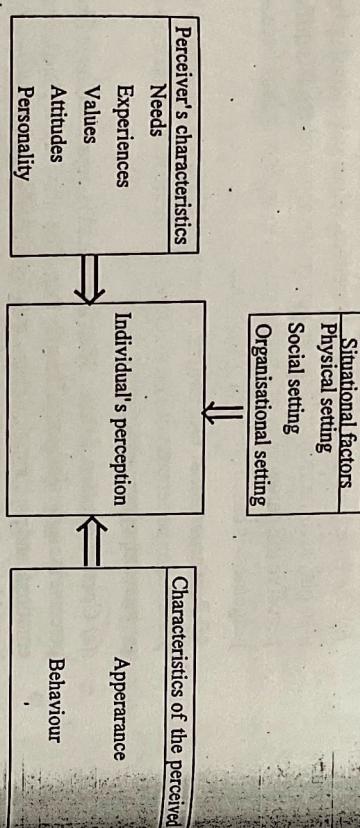
Thus, people interpret the meaning of what they have selectively perceived and organized in terms of their own assumptions of people, things and situations. They make attributions while interpreting data. Individuals also tend to be judgemental and distort information while interpreting events. Thus, subjectivity judgement attitudes

distortions or totally ignoring some stimuli could very bias our interpretation of the data that we selectively perceive and organize conveniently to suit our cognitive preferences.

Fig-4.7. Factors influencing the perceptual process

3. Characteristics of the situation

The physical social organisational settings, in which an event occurs, as well as timing of events, can influence how we interpret stimuli. Location of a given event is also an important factor in determining behaviour. For e.g., you will behave with your boss differently at a social function than in the office. Thus, the social context in which it takes place, timing and the role played by the actors play a significant part in how we interpret information.



IMPROVING PERCEPTION: Perception proceeds behaviour. How one will behave with others depends on how the former perceives the latter more accurate the perception the better will be behavior and vice-versa. Inaccurate perception distorts behaviour. And, in this lies the need for and importance of improving perception. Perception can be improved by making various attempts. Following are the important ones that can help one improve his perception.

1. **Perceiving oneself Accurately:** In order to perceive others accurately, one first needs to perceive oneself accurately. Therefore, one needs to improve more awareness about himself. Frequent and better interaction with peers, free, frank and open communication with others and mutual trust are some commonly adopted practices for perceiving oneself more accurately.
2. **Improving one's self concept:** When people successfully accomplish what they want, it develops a sense of self regard and self esteem. It is called "self concept". Research studies suggest that people having self concept tend to perceive other

more accurately. Abraham maslow also contends that self-actualising people have more accurate perceptions about themselves and others than those who are not self-actualising. It also indicates that correct perception about oneself helps perceive others also more accurately.

3. **Be empathetic :** Empathy means to be able to see a situation as it is perceived by other people. In a way, it is like putting your feet in another's shoes. Looking at a problem from others' point of view enables the person to perceive the other side of the problem.

4. **Having positive Attitudes:** Positive attitude makes one's perception positive or more accurate. Hence, the managers need to try to overcome their personal bias, get rid of any negative feelings, if any they have of others. These enhances an individual's perceptual skill.

5. Avoiding perceptual Distortions

Some factors such as halo effect, stereotyping, attribution, first impression etc. distort one's perception about things or problems. Therefore, sincere and continuous efforts should be made to guard oneself against such biases. This in turn will improve one's perceptual ability.

6. **Communicating openly:** Experience suggests that sometimes perception gets distorted due to communication gap or inadequate communication. In such case,

- effective communication needs to be developed to ensure that true and right message reaches at the right place and at the right time. This will enable to know the problem from a better perspective which in turn, will improve person's perception about the problem.

⇒ In short, it can be summed up that perception skills can be enhanced by knowing and perceiving oneself accurately.

⇒ Seeing a situation or problem as it is experienced by others i.e empathy.

⇒ Having positive attitude towards the problem and situations we are confronted with.

⇒ Improving one's self-esteem or self-concept.

⇒ Avoiding the common biases in perception.

o Making two way/effect communication to dispel miscommunication or lack of communication.

⇒ Making a conscious effort to avoid attribution.

4.4 IMPORTANCE OF PERCEPTION IN ORGANISATION BEHAVIOUR

The perception is a complex cognitive process which, in sum, is a unique interpretation of the situation, not an exact recording of it. It may reveal a picture of a world which is different from reality. Recognition of difference between the perceptual world and the real world is vital to the study of organisational behaviour. The understanding of human perception, in the organisational setting, is important in understanding and controlling the behaviour. In an organisational setting perception is important in various activities. However, there are some major areas where special attention of perception is felt.

These are

1. Interpersonal working relationship
2. Selectional of new employees
3. Performance appraisal
4. Performance expectation
5. Employee Effort.

1. Interpersonal Working Relationship :

Organisations are intended to bring about integrated behaviour. Perceptual world of manager is different from the perceptual world of subordinate. Managers in the organisation need to know whether or not members share similar or at least compatible perceptions. If they do not, the problems of the organisation are greater. Misperception usually lead to strained relations and may even result in open conflict among people.

2. Selection of Employees : In an interview for the selection of a candidate, the interviewer's judgement about the suitability or otherwise of a candidate depends on how his behaviour is perceived by them. The major areas of problems in this cases are that:

- i. The interviewer's emotional state may vary from day to day causing unfair perceptions of the same applicants.
- ii. There may be strong tendencies towards logical error and stereotyping specially during initial interviews.

3. Performance Appraisal : Performance appraisal is another area where perception has significant relevance. Assessment of an employee's performance depends on the perception of the person who evaluates. While evaluation can be objective as in salesman's job where assessment is quantifiable, many jobs are evaluated in subjective terms. Subjective measures are easier to implement; they provide managers with greater discretion, perception of who is "good" or "bad" employee greatly influences the appraisal outcome.

4. Performance Expectation: New employees during their selection process

acquire a set of expectations both about the organisation and about the job of the employee is expecting to achieve. In case, there is a big difference between what they expected and what they actually acquired, it results in increased absenteeism and turn over.

5. Employee Effort : In many organisations, the level of an employee's performance is given high importance. Hence, an employee's future in an organisation depends on his effort made for achieving the organisational goals. However, assessment of an individual's performance is a subjective judgement and thus, susceptible to perceptual distortions and bias also.

Impression Management

Simply stating, impression management is a process by which people try to control/manage the perception others hold of them. It is noticed that people try to present themselves in such a way so as to please or impress others in a way desirable to them. Based on this, impression management bears implications to organisation in areas such as performance appraisal, promotion, etc.

Process of Impression Management

As with other cognitive processes like perception, impression management also follows a process. Impression being cognitive is being studied in relation to aggression, attitude change, attributions, etc. There are two well identified components included in the process of impression management. These are:

1. Impression Motivation, and
2. Impression Construction.

Let us discuss what these mean.

Impression Motivation: It is a situation especially in an employment when subordinates become motivated to present themselves how their boss perceives them. How much a subordinate is motivated to present or manage oneself in a way desired by the boss will depend on various factors like relevancy the impression has to the subordinate's goals, the value of these goals and the degree of discrepancy between the image the subordinate would like the boss to hold and the image or impression he/she believes the boss already holds.

Impression Construction: It is concerned with the specific type of impression people want to form and, then, how they go about doing it. While trying to construct or form a specific type of impression, they usually depend on five factors, namely, the self-concept, identity images, role constraints, target's values and current social image. These five