

Vaishnavi Vishwakarma  
Unit-2

- Dimensions of Individual Behaviour
- Individual Behaviour
- Perceptions
- Learning
- Motivation
- Personality
- Commitment
- Attitude
- Values
- Ethics
- Stress Management

Questions asked previously—

- ① What is Perception? Explain the factors which affect the perception of the perceiver.
- ② Describe the errors which usually occur during perception.
- ③ "Motivation is the core of management." Comment on it.
- ④ Explain Maslow's theory of management.
- ⑤ Explain the meaning of 'Attitudes' & 'Values'.

- ⑥ What are the sources of values?
- ⑦ Discuss the various types of attitudes?
- ⑧ Explain Herzberg's Two factor Theory of motivation and differentiate it from Maslow's Theory of Need Hierarchy. Which will you prefer in Indian context.
- ⑨ Explain perceptual mechanism
- ⑩ Define "need"? Discuss various types of need as a motive to human being
- ⑪ Explain Mc Gregor's theory X and theory Y. Which is applicable to India?
- ⑫ What is learning and its course.
- ⑬ Explain different theories of learning

### ① what is perception?

- ★ It may be defined as a process by which an individual organise, interpret their sensory impression in order to give meaning to the environment.
- ★ It is a process of selecting, organizing or interpreting meaning to the events happening in the environment.
- ★ It includes all those process by which an individual receives and information about his environment seeing, feeling, having, tasting and smelling.

According to Joseph Ritz there can be the following features of perception -

- ★ Perception is an intellectual process through which person selects data from the environment, organise it and obtain a meaning from it.
- ★ It is a basic cognitive or psychological process affected

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by people's action, emotions, thoughts  
or feelings.

\* It's a subjective process as different  
people may perceive the same environment  
differently.

### ② Difference between sensation and perception

#### Sensation

\* It is a response  
of physical sensory  
organ. It's a  
simple mental  
process

\* Person becomes  
comparitively  
inactive.

#### Perception

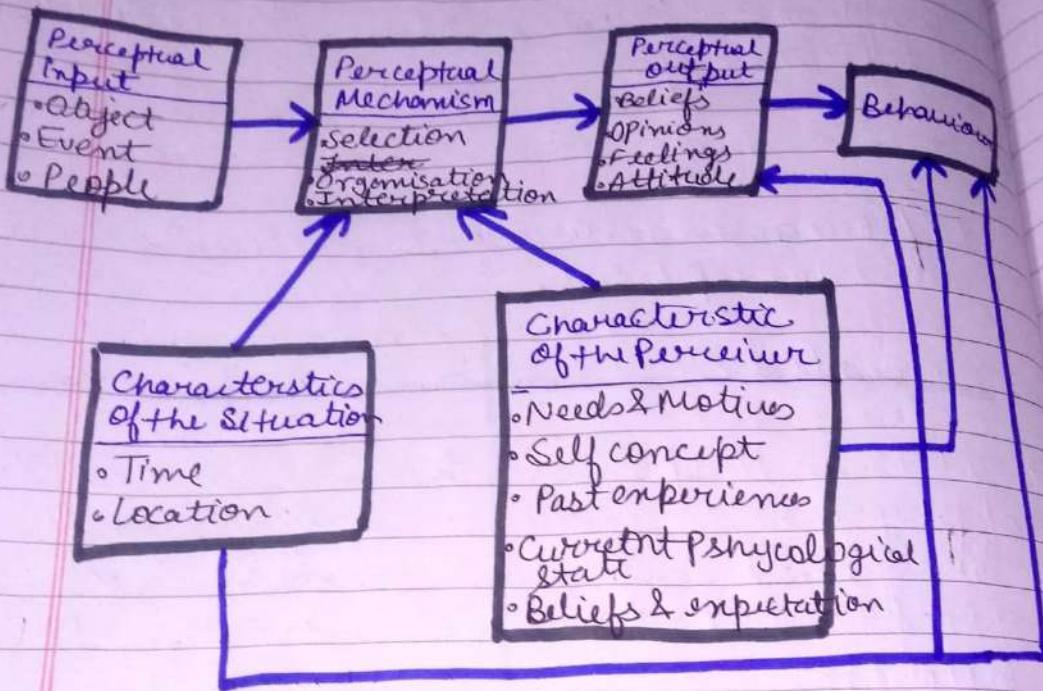
\* It is a complex  
process as it  
affects the  
number of  
variables.

\* Person becomes  
active.

### ③ Explain Perceptual Mechanism.

It's a process by which people  
receive, select, organise and  
interpret info from their  
environment. There are three  
elements of perceptual process:-

- (i) Perceptual Input
- (ii) Perceptual Mechanism
- (iii) Perceptual Output



### (i) Perceptual Input -

The perceiver comes across the information, object, event or people in the environment.

These serve as the perceptual inputs in the process. When the perceiver interact with the stimulus, sensation takes place and it starts the perceptual process.

## Perceptual Mechanism -

(1) It has three elements:

### 1. Selection of stimuli

- After receiving the stimuli from the environment some are selected for further processing while others are screened out.
- Selectivity depends on interest, background, experience, attitude etc.
- For the selection of stimuli there are some internal & external factors.
- People selectively perceive aspects in a situation that relate specifically to their area of activities or specialization.

### 2. Organisation of stimuli

- After the stimuli are received, which is organised to extract meaning out of what is perceived by individuals.

- It is based on following principles
- Figure ground
  - Perceptual grouping
  - Simplicity
  - Closure.

### 3. Interpretation of Stimuli

- When the perceptual inputs have been organized, it have to be interpreted by the perceiver so that he can sense or extract the meaning of what is going in the situation.
- Perceiver becomes judgemental and tends to interpret the things as good or bad or what is correct or what is not.

### (iii) Perceptual output:

- Based on the Perceptual Mechanism, which ends with its interpretation of stimuli, perceptual output emerge.
- These outputs in the form of actions like attitude, opinions, beliefs, feelings etc. Finally the

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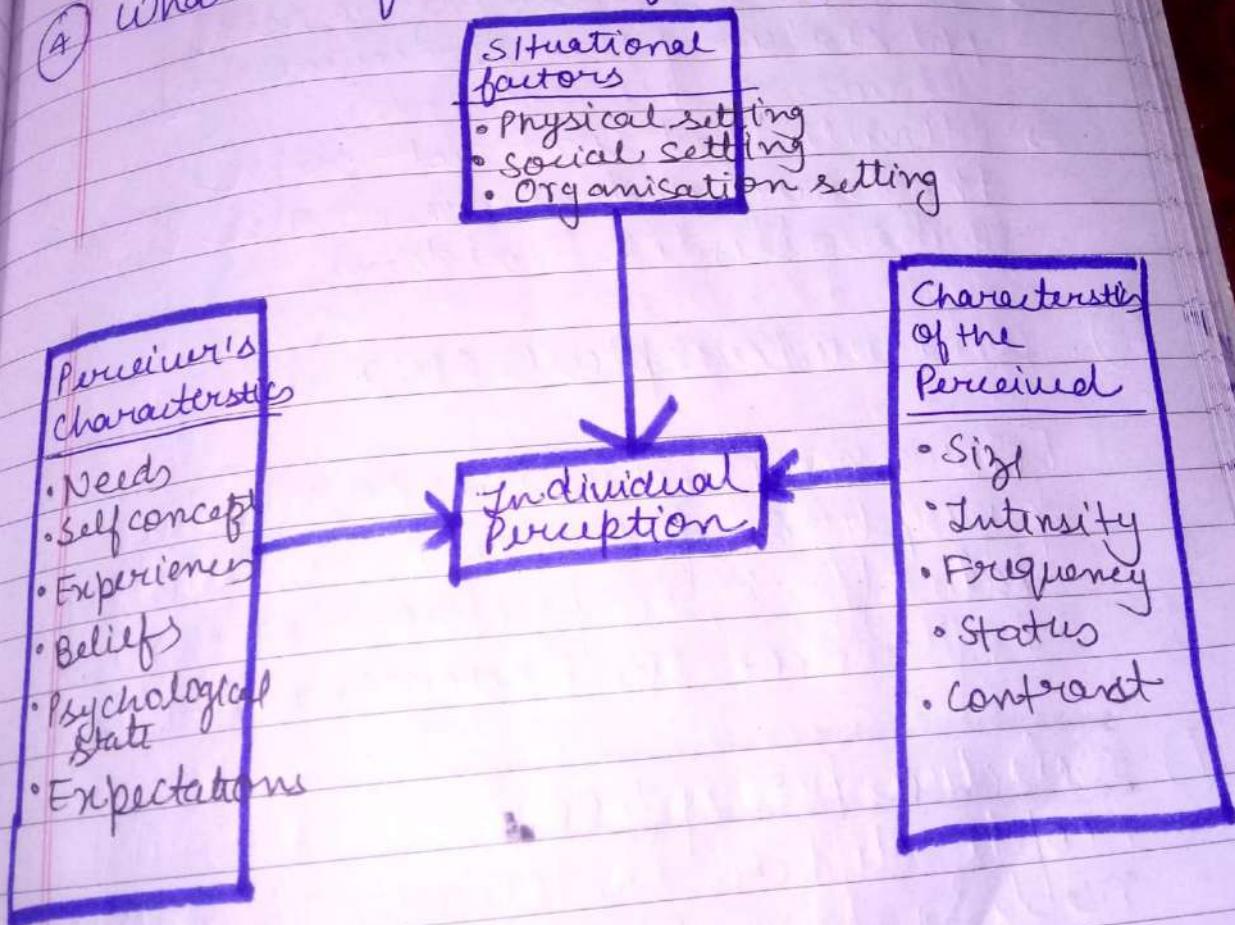
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perceiver's behaviour is shaped by the perceived outputs i.e. changes in attitude, opinion, belief etc.

→ the perceiver's behaviour generates responses depending upon the situation and these responses further give rise to a new set of inf inputs.

(A) What are factors affecting Perception:



- The bigger the size of perceived stimulus higher is the probability that affect the attention of perceiver.
- Frequency - Repeated external stimulus is more attention-attracting than a single time.
- Intensity attracts to increase the selective perception.
- Perception is also influenced by the status of the perceiver.
- Stimuli that contrast with the surrounding are more likely to be attention catching.

### (S) What are Perceptual errors?

Errors may arise due to selective perception, projection, stereotyping, halo effect, impression (Recency), influence. The Errors are -

#### (I) Selective perception -

People differ in terms of motives, need & interest. People are more likely to pay attention to those aspects of their environment which

they anticipate or accept what they are familiar with.

### (ii) **Projection** -

It means attributing one's own traits or characteristics to the people being judged. The tendency to attribute one's own characteristics to other people can distort the meaning or perceptual judgement about others.

### (iii) **Stereotyping** -

Judging people on the basis of characteristic of group to which they belong is called stereotyping.

### (iv) **Halo effect** -

It refers to the tendency of drawing a general impression about an individual based on single characteristics such as intelligence, sociability, appearance etc.

### (v) **Impression (Recency)** -

People often form impression of others on the first sight even before knowing any of their personality traits, they start having impression & making assessment.

of individual they meet for the first time. This sometimes lead to the perceptual distortion because first impression need not be the last impression.

(vi)

### Inference -

There is a tendency of judging the people on the basis of limited info.

(vii)

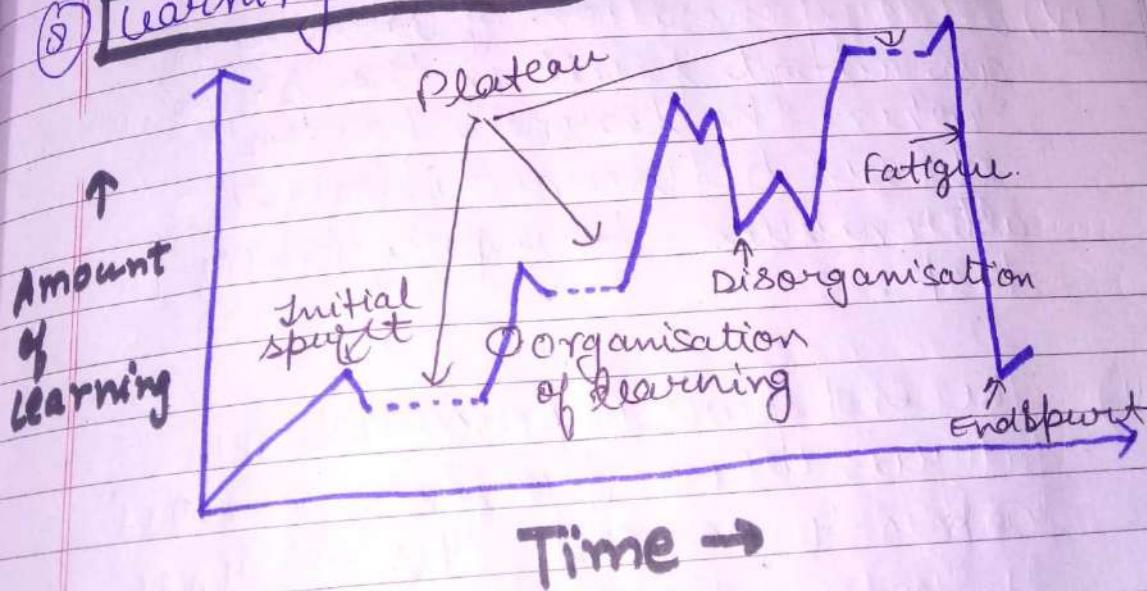
### Learning →

- It's a process by which new behaviour are acquired.
- It generally involves the changes in behaviour, practising new behaviour and establishing permanancy in change.
- According to E.R. Hilgard, it is a process of acquiring knowledge and ab adequate ability to respond adequately for situation which may or may not have been previously encountered.
- It is a change in behaviour through education, training and experience and practice

## Nature of learning -

- (1) → It involves a change though not necessarily in behaviour which may be good/bad.
- the practice or experience must be reinforced in order for learning to occur.
- (2) → change in behaviour should occur as a result of trial & experience and training.

## Learning curve -



- (1) In the beginning, the person is highly motivated and it represents the natural rate of learning indicating that maximum performance has been achieved.

(ii) Learning plateau is another feature of learning curve. It is some point learning process is a flattening of interests of improvement which involves the escalation of one plateau to another and marked by different discontinuities.

(iii) When the learner discovers new or more effective method (i.e. to perform some task, organisation of learning occurs).

(iv) Disorganisation of learning is an actual fault in the performance when the learner has to choose between different alternatives for performing a task.

(v) The end spurt is perceived by fatigue when training session comes to an end; the trainee realises the efforts to learn more and this revival is called end spurt.

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## ① Theories of learning -

### 1 Classical conditioning Theory-

It states that the behaviour is learned by repetitive association between the stimulus and response. It has four elements.

(i) Unconditioned Stimulus (US):  
like food, which invariably causes to react in a certain way i.e. salivation.

(ii) Unconditioned Response (UR):  
It takes place whenever US is present i.e. whenever the organism like dog in original environment is given food it salivates.

(iii) Conditioned Stimulus (CS):  
It is the object that doesn't initially bring about the desired response like the sound of the bell.

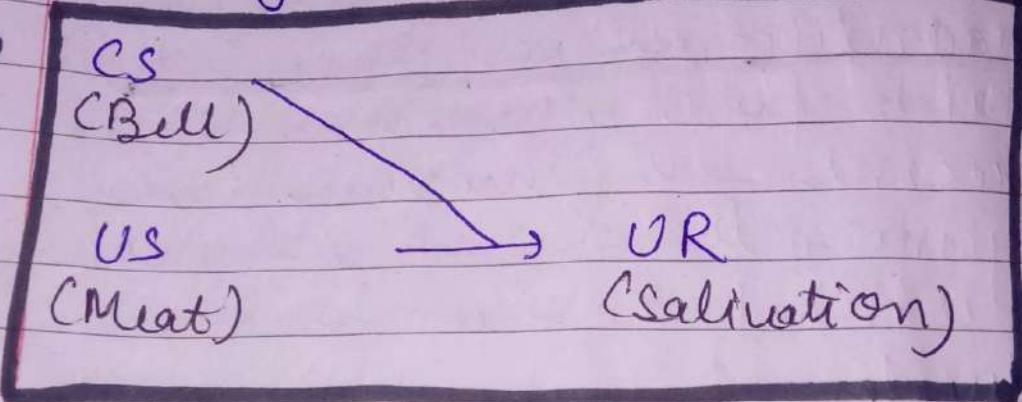
(iv) Conditioned response (CR):  
A particular response that the organism has to produce to the CS. i.e. salivation which is CR.

experiment:

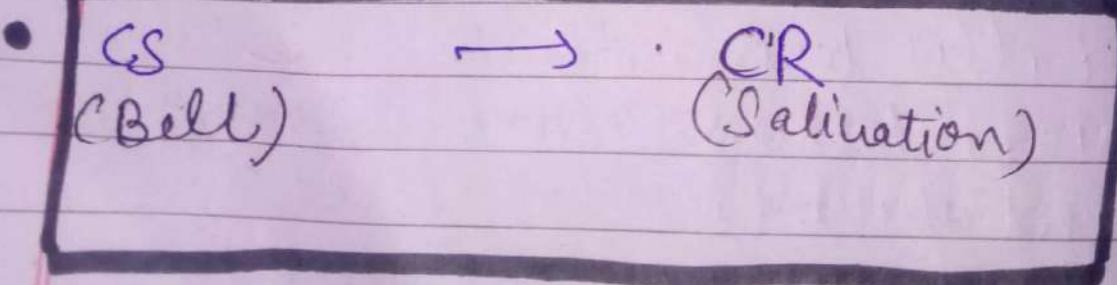
Before conditioning

- US (Meat) → UR (Salivation)
- Neutral Stimulus → No Response (Bell)

During conditioning



After conditioning



## Operant conditioning

### Implication of classical conditioning

- \* In classical conditioning, higher order conditioning can explain how learning can be transferred to stimuli other than those ~~the~~ still stimuli used in original experiment. However its difficult to trace exact cause of certain behaviour.
- \* Reinforcement can be acquired if the conditioned stimulus becomes reinforcing under higher order conditioning.

## Operant Conditioning

- It is defined as a behaviour that produce effect. It suggest people emit responses that are ~~are recorded~~ rewarded and do not emit responses that are not rewarded or punished.
- Operant conditioning implies that behaviour is voluntary determined

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maintained & controlled by its consequences which involves the relationship. It has three stimulus-

- ★ Situation of stimulus.
- ★ Behavioural response to the situation
- ★ Consequences of the response to the person which is explained by application of the break by a vehicle driver to avoid accident, the possibility of accident is without the application of break is a stimulus situation. Application of the break is a behaviour and avoidance of the accident is the consequence of behaviour.

### Implication of operant conditioning

→ Most behaviour in organisation are learned, controlled & altered by consequences.

Management can use operant conditioning to control & influence the behaviour of employee by designing

suitable reward.

### Cognitive theory -

It is used in a number of psychological process like perception, learning, attitude. The organisms learns the meaning of various objects and events and the learning response depend on the meaning assigned to stimuli.

Toleman created a T-maze & trained a rat to move in the eight direction in T-maze in order to obtain food.

According to operant conditioning the rat should have swerved right because of past conditioning but the rat turns toward where the food has been placed.

Toleman concluded that the rat formed the cognitive map to figure out how to get food.

In this learning experiment -

(i) A stimulus leads to some other stimulus which is S-S conditioning

(ii) Learning consists of an association between an environment & expectation

## 4. Social Learning Theory

→ It is based on both behavioural and cognitive concepts and emphasizes the integrative nature of cognitive, behavioural and environmental determinants.

Acc. to this theory learning occurs in two steps -

- (i) The person reacts or observes how others act and then acquires the mental picture of the act and consequences (reward & punishment)
- (ii) The person acts out the acquired image and if the consequences are positive he will tend to do it again. If -ve then he will not do it

e.g. → People learn that fire will burn the body which is learned from others not necessarily by touching it.

## (6) Difference between Classical &amp; operant conditioning

## Classical conditioning

- \* The response is elicited.
- \* Emphasis is upon involuntary responses.
- \* US always serves as a reward.

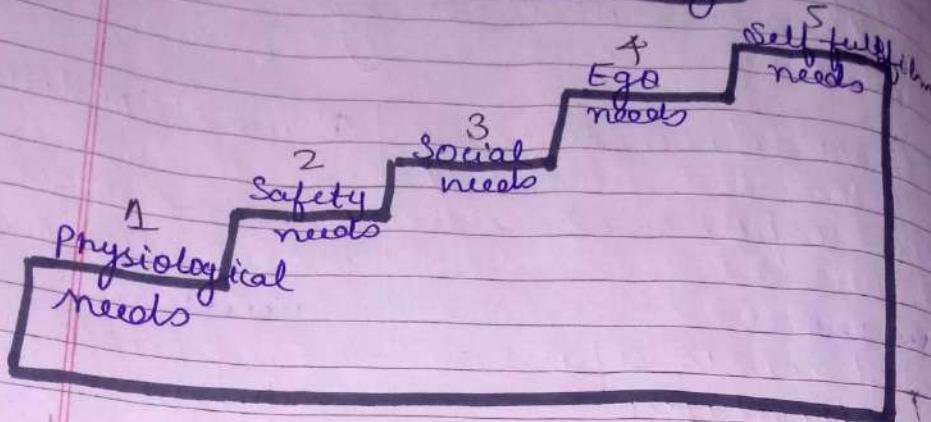
## Operant conditioning

- \* The response is not elicited.
- \* Emphasis is upon voluntary responses.
- \* Reward is given only in the right response.



(11)

## Maslow's need hierarchy -



1. Firstly, human beings try to acquire necessities for survival like food, clothing, shelter etc.
2. Then people want the assurance of maintaining a given economic level. They want job security, personal body security, security of source of income.
3. Then a man being a social person wants to communicate to get recognition.
4. Then he wants self respect, self confidence (feeling of personal worth), prestige, power & control.

5. The final step is to machine one's potential. He wanted to grow more & more.

## ② Herzberg's Two Factor theory

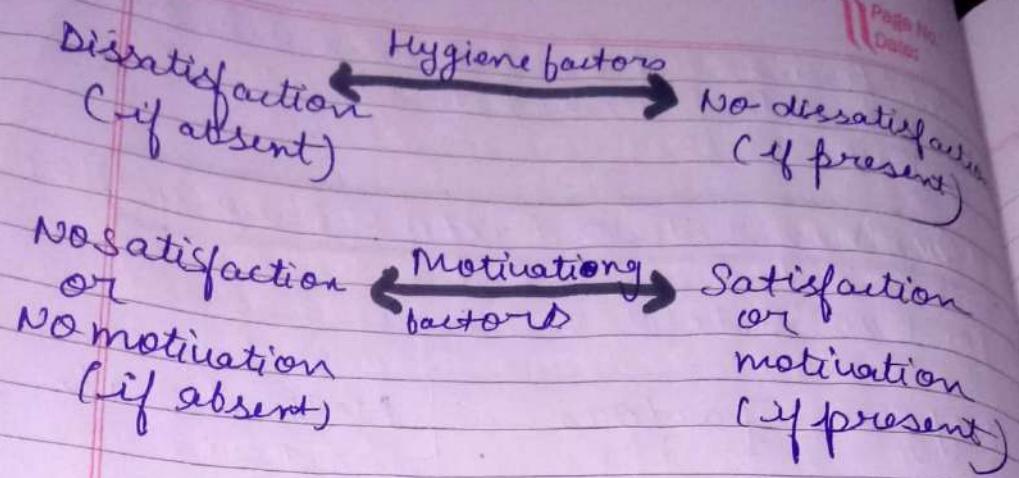
The two factors were -

Hygiene factors

- \* Company Policy & administration
- \* Technical Supervision
- \* Interpersonal working
- \* Salary
- \* Jobsecurity
- \* Personal life
- \* Status

Motivational factors

- \* Achievement
- \* Recognition
- \* Advancement
- \* Work itself
- \* Possibility of growth
- \* Responsibility.



### (13) Mc Gregor's Theory -

There were assumptions made about people in two different theories -

#### Theory X :

- The average human being has an inherent dislike of work and will avoid it if he can.
- The average human being is lazy and avoids responsibility.
- The average human being is indifferent to organisational goals.

This is a traditional theory of what workers are like and what management must do to motivate them. Workers have to be persuaded and pushed into performance.

Management can offer reward to employees if they worked productively & punish them if they do not work.

This is carrot & stick approach.

#### Theory Y:

- The average human being does not inherently dislike work. May be because of certain situation they dislike work.
- The average human being will exercise self direction and self control in the service of objectives to which he is committed.
- Commitment to objectives is a function of the rewards associated with their achievement.

The basic problem in most of the organisation is that of securing commitment of workers to goals. Workers can be motivated by delegations of authority, job enlargement, management by objectives & participative management practices.

(A)

### McClelland's Three Need Model:-

There were three needs:-

(i) Need for achievement:

~~to get a drive to excel,~~  
adventure & grow

(ii) Need for Power:

a drive to influence others  
and situations

(iii) Need for affiliation:

a drive for friendly and  
close interpersonal relationship

most of  
part of  
+ of workers  
can be  
legations  
agreements  
and  
etc

## Model -

### (i) Attitudes -

It is a mental and neutral state of readiness organised through experience exerting a directive & dynamic influence upon individual response to all objects and situations with which it is related. According to Kats and so Scotland attitude is a tendency or pro-disposition to evaluate an object or symbol of that object in a certain way.

#### component of attitude -

##### (i) cognitive -

It is related to value system statement & consists of ideas, beliefs & values that an individual may possess.

##### (ii) Affective -

It is related to person's feeling about another person. It may be +ve, -ve or neutral.

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(iii) Behavioural -

It is related to impact of various situations or objects that lead to individual behaviour based on cognitive & affective component.

(iv) Values -

It refers to a specific mode of conduct or end state of existence which is personally or socially preferable to an opposite course mode of conduct / end state of existence.

Types of values -

(i) Theoretical - It is related to important & discovery of truth through some rational approach.

(ii) Economic - It emphasizes usefulness & practicability of resources, efforts & the consequent values derived from resources.

- (iii) Aesthetic value - There is a mutual understanding & sense of participation among all human elements & its delayed by cordial relations among different level of organisation
- (iv) Social value - It's related to love of people, sense of belongingness & teamwork
- (v) Political value - It refers to power & influence in organisation. Right people must be placed in right position
- (vi) Religious values - It's related to display of values which would bring unity & understanding among the people in organisation based on common religious platform.

(17) (Rokeach value survey)  
RVS

It consists of two values -

1. Terminal -

It refers to desirable end state of existence. It is related to long term goal to be achieved & maintained with a high priority throughout life.

2. Instrumental -

It refers to preferable mode of behaviour. It is based on action & attitudes reflect the way in which one prefers to behave.

#### Terminal value

- Self respect, friend ship, happiness, freedom, peace, family security

#### Instrumental value

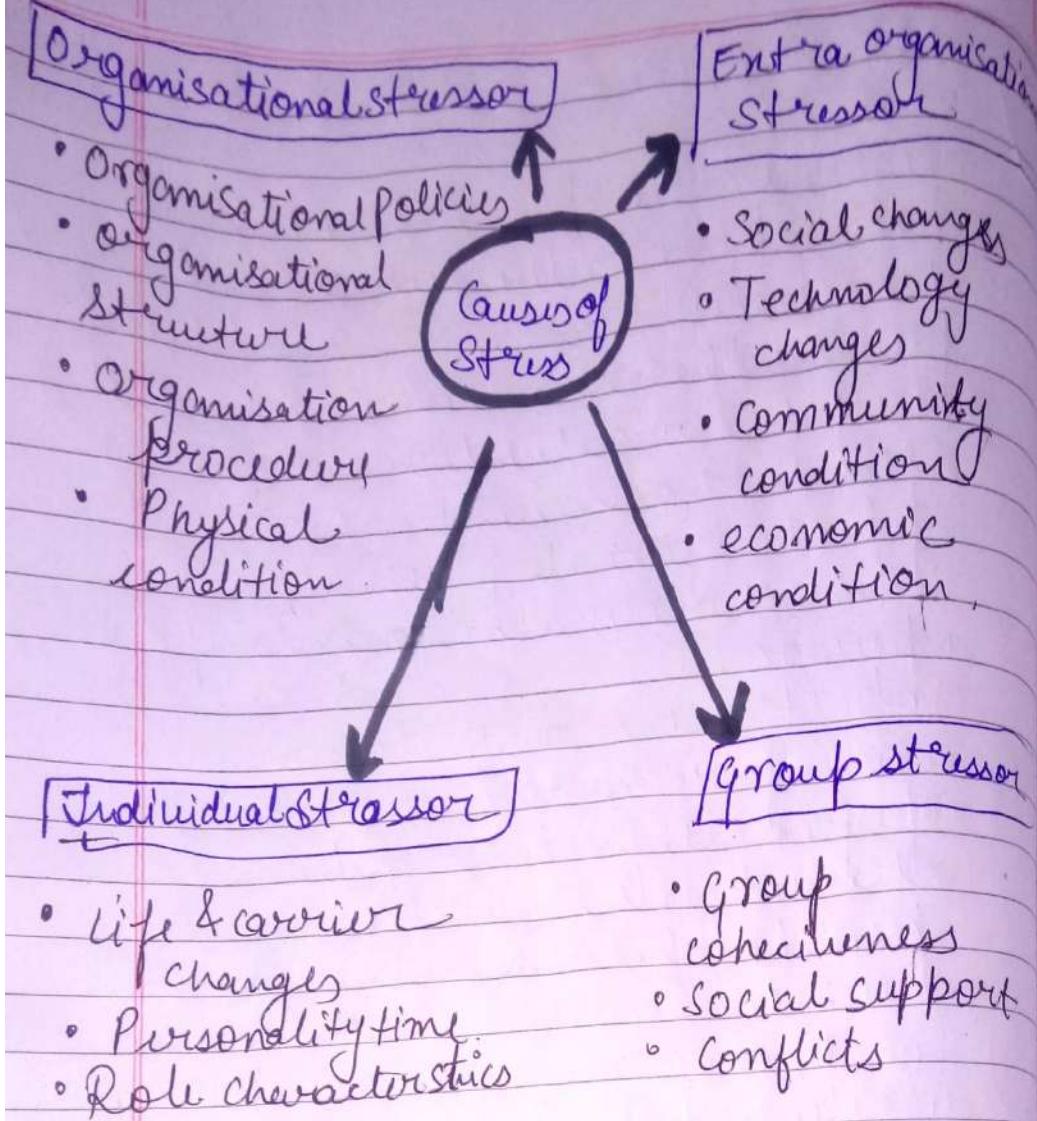
- Honesty, hardworking, intellectually, self-controlled, ambitious, logical

## Stress -

(D) Stress is an adaptive response mediated by individual characteristics and psychological process that is a consequence of any external action or situation or event that places special physical & psychological demands upon a person.

Job stress is a condition arising from the interacting of people & their jobs characteristic by changes within people that forces them to deviate from their normal functioning. There are following features of stress -

1. Stress may result into any kind of deviation like physical, psychological or behavioural in a person
2. It may be a result of individual's interacting with environmental stimuli.
3. Stress can be either temporary or long term



Stress is +ve & -ve :

### (i) Eustress -

→ It denotes due to the presence of optimum level of stress in an individual which contributes truly to his performance.

→ It lead employee to new & better ways of doing their job.

## Destress -

- 1) It denotes the presence of high level of stress in an individual which affects job performance adversely.
- 2) It creates many types of physical, psychological & behavioural problems.

## (b) Consequences of stress -

### Burnout -

It is a syndrome where in a person breaks down physically or emotionally due to continuous overwork over a long period of time, people become detached from their jobs & feel unable to accomplish their goals.

Burnout is a slow process and goes through following stages:-

- (i) Stage of job contentment  
(Enthusiasm to work with high ~~to~~ energy & positive attitude)
- (ii) Stage of fuel shortage  
(experiencing the mental fatigue, frustration & low moral)

- (iii) Stage of withdrawal & isolation
- (iv) Stage of crisis (low self esteem, negative feeling)
- (v) Stage of final break down  
(During drug addiction, heart attack)

### Rust out -

It's a syndrome where in a person chronically underworks and his skills are underutilised in performing the job.

There is a continuous erosion in employees. It involves the following behaviour -

- 1. The person no longer engages in workplace events
- 2. The person began to feel that he is not valued.

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- (i) organisational coping strategies-
  - (i) Supportive organisational climate.
  - (ii) Job enrichment
  - (iii) Organisational role clarity
  - (iv) Career Planning & counselling
  - (v) Stress control workshop .