



## Chapter 2

# Perception, Personality, Emotions



# Chapter Outline

- Perception Defined
- Factors Influencing Perception
- Perceptual Errors
- Why Do Perception and Judgment Matter?
- Personality
- Emotions



# Perception, Personality, and Emotions

1. What is perception?
2. What causes people to have different perceptions of the same situation?
3. Can people be mistaken in their perceptions?
4. Does perception really affect outcomes?
5. What is personality and how does it affect behaviour?
6. Can emotions help or get in the way when dealing with others?



# Perception

- What Is Perception?
- Why Is It Important?

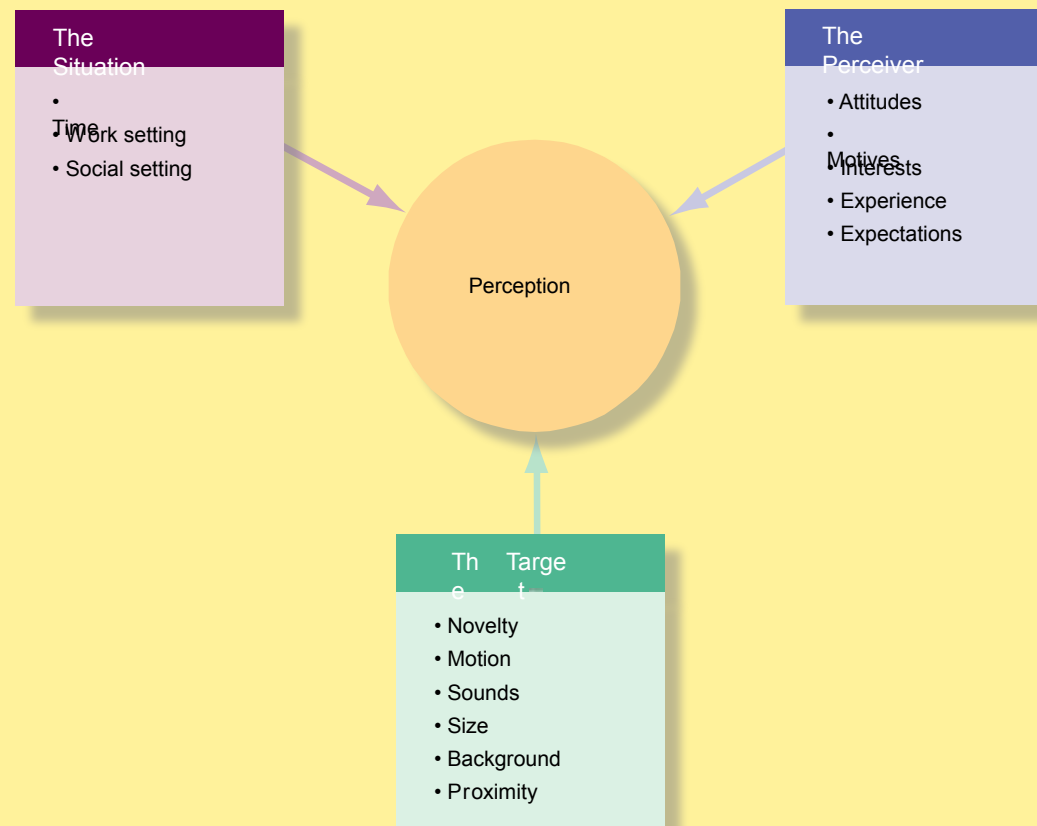


# Why We Study Perceptions

- To better understand
- We don't see reality. We interpret
- The attribution process guides our behaviour,



# Factors that Influence Perception





# Perceptual Errors

- Attribution Theory
- Selective Perception
- Halo Effect
- Contrast Effects
- Projection
- Stereotyping



# Attribution Theory

- When individuals observe behaviour, they attempt to determine whether it is internally or externally caused.
  - Distinctiveness
  - Consensus
  - Consistency





# Attribution Theory

- Fundamental Attribution Error
  - The tendency to underestimate external factors.
- Self-Serving Bias
  - The tendency to attribute one's successes to internal factors.



# Perceptual Errors

- Selective Perception
  - People selectively interpret.
- Halo Effect
  - Drawing a general impression
- Contrast Effects
  - A person's evaluation



# Perceptual Errors

- Projection
  - Attributing one's own characteristics
- Stereotyping
  - Judging someone
- Prejudice
  - An unfounded dislike



# Why Do Perceptions and Judgment Matter?

- Self-Fulfilling Prophecy
  - A concept that proposes a person will behave in ways consistent with how he or she is perceived by others.



# Personality

The sum total of ways in which an individual reacts and interacts with others.

- **Personality Determinants**
  - Heredity
  - Environmental Factors
  - Situational Conditions
- **Personality Traits**
  - Enduring characteristics that describe an individual's behaviour.
    - The Myers-Briggs Type Indicator (MBTI)
    - The Big Five Model



# Myers-Briggs Type Indicator

- Personality test to determine how people usually act or feel in particular situations.
- Classifications:
  - Extroverted (E) or Introverted (I)
  - Sensing (S) or Intuitive (N)
  - Thinking (T) or Feeling (F)
  - Perceiving (P) or Judging (J)
- Combined to form types, for example:
  - ESTP
  - INTJ



# The Big Five Model

## Classifications

- Extraversion
  - friendly, outgoing
  - spend a lot of time maintaining and enjoying
- Agreeableness
  - Highly agreeable = value harmony more
  - Low agreeable = focus more on their own needs
- Conscientiousness
  - Highly conscientious = pursues fewer goals,
  - Low conscientious = tend to be more easily distracted



# The Big Five Model

- Emotional Stability
  - Positive emotional stability = calm, enthusiastic
  - Negative emotional stability = nervous, depressed,
- Openness to Experience
  - Extremely open = fascinated by novelty
  - Not open = appear more conventional





# Big Five Personality Factors





# Major Personality Attributes Influencing OB

- Locus of Control
- Machiavellianism
- Self-Esteem
- Self-Monitoring
- Risk-Taking
- Type A Personality
- Type B Personality
- Proactive Personality



# Locus of Control

- The degree to which people believe they are in control of their own fate.
  - Internals
    - Individuals who believe that they control what happens to them.
  - Externals
    - Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.



# Machiavellianism

- Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.



# Self-Esteem

- Individuals' degree of liking or disliking of themselves.



# Self-Monitoring

- A personality trait that measures an individual's ability to adjust behaviour to external situational factors.



# Risk-Taking

- Refers to a person's willingness to take chances or risks.



# Type A Personality

- Moves,
- Impatient
- Multitasks
- Dislikes leisure
- Obsessed with numbers





# Type B Personality

- Never suffers
- Doesn't need to display
- Plays for fun
- Can relax



# Proactive Personality

- A person who identifies opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.



# What Are Emotions?

- Two related terms:
  - Emotions
    - Intense feelings
  - Moods
    - less intense than emotions



# Choosing Emotions: Emotional Labour

- When an employee expresses organizationally-desired emotions during interpersonal interactions.



# Emotional Intelligence

- Noncognitive skills, capabilities, and competencies that influence a person's ability to interact with others.
- Five dimensions
  - Self-awareness
  - Self-management
  - Self-motivation
  - Empathy
  - Social skills



# Negative Workplace Emotions

- Negative emotions can lead to negative workplace behaviours:
  - Production
  - Property
  - Political
  - Personal aggression



# Summary and Implications

1. What is perception?
  - Perception is the process by which individuals organize and interpret their impressions in order to give meaning to their environment.
2. What causes people to have different perceptions of the same situation?
  - Perceptions are affected by factors in the *perceiver*, in the object or *target* being perceived, and in the context or *situation*.



# Summary and Implications

3. Can people be mistaken in their perceptions?
  - Shortcuts, such as attribution theory, selective perception, halo effect, contrast effects, projection, and stereotyping are helpful and even necessary, but can and do get us in trouble.
4. Does perception really affect outcomes?
  - Perceptions often affect productivity more than the situation does.





# Summary and Implications

5. What is personality and how does it affect behaviour?
  - Personality helps us predict behaviour.
  - Personality can help match people to jobs, to some extent at least.
6. Can emotions help or get in the way when we're dealing with others?
  - They can hinder performance, especially when emotions are negative.
  - They can also enhance performance.