

## **Motivation**

**Motivation**: A process that energizes, guides and maintains behavior toward meeting specific goals or needs ([page 345](#)).

Emotions are a primary source of motivation. Theories of motivation have four basic qualities ([page 345](#)).

- (1) Motivation activate behavior--it stimulates you to do something.
- (2) Motivation is directive--it guides your behavior toward meeting specific goals or needs.
- (3) Motivation helps you sustain behavior until you achieve your goals or satisfy your needs.
- (4) Motivations differ in strength.

## Motivation

Our motives and reasons for doing things make a difference.

In the research on prejudice:

- Those who attend church with extrinsic motives (meet people, socialize, etc.) rate higher on prejudicial attitudes.
- Atheists and those who attend church for intrinsic motives (search for knowledge and understanding, religious fulfillment, etc.) rate lower on prejudicial attitudes.

In the research on creativity:

- People who are intrinsically motivated, are more likely to
  - be creative,
  - achieve more,
  - and develop expertise.
- People who are extrinsically motivated (reinforcements are external to the individual—money), are less likely to be creative.



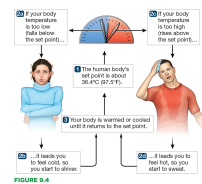
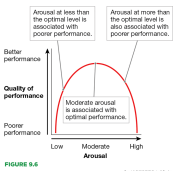
The research on achievement motivation

- Those who strive to learn as much as they can are more likely to succeed in college than those who are motivated to avoid looking bad.

# Many Factors Influence Motivation

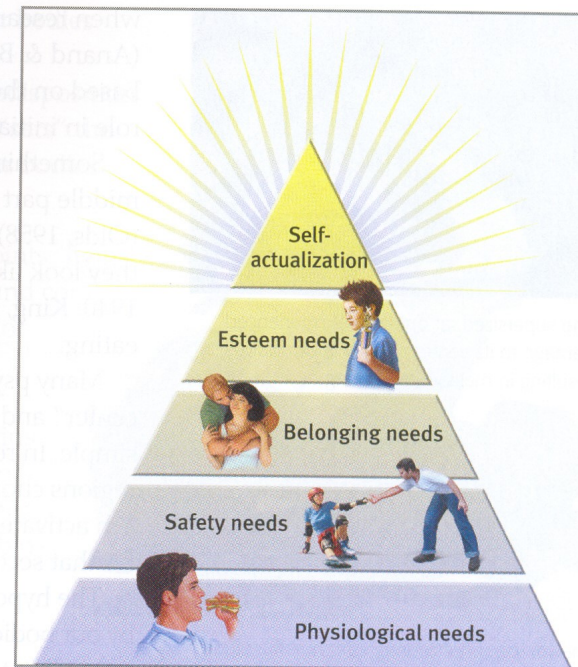
**TABLE 9.1 Factors That Motivate Behavior**

Factor	Description	Example
<b>Satisfaction of needs</b>	A need is a state of biological or social deficiency that motivates a person to engage in behaviors that help satisfy the need.	Your job does not pay enough money to guarantee that you can pay for housing and food for your family. You take a second job to help pay the bills.
<b>Drive reduction</b>	A drive is a psychological state that motivates behaviors that will satisfy a certain need. When the need is satisfied, the drive is reduced.	You feel very cold in your apartment. This feeling creates a drive that motivates you to put on a sweater to satisfy your need for warmth. Once you feel warmed, the drive is reduced.
<b>Optimal level of arousal</b>	Each person has an optimal level of arousal, somewhere from low to high. People are motivated to engage in behaviors that fit with their preferred level of arousal.	Preferring calmness, you stay in and watch movies in the evening. Preferring excitement, your roommate goes out to clubs at night.
<b>Pleasure principle</b>	The pleasure principle says that people are motivated to engage in behaviors that make them feel good and to avoid behaviors that cause them pain.	You are completely full after dinner. You order the flourless chocolate cake anyway because you know how good it will taste.
<b>Incentives</b>	Incentives are external objects or goals that motivate behaviors.	Knowing you can win the tennis championship is a good incentive that motivates you to practice often.



## Satisfaction of Needs

A need is a state of deficiency that can be either biological or social. Needs make people behave in a goal directed way ([page 344](#)). Abraham Maslow, proposed a needs motivational theory. We are motivated to satisfy our physiological needs at the bottom of the hierarchy before we are motivated to satisfy the other needs higher in the hierarchy.



## Satisfaction of Needs

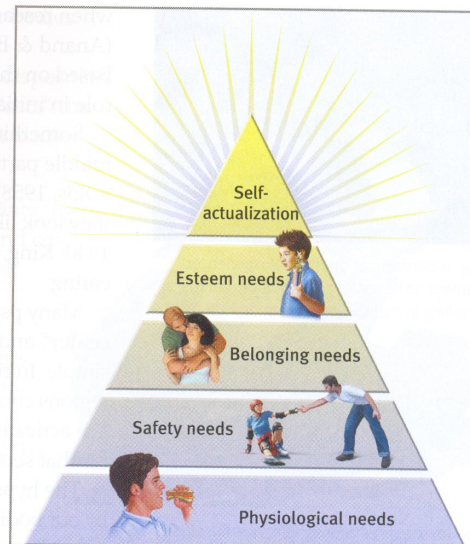
<p><b>Figure 8.2</b> Hockenbury/Nolan, <i>Psychology</i>, 8e, © 2018 Worth Publishers (left bottom) Pat Wellenbach/AP Images, (top left) happymay/Shutterstock, (left right) Yuri Arcurs/Alamy, (right middle) Fancy/Veer/Corbis/ Getty Images, (bottom right) Fusae/Getty Images SOURCE: Research from Maslow (1970).</p>	<b>Maslow's Characteristics of Self-Actualized People</b>	
	Realism and acceptance	Self-actualized people have accurate perceptions of themselves, others, and external reality. They easily accept themselves and others as they are.
	Spontaneity	Self-actualized people are spontaneous, natural and open in their behavior and thoughts. However, they can easily conform to conventional rules and expectations when situations demand such behavior.
	Autonomy	Although they accept and enjoy other people, self-actualized individuals have a strong need for privacy and independence. They focus on their own potential and development rather than on the opinions of others.
	Continued freshness of appreciation	Self-actualized people continue to appreciate the simple pleasures of appreciation of life with awe and wonder.
Peak experiences	Self-actualized people common have <i>peak experiences</i> , or moments of intense ecstasy, wonder and awe during which their sense of self is lost or transcended. The self-actualized person may feel transformed and strengthened by these peak experiences.	

## Satisfaction of Needs

Generally, safety needs refer to feeling safe from physical harm. However, if you look at safety needs as being free from fear, fear can arise from many sources. It is the fear that keep us from becoming self-actualized, rather than having our safety needs met.

For example we may have a

- fear of not belonging,
- fear of reduced self-esteem (e.g. losing your job). You can be more at risk if your self-esteem is based on a limit number of areas, or
- fear your culture will change.



## **Satisfaction of Needs**

Like many concepts in the humanistic perspective, many of Maslow's concepts are hard to define and assess.

One attempt found

College men and women who scored higher on a test of self-actualization were:

- more likely to report being truly in love with at least one other person during the past three years than students who scored lower. Those who scored lower reported not having been intimately involved with anyone.
- less resentful to their former lovers than those who were lower in self-actualizing when their relationship had broken up.

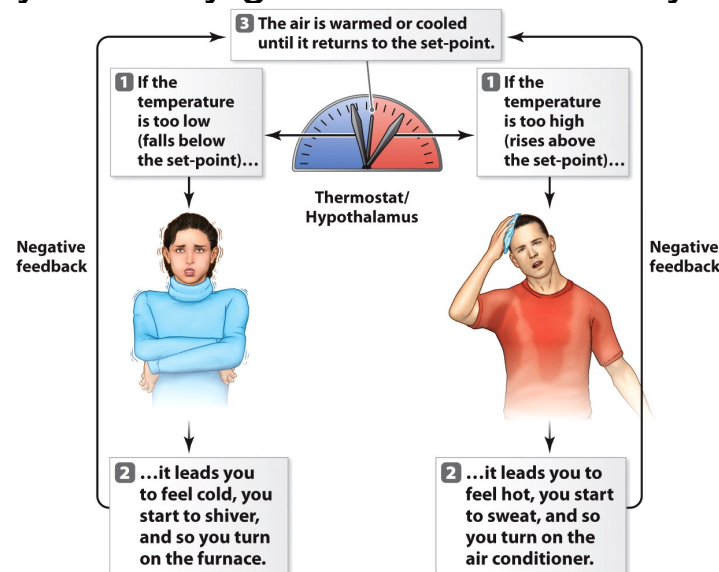
## Drive Reduction

Drive: A psychological state that creates arousal and motivates behaviors to satisfy a need.

Our body's biological systems are delicately balanced to ensure survival. Homeostasis is a state of internal physiological equilibrium that the body strives to maintain.

For example,

- when you are hot, your body automatically tries to cool itself by perspiring.
- when you are cold, your body generates warmth by shivering.





## Drive Reduction

Physiological disruptions in homeostasis produce drives. These drives are states of internal tension that motivate an organism to reduce this tension.

Behavior is motivated by the desire to reduce internal tension caused by unmet biological needs, such as hunger and thirst.

These unmet biological needs “drive” us to behave in certain ways to ensure survival. Drives such as hunger and thirst arise from tissue deficits.

- When we are hungry, there is physiological arousal, we are driven to eat.
- When we are thirsty, there is physiological arousal, we are driven to drink.



Brand X Pictures/Getty Images



## Drive Theories



Brand X Pictures/Getty Images



When a particular behavior reduces a drive, the behavior becomes negatively reinforced when the same need state arises again.

Where else have we heard the concept of homeostasis before?

## Optimal Arousal and Performance

Arousal is brain activity or autonomic nervous system activity. Arousal theories are based on the observation that people find both very high levels of arousal and very low levels of arousal quite unpleasant.

- When arousal is too low, we become motivated to increase arousal by seeking stimulating experiences.
- When arousal is too high, we become motivated to reduce arousal by seeking a less stimulating environment.

People are motivated to maintain an optimal level of arousal—one which is neither too high nor too low.

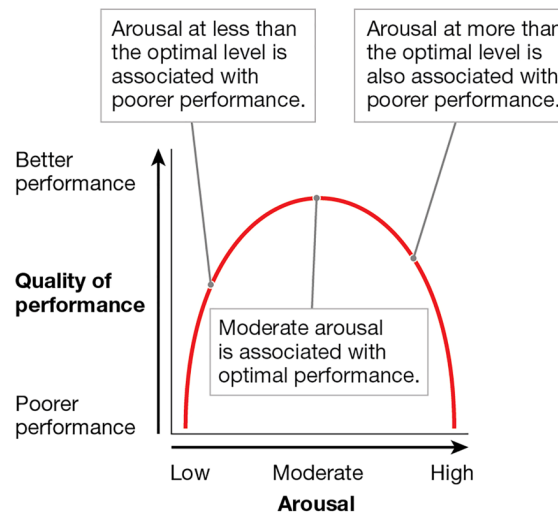


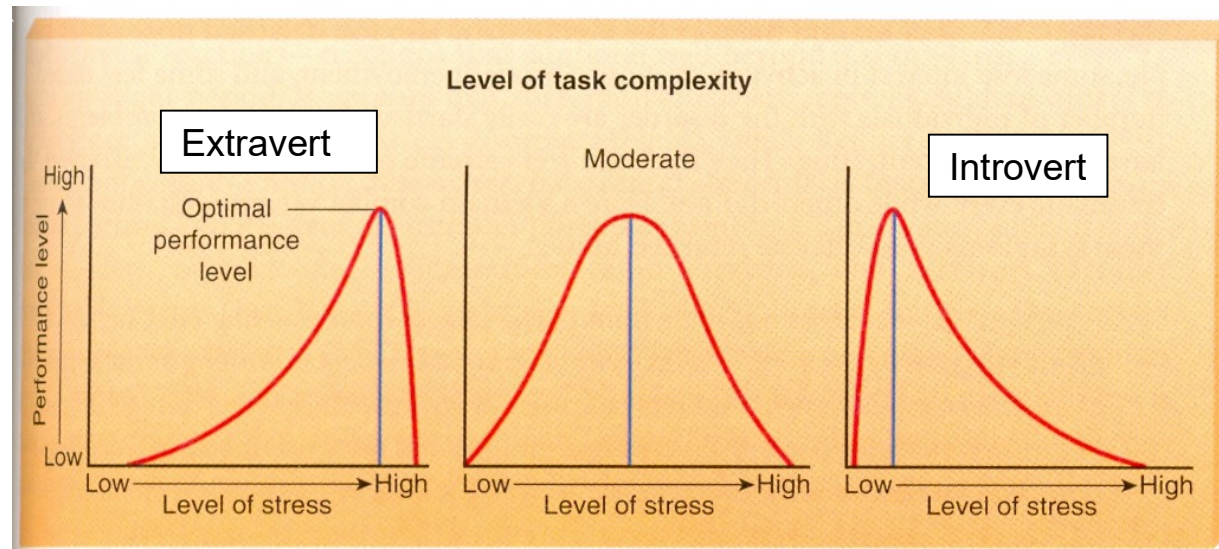
FIGURE 9.6

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## Arousal Theory link to Personality Introversion and Extraversion

In general, extraverts have a less sensitive nervous system than introverts.



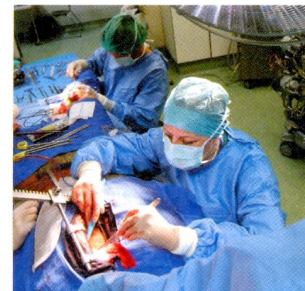
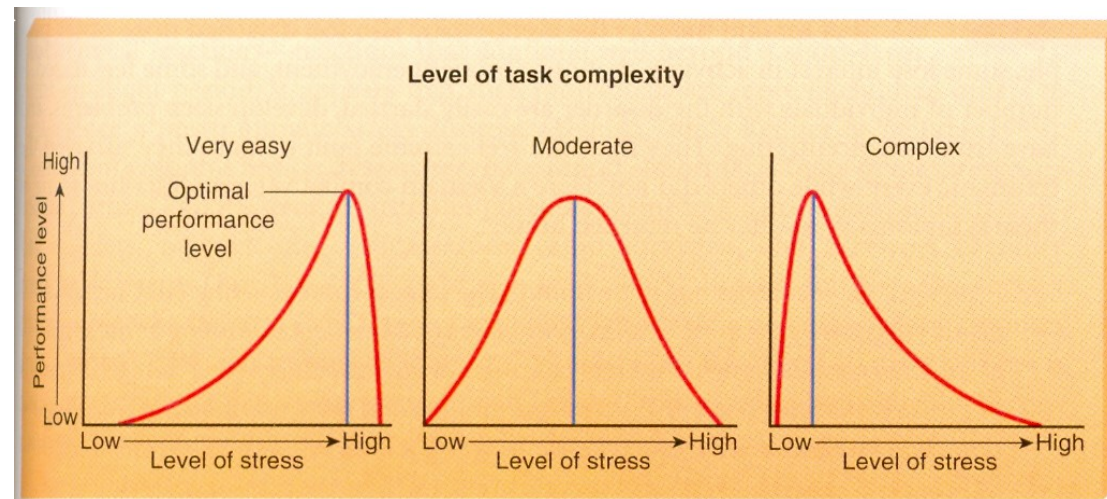
Since extravert's nervous system is less sensitive, they need more stimulation than introverts to be at their optimal level. This can mean surrounding themselves and interacting with more people.

In addition, extraverts tend to have an approach motivation (motivated by reinforcements). Introverts tend to have an avoidance motivation (avoiding punishments and/or negative consequences).

## Arousal Theories

### Arousal and Task Complexity

For easy tasks that are more automatic and well practiced, arousal and stress enhance performance, while for difficult tasks that require conscious effort, arousal and stress impair performance.



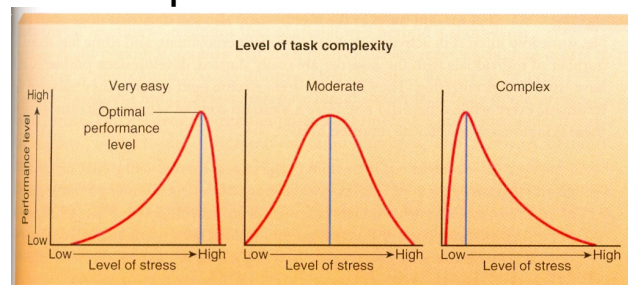
## Arousal Theories and Performance

What are the implications of arousal theories?

In February 2009, after takeoff from New York's LaGuardia airport, US Airways flight 1549 had both engines failed due to a "bird strike". Unable to return to the airport due to low altitude and no engine power, the pilot, Chesley "Sully" Sullenberg, quickly looked for a place to land and chose to land on the Hudson River.



The stress (arousal) did not hamper his performance in landing the airplane because he was an experienced pilot.



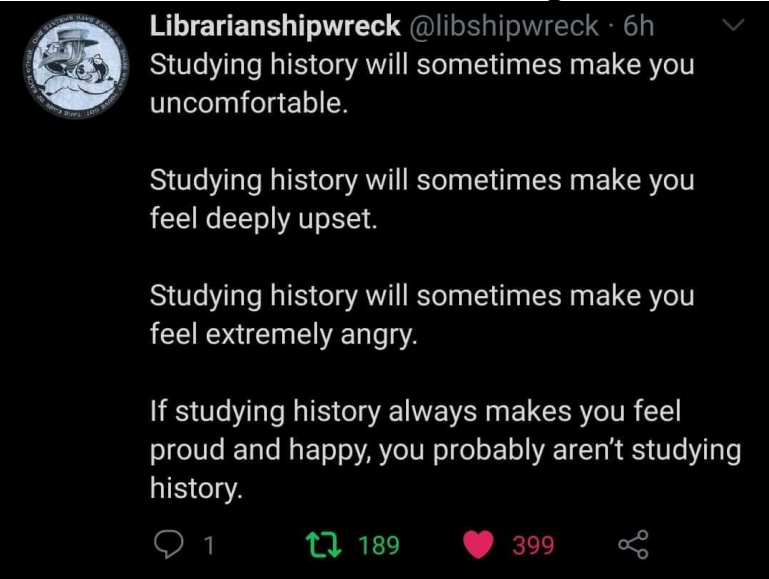
## **Arousal Theory, Social Perception and the Workplace**

I was at Burger King the other day around noon. The person taking lunch orders appeared to be very "stressed out", made several mistakes and was having a hard time dealing with the mistakes. I'm glad I managed to get my order in so I don't have to wait in line like all those other people. She said, "I normally do not take the orders, but work in the back." I quickly thought to myself, "What an incompetent person—she's messing everything up. It's a good thing I am not that incompetent. Even if I make mistakes, it is because someone isn't doing their job".

- Where is the example of arousal theory?
- What are the implications for training regarding arousal theory?

## Pleasure Seeking (and Pain Avoidance)

We are motivated to seek pleasure (what makes us feel good) and avoid pain (what makes us feel bad). Seeking pleasure and avoiding pain can have advantages that can promote survival, but can have disadvantages that keep us from learning.

Pleasure seeking	Pain Avoidance
 <p><b>Librarianshipwreck</b> @libshipwreck · 6h Studying history will sometimes make you uncomfortable.</p> <p>Studying history will sometimes make you feel deeply upset.</p> <p>Studying history will sometimes make you feel extremely angry.</p> <p>If studying history always makes you feel proud and happy, you probably aren't studying history.</p> <p>1 189 399</p>	



## Pleasure Seeking (and Pain Avoidance)

<b>Pleasure seeking</b>	<b>Pain Avoidance</b>
<p>Approaching what makes us feel good can facilitate survival by approaching people and situations that makes us feel safe such as our family and community.</p> <p>However, continually seeking what makes us feel good and comfortable can limit what we learn. Using the confirmation bias and belief-bias makes us feel good.</p>	<p>Avoiding what makes us feel bad can facilitate survival by keeping us safe by avoiding dangers such as hot deserts, cliffs and tigers.</p> <p>However, continually avoiding what is painful, anxiety and fear provoking can limit what we learn by avoiding safe risks or inconsistent information that challenges our beliefs discussing uncomfortable and contentious topics such as politics, religion, gender, or race that might make us change our beliefs.</p> <p>It can also keep us from accepting short-term pain to avoid worse problems in the future (e.g., visiting a dentist).</p>

## Pleasure Seeking (and Pain Avoidance)

There are instances in which pleasure seeking and pain avoidance may be maladaptive. Those with higher emotional intelligence may be able to recognize when pleasure seeking and pain avoidance is adaptive and maladaptive.

Pleasure seeking	Pain Avoidance
<p>Seeking what makes us feel good and comfortable</p> <ul style="list-style-type: none"> <li>• Confirmation bias</li> <li>• Belief-bias</li> <li>• Reinforcements</li> <li>• Affiliating with others               <ul style="list-style-type: none"> <li>○ Social relations</li> <li>○ A friend's affirmation</li> </ul> </li> <li>• Derogation of others to enhance our self-esteem (<b>not recommended</b>)</li> </ul>	<p>Avoiding anxiety and fear</p> <ul style="list-style-type: none"> <li>• The absence of affiliation               <ul style="list-style-type: none"> <li>○ Pandemic/Ice storm isolation</li> <li>○ <u>Cast Away</u></li> <li>○ <u>Umbrella Academy</u>, number 5</li> </ul> </li> <li>• Avoiding feedback</li> <li>• Avoiding new situations</li> <li>• Avoiding inconsistent information that might change your beliefs (learning the bad parts of history)</li> <li>• Fear of not having "enough" and hoard.</li> <li>• The intuitive moralist</li> </ul>

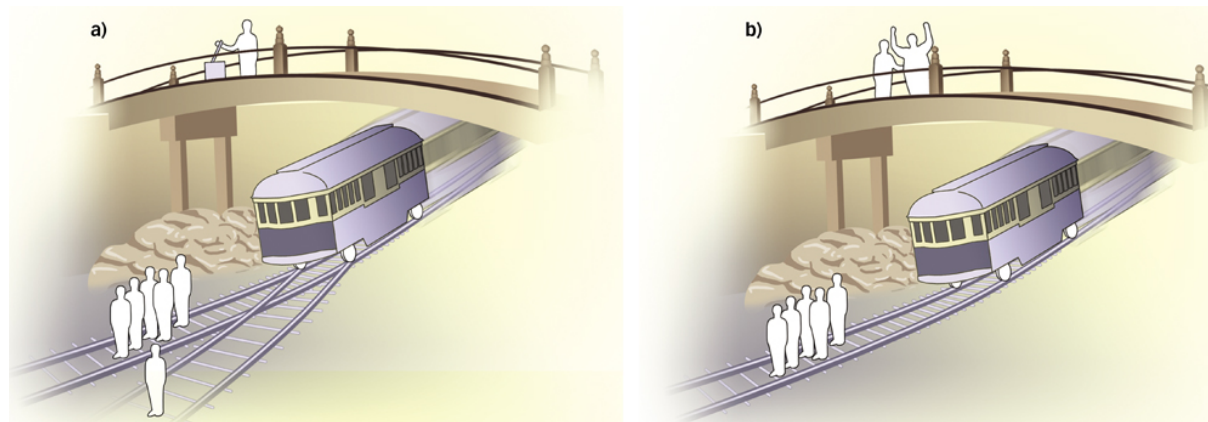
Gains and losses of equal magnitude tend to be experienced differently and  
Pleasure seeking and pain avoidance can be related to extraversion/introversion.

## Intuitive Moralist

Our decisions on what is moral and immoral might not be based on any abstract notion of right or wrong, but how we feel about an event.

There is a runaway train that is going to hit 5 people.

Participants find it acceptable that to pull a lever and redirect the train to another track where it will kill another person (picture a). However, participants also find it unacceptable to push a person into the train, saving the lives of the 5 people (picture b).



People essentially responded that the first situation (picture a) “feels right” where the second situation (picture b) “feels wrong”.

## Emotions and Dishonesty

Solve as many of 20 math problems in five minutes	Shred your work (it really wasn't shredded)	Report how many math problems solve		Receive <b>\$1</b> for each math problem solved	<b>The average reported 6, solved, the average solved 4</b>  <b>(Some lying)</b>
Solve as many of 20 math problems in five minutes	Shred your work (it really wasn't shredded)	Report how many math problems solve	<i>Receive a plastic token for each math problem solved</i>	Receive <b>\$1</b> for each <b>plastic token</b>	<b>The average reported 8, solved, the average solved 4</b>  <b>(more lying)</b>

<http://www.npr.org/2012/06/04/154287476/honest-truth-about-why-we-lie-cheat-and-steal>

## **Incentives (Reinforcement and Punishments) and Personality**

Both introverts and extroverts are motivated by reinforcements and punishments. However, extroverts are more sensitive to reinforcement and introverts are more sensitive to punishments.

## Incentives

Incentives are external objects or external goals rather than internal drives, that motivate behaviors. Behavior is motivated by the “pull” of external goals and rewards such as rewards, money or recognition.

\$\$



“You’ll get your fair share.  
Not no sad 7%”

- If we think we will be reinforced for the behavior, we are motivated to engage in that behavior.
- If we think we will be punished for the behavior, we are motivated to avoid that behavior.

Reinforcements \_\_\_\_\_ behavior  
Punishments \_\_\_\_\_ behavior

## Some Behaviors are Motivated for the Own Sake Intrinsic vs. Extrinsic Motivation



<b>Intrinsic motivation</b>	<b>Extrinsic motivation</b>
<p>The desire to perform an activity because of the value or pleasure associated with that activity rather than to achieve an external goal (<a href="#">page 349</a>).</p>	<p>The desire to perform an activity to achieve an external goal, such as receiving a reward (<a href="#">page 350</a>).</p>
<p>We engage in activities because we find them rewarding in of themselves.</p> <ul style="list-style-type: none"><li>• Neil Peart plays the drums and composes lyrics to songs because he finds it rewarding.</li><li>• TV shows that try to produce a good show.</li><li>• We help others because it is the right thing to do.</li></ul> <p>People tend to work harder when they are intrinsically motivated, they enjoy what they do more, and they do it more creatively.</p>	<p>We engage in activities because we find them leading to rewards.</p> <ul style="list-style-type: none"><li>• Sam plays in a band because it makes him money.</li><li>• TV shows that try to produce a show to get high ratings.</li><li>• We help others because it gives us fame and a promotion at work.</li></ul>



All motivation has elements of both intrinsic and extrinsic elements with varying degrees of each.