

MBA 609

Organizational Behaviour

Week 2

Perception, personality and emotions



Liker and Choi

Building deep suppliers relationships

<http://hbr.org/2004/12/building-deep-supplier-relationships/ar/1>

Objectives for today

- Exploring:
 - Perception
 - Personality
 - Emotions
- Group activities to apply the theory
- UPS case incident from last week
- Summary of what you learned today

Today's learning outcomes

■ Perception

- Factors Influencing Perception
- Perceptual Errors
- Why Do Perception Matter?

■ Personality

- What Is Personality?
- Measuring Personality
- Personality Traits
- Other Personality Attributes Influencing OB
- Why do Personality matter?

■ Emotions

- What Are Emotions and Moods?
- Choosing Emotions: Emotional Labour
- Why Should We Care About Emotions in the Workplace?

Breakout group exercise 2 (p. 76)

- Form groups of 4 students.
- Describe to the group a situation where your perception turned out to be wrong.
What perceptual error did you make that might have caused this to happen?
- You have 10 minutes to discuss within the group.
- We will follow with a class discussion.

Perception

- **What is Perception?**

- “The process of interpreting the messages of our senses to provide order and meaning to our environment” (Johns & Sacks, 2011)

- **Why is it important?**

- Because behaviour is based on perception of what reality is, not on reality itself.
- The world as it is perceived is the world that is behaviourally important.

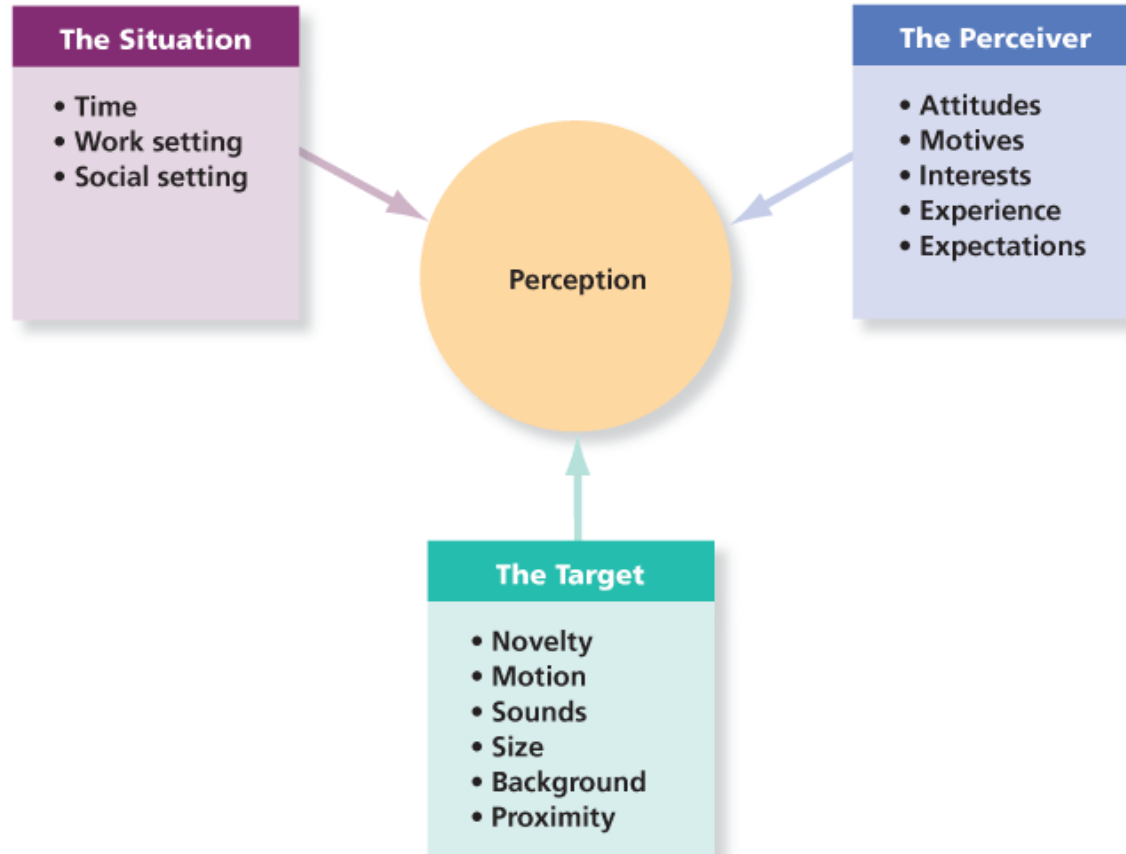
Components of Perception



By P.C.Vey

Components of Perception

EXHIBIT 2-1 Factors That Influence Perception



A model of perceptual process

Model	Example
Unfamiliar target encountered	New co-worker
↓	↓
Openness to target cues	Observation; search for information
↓	↓
Familiar cues encountered	Co-worker is Stanford graduate with good grades
↓	↓
Target categorized	Co-worker is "good man" with "great potential"
↓	↓
Cue selectivity	Co-worker's poor performance ignored or distorted
↓	↓
Categorization strengthened	Co-worker is still "good man" with "great potential"

Bruner's model of the perceptual process, and an example

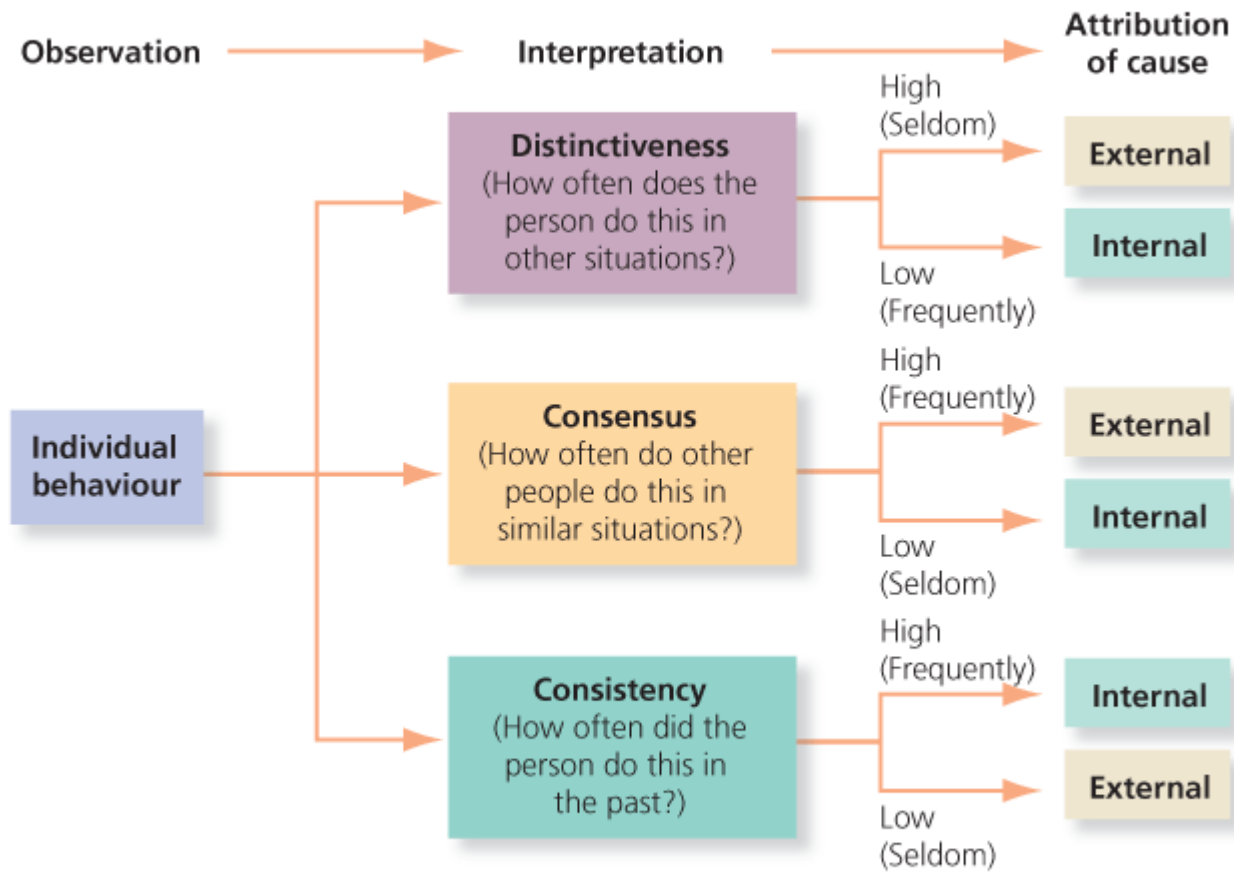
Copyright © 2011 Pearson Canada Inc.

Perceptual errors

- Selective perception
- Halo effect
- Contrasts effect
- Projection
- Stereotyping
- Attribution

The Attribution theory

EXHIBIT 2-2 Attribution Theory



Do perception matter?

Why or why not?

Do perception matter?

YES

- Business:
 - Work interviews
 - Performance evaluation
 - Performance expectations, etc...
- Family:
 - Relation with relatives, etc...
- Socially:
 - Friends
 - Club members, etc...

Personality

■ What is Personality?

- “The relatively stable set of psychological characteristics that influences the way an individual interacts with his or her environment, and how he or she feels, thinks and behaves”
- « An individual’s personality summarizes his or her way of dealing with the world »

(Johns & Sachs, 2011)

■ Why is it important for organizations?

- « Increased emphasis on service jobs with customer contact, concern about ethics and integrity, and contemporary interest in teamwork and cooperation all point out to the potential contribution of personality »

(Moses, S., 1994)

The Five Factors Model

Extraversion	Emotional Stability	Agreeableness	Conscientiousness	Openness to Experience
Sociable, Talkative vs. Withdrawn, Shy	Stable, Confident vs. Depressed, Anxious	Tolerant, Cooperative vs. Cold, Rude	Dependable, Responsible vs. Careless, Impulsive	Curious, Original vs. Dull, Unimaginative

EXHIBIT 2.1

The Five-Factor Model
of Personality.

Copyright © 2011 Pearson Canada Inc.

Let's do this exercise

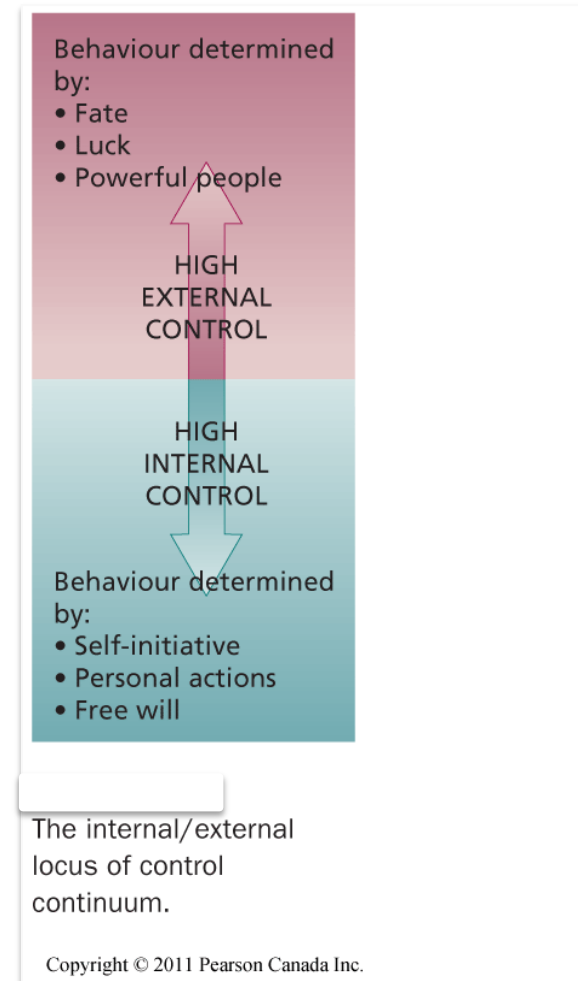
- You have a maximum of 10 minutes to complete this individual questionnaire
- We will follow with a class discussion

Rotter's Locus of Control Scale

- Score one point for each of the following:
2 a, 3 b, 4 b, 5 b, 6 a, 7 a, 9 a, 10 b, 11 b, 12 b,
13 b, 15 b, 16 a, 17 a, 18 a, 20 a, 21 a, 22 b,
23 a, 25 a, 26 b, 28 b, 29 a
- A high score – External Locus of Control
- A low score – Internal Locus of Control

Other Personality attributes

- **Locus of control**
 - Beliefs about whether one's behaviour is under internal or external forces
 - « I can do it », or « I cannot control it »
 - Internal locus of control vs external locus of control
- **Self esteem**
 - The degree to which a person has a positive evaluation/assessment of himself



Other Personality attributes

- Self monitoring
- Risk taking
- Narcissism
- Machiavellianism
- Core self-Evaluation
- Proactive Personality
- Type A and Type B personalities

Does personality matter?

Why or why not?

Who gives a ...!... about personality



Personality and OB

« ... some personality characteristics are useful in certain organizational situations. Thus, there is no best personality, and managers need to appreciate the advantages of employee diversity. A key concept here is *fit*: putting the right person in the right job, group, or organization »

(Johns & Sacks, 2011)

Emotions

EXHIBIT 2-9 Facial Expressions and Emotions

Each picture portrays a different emotion. Try to identify them before looking at the answers.



Source: Paul Ekman, PhD/Paul Ekman Group, LLC.

Emotions, Moods and Affect

- Emotions are intense feelings that are directed at someone or something
- Moods are feelings that tend to be less intense than emotions, that lack the contextual stimulus
- Affect are broad range of feelings that people experience. It includes emotions and moods.

Emotional Labour

- What is Emotional labour?
 - The expression of the organizational desired emotions by an employee during his interpersonal interactions

- What is Emotional dissonance?
 - The inconsistency between the emotions someone feels and the emotions he shows.

The Upside of Anger?

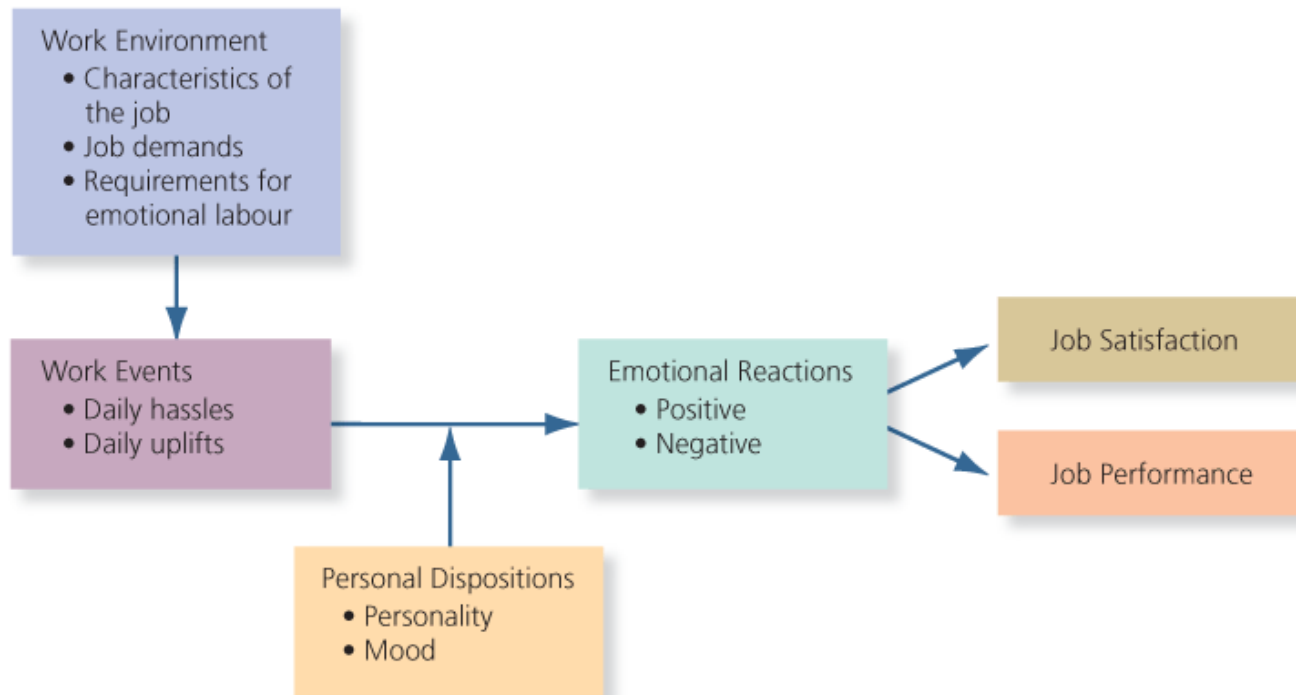
- Form groups of 4
- Discuss the questions at the end of the Case Incident page 78
- You have 10 minutes for the group discussion
- We will follow with a class discussion.

Do Emotions matter?

Why or why not?

Affective Events Theory

EXHIBIT 2-8 Affective Events Theory



Source: Based on N. M. Ashkanasy and C. S. Daus, "Emotion in the Workplace: The New Challenge for Managers," *Academy of Management Executive*, February 2002, p. 77.