

Individual Behaviour: Perception

What is Perception?
 ← Sight
 ← Hearing
 ← Touch
 ← Taste - Smell

Perception is a process by which individual organizes and interprets their sensory impressions in order to give meaning to their environment

Perception it differs with individuals.
How people 'see' things, is perception. Perception depends expectation, needs and background as well.

- Attitudes
- Motives
- Interests
- Experience
- Expectations

3 ↑ Factor

- Novelty
- Motion
- Sound
- Proximity
- Size
- Background
- Similarity

- Work Setting
- Social Setting

↑

Situation

Perceiver

Your interpretation is influenced by your Personal Characteristics

Eg: Young People are lazy

Target

The relationship of a target to its background also influences

Perception

⊗ ⊗ ⊗ ⊗

The time, location, light, heat and other situation factors influence our attention

Person Perception: Making Judgement about others.

Factors affecting Perception:

1. Selective Perception: on the basis of their interests, background, experience and attitudes.

Eg: Marketing Research and Sales Promotion will focus only on the marketing impression on

2. Halo Effect: - Drawing impression on the basis of a single characteristic - Teachers in a trial class.

3. Projection: - Attributing one's own characteristic to other people - you think everyone wants challenged if you want challenged

4. Stereotyping: - which group he belongs -

Eg: a nurse, a person belonging to some minority group.

Eg: women in general are soft, kind, caring affectionate, gentle but these are some women who may not possess these characteristics.

Unit - IV
Impression Management

Impression Management :- → Boost Sales.

It is a process in which individuals try to influence the perceptions people have about something, a person, & an event.

Impression management may be a conscious or subconscious process.

If you are an impression management professional, you attempt to influence the observations and opinions that consumers have of your products.

Eg: Promote Hide
Chocolate companies. Teeth, Fat
Super taste

Eg: Soda companies want us to think about their products nice taste, appealing look, and how our friends will like it. They don't want us to think that they are dull & chemicals and bad for our teeth.

→ Sales and marketing professionals want consumers to focus on the good aspects of their products & services.

They remind people about their desirable and attractive features.

→ Every Business in the world wants to show its goods & services in the best possible light.

→ whatever I am selling, I want to focus on its positive and desirable characteristics.

Managing Impressions represents a major part of marketing and advertising executives' duties.

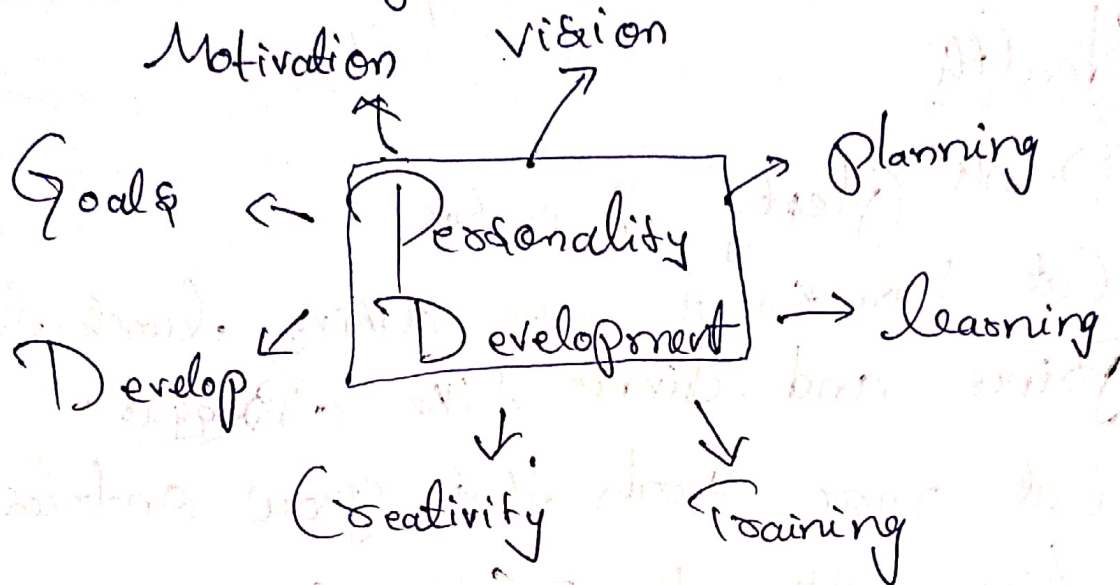
Their job is to create impressions in the minds of consumers, i.e., make people like their products.

Not only do they create impressions, but they also manage them. Hence their term is Impression mgmt.

Stress the Positives.

Hide the negatives.

Personality development encompasses the dynamic construction and deconstruction of integrative characteristics that distinguish an individual in terms of interpersonal behavioral traits.



Indeed, Personality development is ever changing and subject to contextual factors and life altering experiences.

→ Personality development is actually the development from the organized pattern of attitudes and behaviors which makes an individual distinctive.

Things to Enhance Your Personality

- Don't compare your life
- Don't have negative thoughts or things you cannot control. Instead invest your energy in the positive present moment.

→ Don't waste your precious energy on
gossip

→ Dream more while you are awake

Health

→ Drink plenty of water

→ Eat breakfast like a king, lunch like a
prince and dinner like a beggar.

→ Eat more foods that grow on trees.

→ Live with the 3E's - Energy, Enthusiasm
and Empathy

→ Make time for prayer

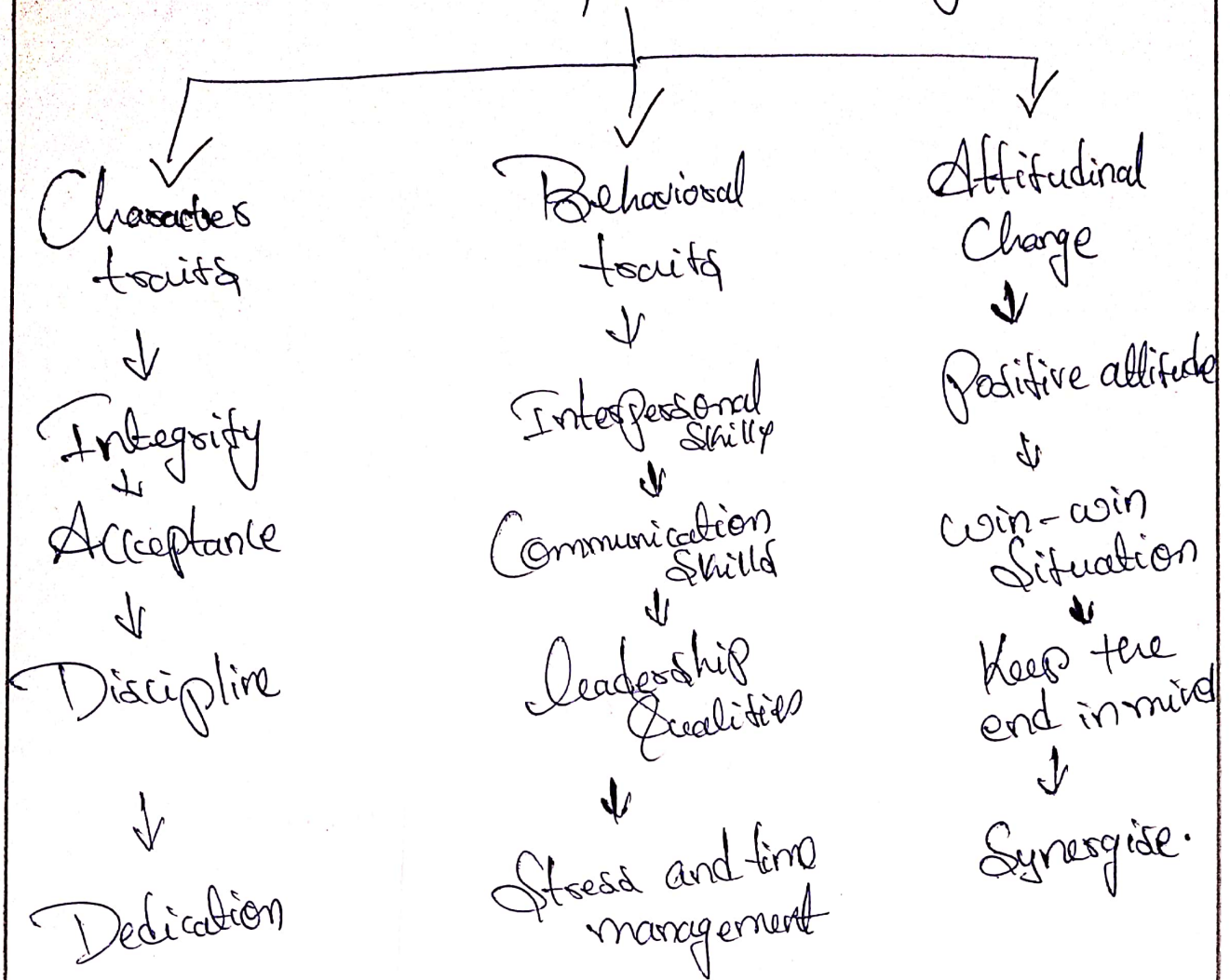
→ Play more games

→ Read more books

→ Sleep for 7 hours

→ Take a 10-30 minutes walk every day -
and while you walk, smile.

Know Your Personality



Types & Personality

(a)

- Perfectionists Eg: Narayan Murthy Infosys
- Helpers Eg: Mother Teresa
- Romantics Eg: M.F. Hussain
- Achievers Eg: Sachin Tendulkar
- Asserters : Direct, Self reliant, Self Confident
- Questioners : Responsible and trustworthy
- Adventurers - Eg: Vijay Mallya NRI Business
- Observers - Knowledge, Cautious Eg: Arun Jaitley
- Peacemakers - good natured, supportive Eg: Atal Bihari Vajpayee

Fundamental Techniques in Handling People:-

- Don't Criticize, Condemn & Complain
- Give honest and sincere appreciation.

Ways to make People like You:

- Become genuinely interested in other people.
- Smile
- Be a good listener.
- Encourage others to talk about themselves.

WIN People to your way of thinking

- Show respect for the other person's opinions.
- Never say "You're wrong."
- If you are wrong, admit it quickly and emphatically.
- Begin in a friendly way.
- Try honestly to see things from the other person's point of view.

Be a leader : How to Change People without Giving offense.

→ A leader's job often includes changing your people's attitudes and behaviors. Some suggestions to accomplish this:-

→ Begin with Praise and honest appreciation

→ call attention to people's mistakes directly

→ Talk about your own mistakes before

Criticizing the other person.

→ Ask Questions instead of giving direct ideas.

→ use encouragement. Make the fault seem easy to correct.

→ Make the other person happy about doing the thing you suggest.

Stop Worrying and Start Living

Fundamental Facts You Should Know About Worry.

- Don't stew about the futures. Just live each day until bedtime.
- Ask yourself, "What is the worst that can possibly happen if I can't solve my problem?"
- Then calmly try to improve upon the worst ... which you have already mentally agreed to accept.

If a problem can be solved, no need to worry about it

If a problem cannot be solved what is the use of worrying?

Techniques in Analyzing worry.

→ Get the Facts, half the worry in the world is caused by people trying to make decisions before they have sufficient knowledge on which to base a decision.

→ After carefully weighing all the facts, come to a decision.

→ Once a decision is carefully reached, act!

When you or any of your associates are tempted to worry about a problem, write out and answer the following questions:

→ What is the problem?

→ What is the cause of the problem?

→ What are all possible solutions?

→ What is the best solution?

How to make Good Personality:

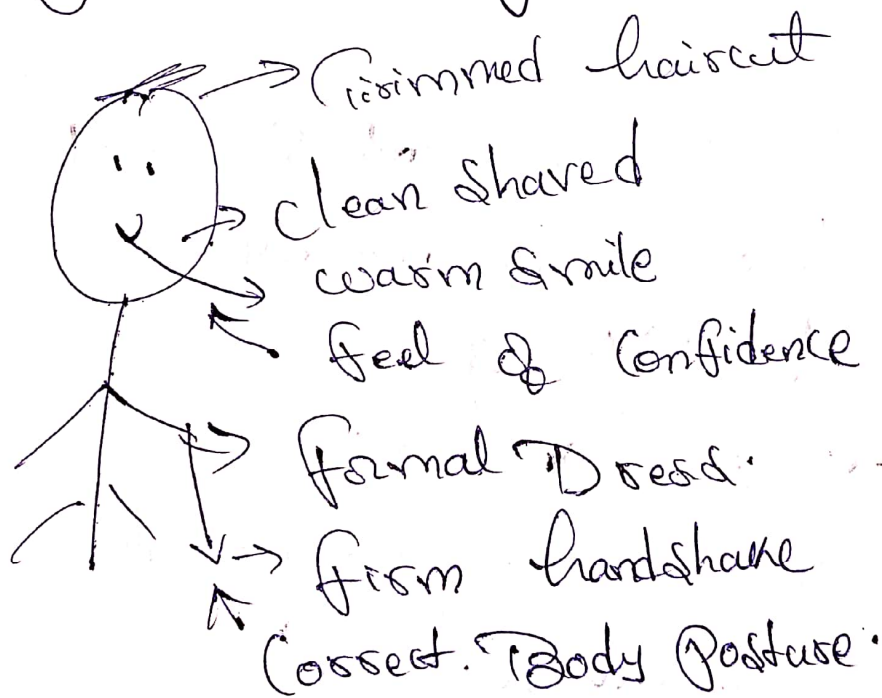
- Don't be loud
- Know when to speak up
- Don't be afraid to talk to others
- Having a sense of humor is a plus
- Remember Personality doesn't mean that you should have looks.
- Be kind and considerate.

Tips

- Keep a smart head and keep cool
- Don't shout & be aggressive.
- Don't doubt yourself.
- Be executive in dress.
- Create your own personal style.
- Don't copy anyone.

How winners are different from losers.

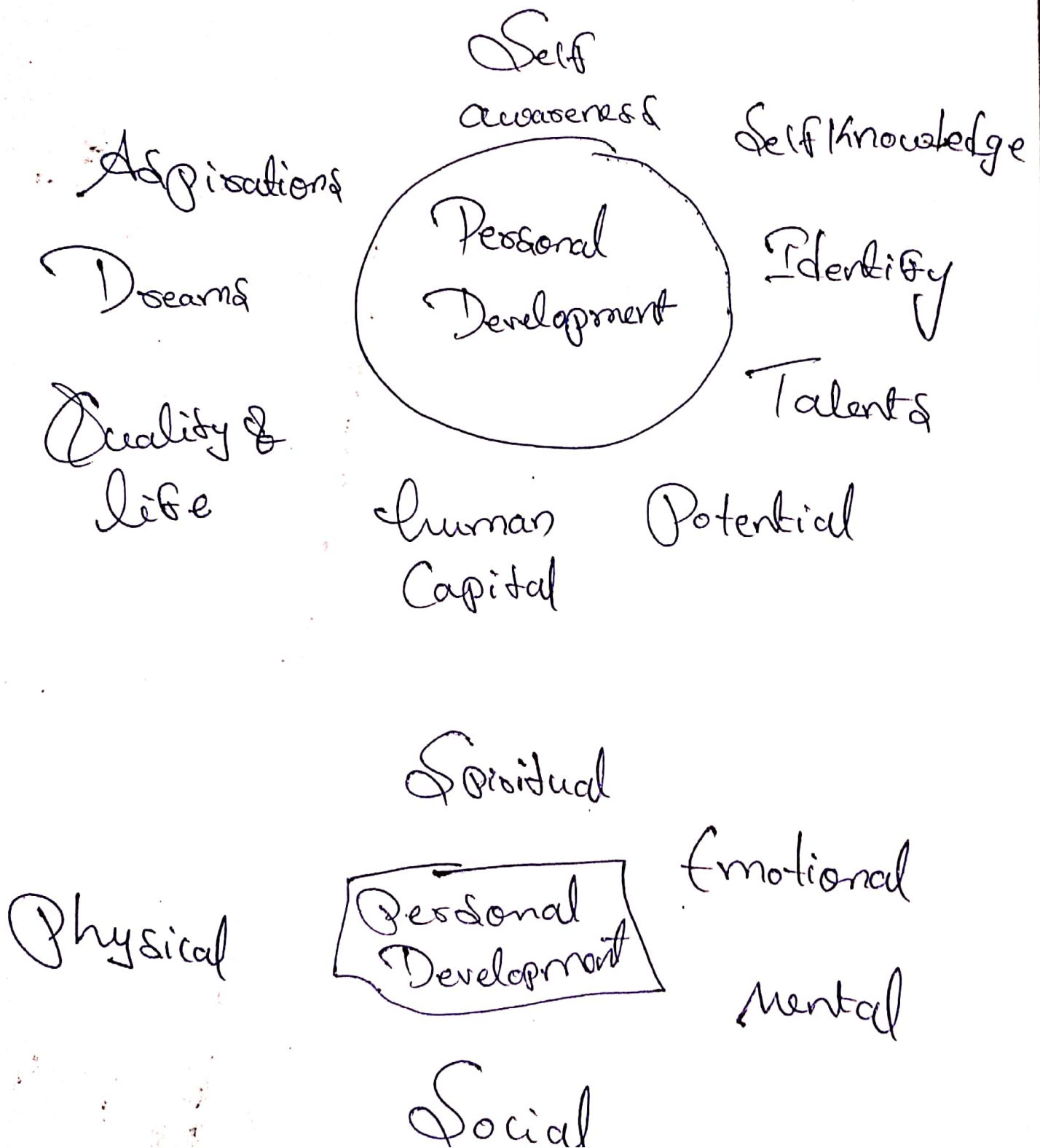
- Hard work and consistency
- Never give up attitude.
- Focus and determination
- Strategic planning and deliverance.
- Self Confidence
- Time management
- Practical
- Positive thinking



Avoid Such Body Language :-

- Crossed arms & legs
- Carrying books & papers across your chest
- Tapping foot.
- Biting nails.
- Drumming fingers.

Personality Development:-



MOB IV unit
Socialization



The activity of mixing socially with others.

→ The process of learning to behave in a way that is acceptable to society.

Socialization Interacting with friends and family, being told to obey rules, being rewarded for doing chores, and being taught how to behave in public places are all examples of socialization that enable a person to function within his or her culture.

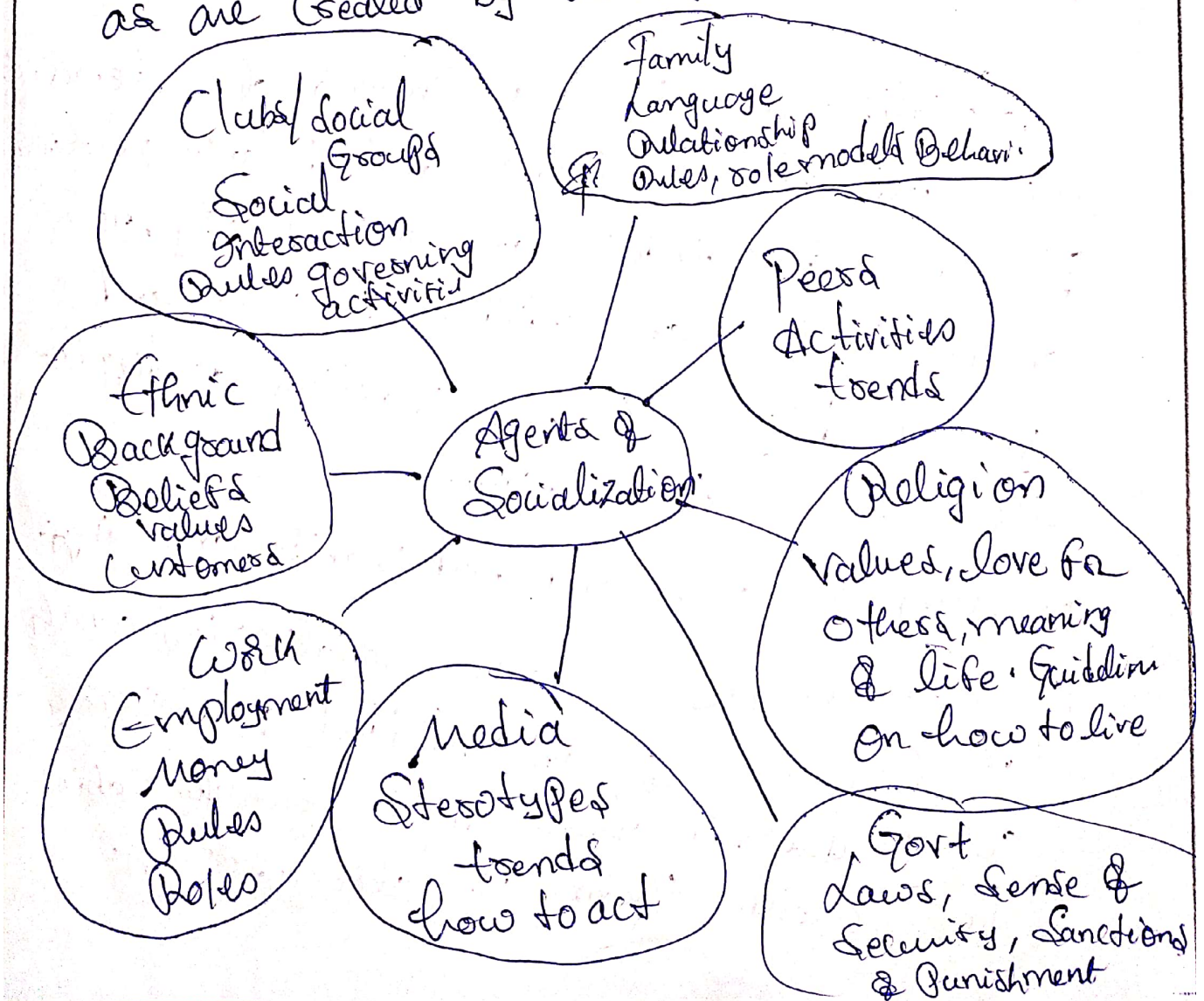
Socialization is a process of interaction which establishes a stable and balance relation between an individual and his society. This process teaches an individual to work and perform daily work and functions according to the rules of his society.

1. Manners, good and bad habits and things.
2. Bad Company is also socialization which is exposure of an individual to a society which does not have in it, healthy habits to avoid them is also a lesson.

2 Types of Socialization

1. First kind :- where an individual learns the rules is by making friends and having an interaction, participating in the festivals; hence learns different things of their god/Goddess.

2. Second kind :- Socialization is mass media. Individual watch television, Youtube, Twitter, Facebook, Newspapers interact with his thoughts and generates such ideas which are not such as are created by himself.



Socialization

- ⇒ It is the process where a person learns the physical, mental and social skills needed to survive in their society.
- ⇒ Strongly influences the kind of person you become
- Examples: walking, talking, training, obeying laws and rules.
- ⇒ The most critical time during childhood to early adulthood.

(1)

IV unit
MOB
=

Positive Attitude:

A positive attitude is a mindset that helps you see and recognize opportunities. Positive attitude means positive thinking. It is optimism and maintaining a positive mindset. It is a mental attitude that focuses on the bright side of life.

"I Can", and "it is possible."

Positive attitude is more than thinking good thoughts. It's the ability to access a beneficial state of mind regardless of your situation.

Keeping a smile on your face and emitting a positive attitude will also show your boss that you are not afraid to take on challenges.

Advantages.

- Helps achieving goals and attaining success.
- Success achieved faster and more easily.
- More happiness.
- More Energy.
- Greater inner power and strength.
- The ability to inspire and motivate yourself and others.
- People respect you.
- Read Inspiring stories / Quotes.

The Power & Positive Attitude

A Positive Attitude brings optimism into your life and makes it easier to avoid wossy and negative thinking.

Negative attitude Says: You cannot achieve success.

Positive attitude Says: You can achieve success.

A Positive attitude is everything

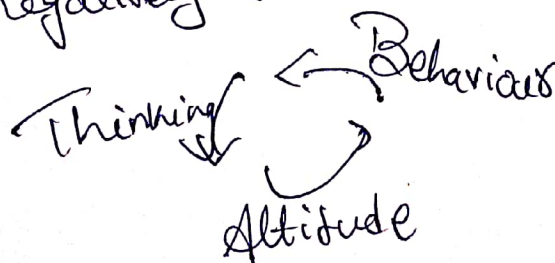
Attitude is everything in life. It's a state of your mind at which impossible is nothing. Your mind releases abundance of energy and strength in your body to achieve anything that you desire.

Tips For Positive Attitude:-

1. Always have presence of mind
2. Think and be positive
3. Affirmation
4. Visualize success.

Positive, You will be focused on good things, happy thoughts, and successful outcomes

Negative, You are mainly negative, you will be focusing on bad things, sad thoughts, unsuccessful outcomes and act behave negatively too.



How to Change Your Thinking

Thinking
Changes Come
From Thinking
Logically in every
Situation

Observe Your Thinking
Observe Your Behaviours.

Attitudes for Success

- Attitudes is a person's outlook on life.
- Your attitude affects how you react to situations and how you are perceived by others.
- * 1 Step - Building a positive attitude is to think positively.
- * Thinking positively can bring you success in your life and on the job.

Reinforcement Theory Law & Effect

Example:-

* The "Law of Effect" i.e., individual's behavior with positive consequences tends to be repeated, but individual's behavior with negative consequences tends not to be repeated.

Law & Effect

→ The Law of Effect principle developed by Edward Thorndike

→ He did an experiment with cat and proved the Law of Effect



B.F. Skinner's box

Positive Reinforcement: A lever provides the animal with food. At first, the animal may touch the lever accidentally. But overtime, it will learn that there will be a reward for pressing the lever.

Negative Reinforcement: A lever & button that an animal can press for food or water. However, if the animal tries to get the food by simply pushing the button, it will receive a small but uncomfortable electric shock. Instead, the animal may need to press a second lever to stop the electric current and allow it to get the food without the electric shock. Over time, the animal will learn to stop the current immediately using the lever.

Reinforcement theory

Reinforcement theory of motivation was

proposed by B.F. Skinner and his associates

→ It states that individual's behaviour is a function of its consequences tends to be repeated but individual's behaviour with negative consequences tends not to be repeated.

→ Individual's behavior with positive consequences tends to be repeated.

→ Individual behavior with negative consequences tends not to be repeated.

Usage in organisation

A manager can use these methods to control the behavior of the employees.

(a) Positive Reinforcement

(b) Negative Reinforcement

(c) Punishment

(d) Extinction

Positive Reinforcement:-

→ A manager must give positive response when an individual shows positive and desired behaviours.

Eg: Immediately praising an employee for coming early for job.

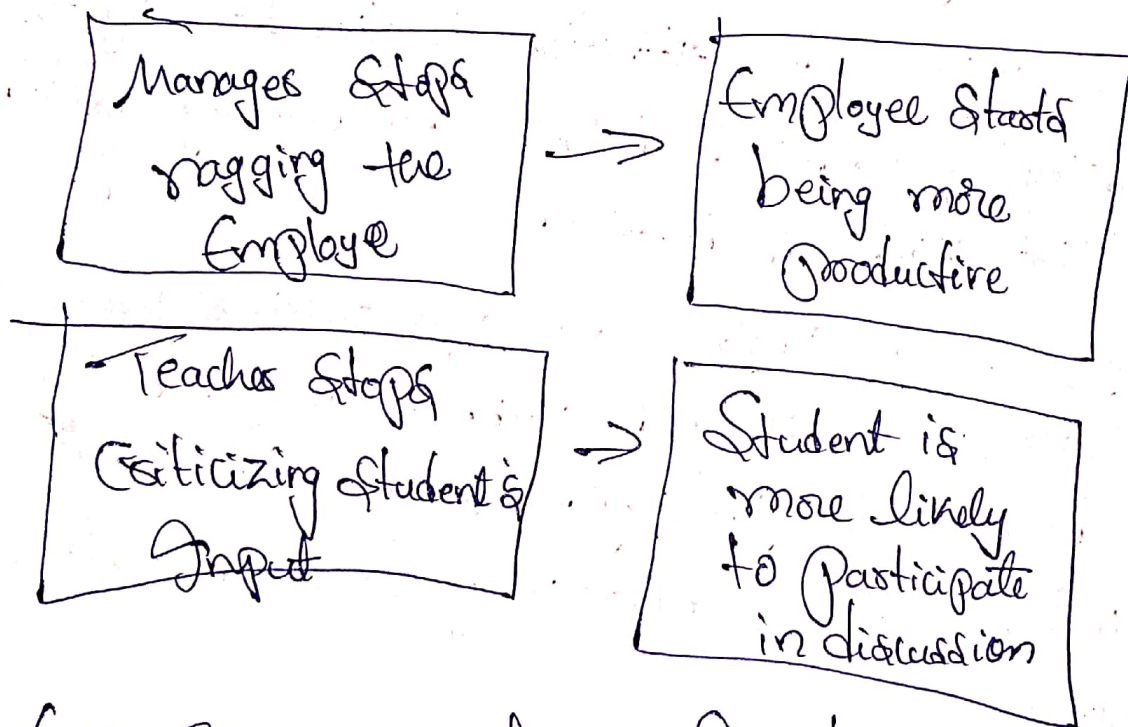
→ This will increase probability of outstanding behaviours occurring again.

→ Reward is a positive reinforcer, but not necessarily. If and only if the employee's behaviour improves, reward can be said to be a positive reinforcer.

→ It must be noted that more spontaneous is the giving of reward, the greater reinforcement value it has.

Negative Reinforcement is a method that can be used to help teach specific behaviors. With negative Reinforcement, something uncomfortable & otherwise unpleasant is taken away in response to a stimulus. Over time, the target behavior should increase with the expectation that the unpleasant thing will be taken away.

Eg:- Positive behavior followed by removal & negative consequences.



Eg: If an alarm sounds when a person starts driving without putting their seat belt on, they will quickly learn to put their seat belt on when they get in the car to avoid the unpleasant alarm sound.

* Punishment

→ Punishment means applying undesirable consequences for showing undesirable behaviours.

→ For instance - Suspending an employee for breaking the organizational rules.

→ Punishment can be equalized by positive reinforcement from alternative source.

* Extinction

→ It implies absence of reinforcements.

→ In other words - extinction implies lowering the probability of undesired behaviours by removing reward for that kind of behaviour.

→ Eg: If an employee no longer receives praise and admiration for his good work, he may feel that his behaviour is generating no fruitful consequence.

→ Extinction may unintentionally lower desirable behaviours.

Criticism

→ Reinforcement theory of motivation ignores the inner feelings and drive of individuals.

→ This theory focuses totally on what happens to an individual when he takes some action.

Thus, according to Skinner, the external environment of the organisation must be designed effectively and positively so as to motivate the employee.

→ This theory is a strong tool for analysing controlling mechanism for individual's behaviour. However, it does not focus on the causes of individual's behaviour.

Motivation: Process, elements, Types & motivation.

The term 'motivation' is derived from the word 'motive'. Motive may be defined as needs, wants, desires or impulses within the individual. Motivation is defined as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. The level of motivation varies both between individuals and within individuals at different times.

Elements of motivation:-

3 key elements

1. Intensity:- It describes how hard a person tries. This is the element most of us focus on when we talk about motivation.

2. Direction:- Effort

3. Persistence:- It measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

Financial and non Financial Motivation

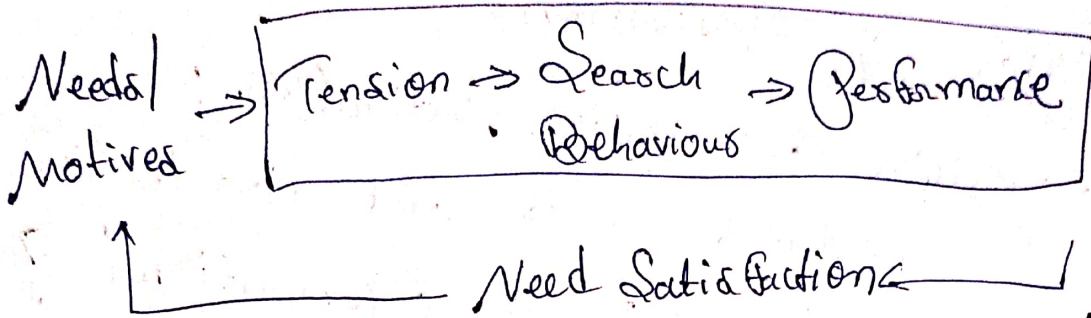
→ Financial Motivation: It is associated with money. It includes wages and salaries, fringe benefits, bonus, retirement benefits etc.

→ Non-Financial Motivation: This type of motivation is not associated with monetary rewards. It includes intangible incentives like ego satisfaction, self-actualisation and responsibility.

(2)

Process motives:

Motivation concerns those processes which produces goal-directed behavior.



(5) Steps of motivation process

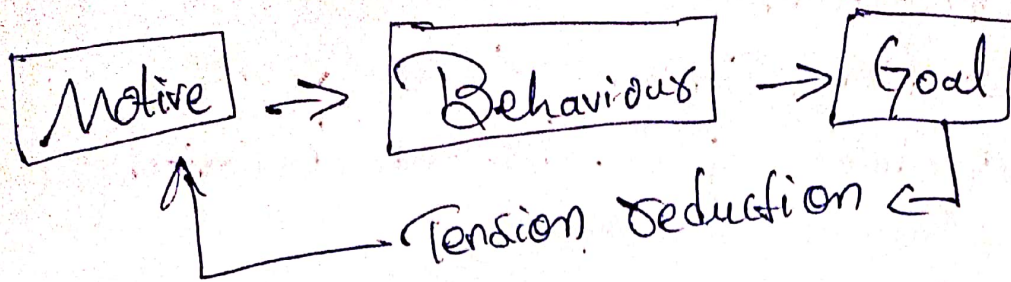
- Identify unsatisfied needs and motives.
- Tension
- Action to satisfy needs and motives
- Goal accomplishment
- Feedback

(1) Behavior: Behavior is generally motivated by a desire to achieve a goal.

(2) Motives: Motives prompt people to action they primary energizers of behavior.

(3) Goals: Motives generally create a state of disequilibrium, physiological & psychological imbalance within the individuals.

Process of Motivation



Types of Motivation:-

1. Positive & negative motivation:-

Employee's efforts and contribution towards achievement of organisational goal.

Negative: It is based upon fear i.e., Demotion, lay off etc. The fear of punishment affects the behaviour towards changes.

2. Extrinsic Motivation: It is derived away from the job. It does not occur on the job. These factors include wages, fringe benefits, medical reimbursement etc.

3. Intrinsic Motivation: This type of motivation occurs on the job and provides satisfaction during the performance of work itself.

Theories of Motivation

Explain why people have different needs at different times

Implications of Content theories

- 1. Match rewards with employee needs
- 2. offer employees a choice of rewards
- 3. People have different needs at different times
- 4. limit use of financial rewards as a source of motivation.

Assume people have a set of needs which they pursue

Motivation theories

Content theories

Process theories

- Maslow's Need Hierarchy
- Herzberg's motivation hygiene theory
- McClelland's Needs theory
- Alderfer's ERG theory

- Room's Expectancy theory
- Adam's Equity theory
- Goal Setting theory
- Reinforcement theory

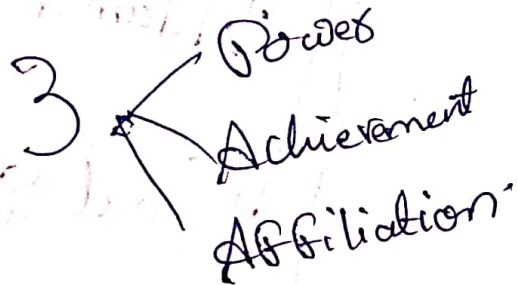
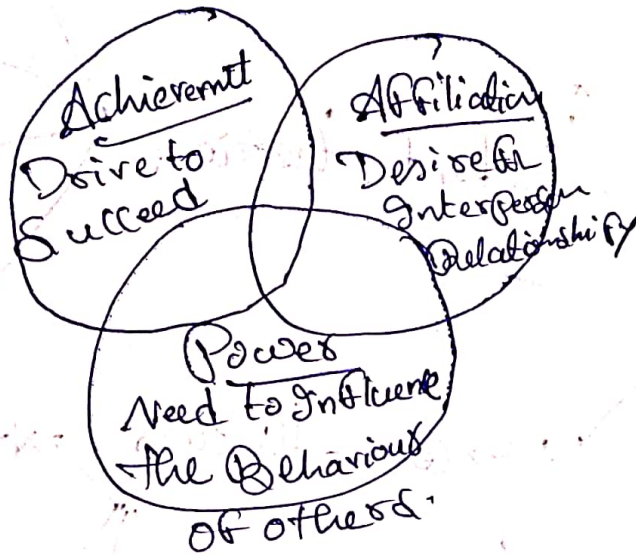
Assumes individuals select their goals and choose how to get them by a process of calculation

→ Describe the process through which needs are translated into behaviours

McClelland's Human Motivation Theory

All three are present in each person, but one motivator will dominate.

People will have different characteristics depending on their dominant motivator.



Adam's Equity Theory

What I put into my Job.

Inputs

- Loyalty
- Hardwork
- Commitment
- Trust
- Time
- Effort
- Heart & Soul
- Personal Sacrifice

Equity

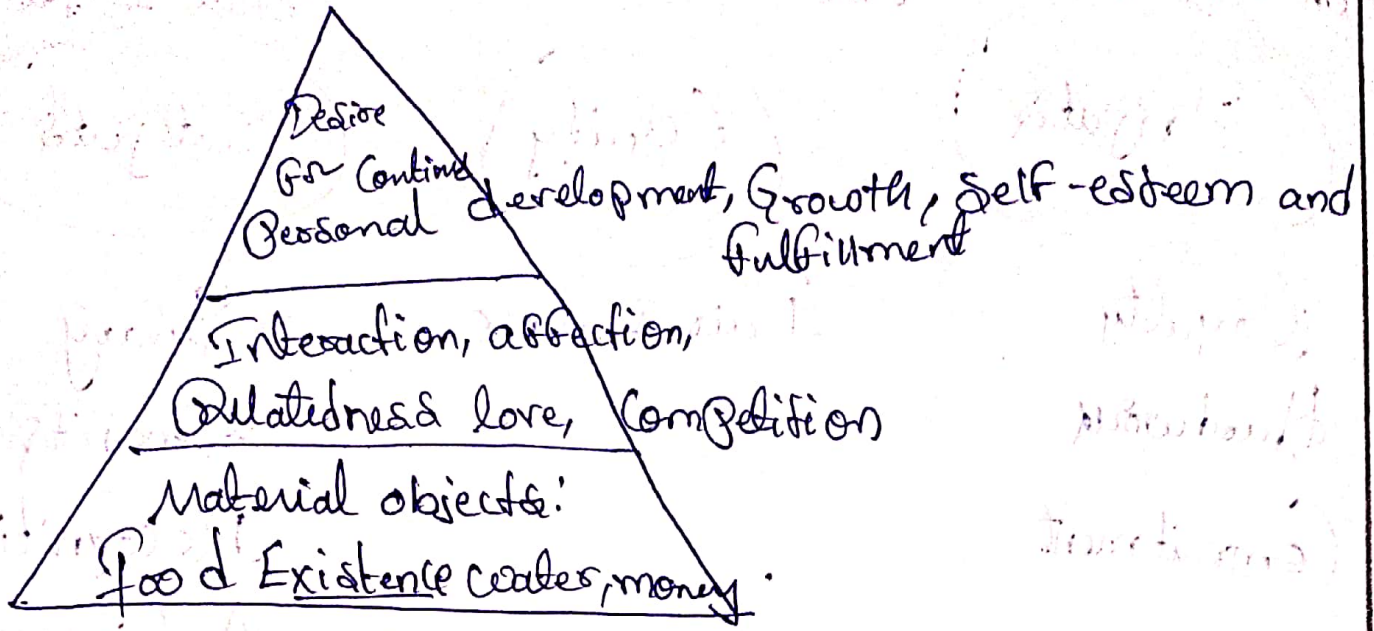
Fair Balance

What I get from my Job:

Outputs

- Salary
- Benefits
- Recognition
- Achievement
- Pay
- Bonus
- Prestige
- Benefits
- Responsibility

Alderfer's ERG theory :-



Process theories :-

Vroom's Expectancy theory



Belief that increased effort will lead to better performance

Belief that acceptable performance will grant rewards

Employee considers rewards as valuable.

Goal Setting theory

Learning
Behaviors

increased ↓ towards

Mastery goals

Goals

Performance goals

Reflect a desire to gain knowledge and skills

Reflect a desire to look competent in others eye

Reinforcement theory :-

Managers Praises the Employee

Positive Reinforcement
→ positive behaviours followed by positive consequences

Negative Reinforcement
Positive behaviours followed by removal of negative consequences

Managers Stop nagging the Employee

Managers Demotes the Employee

Punishment
Negative behaviour followed by negative consequences

Extinction
Negative behaviours followed by removal of positive consequences

Manager ignores the behaviours

Theories of Motivation:

Motivation $\xrightarrow{\text{leads to}}$ Performance

Motivation is defined as the desire to achieve a goal / a certain performance level, leading to goal-directed behaviours.

Ability + Environment + Motivators = Performance

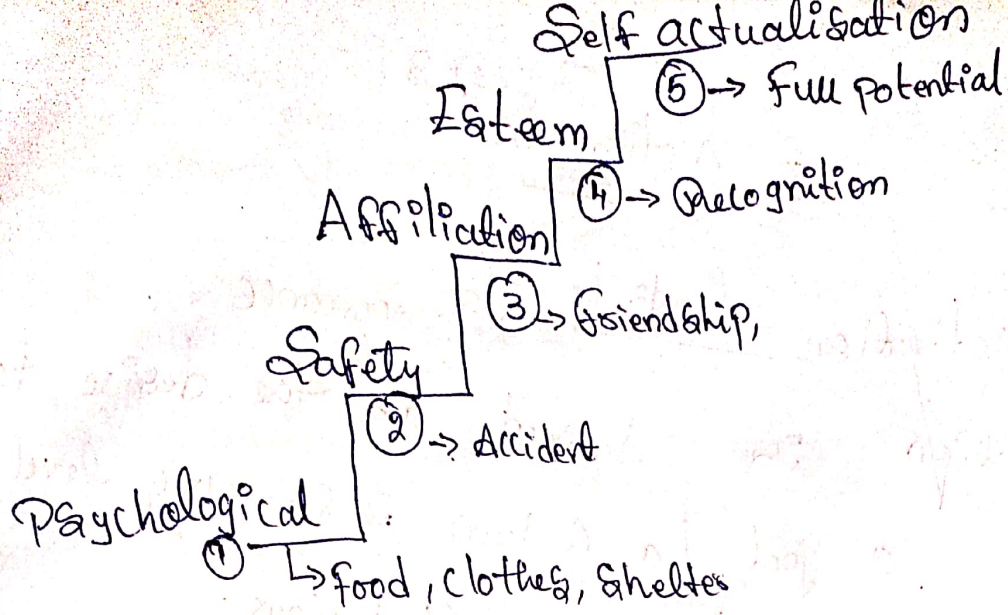
Ability: Having the skills and knowledge required to perform the job is also important

Environmental $\left\{ \begin{array}{l} \text{having the resources} \\ \text{Information} \\ \text{Support one needs to perform} \end{array} \right.$

1. Abraham Maslow:-

"Need hierarchy of needs".

Most people are motivated by the desire to satisfy specific groups of needs.



→ MC. Gregor Theory X and Theory Y

Theory X: "Boss knows Best"
 The workers should follow whatever the decisions.

1. Employees are inherently lazy.

2. They require constant guidance and support.

3. They would like to avoid responsibility.

4. They always seek security.

5. They do not show up any ambition.

6. They distrust people and believe in close supervision and tight control over the subordinates.

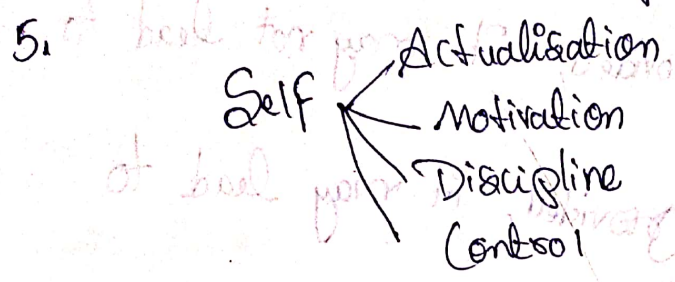
Theory Y:

1. These employees are capable of directing and controlling performance on their own.

2. They are much committed to the objectives of the organisation.

3. Higher rewards make these employees more committed to organisation.

4. Most of them are highly imaginative, creative in handling organisation issues.



6. They use participative trust subordinates and allow them to participate in decision making.

AP, Passes Mill
3 days
Gift pack



Dept Manager
Greeting card

Frederick Herzberg - "Two Factor theory".
Herzberg developed a two factor theory of motivation.

1. Hygiene factors (also called dis satisfaction)
2. Motivators.

Herzberg factors are the basic requirements, such as company policies & procedures,

- * Salary
- * Security
- * Supervision
- * Working Conditions
- * Personal and Social life & so on -

If these are provided, it may not lead to happiness.

But if these are provided, it may lead to unhappiness.

In other words, Hygiene Factors do not motivate. If these are provided, people can work in the org in the normal way. But if these are not provided, it results in dissatisfaction.