Preliminary Study on Psychological Behavior of Urban Visual Management*

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ABSTRACT: As the society changes quickly, the cultural communication is transforming from language-based to visual-based, which also promotes the formation of urban visual management. The aim of the study is to provide a scientific theory for urban visual management. Based on the theory of management psychology and cognitive psychology, the interdisciplinary method is used in the research to discuss the potential and feasibility of urban visual management from the perspective of psychological behavior representation and management visualization. And it also comes to the conclusion that the behavior management form includes cognitive management of individual behavior, motivation management of group behavior, and structural management of organizational behavior.

KEYWORD: Visual Management; Psychological Behavior; Cognitive Management; Motivation Management; Structural Management

German philosopher Martin Heidegger predicted that "the world is conceived and grasped as image". [1] With the advent of Reading Pictures, information dissemination in graphical and visual form has become an irreversible trend, boosting the formation of urban visual management philosophy. Urban visual management is an unconventional, indirect and unrestrained way of management. It is to manage by regulating and controlling the visual elements through specific visual symbols (like graphics, color or text). American management expert Koontz once said "Human behavior is not a simple thing, and it must be seen as a system of individual variable and some important motivating factor interacting with each other."[2] In management activities, individuals, groups and organizations constitute the main actors, which form an interdependent and mutually affected system, and affecting the management of urban visual guide because of its internal mechanism.

1 INDIVIDUAL BEHAVIOR AND COGNITIVE MANAGEMENT

The individual is an important concept in philosophy category which refers to different and living person in terms of social status, ability and functions in certain social relation. Individuals in urban management refer to the management objects, including urban residents, investors and tourists. Standardization of individual behavior can help public activities be more adaptive to urban strategic changes and urban management changes, creating humane behavior in line with the law of physical space.

1.1 Individual behavior and perception

Individual behavior and behavioral activity is based on reality perception. Famous Austrian psychoanalyst Sigmund Freud proposed three personality structures: Id, ego and superego. He said: "I am a creature of the 'I', based on instinct and action; the self is the real 'I', in accordance with the requirements of real action; superego is ideal for 'I', and act according to moral principle."[3] Personality structure theory proved that the instinctive energy driving individual behavior is rooted in biological and cognitive needs. Among the factors influencing individual behavior, perception is the basis. The flow and configuration of cognitive demand in personality structure directly influences the result of individual behavior.

Perception is the process of understanding environment objects and events. On visual perception, when individual is stimulated by visual information, the brain will form a perception of

stimulus factors. Afterwards, based on past knowledge and experience, people would respond to stimuli, resulting in behavior. Clearly, visual perception is not only limited to the objective things, but also affected by subjective consciousness. That is, perception has active selectivity. Among the various visual information, people will analyze perception or do consciousness construction based on their own needs and goals to choose what they are interested in. [4] In addition, the perception also has the function of wholeness and memory. In the repeated stimulation of the visual image, the human brain will form an overall impression and memory of visual objects. The active selectivity, the function of wholeness and memory of perception works upon people's visual organs through visual and perceptual elements (like color, graphics, or text), thus forming visual identity and memory and ultimately influencing the psychological mechanism of the management subjects and individual behavior.

1.2 *Cognitive control and adjustment*

Cognitive management is a creative activity which controls and adjusts cognitive factors and influences individual behavior. Management objects are cognitive factors, including color, graphics and other visual symbols. As a carrier or a tool of urban visual information management, visual symbols can connect urban individuals with activities organically. And through visual recognition and memory, it can achieve the standard management of individual behavior. In urban visual management, cognitive management is mainly based on cognitive factors that influence individual behavior: First, to regulate specific visual identifying elements (like icons, symbols); second, to adjust individual's emotional demand and improve individual's visual appreciation that accommodates with urban management.

For example, in urban visual guide system, visual guide is a typical individual behavior conduct system in urban visual management. By properly controlling color, shape, size and other visual elements as well as the structural elements, visual language symbols are used as elements of management to control and regulate individual behavior. While visual information attracting the attention of individuals, it will also arouse individuals' psychological perception by the accumulation of visual experience. Thus it can carry on the assignment of righteousness and generate concept symbol. Under repeated stimulus by the same visual image, the brain will identify with the perception object, strengthening visual memory and experience, which in turn guide the individual consciously observe public order, and ultimately achieve management objective. In short, the cognitive management reconstructs a visual perception order, which standardized identifying features of visual management semantics, while regulating individual behavior and urban order. In urban management, promoting cognitive management form can accelerate the spread of management semantics and guide individual behavior to live in harmony with the environment direction.

2 GROUP BEHAVIOR AND MOTIVATION MANAGEMENT

The group refers to the combination of two or more interdependent individuals achieving common goals, such as family, race and social class. [5] The concept of urban group refers to social community sharing the same value like enterprises, official departments and organizations. Group behavior is the aggregate of individual behaviors, reflecting the motivation target of different cultural backgrounds. So giving them a rational analysis will contribute to a deeper understanding of different aspects of urban culture, adapt values of urban groups.

2.1 *Group behavior and motivation*

Motivation has the functions of inspiring, orienting, maintaining and regulating. It forms the internal force for group behavior, affecting the direction, intensity and consistency of behavior. In dialectical analysis, motivation has been dominated and restricted by value while value, once internalized, can gain momentum, becoming the motivation for action. Or that, only the value that is considered desirable can be converted motivation, and can be a target guiding group behavior.

Value is the overall evaluation to the meaning and importance of objects as well as the value guidelines that dominate and adjust group behavior. [6] On one hand, urban group's values represent value orientation and value pursuit of the city, which condenses into urban development value goals. On the other hand, it represents the value measure and criterion, which becomes the evaluation standard and code of conduct to judge. [7] Motive targets that are based on correct, positive and healthy values can effectively guide the group behavior to realize the standardized management of urban public order; Otherwise it will interfere or obstruct the accuracy of social cognition and judgment, resulting in group polarization and myths. Standard manage group behavior, therefore, need to use value rationality to appropriately guide and adjust motivation so as to keep motivation at the appropriate level and provide a better atmosphere and the source of power for groups of visual management.

2.2 *Motivation stimulation and adjustment*

Motivation management achieves motivation inspiring and object regulating by accommodating the value of groups. Through the visualization of value system, group value is directed and group value appreciation is gained, thus building a benign Eco-environment of visual management. American cities scientist R.E.Parker said: "City is a state of mind, the overall composition of various rituals and traditions." [8] The connotation of city image includes both specific physical form and abstract values form. As a carrier of urban connotation meaning, visual symbols can construct internal relations between audience psychologies and visual basic structure. The values can be passed to the group by visual media, so as to stimulate the psychological motivation and promote the group behavior forward in a particular direction.

Corporate image management is a typical visual management system. Corporate image carries the spirit of enterprise philosophy, values and other abstract semantics and regulates corporate behavior in a particular visual symbol form. Through the enterprise visual symbol, people will get an overall impression of the enterprise, which in turn produce behavior. Corporate image will not only help to enhance the interaction of management activities, but also ensure the management efficiency. Managers can materialize the urban culture ideas into visual codes of conduct, effectively regulating group behavior to achieve urban behavior image. In addition, due to the different stages of urban development, group's biological, psychological, and cultural and other factors change in along with the social development constantly, as well as the group values and motivations accordingly. Thus, motivation not only needs stimulation, but also needs appropriate adjustment. Urban visual symbols should be set from a perspective of history and culture and consider the audience's visual experience. Overall, the motivation management not only helps to regulate the group behavior but also update the motivation.

3 ORGANIZATION BEHAVIOR AND STRUCTURAL MANAGEMENT

Organization means agencies collaborate to achieve the specific goals of the formation. It is in a dominant position in the management of situations, dominating and coordinating with groups and individual behavior, such as government agencies. Organizational behavior is a conscious and oriented systematic management activity. And it is a reflection of organization management energy efficiency. Scientific and rational organizational behavior helps coordinate the city's emotional awareness of individuals, groups and organizations to inspire members' initiative, enthusiasm and creativity to improve the operational efficiency of the organization.

3.1 *Organizational behavior and organizational structure*

Organizational structure is the basic framework, and is the collaboration mechanism based on target management. American management expert Robbins said: "The organizational structure defines the form that the organization decomposes, combines and coordinates the work task. The organizational structure influences and constrains people behavior in one organization" [9] Organizational structure reconstruction organizational behavior recognition elements through visual forms to intervene and control organizational behavior.

Organization structure also is the visual form of organizational behavior, and set up the operating mechanism for visual management. Professor Robbins said: "Just as the human body is determined by bone like tissue structure is determined by its shape." Organizational structure reflects the basic shape and operation of the organization. Organizational structure is an important mechanism for linking organizational behavior and organizational innovation and competitiveness. Through the construction and improvement of the organization structure, make the urban individuals, groups and organizations in the management process of harmonious development, so as to realize the stable of organization and management efficiency improvement.

3.2 *Structural management*

Structural management is to regulate organizational behavior in form of organizational structure. In urban visual management, individual, group and organizational behavior are not only the main behavior objects, they are also interdependent and affecting each other.

From the point of structure form, the organizational structure of urban visual management is a top-down form. The elements within the organization are independent and cooperating, and bearing corresponding responsibility for common goals. [10] From the management level, it is a two-level structure of government macro-management and the micro-management of corporate organizations and social organizations. [11] The first level of management is the government organization. Government, as the main urban management, by developing scientific, rational policy, can effectively guide and regulate the development direction of organizational behavior. The second level is the business and social organizations. As a main factor contributing to city

image, companies, through the formation of corporate behavior which fosters corporate brand image, can help elevate city brand equity and enhance city's image. With the coordination of government organizations, enterprises and social organizations, the spirit of city can be displayed in its behavior and be shown as a good image of the city. From the systematic structure, it is a three-dimensional visual management system structure with urban image, environment and public services. As a carrier of urban spirit, the urban image visual management system can enhance a city's cohesion and solidarity through the city's image itself, leading the audience make behavioral choices in favor of urban development. Urban environmental visual management system guides people's behavior mainly in the hands of visual control to objects. Urban public service visual management, through effective visual communication of public service information, affects mental and physical urban audience and public order. The relation between the above subsystems is independent and mutually unity, interrelated and mutually reinforcing.

In summary, under the background of quick changes in society, the urban management form from language-leading to visual-leading has become irreversible. Urban visual management influences individual's physiological and psychological mechanism by controlling and adjusting the cognitive factors, effectively guiding the individual behavior in harmony with the environment in the direction of development; By regulating the motivation goals in the rational use of value to achieve standardized management of group behavior and characterization of urban behavior image; By constituting the operation mechanism through organizational structure and system structure to influence organizational behavior orientation. Thus, an independent and interdependent system is formed, which affects the urban visual management

effectiveness. At present, the research on visual management is just on early stage, and many problems still haven't achieve final conclusion, therefore it still needs us to further explore and discuss.

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