

Motivational Concepts



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Motivation

- Factors within and outside an organism that cause it to behave a certain way at a certain time
- Biological, emotional, cognitive, or social forces that activate and direct behavior.



Three Basic Characteristics of Motivation

- **Activation** is demonstrated by the initiation or production of behavior.
- **Persistence** is demonstrated by continued efforts or the determination to achieve a particular goal, often in the face of obstacles.
- **Intensity** is seen in the greater vigor of responding that usually accompanies motivated behavior

Theories of Motivation

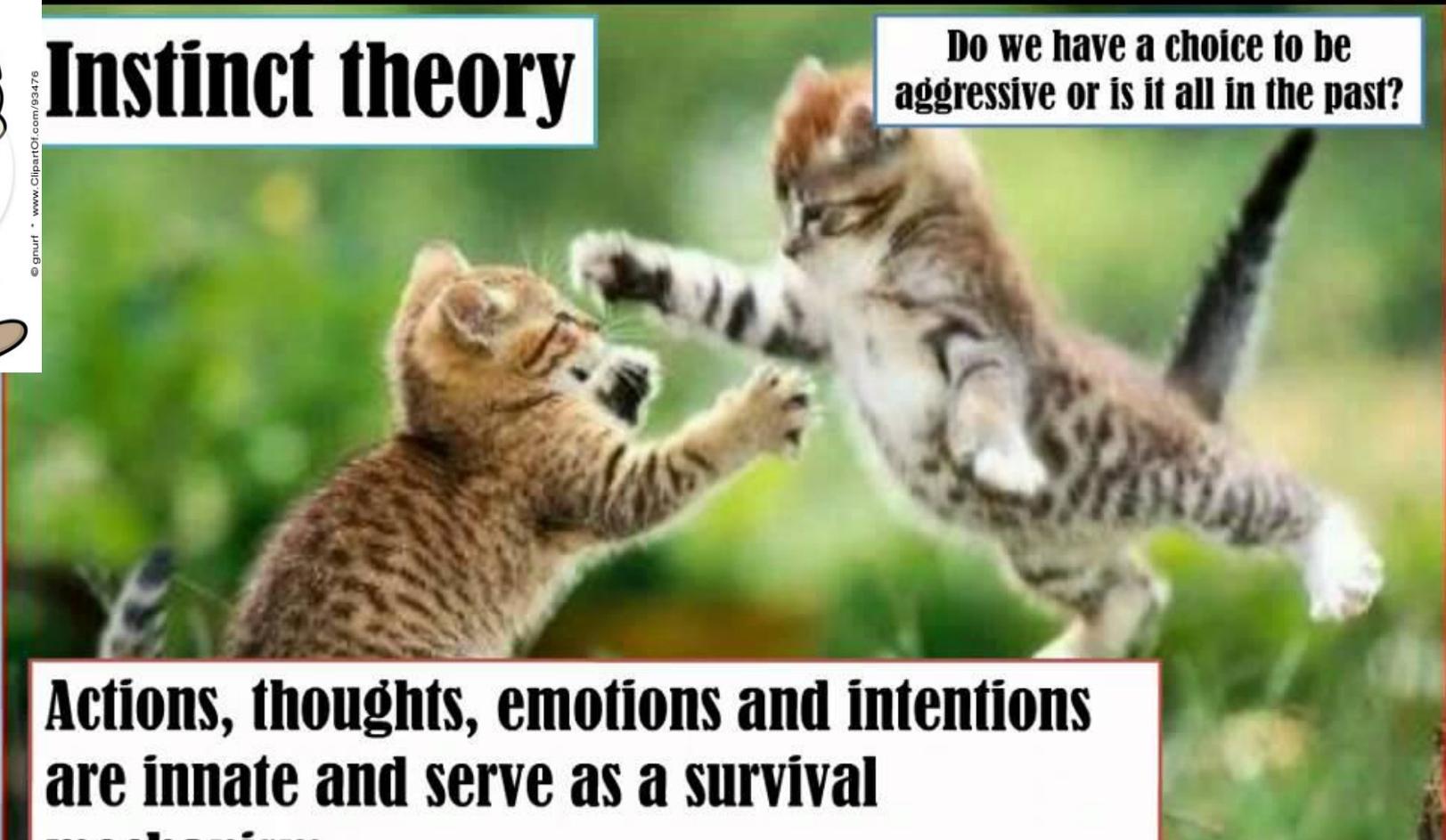
- *Instinct/Evolutionary* — motives are innate/inborn
- *Drive* — biological needs as motivation – push you to act
- *Incentive* — extrinsic things that pull behavior
- *Arousal* — people are motivated to maintain optimum level of arousal
- *Humanistic* — hierarchy of needs
- *Competence* - demonstrating competence and exercising control in a situation
- *Achievement* – directed toward excelling, succeeding, or outperforming others at some task



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Instinct theory

Do we have a choice to be aggressive or is it all in the past?



Actions, thoughts, emotions and intentions are innate and serve as a survival mechanism.



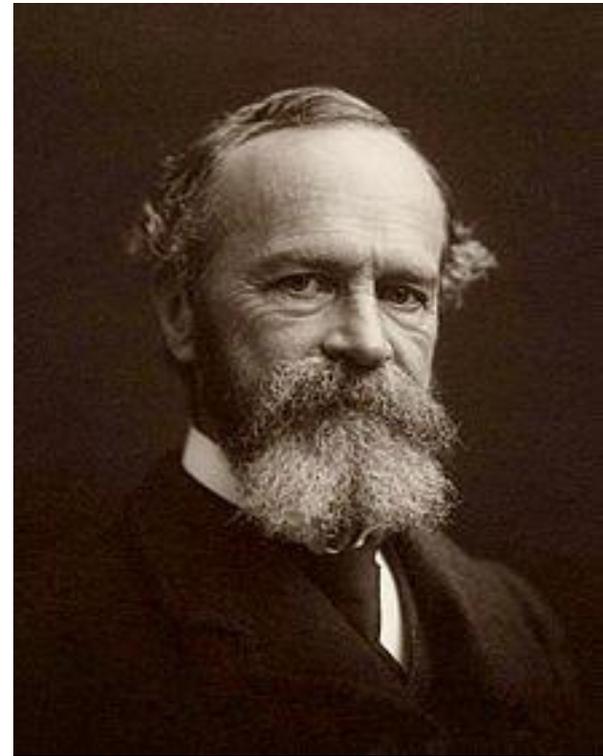
Instinct/Evolutionary Theory

- Certain human behaviors are innate and due to evolutionary programming
- Instinct - A complex, inherited, unlearned behavior that is rigidly patterned throughout a species
- Instincts are triggered by external forces
- Instincts are unlearned & aid in the species' survival
- Animals display automatic and innate behavior patterns called **fixed action patterns to environmental stimuli**
- Criticism: Instinct theories merely describe and label behaviors rather than actually explaining them.
- Evolutionary Psych assumes these behaviors are in our genes.

Table 8.1

James's List of Human Instincts

Attachment	Resentment
Fear	Curiosity
Disgust	Shyness
Rivalry	Sociability
Greediness	Bashfulness
Suspicion	Secretiveness
Hunting	Cleanliness
Play	Modesty
Shame	Love
Anger	Parental Love



William James listed 37 instincts.

Drive-Reduction Theory

- Organism feels tension created by imbalances
- “Pushes” an organism to restore the balance, typically reducing the drive and restoring homeostasis
- Part of drive-reduction theory

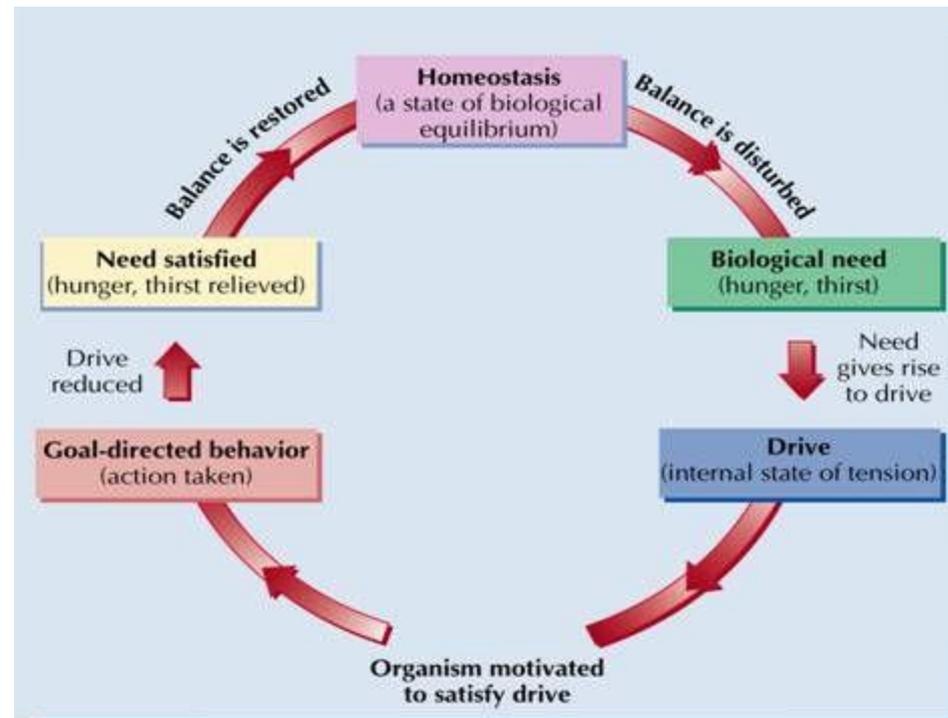


Drive-Reduction Theory

- The idea that a physiological need creates an aroused tension state (a drive) that motivates an organism to satisfy the need & return to homeostasis
- Eating and drinking are examples of drive-reducing behaviors.
- If you are cold, you would be *driven* or *pushed* to put on a coat to warm-up. If you shiver, that would be an instinctual behavior.
- Criticism: Can't explain why people often engage in behaviors that serve to increase tension and physiological arousal

Drives as Tissue Needs

- Homeostasis—the constancy of internal conditions that the body must actively maintain
- Drives may be due to an upset in homeostasis, inducing behavior to correct the imbalance
- Animals do behave in accordance with their tissue needs (e.g., increasing or decreasing caloric intake, drive for salt)
- However, homeostasis cannot explain all drives



Incentive Theories

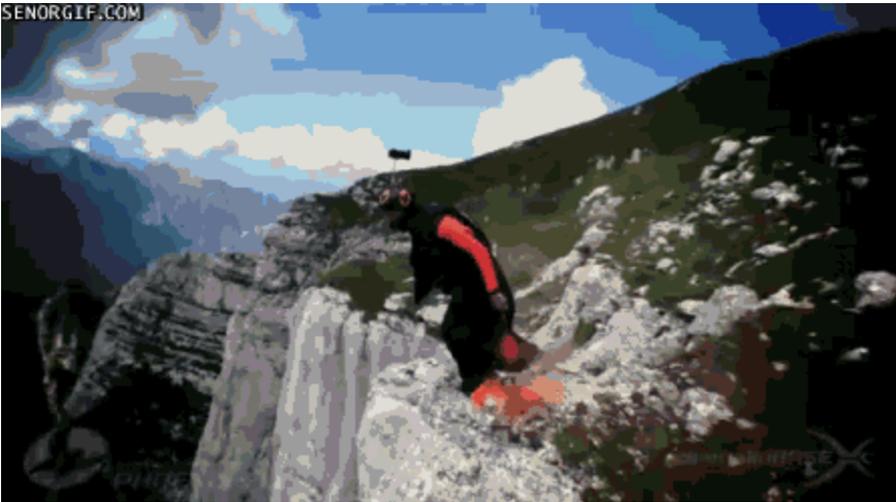
External Rewards as Motivators



Incentive Theory

- Behavior motivated by the “pull” of external goals, such as rewards, money and recognition.
- Drew heavily from well-established learning principles, such as *reinforcement*, and the work of learning theorists, such as Pavlov, Watson, Skinner, and Tolman.
- Tolman also stressed the importance of cognitive factors in learning and motivation, especially the *expectation* that a particular behavior will lead to a particular goal.
- Criticism: Fails to explain behaviors that are not primarily motivated by any kind of external incentive

Optimal Arousal Theory



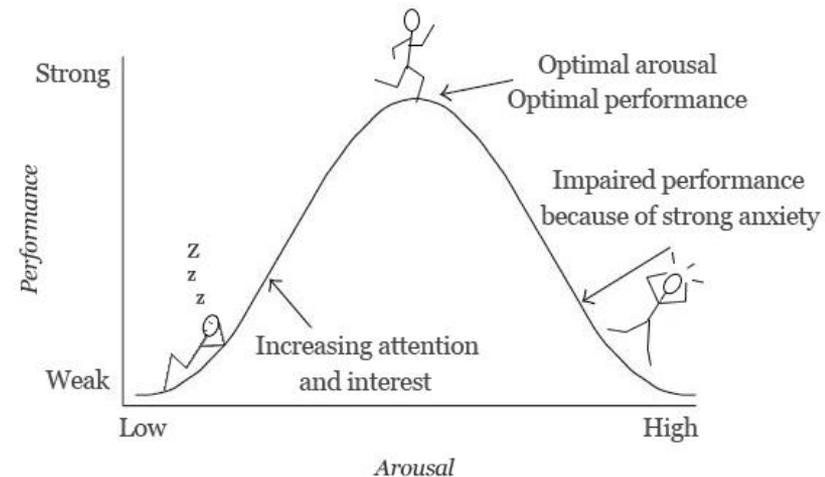
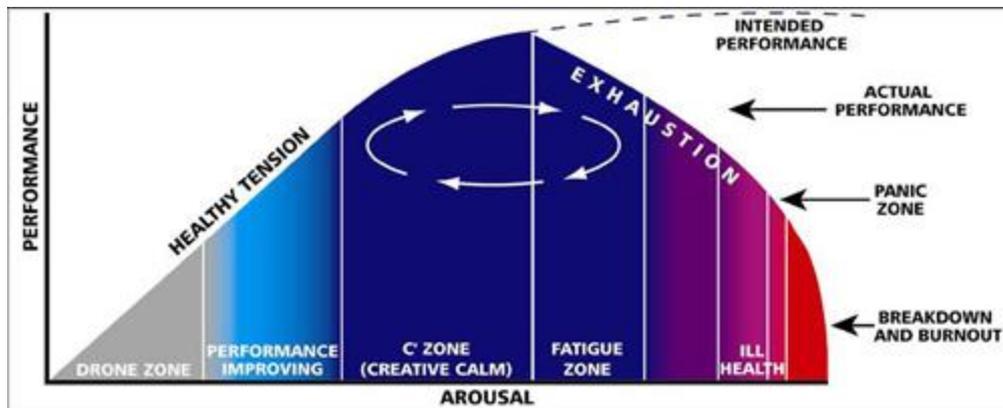
Optimal Arousal Theory

- Levels of alertness and responsiveness
- People are motivated to maintain an optimum level of arousal—neither too high nor too low
- Curiosity motive—helps us understand our environment –
 - Helps explain the power of a negative suggestion

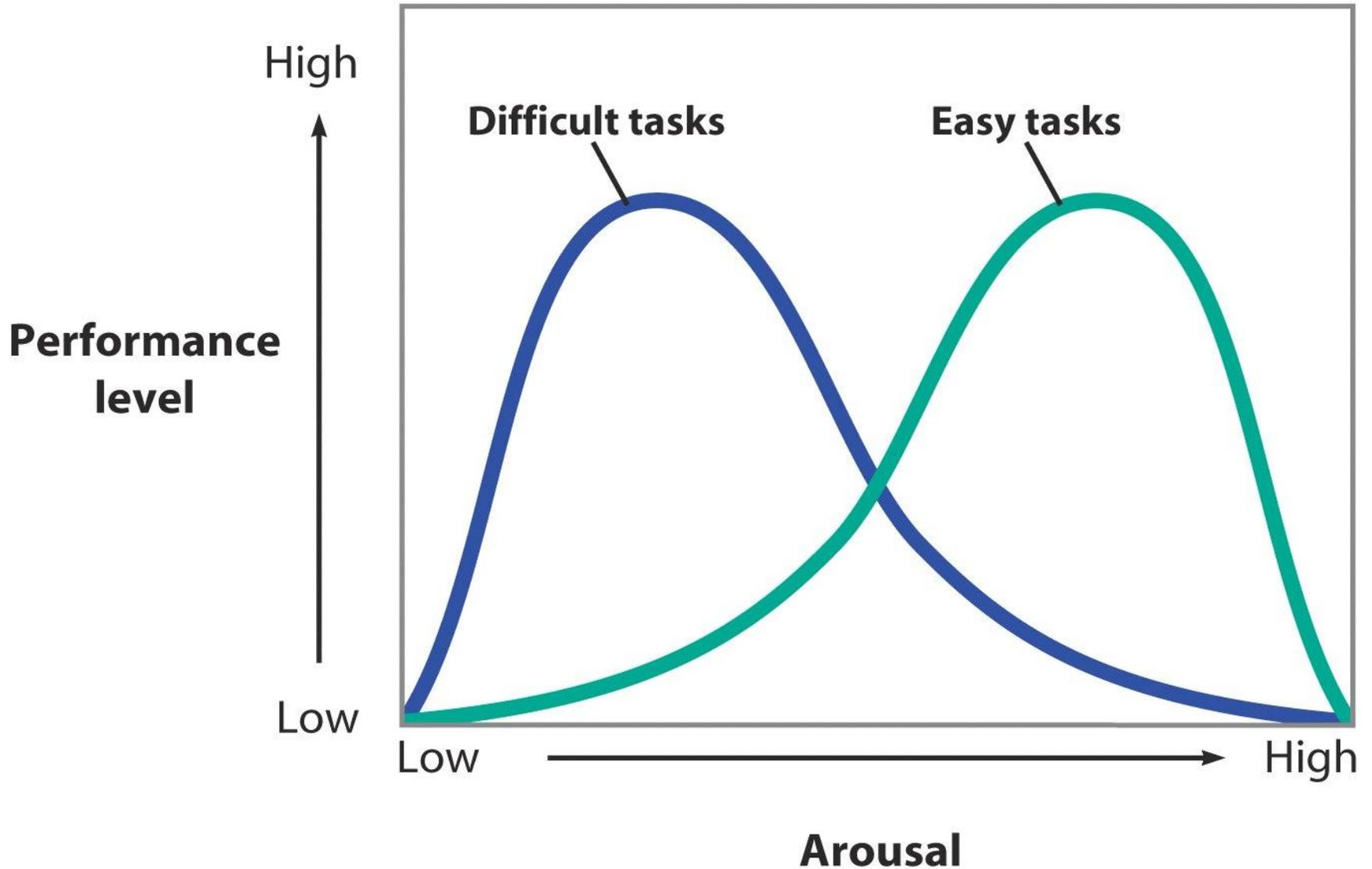


Yerkes-Dodson Law

- The theory that a degree of psychological arousal helps performance, but only up to a certain point
- Optimum level of arousal depends on the difficulty of the task.
- Each person has an optimum level of stimulation they like to maintain.
- How does this apply to sports?



Yerkes-Dodson Law



Sensation Seeking

A person high in sensation seeking tends to look for exciting (and sometimes risky) activities

A person who does this...



Humanistic Theory



Maslow's Hierarchy of Needs

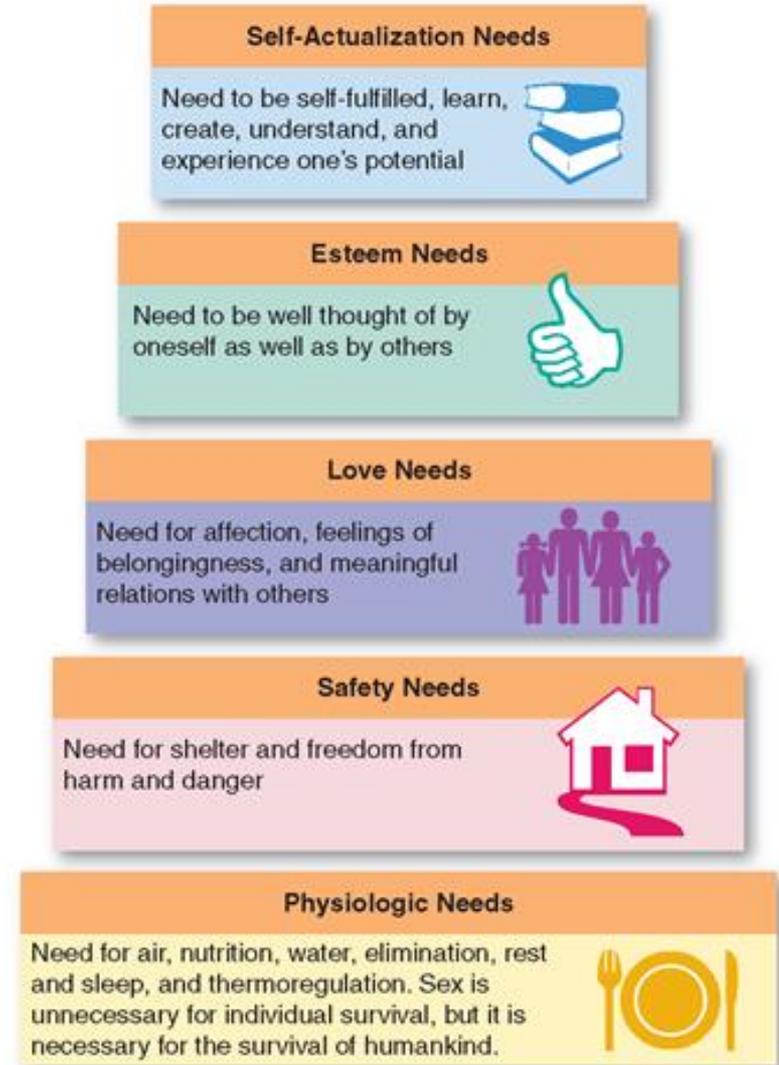


Humanistic Theories

- Motivation is affected by:
 1. How we perceive the world,
 2. How we think about ourselves
 3. The degree to which the environment is supportive and encouraging
- Abraham Maslow suggested that motives are divided into several levels from basic survival needs to psychological and self-fulfillment needs

Hierarchy of Needs

- Maslow's pyramid of human needs begins at the base with physiological needs, and then proceeds through safety needs to psychological needs.
- Higher-level needs won't become active until lower-level needs have been satisfied.

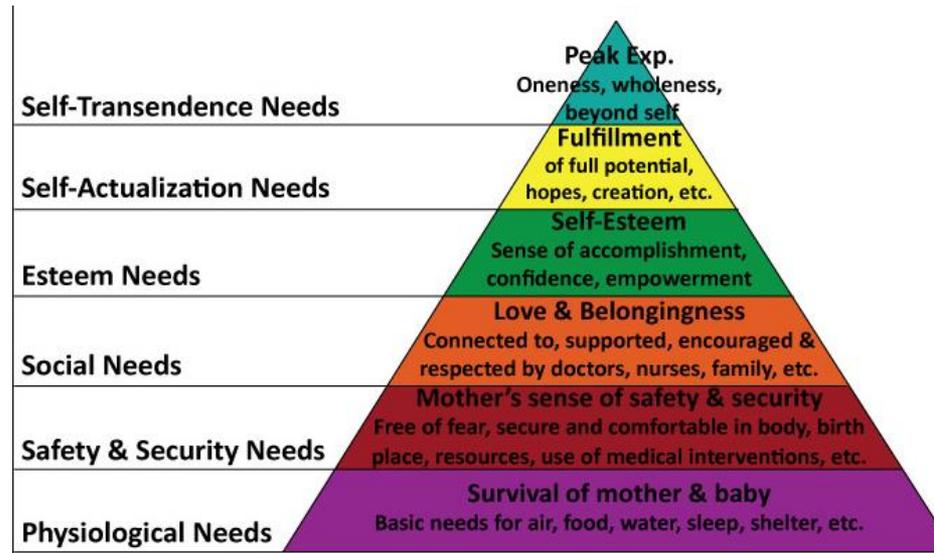


Self-Actualization

- According to Maslow, the need to live up to one's fullest and unique potential

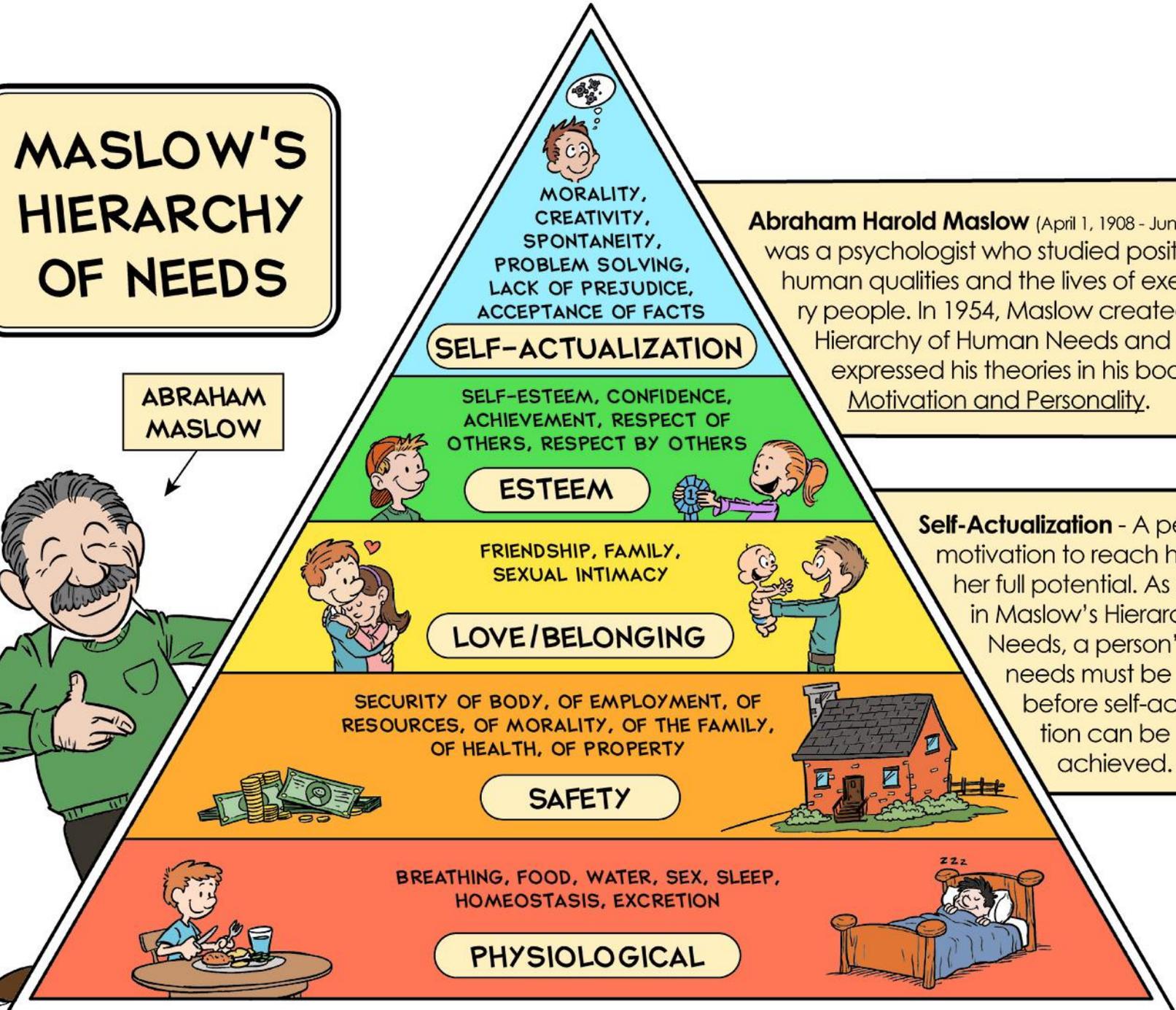
Self-Transcendence

- Striving for meaning, purpose and communion beyond one's self (transpersonal)
- CRITICS POINT OUT:
 - Maslow's notion that we must satisfy needs at one level before moving to the next level has not been supported by research.



MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW



Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, *Motivation and Personality*.

Self-Actualization - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.

Table 8.3

Maslow's Characteristics of Self-Actualized People

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.

Problem centering

Self-actualized people focus on problems outside themselves. They often dedicate themselves to a larger purpose in life, which is based on ethics or a sense of personal responsibility.

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 life with awe and wonder.

Peak experiences

Self-actualized people commonly have *peak experiences*, 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.

Comparing the Major Theories

Table 37.1

Motivational Theory	Strength	Weakness
<i>Instinct Theory and Evolutionary Psychology</i>	Evolutionary psychology helps explain behavioral similarities due to adaptations from our ancestral past.	Instinct theory explains animal behavior better than human behavior; humans have few true instincts.
<i>Drive-Reduction Theory</i>	Explains our motivation to reduce arousal by meeting basic needs, such as hunger or thirst.	Does not explain why some motivated behaviors <i>increase</i> arousal.
<i>Optimal Arousal Theory</i>	Explains that motivated behaviors may decrease or increase arousal.	Does not explain our motivation to address our more complex social needs.
<i>Maslow's Hierarchy of Needs</i>	Incorporates the idea that we have various <i>levels</i> of needs, including lower-level physiological and safety needs, and higher-level social, self-esteem, actualization, and meaning needs.	The order of needs may change in some circumstances. Evolutionary psychologists note the absence in the hierarchy of the universal human motives to find a mate and reproduce.

Clinical Explanations: Achievement & Competence



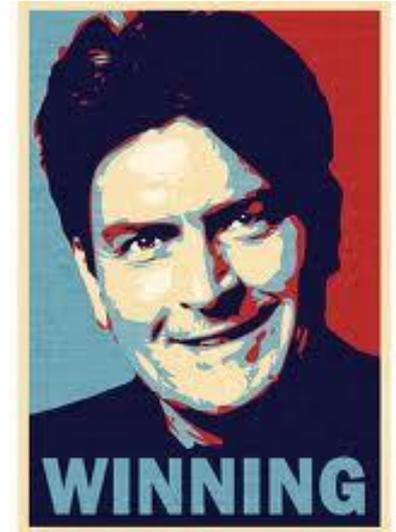
Achievement Motivation

- Achievement motivation—behavior aimed at excelling, succeeding, or outperforming others at some activity
 - A desire for significant accomplishment
 - A desire for the mastery of things, people, or ideas
 - A desire for attaining a high standard
- Neo-Freudian, Henry Murray (1893-1988) first established the concept of achievement motivation.
- Used Thematic Apperception Tests to measure it.



Achievement & Success

- Measures of achievement motivation generally correlate well with various areas of success.
- People who score high in achievement motivation expend their greatest efforts on moderately challenging tasks
- High Achievers tend to display original thinking, seek expert advice, and value feedback about their performance.



Achievement & Culture

- In *individualistic cultures*, the need to achieve emphasizes personal, individual success
- In *collectivistic cultures*, achievements are viewed as a way of bringing glory to one's family, group, or country.



Competence

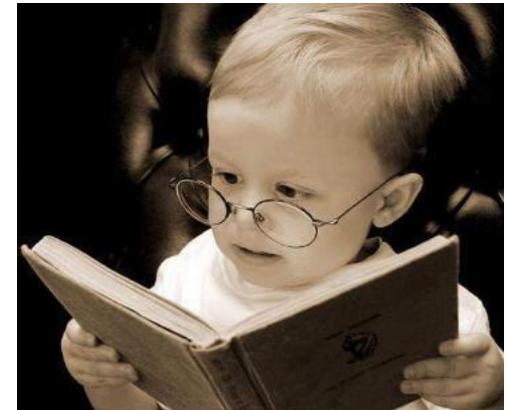
- Competence motivation—behavior aimed at demonstrating competence and exerting control in a situation
 - Motivated to prove to yourself that you can do a challenging task.
 - Competence = Confidence in yourself
 - Example: Running a marathon



Cognitive
Explanations:
Intrinsic and Extrinsic
Motivation

Intrinsic Motivation

- A desire to perform a behavior for its own sake and to be effective
- I do an activity for an internal reward or satisfaction.
- What things are you intrinsically motivated to do?



Extrinsic Motivation



- A desire to perform a behavior because of promised rewards or threats of punishment
- I do the activity for a good consequence.
- What things are you extrinsically motivated to do?

Motivating Ourselves and Others

Developing Self Motivation

- Associate your high achievement with positive emotions
- Connect your achievement with your efforts
- Raise your expectations

Motivating Others

- Cultivate intrinsic motivation
- Attend to individual motives
- Set specific, challenging goals
- Choose an appropriate leadership style
 - Task leadership
 - Social leadership

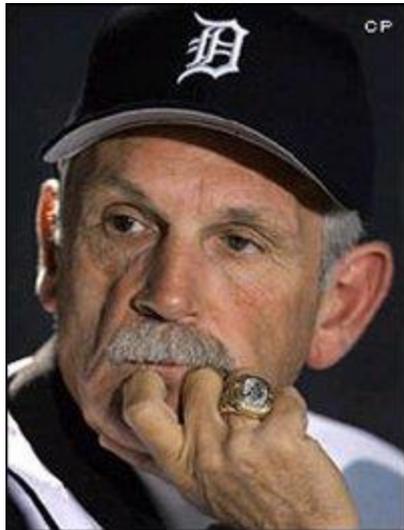
Task Leadership

- Goal-oriented leadership that sets standards, organizes work, and focuses attention
- “My Way or the Highway” Coach



Social Leadership

- Group-oriented leadership that builds teamwork, mediates conflict, and offers support
- The “Players Coach”



Thank you