

Perception and Learning

Unit 2

Perception

Concept

- ❖ Perception is the process of getting information from environment through sense organs and attempting to organize it in systematic way and interpret such information for making it meaningful.
 - ❖ Perception is a process by which an individual organizes and interprets its sensory impressions in order to give meaning to their environment.
- “Perception is defined as the process by which an individual selects, organizes, and interprets information inputs to create a meaningful picture of the world”. – Bernard and Gray

Perceptual Process

❖ Several aspects of Perception is known as perceptual process.

External stimuli



Perceptual selection



Perceptual organization



Perceptual interpretation

1. External stimuli

It refers to the environmental forces that provide impact in our five senses in term of feeling, hearing, seeing, smelling, and testing.



2. Perceptual selection

- ❖ It is the process of filtering information that is received by five senses from external force.
- ❖ The process of filtering information depends on internal and external factors.
- ❖ External factors involve size, intensity, motion, contrast, repetition, novelty, and familiarity of objects.
- ❖ Internal factors involve personality, interest, motivation, and learning, attitude.

Intensity



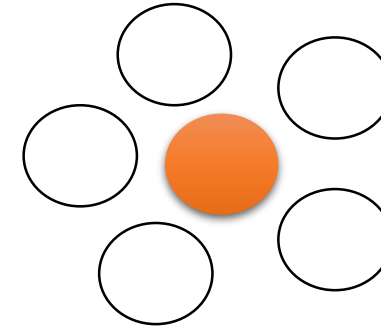
Size



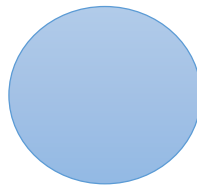
Repetition



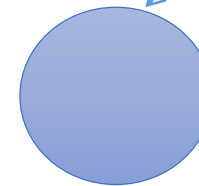
Contrast



Motion object



Stationary object



3. Perceptual organization

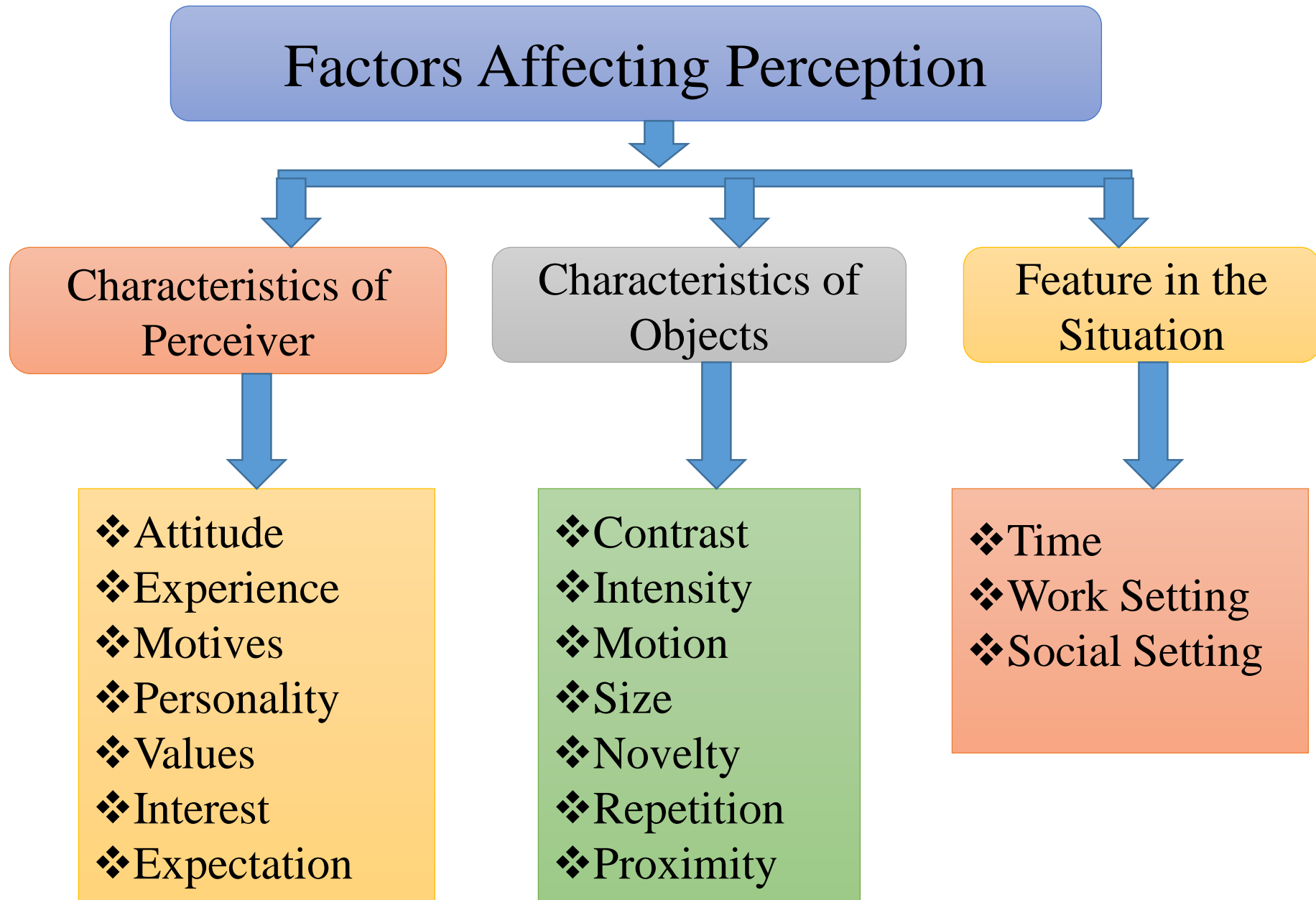
- ❖ It is a process of systematic classification and grouping of selected information in logical manner.
- ❖ An individual makes grouping of information by considering some basic principles such as closure, continuity, similarity, and proximity.



4. Perceptual interpretation

It is the process understanding and giving meaning to the organized stimuli.





A. Characteristics of the perceiver

1. Attitude

- ❖ Evaluative statements or judgments concerning objects, people or events.

2. Experience

- ❖ Experience makes an individual matured and practical.

3. Motives

- ❖ Motive is a person's reason for choosing a specific behavior from among several alternative choices.
- ❖ Motives are derived from needs.

4. Personality

- ❖ It involves internal and external traits of an individuals.

5. Value

- ❖ Value represent an individual's ideas of what is right and what is wrong, good or bad, and desirable or undesirable.
- ❖ The elements of value are freedom, pleasure, self-respect, honesty, obedience, and equality.

6. Interest

- ❖ The focus of an individual is influenced by his interest.

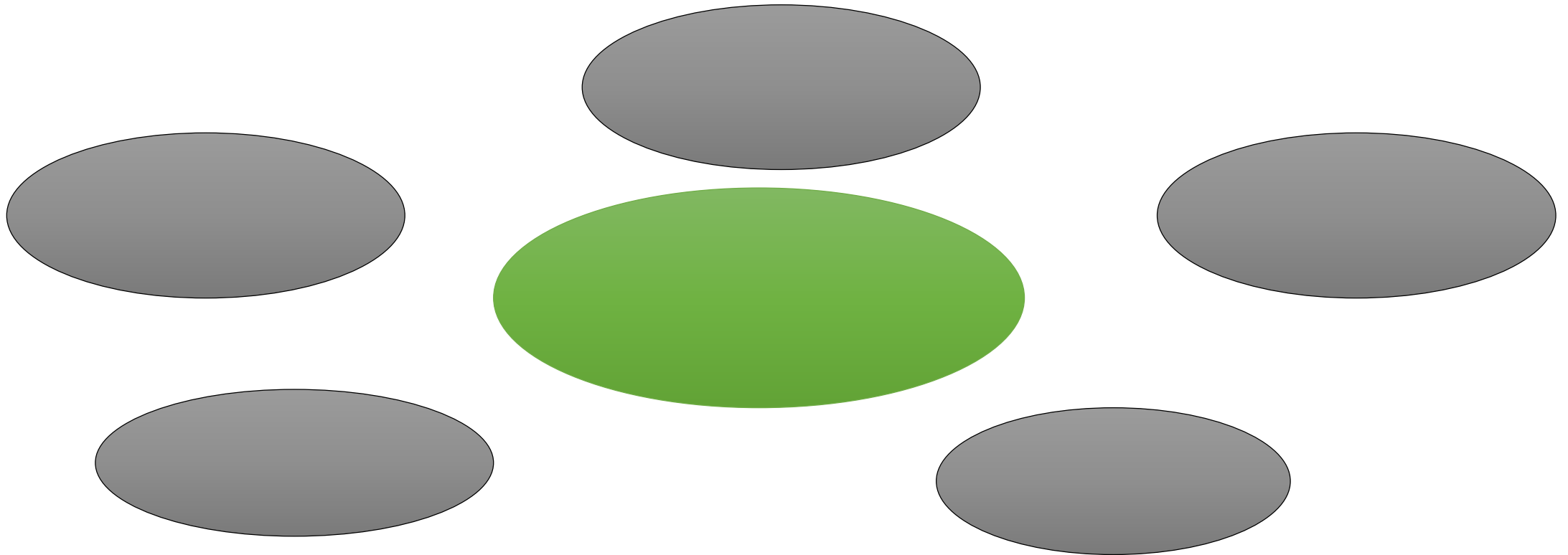
7. Expectation

- ❖ Every person will see what he expects to see.

B. Characteristics of the object/ target

1. Contrast

- ❖ The contrast in color, size, and design provides impact on perceptual process.



2. Intensity

- ❖ The intensity of an external stimulus determines its probability of being perceived.
- ❖ Loud sounds, strong smells and deep colors are attractive in nature.

Example:

Light Colour

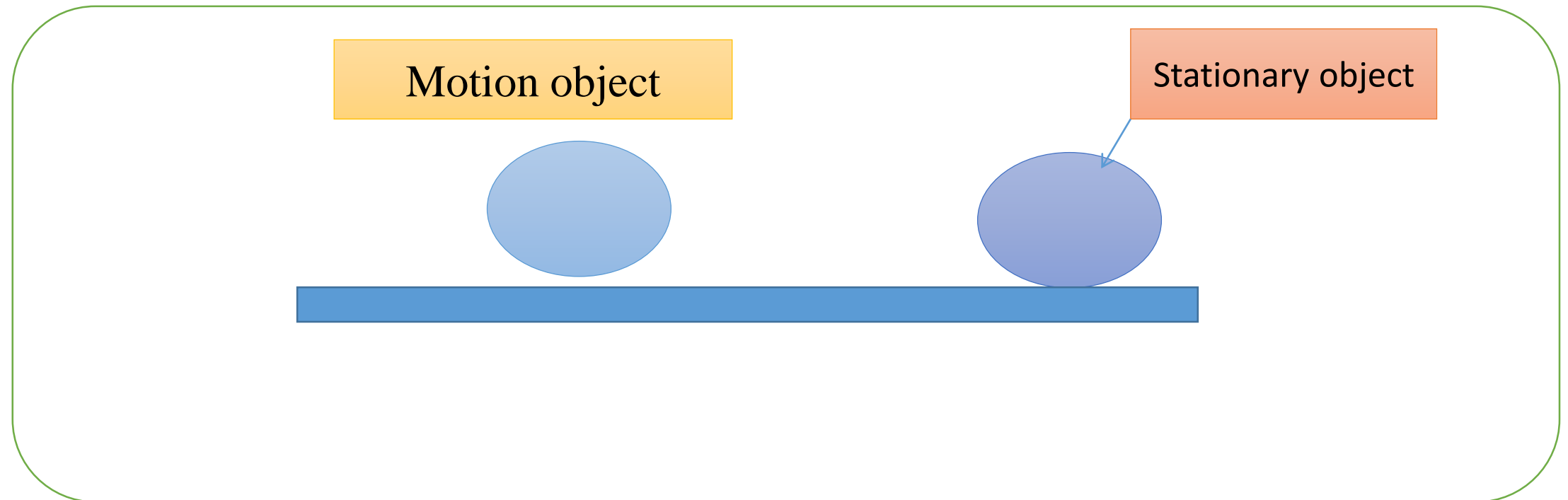


Bright Colour



3. Motion

❖ Individual gives more attention to moving objects than the stationary objects.



4. Size

- The size of the object attracts the attention of the individuals.
- A larger object is more likely to be noticed than a smaller object.

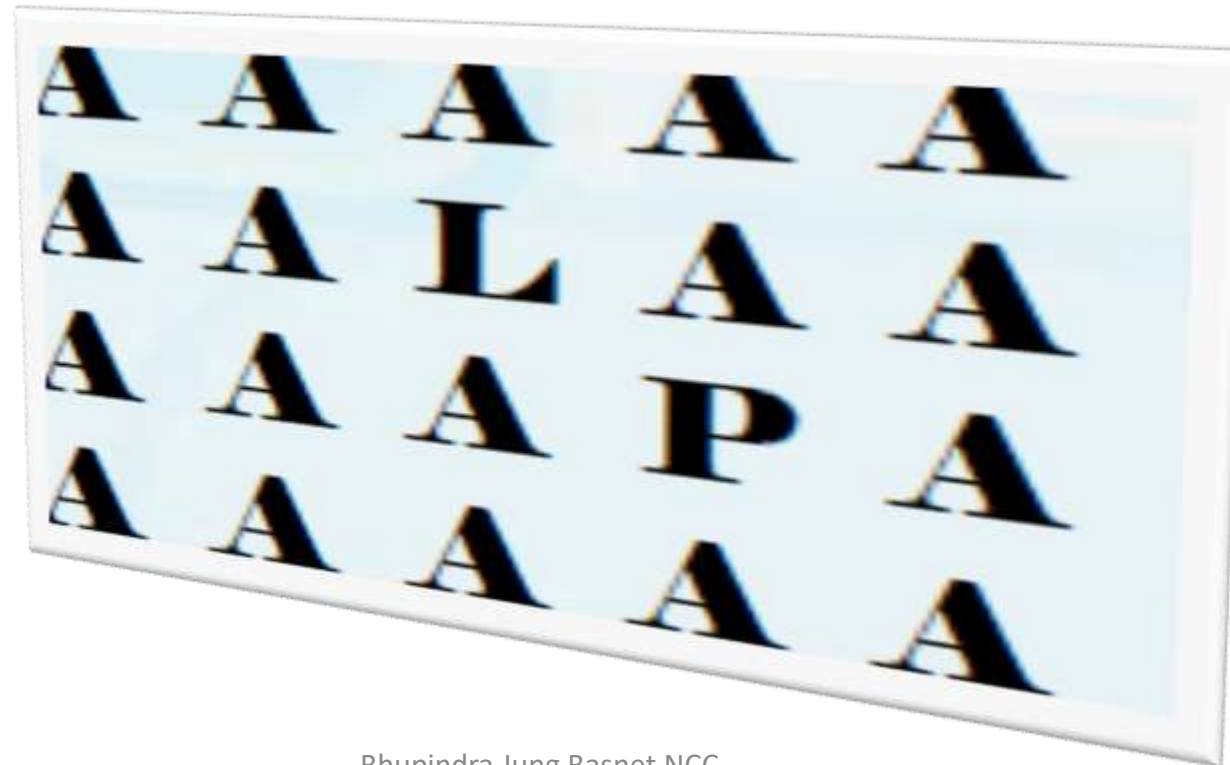


5. Novelty/ Familiarity

❖ Novelty is concerned with newness whereas familiarity relates to experience.

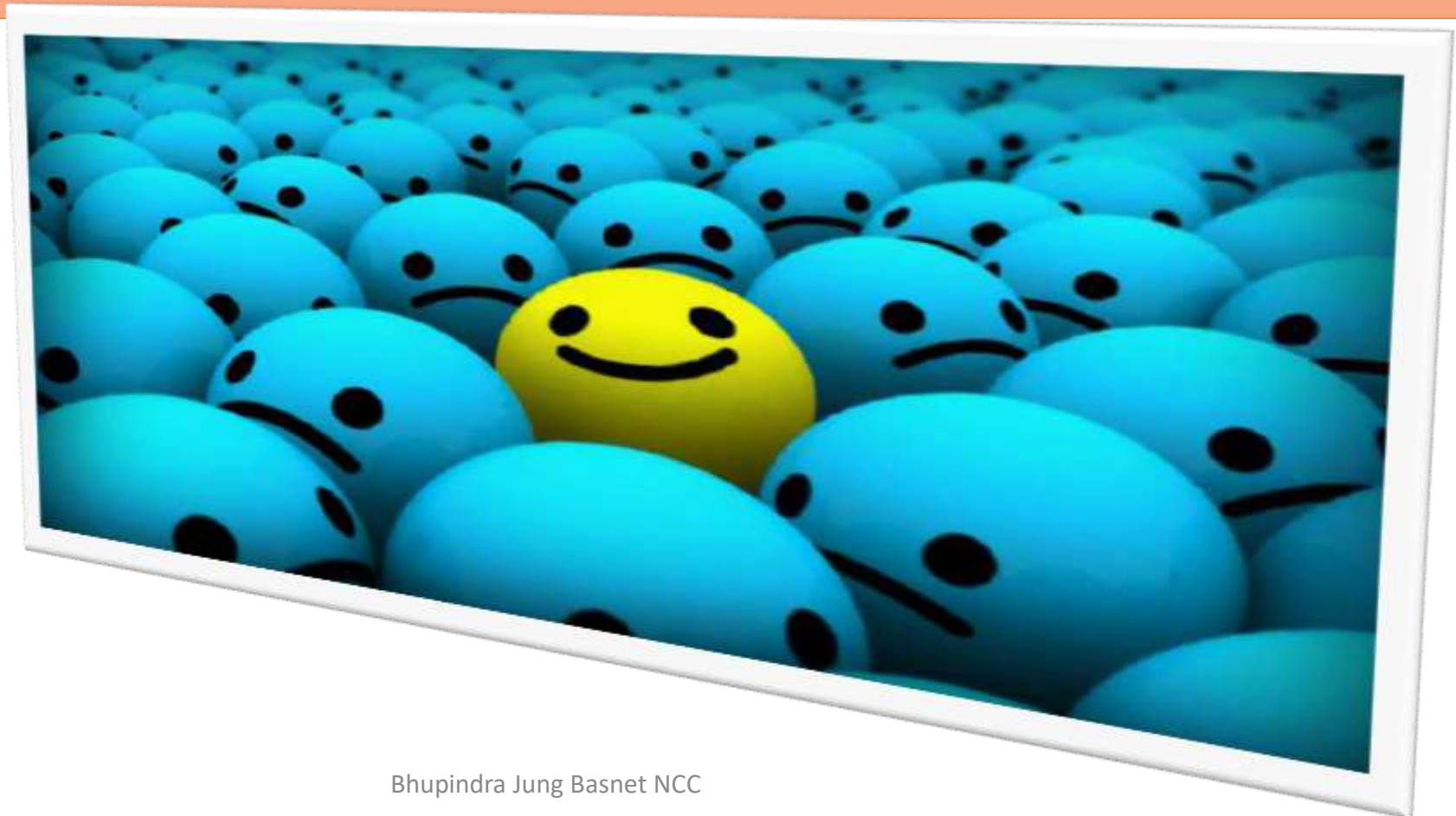
6. Repetition

❖ More repeated external stimuli will draw the attention of perceiver than a single one.



7. Proximity

- ❖ A group of objects that are close together will be perceived as a whole. (group nearby figures together)



C. Features in the Situation

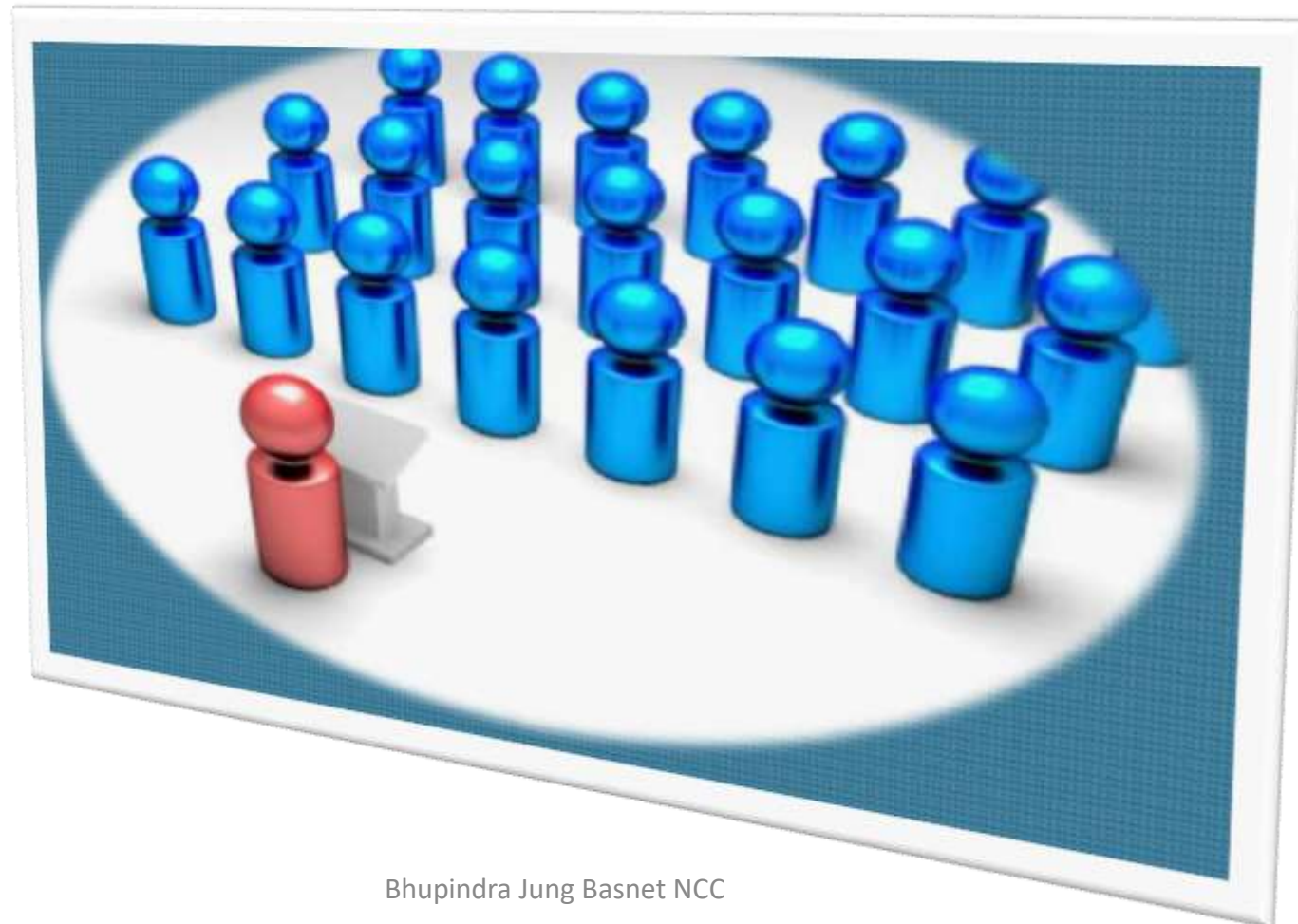
1. Time

- ❖ It also affects perception.



2. Work setting

❖ The work setting situation also provides impact in perception of individuals.



3. Social setting (How an individual perceives other)

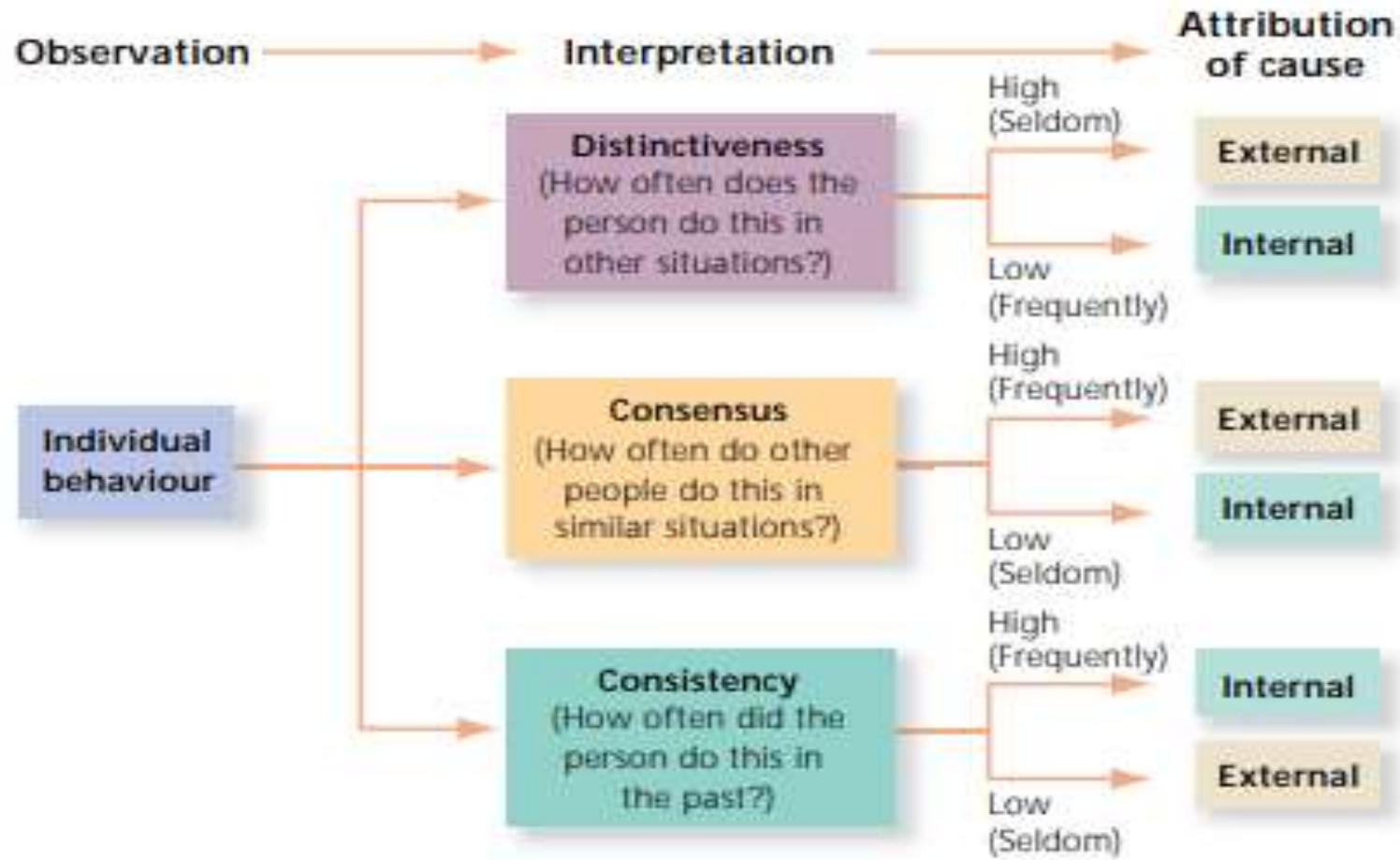
- ❖ Social values and norms are considered by all the individuals.
- ❖ The changing social setting also provides impact on perception of individuals.

Attribution Theory

- Attribution is the process by which people interpret the causes of others' (and their own) behavior.
- Attribution refer to the way people try to understand the causes of others behavior.
- Personal (internal, dispositional) attribution (personality traits, motivation, ability, emotions)
- Situational (external) attribution (other people, equipment, social influence from others)
- ❖ Attribution theory tries to explain how people make judgments about the causes of other people's behavior.
- ❖ Attribution theory attempts to determine whether an individual's behavior is internally or externally caused.
- ❖ Internally caused behaviors are under control of an individual.
- ❖ Externally caused behaviors results from the situation in which the individual has no control.
- ❖ Behavior can be attributed to internal or external factors.

Determination of Attribution Theory

EXHIBIT 2-2 Attribution Theory



1. Distinctiveness

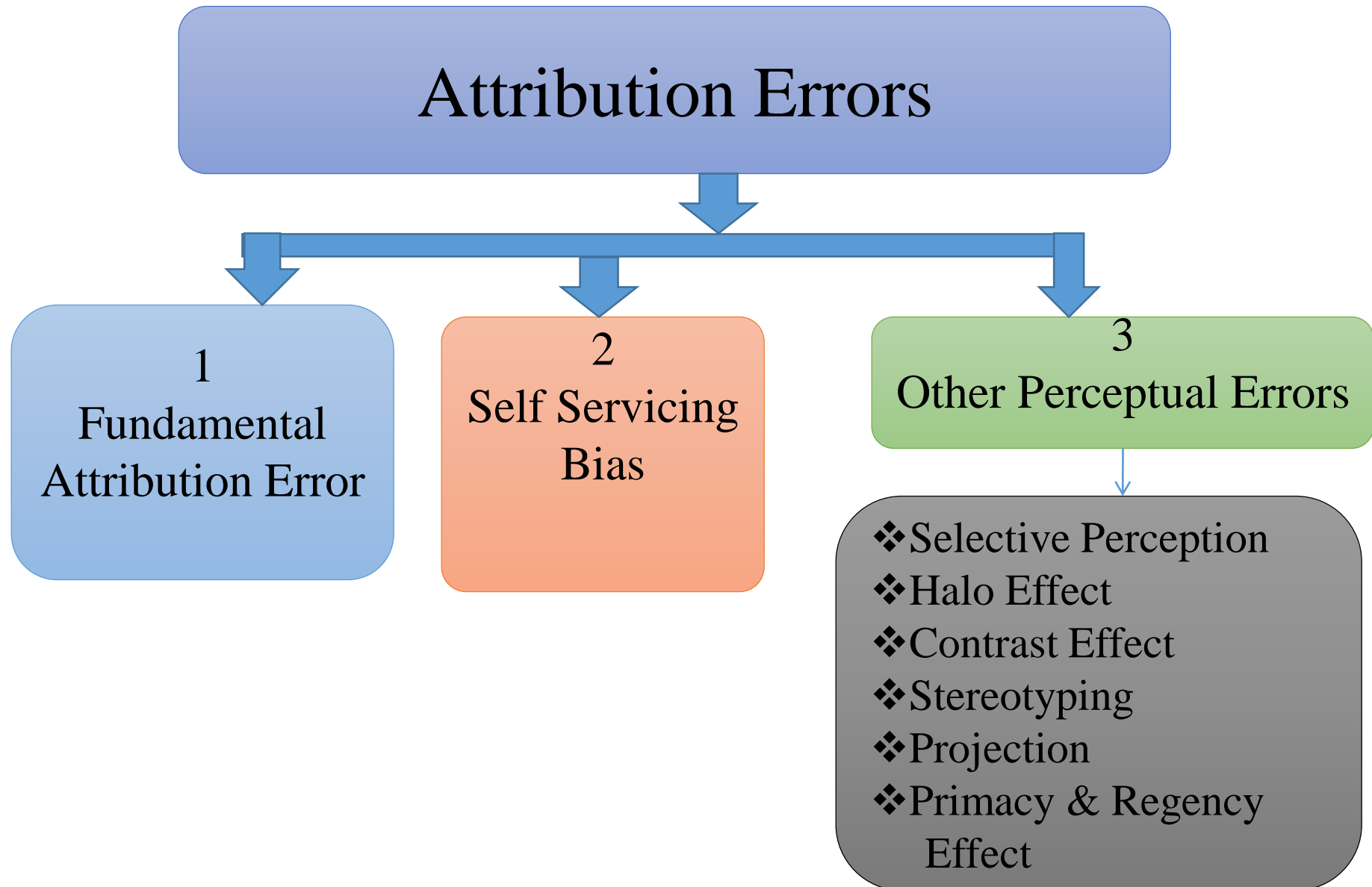
- ❖ Distinctiveness refers to whether an individual shows different behavior in different situation.

2. Consensus

- ❖ It refers to whether everyone faced with a similar situation response in the same way.

3. Consistency

- ❖ It refers to whether a person shows similar behavior over time.



1. Fundamental attribution error

- ❖ It is concerned with making judgments about the behavior of other people by focusing internal factors rather than external factors.
- ❖ It is the tendency to underestimate the influence of external factors and overestimate the influence of internal factors in making judgments about the behavior of others.

2. Self servicing bias

- ❖ It is concerned with individual's attribution of giving importance for success to internal factors whereas as putting the blame for failure to external factors.
- ❖ The self-servicing bias is the tendency to attribute successes to internal factors and failures to situational factors.

3. Other Perceptual Errors

a. Stereotype

- The term stereotype refers to the tendency to perceive another person as belonging to a single class or category.
- Stereotyping the person is perceived according to a single category.

b. Halo Effect

- Under the halo effect the person is perceived on the basis of one trait.

Perception and Individual Decision Making

- Perception is the process by which individuals select, organize, and interpret their sensory impressions in order to give meaning to their environment.
- Individuals in organizations make decision. Decision choices from among two or more alternatives.
- Top managers determine their organization's goals, what produces or services to offer, how best to finance operations, or where to locate a new manufacturing plant.
- Middle and lower-level managers set production schedules, select new employees, and decide how to allocate pay raises.
- Non-managerial employees decide how much effort to put forth at work and whether to comply with a boss's request.

- Thus, individual decision making is an important part of organizational behavior.
- But the way individuals make decisions and the quality of their choices are largely influenced by their perceptions.

Learning

Concept

- ❖ Learning is any permanent change in behavior of a person that occurs as result of experience.
 - ❖ Learning helps to develop knowledge, skills, attitudes, values, personality, and loyalty of employees.
- “Learning is the process by which behavior changed through practice or training”. - Kingsley and Garry
- “Learning can be defined as relatively permanent change in behavior potentiality that results from reinforced practice or experience”. – Steers and Porter

Significance of Learning

1. Change Behavior
2. Human Resource Development
3. Understanding Human Behavior
4. Manage Workforce Diversity
5. Technological Adaptation
6. Reduce Resistance to Change
7. Increase Employee Performance
8. Total Quality Management

1. Change Behavior

- ❖ Learning is concerned with a permanent change in behavior due to experience and practices.

2. Human Resource Development

- ❖ Learning helps to develop skills and potential of employees.

3. Understand Human Behavior

- ❖ Learning helps to understand and predict human behavior at work.

4. Manage Workforce Diversity

- ❖ In today's workplaces, people from diversified backgrounds, groups, cultures and countries work.
- ❖ Learning helps managers to work and manage workforce diversity.

5. Technological Adaptation

- ❖ The use of technology requires learning. Employees can adapt to changing technology through learning.

6. Reduce Resistance to Change

- ❖ Employees resist the change due to lack of knowledge about outcome of change.
- ❖ Learning reduces resistance to change because employee able to know about the outcome of change.

7. Increase Employee Performance

- ❖ Learning helps to develop knowledge, skills, attitudes, values, personality, and loyalty of employees.

8. Total Quality Management

- ❖ Learning helps to maintain total quality management in every functional department of the organization.

Principles of Learning

The principles of learning are the guidelines in the learning process.

1. Principle of Reinforcement
2. Principle of Punishment
3. Principle of Generalization
4. Principle of Discrimination
5. Principle of Motivation
6. Principle of Repetition
7. Principle of Active Involvement
8. Principle of Learning Curve

1. Principle of Reinforcement

- ❖ Reinforcement is the attempt to develop or strengthen desirable behavior.
- ❖ Two types of reinforcement. (positive and negative reinforcement)
- ❖ Positive reinforcement strengthens and increases behavior by the presentation of desirable behavior consequence.
- ❖ Negative reinforcement strengthens and increases behavior by the threat of and the use of an undesirable consequence.

2. Principle of punishment

- ❖ People can learn by considering reward and punishment principles.

3. Principle of generalization

- ❖ It is concerned with publication of new knowledge and experience innovated in newspapers and magazines for the knowledge of public.

4. Principle of discrimination

- ❖ When managers make differences between learning employees and idle employees.

5. Principle of motivation

- ❖ Management can motivate the employees in learning by providing both extrinsic and intrinsic reward.

6. Principle of repetition

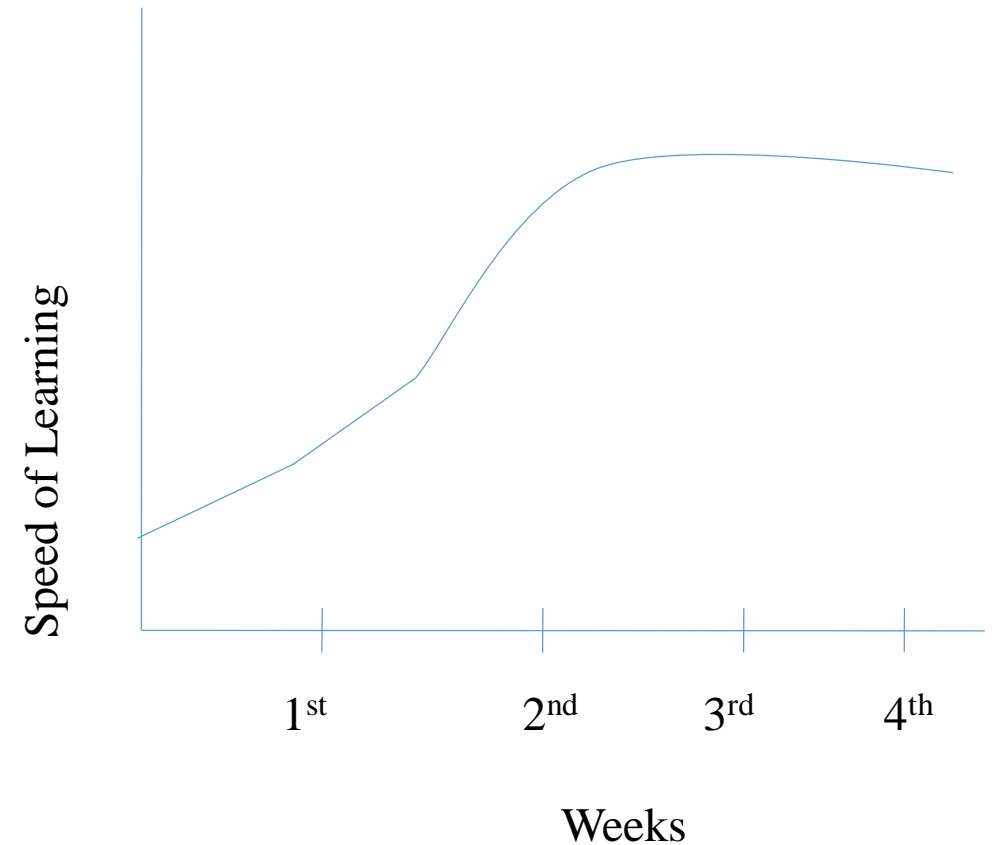
- ❖ Practice through repetition helps the people to generate new knowledge and skills in the concerned area of function.

7. Principle of active involvement

- ❖ Active involvement in subject matter of learning affects in learning trend.

8. Principle of learning curve

At the beginning of learning, people learn at a faster rate and, as the time passes, speed increases at a diminishing rate until a plateau is reached.



Learning Theories

1. Cognitive Theory
2. Social Learning Theory

1. Cognitive theory

- ❖ Cognition refers to an individual's thoughts, knowledge interpretations, understanding or ideas his environment.
- ❖ Cognitive theory assumes that learning is purely an outcomes of the thinking process. Such processes involve perceiving, imaging, thinking, reasoning, and decision making.
- ❖ This theory is developed by pioneer cognitive theorists **Edward Tolman**, who did experiment on rats and found relation between cognitive environmental indications and goals.
- ❖ **Wolfgang Kohler** also contributed for recognition of cognitive theory of learning. He did experiment on chimpanzee where he found that learning is the process of thinking and analyzing.

2. Social Learning Theory

- ❖ The social learning theory was proposed by Albert Bandura.
- ❖ Social learning theory emphasizes that people can learn through observation of others behavior and direct practical experience.
- ❖ It states that people can learn through watching models such as parents, seniors, peers, teachers, managers, celebrities and other reference group.



There are three core concepts of the social learning theory

- ❖ People can learn through observation
- ❖ Internal mental state is essential in the learning process
- ❖ Learning does not necessarily lead to change in behavior

People can learn by observing the behavior of others and the outcomes of those behaviors.

- ❖ Learning can occur without a change in behavior.
- ❖ Cognition plays a role in learning.

Process of Social Learning

The following steps are involved in the observational learning and modeling process.

1. Attention process
2. Retention process
3. Reproduction process
4. Reinforcement process

1. Attention process

- ❖ In this stage, individuals need to give care while observing others.
- ❖ Mental focus or concentration

Examples: when supervisor is demonstrating procedures of accomplishment of task, subordinates need to observe process full of attention.



2. Retention process

- ❖ In this stage, individuals are able to know the basic concept of subject matter presented.
- ❖ To encode the behavior in the memory
- ❖ Ability to store information

Example: when supervisor is demonstrated procedures of accomplishment of task, subordinates get knowledge of all the procedures.



3. Reproduction process

- ❖ This stage is concerned with self practicing the new knowledge gained through observing others.
- ❖ To actually perform the behavior observed

Example: subordinates able to know the procedures for completion of task from supervisor.



4. Reinforcement process

- ❖ This stage is concerned with encouraging repetition of learning behavior that gives positive outcome.
- ❖ Force that drives one to act

Example: when an individual gets positive for his service devotion from customers it gives him positive reinforcement.



Behavior modification

- ❖ It is based on the principles of operant conditioning.
- ❖ Behavior modification is a means of changing behavior through various techniques used to replace undesirable behaviors with desirable behavior.
- ❖ Behavior modification is a treatment approach which is focused on changing behavior.

Behavior modification process

1. Identification of critical behavior
2. Measurement of behaviors
3. Functional analysis of behavior
4. Development of intervention strategy
5. Evaluating performance improvement

1. Identification of critical behavior

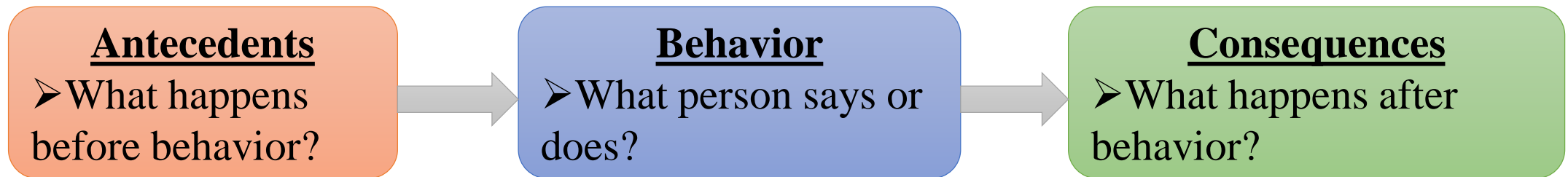
- ❖ Critical behaviors are identified through discussion with related employee and his immediate superior.
- ❖ A behavior audit is conducted to analysis each job. Job analysis techniques are used.
- ❖ The manager needs to identify behavior that is desirable or undesirable for organizational performance.

2. Measurement of behavior

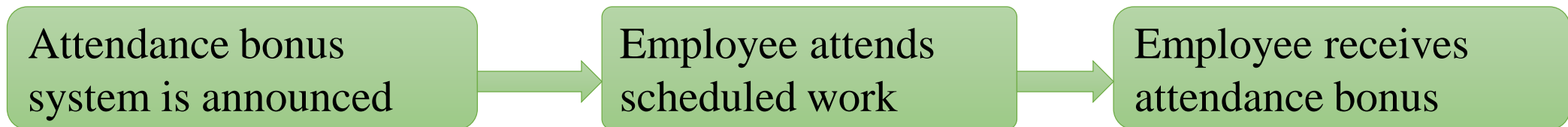
- ❖ It is concerned with the collection of performance data, before, during, and after introduction of behavior modification program.
- ❖ It helps the manager to analyze behavior related information in systematic manner.

3. Functional analysis of behavior

- ❖ This step is concerned to analyze the patterns of continued behavior that requires modification.
- ❖ It identifies existing consequences of performance.
- ❖ ABC analysis is performed for functional analysis.



Examples:



4. Development of intervention strategy

- ❖ Intervention strategy is used to strengthen desirable performance behaviors and weaken undesirable behaviors.
- ❖ For this purpose many strategies can be used such as positive reinforcements, negative reinforcements, extinction, and punishment.

5. Evaluating performance improvement

- ❖ The purpose of evaluation is done to ensure that the intervention strategy lead to performance improvement.
- ❖ The impact of behavior modification on performance is also evaluated.
- ❖ The use of behavior modification is to improve on employee productivity, reduce absenteeism and lateness, reduce accident rates, improve employee discipline, and develop training programs.

Techniques of behavior modification

1. Positive reinforcement
2. Negative reinforcement
3. Punishment
4. Extinction

- Reinforcement states that individual's behavior is determined by its consequences.
- individual's behavior with positive consequences tends to be repeated, but individual's behavior with negative consequences tends not to be repeated.

1. Positive Reinforcement

- ❖ This is the process of getting a pleasant event as a result of behavior.
- ❖ Positive reinforcement followed by positive consequences (manager praises the employees)

2. Negative Reinforcement

- ❖ It is results from removal of an unpleasant event following some behavior.
- ❖ Positive behavior followed by removal of negative consequences (manager stops nagging the employees)

3. Punishment

- ❖ This is the process of receiving an unpleasant event, punished as a result of behavior.
- ❖ Negative behavior followed by negative consequences (manager demotes the employees)

4. Extinction (stops existing situation)

- ❖ This is the process of not getting a pleasant event as a result of behavior.
- ❖ Negative behavior followed by removal of positive consequences (manager ignores the behavior)

Thank you