

**Organizational Behaviour**  
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**Lecture - 11**  
**Perceptions and Attributions**

Welcome to the discussion on perceptions and attribution, this is like the chapter seven that you are continuing with, in the first half this the whole discussion of perceptions and attributions, will be spread through two lectures. In the first we will try to cover the definition of perception, the difference of perception from sensation, the mechanisms of perception and perceptual errors. And in the second lecture, we are going to cover the application of perception in organizations like social perception, impression management and attribution theory. So, the in total the objective of this chapter is to gain an understanding of perception, perceptual processes, perceptual selectivity, and perceptual organization.

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**Objectives:**

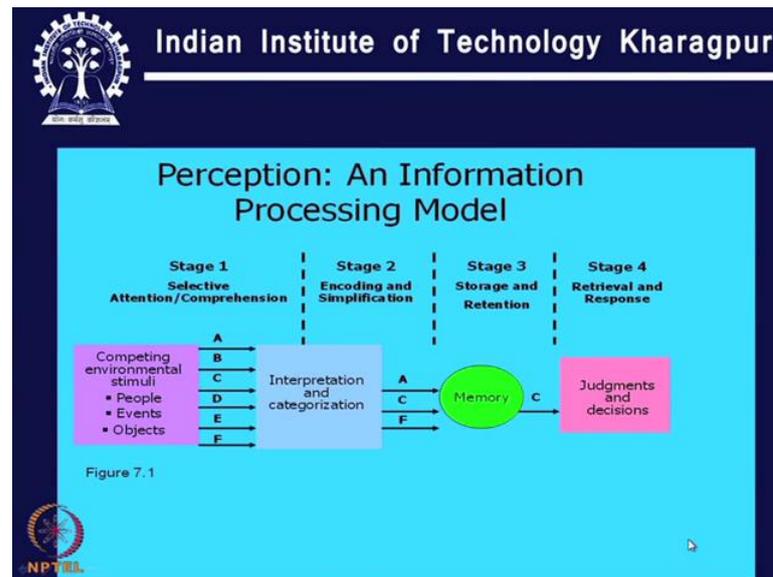
**To gain an understanding of:**

- Perception
- Perceptual process
- Perceptual selectivity
- Perceptual organization

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And for the next chapter the objectives are to gain understanding of social perception, attribution theory, some perceptual errors again and reduction of perceptual errors.

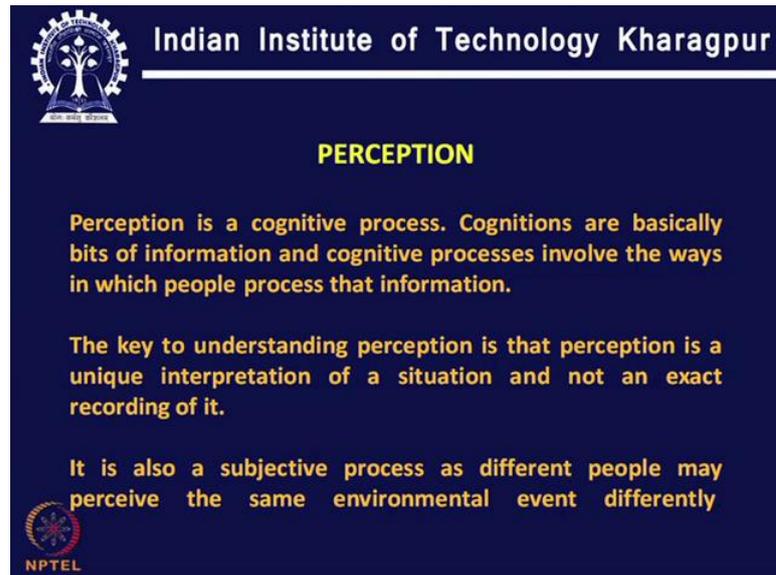
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Now what is perception, if you can see from this information processing model of perception. So, the you can find on the left hand side it is there is a competing environmental stimuli, stimuli which are coming from people or the events or objects present in the environment and all these we find A, B, C, D, E, F there are different stimuli coming from these environment. And then when we are talking of interpretation and categorization, this is where perception comes to play where you give selective attention to some stimuli based on certain characteristics, both present in the perceiver or in the environment or in the stimuli like the other people present or the events and the objects.

And you make a select give a selective attention and you select some of the stimuli and you do not select the other stimuli based on that you do some interpretation and categorization of the stimuli and try to give meaning to those things these part is called the perception. This this part is mainly the perceptual part and then these perception leads to memory and lastly it leads to your judgment and decisions. So, you can find perception is a cognitive process, where you are trying to interpret give meaning to certain things based on certain mechanisms.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'PERCEPTION' is centered in yellow. The text is also in yellow and defines perception as a cognitive process, notes its subjective nature, and explains that it is a unique interpretation of a situation.

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**PERCEPTION**

Perception is a cognitive process. Cognitions are basically bits of information and cognitive processes involve the ways in which people process that information.

The key to understanding perception is that perception is a unique interpretation of a situation and not an exact recording of it.

It is also a subjective process as different people may perceive the same environmental event differently

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So, we can see the definition of perception. It is a cognitive process, cognitions are basically bits of information and cognitive process involves the ways in which people process that information and we have to understand that perception the the importance of perception lies in the fact that though the objective stimuli may be same but perception is a very unique characteristic, in the sense it is very unique to the person who is making the interpretation. So, though objective reality may be same but the subjective reality based on the interpretation of that objective reality differs from person to person. And it is a interpretation of the situation as the person observes it loves to interpret it and it is not the exact reality the objective reality. So, as it is a subjective process different people may interpret the same situation in different ways.

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**Difference between Perception and Sensation:**

**Sensation is the response of a physical sensory organ while perception is broader and more complex.**

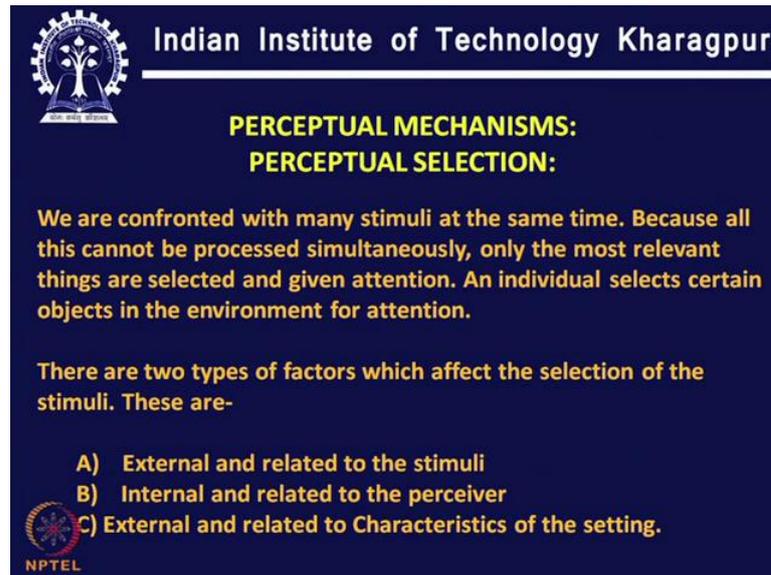
**Although perception depends upon the senses for raw data, the cognitive processes may filter, modify or completely change these data.**

**Two persons, each receiving the same stimuli may often go through their individual process of PERCEPTION and come to different conclusions.**



The difference between perception and sensation is that. Sensation is the response of a physical sensory organ where perception is broader and more complex in nature. So, when a stimulus first strikes the sense organ it is only that portion is sensation, but how it is interpreted and the ultimate meaning that is given to that sensation is perception. So, although perception depends on the raw data so but the cognitive process involved in it may filter the data based on own requirements and preference and give a meaning, which may be different from person to person and which may completely change the data also based on the interpretation.

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**PERCEPTUAL MECHANISMS:  
PERCEPTUAL SELECTION:**

We are confronted with many stimuli at the same time. Because all this cannot be processed simultaneously, only the most relevant things are selected and given attention. An individual selects certain objects in the environment for attention.

There are two types of factors which affect the selection of the stimuli. These are-

- A) External and related to the stimuli
- B) Internal and related to the perceiver
- C) External and related to Characteristics of the setting.

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So, here will now we discuss the mechanisms of perception and which are call perceptual mechanisms and were come to discuss the different process involved, like first step second step and how sensation mainly to perception. The first and for most step in perception the perceptual mechanism is perceptual selection so what happens in perceptual selection is like, we are confronted with many stimuli at a single point of time but we are not responding to every stimuli that we receive because it is not possible for us to process all the stimuli simultaneously.

So, what we try to do and the the most relevant things are selected and given attention and the others are not others stimuli are not attended to. So, it the at individuals selects certain stimuli based on certain factors. These factors may be present we win the individual or or or may be external to the individual now when it is external to the individual it could be external and related to the stimuli or it can be external and related to the characteristics of the setting in which the stimuli is present.

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**A) External and related to the stimuli:**

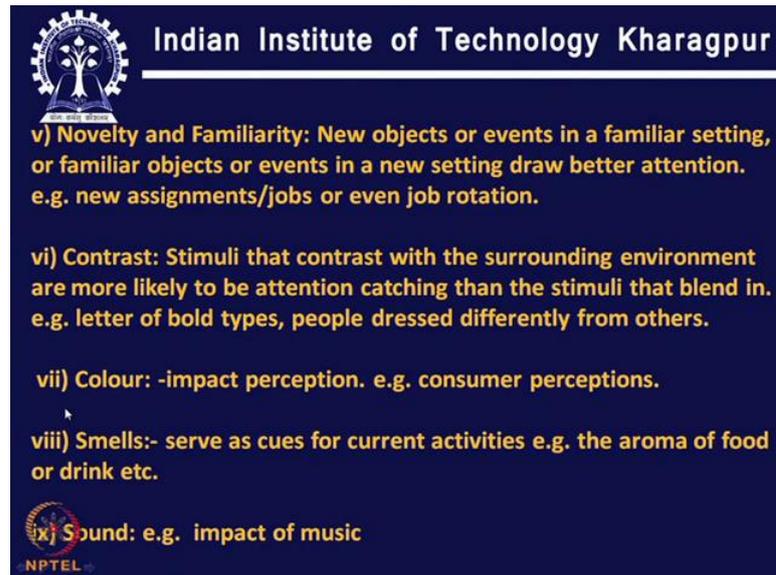
-Consist of environmental influences and are in the form of the characteristics of perceptual inputs or stimuli. Such characteristics may be in the form of:

- i) Size: e.g. big and small letters in newspapers.
- ii) Intensity: e.g. a loud sound, a bright light.
- iii) Repetition and Frequency: e.g. advertisements.
- iv) Motion: Moving objects draw more attention as compared to stationary objects  
e.g commercials in TV get more attention than print media.



So, first we try to see the factors which are external and related to the stimuli. So, these are consist of environmental influences and are in the form of characters, characteristics of perceptual inputs or stimuli and each may be due to certain characteristics of the stimuli which draws attention of the perceiver. First could be the size example very big letters or small letters intensity of the stimuli a very large loud sound or a bright light repetition and frequency that is that you find in advertisements which is stun like they repeat the advertisements to often. So, that in get registered in your mind. Motion like moving objects draws your attention most as compared to stationary objects and like commercials in TV get more attention than print media then.

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v) **Novelty and Familiarity:** New objects or events in a familiar setting, or familiar objects or events in a new setting draw better attention. e.g. new assignments/jobs or even job rotation.

vi) **Contrast:** Stimuli that contrast with the surrounding environment are more likely to be attention catching than the stimuli that blend in. e.g. letter of bold types, people dressed differently from others.

vii) **Colour:** -impact perception. e.g. consumer perceptions.

viii) **Smells:-** serve as cues for current activities e.g. the aroma of food or drink etc.

ix) **Sound:** e.g. impact of music

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Then we move to like novelty and familiarity. Why your talking of these two things simultaneously means new objects in a familiar setting or familiar object in new setting attracts your attention most. Then contrast effects like stimuli that are in contrast with the situations with the surrounding environment are most likely to catch attention, then the stimuli that is blend at with the situation. So, color again is one of the factors smells like aroma the food or drink and also sound like impact of music. These are characteristics present within a object which grows attention for that object getting selective, when we talking of internal and related to the perceiver, these are individuals complex psychological makeup.

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**B) Internal and related to the perceiver:**

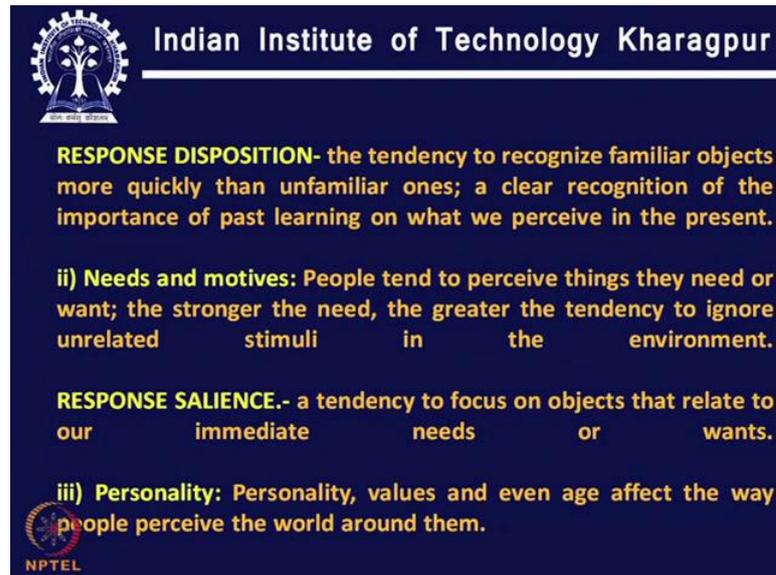
Internal stimuli are related to the individual's complex psychological make-up. People will select out stimuli or situations from the environment that appeal to, and are compatible with their: learning, motivation, and personality.

i) Learning: Learning affects our internal set by creating an expectancy to perceive in a certain manner. This implies that people hear and see what they want to see or hear. A lot of what a person "sees" in the world is a result of past experience and teaching.



So, people will select stimuli based on their own learning their motivation and personality pattern. So, when we talking of learning, learning is learning creates and expectancy in the people in the sense like they will try to hear and see perceive certain things, what do you want to hear and see so learning previous learning creates an expectation and expectancy to hear or feel certain things in certain wave. So, what happens sometimes we we create or own world view so this is the way of seen the world in certain ways based on a past learning and teaching that we have received from. May be our family members or elders (( )) etcetera. So, this creates and the world view in the sense it is creates of our own way of looking into things, so that is how learning effects perception.

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**RESPONSE DISPOSITION-** the tendency to recognize familiar objects more quickly than unfamiliar ones; a clear recognition of the importance of past learning on what we perceive in the present.

**ii) Needs and motives:** People tend to perceive things they need or want; the stronger the need, the greater the tendency to ignore unrelated stimuli in the environment.

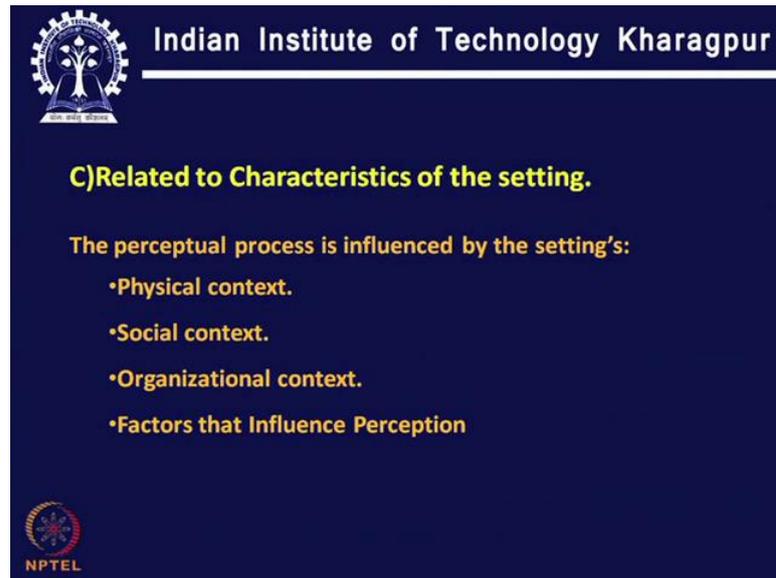
**RESPONSE SALIENCE.-** a tendency to focus on objects that relate to our immediate needs or wants.

**iii) Personality:** Personality, values and even age affect the way people perceive the world around them.

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Next is response disposition, which is the tendency to recognize familiar objects more quickly than unfamiliar ones. This recognition is based on our past learning and how it helps in recognizing things that were seeing in present. Next is needs and motives in which, what happens the present dominant need place an important part in in what stimuli we are recognizing at that particular point of time. So, if we are very hungry and there and we will try to find out food and we can see only food and nothing else around. So, that is what the dominant need help us to recognize to focus on objects which are going to gratified that immediate need and that is called response silence, means a tendency to focus on objects that relate to our immediate needs or wants. Next comes personality, were personality values and even age effect the way people perceive the world around them.

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**C) Related to Characteristics of the setting.**

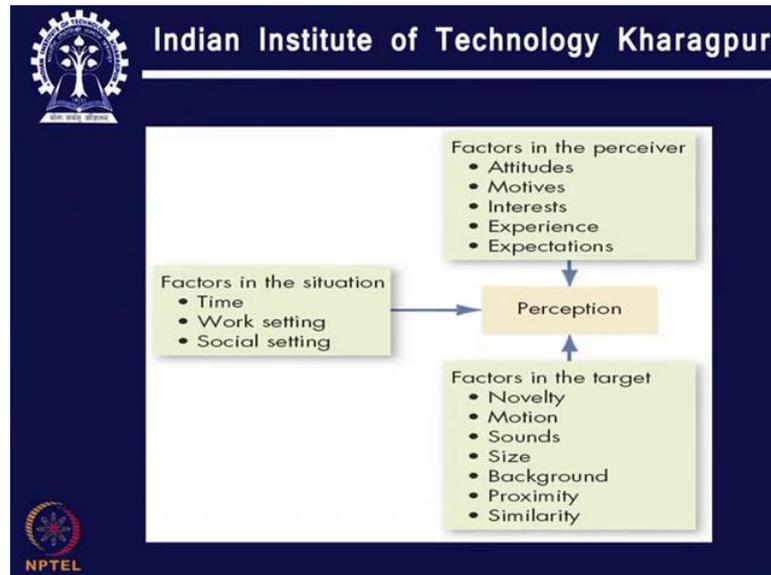
The perceptual process is influenced by the setting's:

- Physical context.
- Social context.
- Organizational context.
- Factors that Influence Perception

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So, here we are we a talking of while a talking of personality if we remember, we are already discussed about some dispositional like effective patterns like positive affectivity and negative affectivity and this this affectivity like your positive affectivity or negative affectivity colors the wave people interfaith objects around them. This is the general tendency to see the world either to a positive lens or through a negative lens, and people differ in the ways of interpreting things based on these affectivities. Now when we are discussing point three which is characteristics of the setting itself, like the were the whole perception is taking place. So it it is influenced by the physical context of the settings the social context and the organizational context.

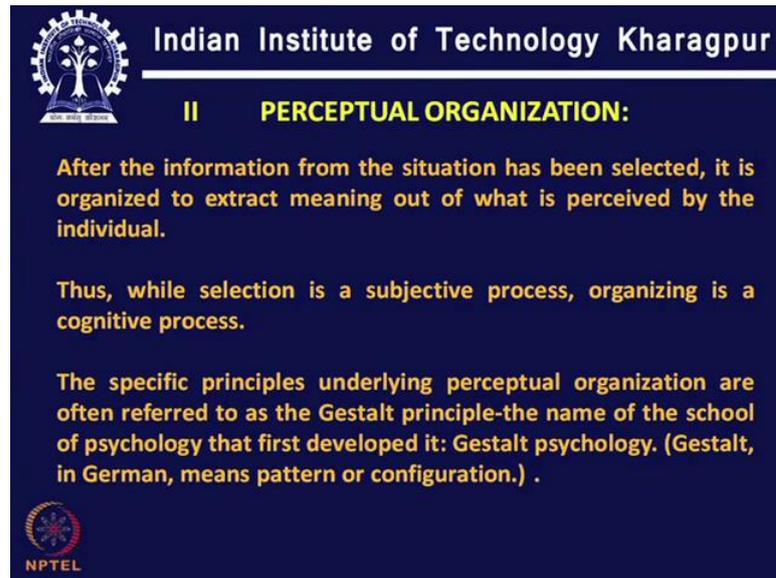
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So, what happens over here is like if you are seeing like in a factors in the situation were you seeing that person suppose the way you see a person in a very formal setting and you see the same person in an informal setting perception of that same similar person may vary, because it is the situation which helps you to perceive that person in a different light. So, whether you see that person in the working setting, whether you see that person in a social setting all that at what time of the day you see that person you see that person in the morning you see in a day or at the evening time. All these factors may play a role in determining how what qualities of that person you are able to see and as a result it will affect your perception about the particular person or object.

So, in a natural if you can see like what are the factors affecting perception, is factors presenting the situation that is time work setting or social setting factors in the perceiver like attitudes motives, interest expectations and experience and factors present in the target the novelty motion, sound, size, background, proximity, similarity all these will affect your perception, these are the factors which like which affects the perceptual selection.

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**II PERCEPTUAL ORGANIZATION:**

After the information from the situation has been selected, it is organized to extract meaning out of what is perceived by the individual.

Thus, while selection is a subjective process, organizing is a cognitive process.

The specific principles underlying perceptual organization are often referred to as the Gestalt principle-the name of the school of psychology that first developed it: Gestalt psychology. (Gestalt, in German, means pattern or configuration.) .

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Next we move to the discussion on perceptual organization here what happens it is not enough to select the particular stimuli because their again even after you select the stimuli based on the factors present either within the perceiver or the situation or the perceived objects are the person. Then it is still is the very disconnected information that you get and it have in order to give meaning to those information sorry the they other rate like protect to a like to make it valuable information, which you can get from that stimuli on data it has to be organized in certain senses.

That is the next area of our discussion which is call perceptual organization. So, after that information has been selected to in order to get it extract meaning from that, what is perceived by the individual. So, what happens it move through a precise of perceptual organizing which is a more of cognitive process. So, the principles underline that process is called the gestalt principle, based on the school of psychology which was developed it called the gestalt psychology, and which means like pattern or configuration.

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**Factors Influencing Gestalt Perception:**

1. Stimulus factors are the physical and other observable characteristics of the person, object, or situation perceived.
2. Individual response factors are determinants of perception within the perceiver i.e. interest, needs, motivation, involvement, learning, attitudes, personality etc.

**Principles of perceptual organization:**

- figure and ground,
- closure,
- grouping,
- simplification.



So, the factors which influence it, are the stimulus factors again which are like physical or other observable characteristics of the person object the situation perceived, which is same as what we discussed earlier. Individual response factors again like interest needs, motivations, involvement, learning, attitudes, personality and certain principles of perceptual organization which are like figure and ground closer grouping and simplification.

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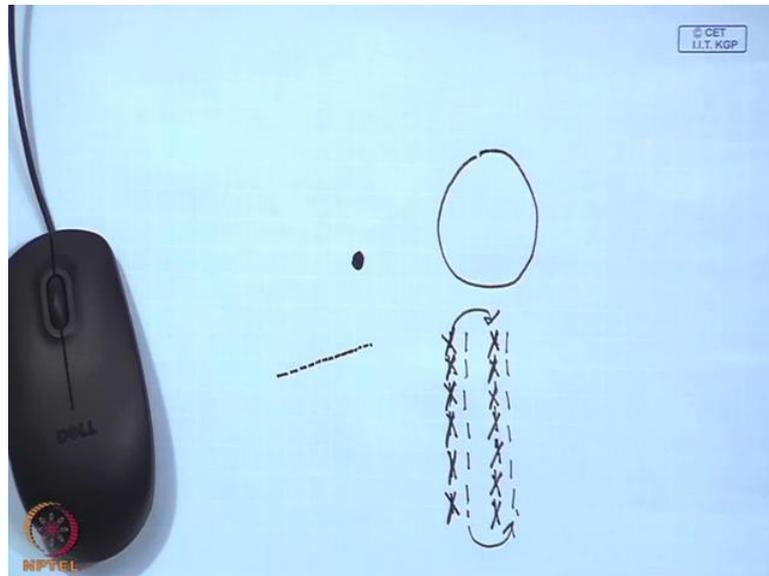
**a) Figure and Ground Relationships:** Stimuli that contrast with their environment are more likely to be noticed. The perceived object, event or person stands out distinct or separable from its background and gets the cognitive attention of the individual.

**b) Closure:** If the pattern of stimuli to which people are exposed is incomplete, they tend to perceive it, nevertheless, as complete; that is, they consciously or subconsciously fill in the missing pieces. When faced with incomplete information, a person will fill the gaps himself to make the information meaningful. The thus perceive a whole when one does not actually exist.



What is figure and ground is stimuli that contrast with the environment are more likely to be noticed. The perceived objects even in person stand out distinct and separable from its background and give the cognitive attention.

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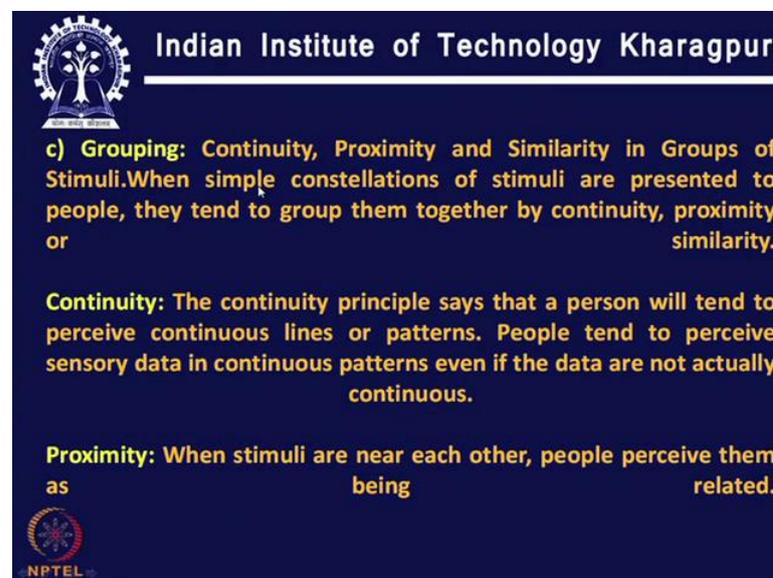
So, if we are suppose now, now you see like this is the blank paper. Now when I what this black dot over here. What happens? It immediately gets your attention why because this background now acts as a ground and this gets your attention as the figure. This is called the figure ground phenomena were the figure isn't sharp contrast with the background present. Now in organization was situation if somebody is like in the team if somebody is like over enthusiastic, energetic and like response well to situation is carry proactively the certain things. These are factors which these are the factors which selects that person for perception for getting attention from others as compare to the other team members. So, this is called the figure ground relationships.

So, next is the closure phenomena in closure what happens like it is a general tendency of people to give meaning to incomplete things, where we are exposed to incomplete phenomena what we try to do is to give a completeness to that. Based on our own learning or past experience or motivation or personality pattern in all these things if you can see over here. This figure if you notice it carefully is not a circle but it is because there is a gap over here we notice this point there is a gap over here. This is the incomplete figure but we try to see it as a we love to see it as a circle, because that like

that views as of attention of incompleteness and we can give a complete meaning to things and we try to fill in the missing pieces based on our own own background or information past information available and all this things.

In organizations this mainly to sometimes like (( )) when we are do not have ignore or spreading of stories because why we do not have a complete information about certain things. What sometimes get generates is rumors in the organization because everybody to get out of that attention of incompleteness, will try to give meaning to this things based on their own own like backgrounds and own preferences.

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**c) Grouping: Continuity, Proximity and Similarity in Groups of Stimuli.** When simple constellations of stimuli are presented to people, they tend to group them together by continuity, proximity or similarity.

**Continuity:** The continuity principle says that a person will tend to perceive continuous lines or patterns. People tend to perceive sensory data in continuous patterns even if the data are not actually continuous.

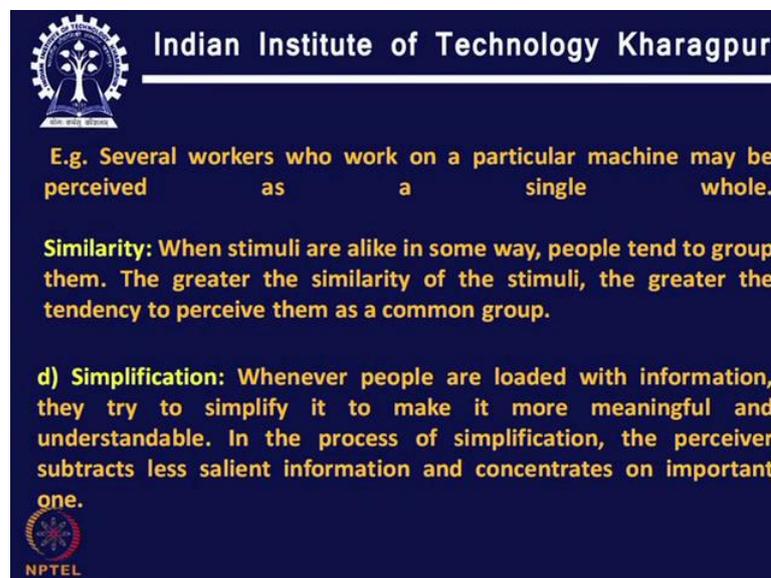
**Proximity:** When stimuli are near each other, people perceive them as being related.

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Grouping continuity, proximity and similarity in groups of stimuli so when a group of stimuli are presented to people. What they try to do the try to group it together based on certain phenomena which are present, these are called continuity proximity and similarity. The continuity principle says people will try to perceive continuous lines or patterns. So, the people will tend to perceive the sensory data in a continuous pattern, even if they are not in actually continuous. So, if you see this is as a continuity principle we left to see it as a straight line because we try to fill in the like we try to cover of the gap as scene in closer and we love to see it as one straight line which is the continuity principle and will try to see continuous lines. Proximity when too stimuli are very close to each other people will try to see it in as related to each other.

So, you can observe the proximity principle from here so and these two lines are close to each other, we try to group it together and these two are again close to each other, we try to group it together this is the principle of proximity. The nearness in space the more want stimuli is closely related closely placed with the other stimuli it helps us to like tell like they are trying to form a group. Similar for individuals on the organization in why why we can see in formal groups bonding taking place because of the nearness of likes like this piece that the that their city or people are close to each other because they share some common things, they that that leads to group formation or bonding.

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E.g. Several workers who work on a particular machine may be perceived as a single whole.

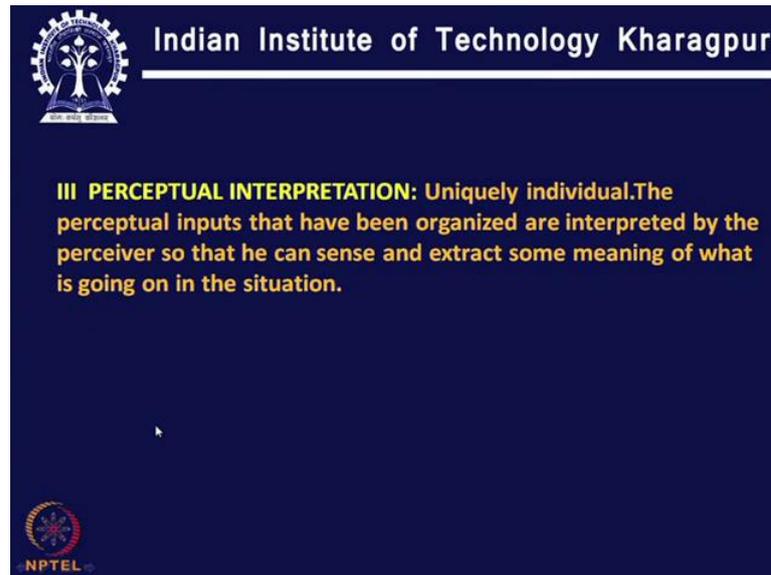
**Similarity:** When stimuli are alike in some way, people tend to group them. The greater the similarity of the stimuli, the greater the tendency to perceive them as a common group.

**d) Simplification:** Whenever people are loaded with information, they try to simplify it to make it more meaningful and understandable. In the process of simplification, the perceiver subtracts less salient information and concentrates on important one.

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Next is like when a talking of similarity to things, which are alignment stimuli or alike in some we people claim to group it together. Suppose what we do over here in a same thing, if see based on the similarity principle, now these two appears to be same and these two appears to be same this is called the similarity principle. Things which tell like looks alike or similar based on certain characteristics they twin to group together. Next is simplification like while people are trying to while people are trying to treat meaning and if there are too many stimuli present and that point of time. So, what people does is make a simple meaning of things, instead of very complicated once and this is the process of subtraction goes out, were people subtracts less silent information and concern rites all more important once.

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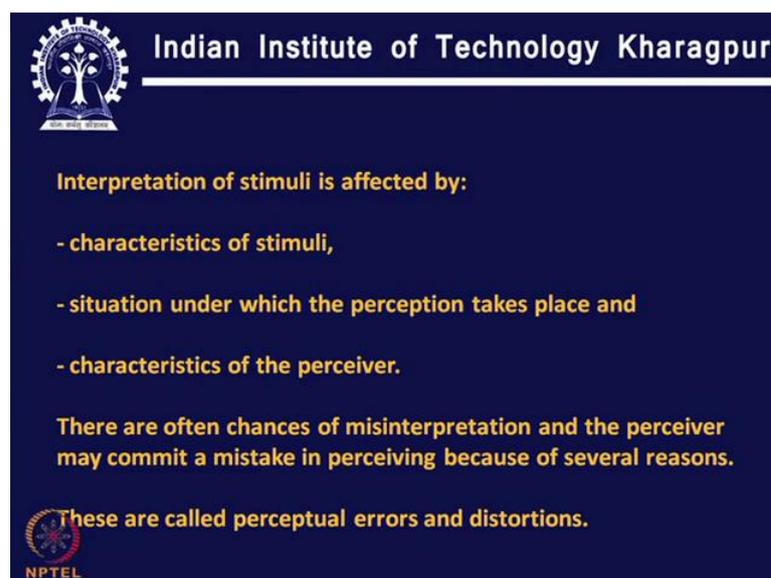
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**III PERCEPTUAL INTERPRETATION: Uniquely individual. The perceptual inputs that have been organized are interpreted by the perceiver so that he can sense and extract some meaning of what is going on in the situation.**

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Next after this organization process, the third which is important which is called perceptual interpretation. So, there are three steps in the perceptual mechanism first is perceptual selection where you select the stimuli based on certain factors. Next is perceptual organization where you organize those stimuli, based again on certain factors and principles of organization.

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**Interpretation of stimuli is affected by:**

- characteristics of stimuli,
- situation under which the perception takes place and
- characteristics of the perceiver.

**There are often chances of misinterpretation and the perceiver may commit a mistake in perceiving because of several reasons.**

**These are called perceptual errors and distortions.**

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And after that is perceptual interpretation where you, now try to give meaning to that organize stimuli. Now what happens? This perceptual interpretation is again affected by

certain factors and these could be like characteristics of the stimuli again. Situation under which the perception takes place and of course, the characteristics of the perceiver and it may happen that, due to means interpretation of either factors in the stimuli or in the environment or some special like moods depending on certain days like moods and emotions presently, like as a factor of the perceiver means interpretations may occur. And the perceiver may commit a mistake in leaving meaning to certain situations and these are called perceptual errors and distortions.

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**Important Selective Perception Concepts:**

**i) Selective exposure:** - to seek out stimuli that they find pleasant or with which they are sympathetic, and they actively avoid painful or threatening ones. Huge number of stimuli are received daily and it is impossible to attend to all the stimuli. Hence most of the stimuli is screened out and few selected .These are:

- (1) a stimulus that bears on a current need,
- (2) stimuli that they anticipate,
- (3) stimuli whose change level is high / long in relation to the normal size of the stimuli

**ii) Perceptual Defense:** -to subconsciously screen out stimuli that they one would find psychologically threatening, even though exposure has already taken place.

So, what happens will try to now discuss like, what are these errors and how these occurs at different points. Some errors occurring at selection stage is due to the selective exposure, what what we do is we selectively perceive certain things because of our selective exposure to the stimuli. So, it is the general tendency for people to seek out stimuli which are pleasant in nature and to and towards reach people are sympathetic and to avoid stimuli which are threatening in nature or painfully nature. So, what happen the stimuli which are based on our current needs, stimuli that what people can anticipate and stimuli which change level is high means intensity at frequency is high and those things get selected based on like we love to selective pleasant stimuli. So, percept next is perceptual defends. What we do is we screen out stimuli which we find or psychologically threatening to us even though we are already exposed to such situations and the even though that which has taken place, what we do views sometimes we screened that out subconsciously from from our mind because that is threatening to us.

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**iii) Selective attention:** -to have a heightened awareness of stimuli that meet their needs or interests and minimal awareness of stimuli irrelevant to their needs.

**iv) Perceptual Blocking:** - to protect oneself from being bombarded with stimuli by simply "tuning out"—blocking such stimuli from conscious awareness.

**v) Selective Distortion:** Each person has an organized mind set and tries to fit in the stimuli selected into preexisting modes of the thinking. People tend to interpret information in a way that will be consonant rather than dissonant with their perceptions.

**vi) Selective Retention:** People tend to retain information that supports their attitudes and beliefs.

And then what happens we give selective attention to certain things, and to those elements which are more attracting towards psychologically more attracting toward needs an interest and we do not select other things. Perceptual blocking is where we block certain stimuli from which in your mind whiles simply tuning it off. Selective distortion is where we try to distort certain meaning of things. So, that it appears in a favorable meaning to us. So, people try to interpret fax that that will be consonant rather than in dissonant with their perceptions.

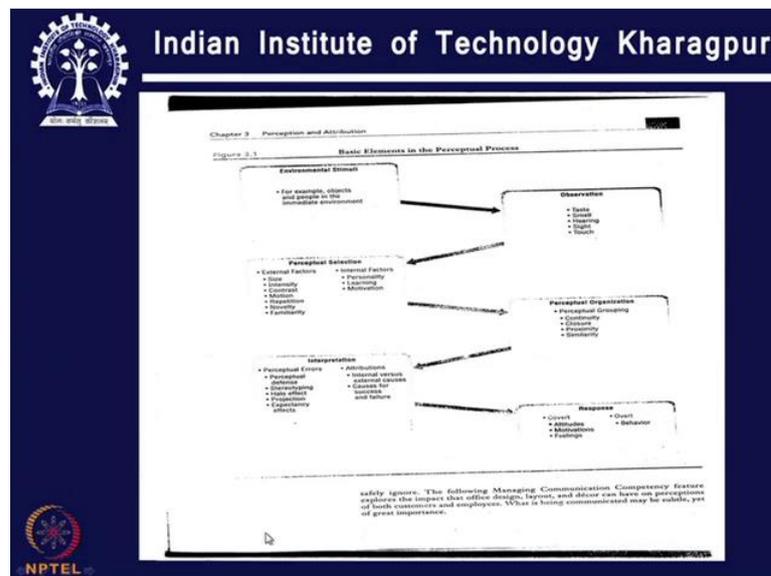
So, this happens like while we are talking of is stereo types in the organization, even if we see a meet a person who is not fitting into the category that of the pre conceive notion that we are having about a particular person. What we try to do you try to distort certain information about that person, we try to selectively attend to certain things and perceptually block such an information. So, that the person fits in the pre conceit idea (( )) or the stereo type that we have about that particular group of people, so this is called selective distortion.

Selective retention is people tend to retain information, that supports their attitudes and beliefs and we forget all we do not remember those things, which are not supporting our beliefs. So, if we frame certain idea of about certain people. I will form certain like we want to prove like this person is like this, so these are more relevant while while I am

talking why I am talking a person person, because in organizations person perception is a very important thing.

So, if you are already framed the belief about certain person this person is of this nature, then what we try to do even if get different information, different sex of information about that particular person, some information which may disprove what we are believing what we are like proposing about the persons nature. What we try to do is, we ignore those information and selectively we tend only that part of the information which is going to support the idea that we have framed about that particular person. All this things if you can understand will lead to the error in means interpreting the nature of that particular person of whom we are concerned about.

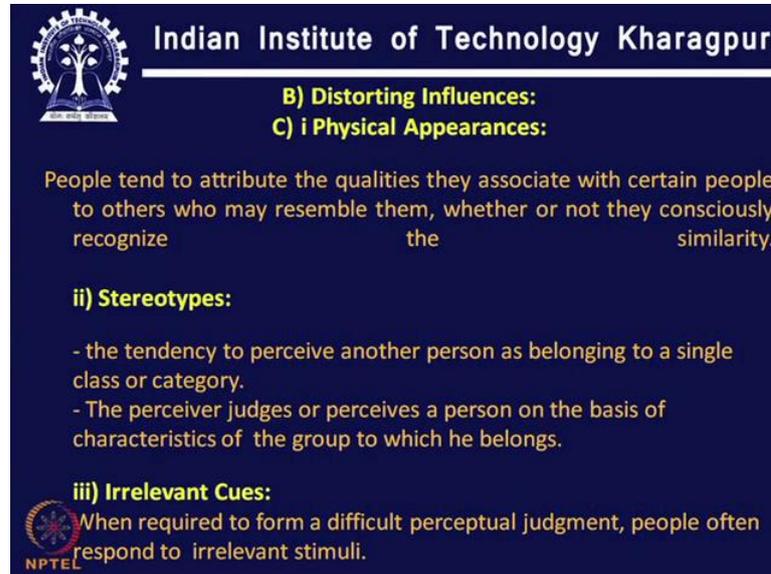
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So, this we can see is the basic elements in perceptual process again in a brief like environmental stimuli you observed, it based on stimuli hearing in touch. This process is called sensation. You select it over here which is the perceptual selection based on certain external factors which is present in the stimuli and internal factors like personality learning and motivation which is internal to the individual which grips organized based on perceptual grouping principles and then try to interpret it, is based on perceptual errors suffering like perceptual defends, stereo typing, hallo effect, projection, expectancy, effects and again lead to attribution based on internal verses external causes, causes of success and failures and respond and ultimately we respond to that individual,

which could we covered in the sense attitude motivations and feelings and (( )) again your behavior this attitude motivation and feelings may again effect your perception.

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**B) Distorting Influences:**  
**C) i Physical Appearances:**

People tend to attribute the qualities they associate with certain people to others who may resemble them, whether or not they consciously recognize the similarity.

**ii) Stereotypes:**

- the tendency to perceive another person as belonging to a single class or category.
- The perceiver judges or perceives a person on the basis of characteristics of the group to which he belongs.

**iii) Irrelevant Cues:**

When required to form a difficult perceptual judgment, people often respond to irrelevant stimuli.

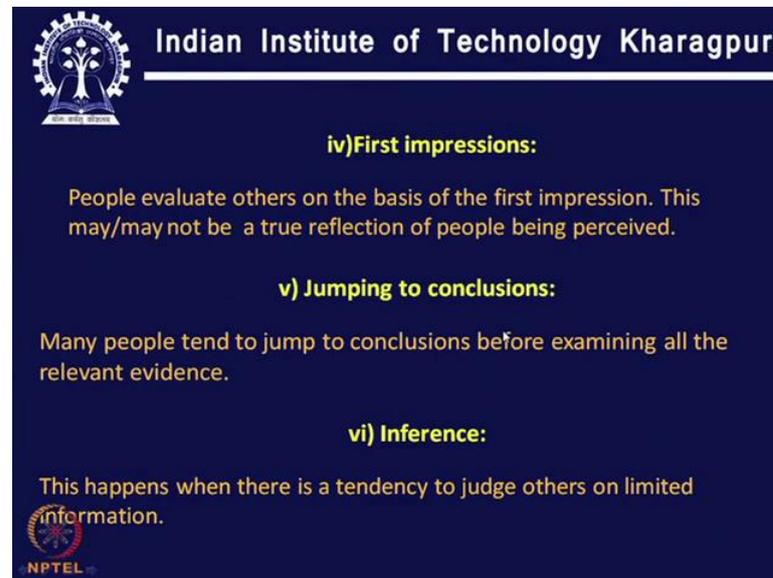
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So, next will continue after this discussion we here continuing with the some of the errors like which are occurring and like the distorting influences and the physical appearances. This slide like was in a natural like what is the process that is like which can you help to help you to see in together, what is the process of perception will continue with the errors like stereo type. Where it is the tendency of the perceiver to perceive to another person which have told already. Based on the certain characteristics of the group were which is belong which is belongs to.

So, again irrelevant cusses sometimes why why we are to make a difficult judgment about which is the very complex judgment, then what we try to do sometimes we give importance to irrelevant cues and like irrelevant stimuli. So, this often you can observe like when people are try to criticize or or there are critical about certain things in the organization or about a certain person may be or when there is a conflict, you find people are talking more about not that the issue at hand which which they are to debate about but sometime some past incidents, past interactions are given more importance skin the discussion and people lose track about what what they original inmate to discuss.

So, these are called irrelevant cues and importance given to that when you are discussing something were like complex and about which you have to form a judgment about perceptual judgment.

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**iv) First impressions:**  
People evaluate others on the basis of the first impression. This may/may not be a true reflection of people being perceived.

**v) Jumping to conclusions:**  
Many people tend to jump to conclusions before examining all the relevant evidence.

**vi) Inference:**  
This happens when there is a tendency to judge others on limited information.

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Next is like first impression, this is another errors which occurs in perception like people try to judge others based of here first impression, which may not be a true reflection of the person who is perceived. Jumping to conclusion people in hurry try to jumps steps, like the whole thought process and they try to jump to conclusions and this would be lead in to problems while decision making. So, this is where perception plays an important role in decision making.

Sometimes we based on our past experience we hurryingly try to conclude about certain things without like looking into the details of the information and the cues received from the from the environment or the stimuli at the present context. So, in based on a past experience is we try to jump into conclusions or arrived are a very quick solution which could be erroneous in nature. Inference is where a people have to judge others on limited information.

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**vii) Halo Effect:**

Under the halo effect, a person, product, situation etc is perceived on the basis of one trait.

Whatever the single trait is, it may override all other traits in forming the perception.

- The phenomenon of “reverse halo effect” case occur when due to one factor only all others positive factors of the organization are negated, in the perception of the employees.

**viii) Perceptual set:**

Previously held beliefs about objects influence an individual's perception of similar objects.

Subsequent perceptions will be influenced by this set.

When we are talking of Halo effect, what happens under this Halo effect person or a product or a situation is perceived, on the bases of only a single treat. So, whatever the single treat it may be it may over ride all are the treats in the formation of that perception. So, here what we do like we try to judge a person based on a singled character a characteristics and all other factors we over look, we give a positive meaning to all other things which is which could be negative in natures also and we and this may like play a very important part while while we are like about to select someone in the interview process or in the process of performance of presale, what happens performance feedback like if if we like certain characteristics of certain person. Which may be related or may not be related to the issue at hand like whether that person as performed well or not whether that person as a fit for the organization or not.

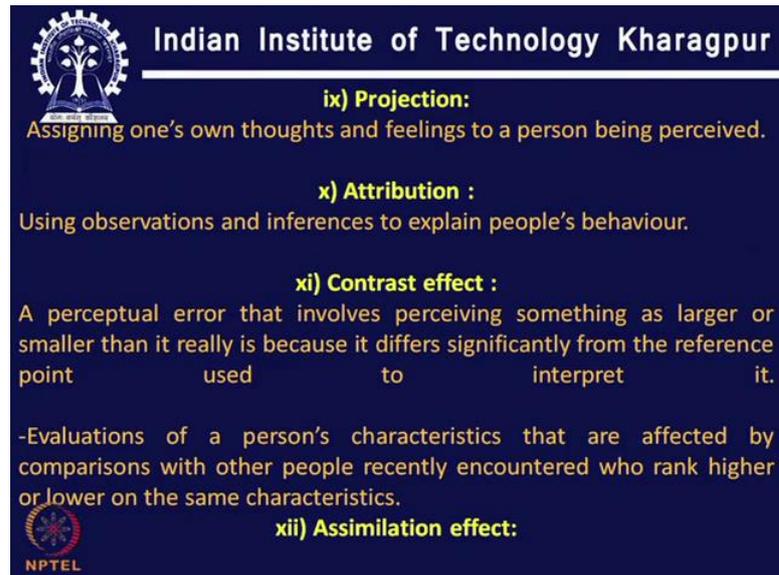
So, these cha may be if the person is pleasant looking or well mannered and something like as a good way of communicating like attractive communication, all these may over shadow the other relevant aspects and like efforts in with these characteristics but may be less in other relevant trades require for that particular job or situation compare to the person who is known very high in this communication or not may be having a pleasant looker something, this person may get arrogant age because this creates a Halo effect and and it like over shadows as compare to the other person. So, this this would sometimes lead to miss interpretation and like misjudgment also in the part of the interviewers or the a pressers.

Next which is called a reverse Halo effect in reverse Halo effect what happens it is the opposite, which is called the horn effect also like were were due to some factor we which is may be only one factor which could be negative in nature. So, all other positive factors are are negated all other positive factors of the employees are negated, because because of only one negative factor which again over shadows all other positively that person. So, this is called again reverse Halo effect and actually Halo effect plays or the reverse Halo effect plays a major role in some important decisions of performance a presale and the selection processes in the organization.

Next we come to perceptual set which is like the previously held beliefs about objects, influence of individuals perception of of similar objects. So, subsequent perception will be influenced by this set. So, what happens if a we are discussing in stereo type if i have pre conceived notion about certain object or certain things or a group of object or group of people then what we do is this pre conceived perceptual set it effects the subsequent perception of similar objects by the perceiver. We have to understand singular objects means objects which are like the previous objects in certain senses but they are not the scene but and there is individuality present in these objects or persons also, but while we are perceiving endued new object based on this perceptual set, what is what we do is based on the perceptual set we go on interacting with that object or that person mime based on this previous learning and we try to see this new things this similar things in the same light as the earlier objects.

This is called like how pre concede previously held beliefs about objects they influence individuals perception or similar objects and we fail to see the novelty in the new objects or persons that we have met and sometimes our interactions like suffers due to this because we try to put everyone in the same same thing, we will try to put everyone like as if there are all same thought of and we do not understand the uniqueness of the new person or object which which could be sometimes errorless in person e it may leave to so it may help in certain extend like if your meeting someone for the first time initially it can help you to start the interaction but if your continuing with it their means your failing to discover the unique characteristics of that particular objector person and how it can help you organization, so and that part it may live some erroneous effects.

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**ix) Projection:**  
Assigning one's own thoughts and feelings to a person being perceived.

**x) Attribution :**  
Using observations and inferences to explain people's behaviour.

**xi) Contrast effect :**  
A perceptual error that involves perceiving something as larger or smaller than it really is because it differs significantly from the reference point used to interpret it.

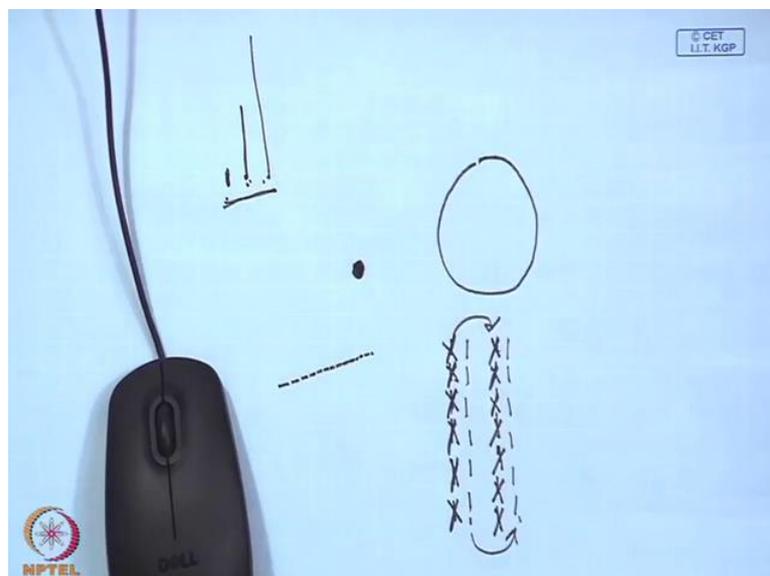
-Evaluations of a person's characteristics that are affected by comparisons with other people recently encountered who rank higher or lower on the same characteristics.

**xii) Assimilation effect:**

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Projection so it is again assigning one's own thoughts and feelings to the person being perceived. So, your projecting your own beliefs on that person attribution is using observations and inferences to explain a person's behavior this will discuss in details in the next chapter in the next lecture, like how attribution takes place and how it may lead to certain errors of perception contrast effect. In contrast effect what happens we perceive something as larger or bigger or more pleasant than other things, then that actually is based on the surroundings based on other people present around and that may be again erroneous perception like.

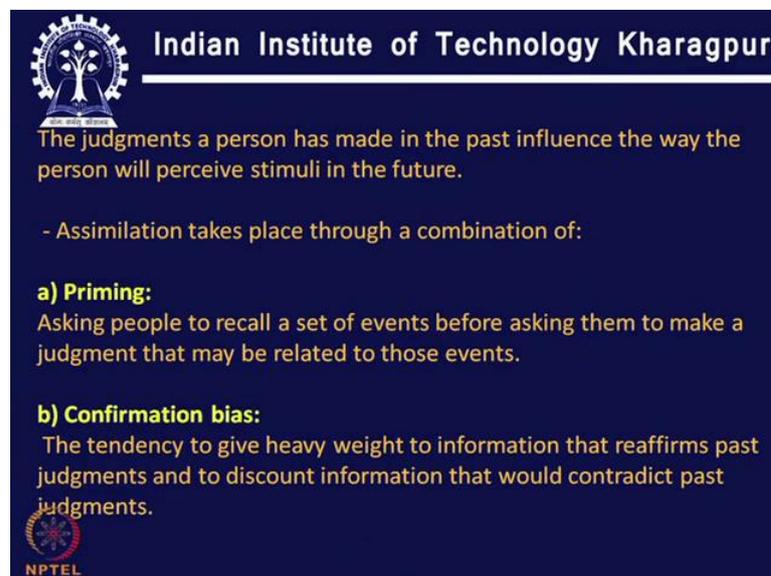
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The length of this line, when it is when it is present single you can understand what length it is off but when it is present with someone is this much, then what happens it appears shorter and when it is present with someone is this much then it appears to be longer.

So, what happen so this this due to this contrast effect, what we try to see a person is either larger than or smaller than that person actually is based on other phenomena present around, from the reference point that is use to if I compare this with this then it appears to be smaller but if I compare this with this it appears to be much larger so this reference point is very important.

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The slide features the IIT Kharagpur logo and name at the top. The main text is in yellow on a dark blue background. It defines assimilation as judgments from the past influencing future perceptions. It lists two components: priming (recalling events before judgment) and confirmation bias (favoring information that confirms past judgments). The NPTEL logo is in the bottom left corner.

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The judgments a person has made in the past influence the way the person will perceive stimuli in the future.

- Assimilation takes place through a combination of:

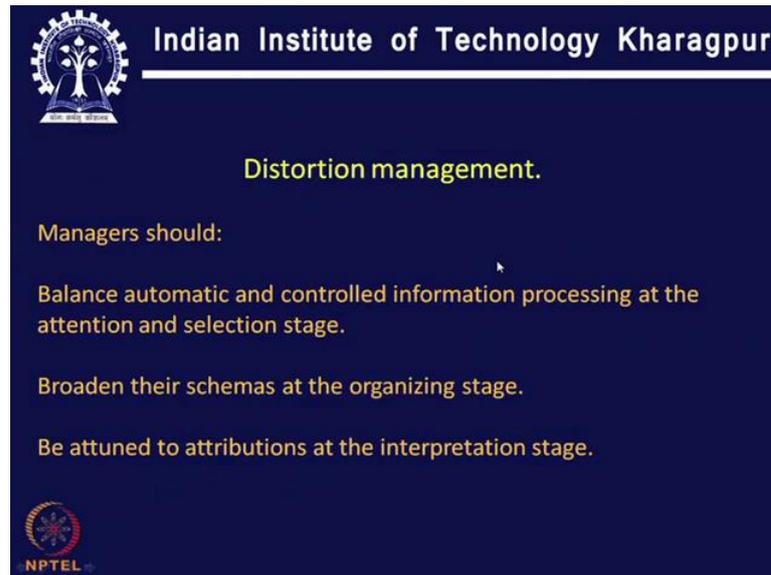
**a) Priming:**  
Asking people to recall a set of events before asking them to make a judgment that may be related to those events.

**b) Confirmation bias:**  
The tendency to give heavy weight to information that reaffirms past judgments and to discount information that would contradict past judgments.

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Assimilation effect is a judgments of person has made in the past influence the may person will perceived this stimuli in the future. And if takes place as a combination of like priming, like asking people to recall a set of events before asking them to make judgment that may be related to those events, like please try to remember about certain facts and then try to say how you liked or like dislike this situation and and they are confirmation bias like the tendency to give heavy weight age to information the (( )) forms past judgments and discount information, that would contradict past judgment. So, this this will lead to like assimilation effect like.

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**Distortion management.**

**Managers should:**

- Balance automatic and controlled information processing at the attention and selection stage.**
- Broaden their schemas at the organizing stage.**
- Be attuned to attributions at the interpretation stage.**

Even when we are talking of like situations while while we are trying to like emphasis on a view points. We try to assimilate facts like we try to the effort to the past experience and we play down on information which is not like assimilating with the past information but in that case we may lose major information because something which is not in assimilation with the older once may be the store house of a new knowledge. Like new concepts but sometimes we cry to ignore that in ap in order to app say like we are in tune with the available source of knowledge, distortion management what we mangers can do.

So, managers should balance automatic and controlled information processing at the attention and selection stage broaden their schemas at the organizing stage and be attuned to attribution at the interpretation stage. So, if you broaden your schemas then what happens it it will lead to less of le errors due to perceptual set and like you can focus on the novelty and less negative effects of assimilation all this things because when your schema is large, it can understand like how to organize things under this difference schemas and you can draw your correct interpretation.

So, and how to make attribution like whether these act whether the characteristics happenings, even is due to the nature of the person certain characteristics of the individual which attribution will speaks of like should be you should be active to the attribution of the objects and process at the interpretation stages this this will help to

reduced the distortions. So, will continue with the next session were were it talks of social perception attribution theory and errors related to attribution and how it can again be helpful for performance of the better interpretation of the organizational situations how we perceive it, how we make major decisions and in the organization and how it lead to better performance.

Thank you.