PSYC 222
Motivation and Emotions

Session 4 – SOCIAL MOTIVES

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Topic 4: Social Motives

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Session Overview

- What are the thoughts and ambitions that drive people to accomplish certain goals while they avoid certain outcomes? In this session, we will try to answer this question.

- At the end of the session, students are expected to be able to:

i. Identify and explain social motives.

ii. Identify and differentiate between the types of social needs.

iii. Identify and explain the esteem needs

iv. Discuss the various sources of motivation

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Session Outline

- The specific topics to be covered in this session include:

- Social Motives

- Esteem Motives

- Sources of Motivation

- Need Theories

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Topic One

SOCIAL MOTIVES

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Social Motives

We are what Aristotle called "social animals"

- According to him, without friends, no one would choose to live though he had all other goods

- Social motives are otherwise known as acquired or learned motives.

- They result mainly from man's interaction with his social environment

- This is the only motive that is unique to humans

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Social Motives

Separated from friends or family, isolated in prison, alone in a new school, living in a foreign land, most people feel the lost of connection

- We all have a need to belong
- It colours our thoughts and emotions

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Social motives

- When you ask people to talk about their most satisfying moments and even their worst moments, it always has to do with other people

- Sheldon et al., (2001) carried out a study to find out about people's most satisfying moment

Top two contributors were

- Satisfaction of self esteem

- Relatedness – Being able to satisfy belonging needs

- Another study by Diener and Seligman (2002) found that Happy university students were those who had rich and satisfying close relationships

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Need for Affiliation

According to Dan McAdams(1989), Abraham Maslow's belongingness motive is in two parts

- Need for affiliation

- Need for intimacy

- Sometimes we find people trying desperately to get close to others, to seek their help or to become members of their group

- This type of behaviour, seeking other people, wanting to be close both physically and psychologically is called affiliation

Affiliation Need

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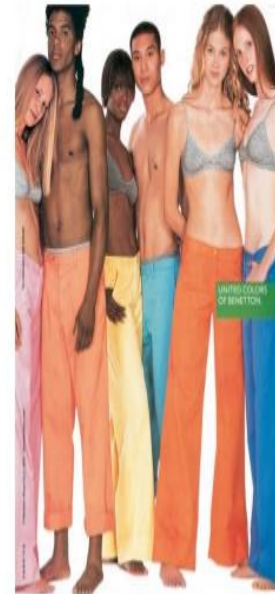
Need for Affiliation

- This desire to establish and maintain social contacts or need to be with others can be expressed in terms of the following

- Visiting friends

- Sending emails

- Phone calls

- Attending social activities

- People are motivated to establish and maintain an optimal balance of social contacts (not too much or too little)

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Need for Affiliation

People affiliate because they get

- Energy

- Attention

- Information

- Emotional support.

- One condition that increases our need for affiliation is stress.

- Eg., neighbours who do not socialize, gather around during stressful events like fire outbreak or accidents.

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Factors Influencing Affiliation Needs

- Early learning experiences

- First born or only child

- Family structure - Close family/loosely knit

- Culture – Indian society strongly affiliating in nature than many western societies.

*Please refer to lecture slides for detailed explanation

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Need for Intimacy

- Apart from the superficial affiliation, people always have the need for close and intimate relationships.

- Researches show that those who score higher on intimacy scales are seen by their peers as warm, sincere and loving.

- They smile more, laugh more and confide more in others.

- People who score higher on intimacy scale tend to be happier and healthier.(McAdams 1989).

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Topic Two

ESTEEM MOTIVES

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Esteem Motives

- This is a motive to succeed, excel and advance in one's work.

- This is a need for achievement.

- Need to be respected

- This is a strong desire to accomplish difficult task, outperform others and excel.

- Need to be recognised

- According to McClelland et al. (1989), this motive is viewed in our fantasies

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Esteem Motives - Achievement

- What you achieve depends on the goals you set for yourself and the reasons you pursue them (Locke & Latham, 2002).

- The goals have three characteristics:

- The goal must be specific , that is you need to be specific about what you want to do. I will get an A in this exam.

- The goal should be challenging but achievable such that you feel gratified if the goal is achieved.

Is the Need for Achievement Breaking Your Bottom Line?

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Esteem Motives

- The goal should be framed in terms of getting what you want rather than avoiding what you don't want. For example, approach goals are positive experiences that one seeks directly, for example, I will get an A in an exam.

- Avoidance goals are efforts to avoid unpleasant experiences, for example, I will not get an F in an exam.

- In addition,

- A goal should be time bound

- It should be measurable

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Think, Pair, Share

- What goal have you set for yourself recently?

- Did you follow effective goal setting principles?

- How can you improve your personal goal setting practices?

- How does goal setting affect your motivation as a student and personally?

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Esteem Motives - Achievement

- **Assessing Achievement**
- A measure of the extent to which one has achieved
- McClelland used the Fantasy Measure of Achievement Instrument in which an ambiguous picture is given to someone to make up stories about it.
- If the person's explanation is that the person in the picture is happy because he or she has passed an exam then such a person is a high achiever.
- Examples of achievement test:
- WRAT, SSCE exam
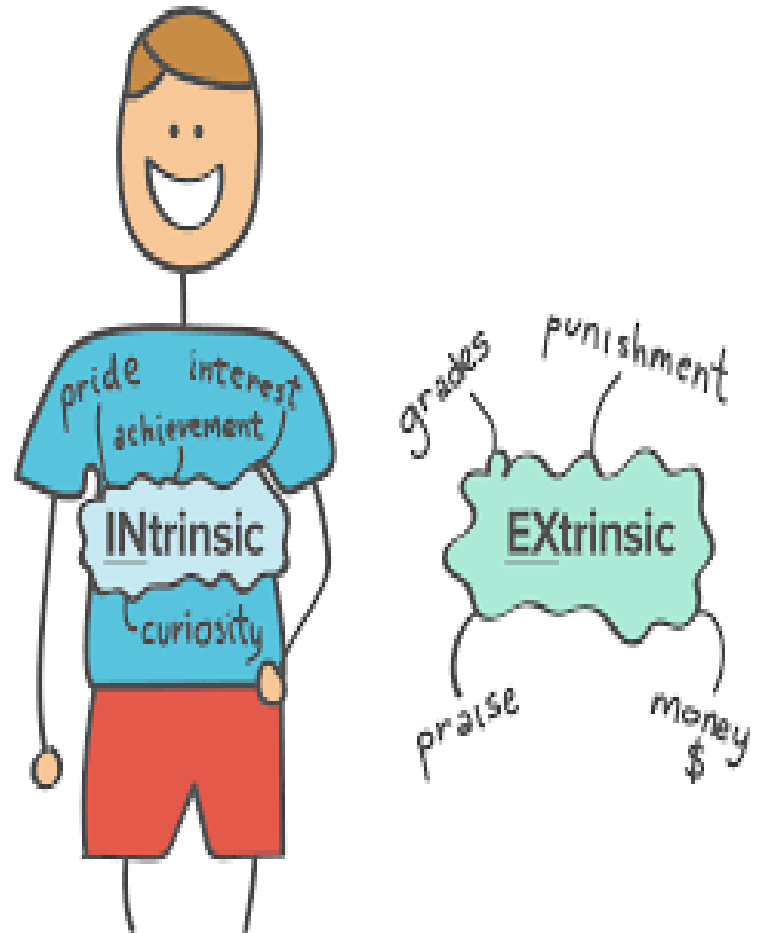
Topic Three

SOURCES OF MOTIVATION

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Sources of Motivation

- Two main sources of motivation
- **Intrinsic Motivation**
- **Extrinsic Motivation**

1.Intrinsic motivation

- "Intrinsic motivation occurs when we act without any obvious external rewards. We simply enjoy an activity or see it as an opportunity to explore, learn, and actualize our potentials."
(Coon & Mitterer, 2010)

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Sources of Motivation

- Concerned with factors within a person that influence him or her to work.

Examples

- Participating in a sport because you find the activity enjoyable

- Solving a word puzzle because you find the challenge fun and interesting

- Playing a game because you find it exciting

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Sources of Motivation

- Intrinsic motivation does not mean, however, that a person will not seek rewards. It just means that such external rewards are not enough to keep a person motivated.

- An intrinsically motivated student, for example, may want to get a good grade on an assignment, but if the assignment does not interest that student, the possibility of a good grade is not enough to maintain that student's motivation to put any effort into the project.

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Sources of Work Motivation - Intrinsic

- Interesting, stimulating and challenging work that enables a person to use and develop his or her skills and abilities

- Opportunity for advancement and

- Sense of accomplishment and achievement from the job

- Participation in organizational decision making that affect employees

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Sources of Motivation

- **Factors that influence intrinsic motivation**

- **Challenge:** People are more motivated when they pursue goals that have personal meaning, that relate to their self-esteem, when performance feedback is available, and when attaining the goal is possible but not necessarily certain.

- **Control:** People want control over themselves and their environments and want to determine what they pursue.

Sources of Motivation

- **Curiosity:** Internal motivation is increased when something in the physical environment grabs the individual's attention (sensory curiosity) and when something about the activity stimulates the person to want to learn more (cognitive curiosity).

- **Recognition:** People enjoy having their accomplishment recognized by others, which can increase internal motivation.

- **Cooperation and Competition:** Intrinsic motivation can be increased in situations where people gain satisfaction from helping others and also in cases where they are able to compare their own performance favorably to that of others.

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Sources of Motivation(extrinsic)

Extrinsic motivation

• Extrinsic motivation refers to our tendency to perform activities for known external rewards, whether they be tangible (e.g., money) or psychological (e.g., praise) in nature." (Brown, 2007)

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Extrinsic Motivation

- Engaging in an activity in order to earn a reward or to avoid a punishment

Examples

- Studying because you want to get a good grade

- Participating in a sport in order to win awards

- Competing in a contest in order to win a scholarship

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Sources of Work Motivation (Cont.) - Extrinsic

- Working conditions and overall remuneration package such as pay, bonuses, retirement/pension benefits, other incentives and benefits.

- Punishments such as disciplinary action, withholding pay, suspension from work and criticism.

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Extrinsic Motivation

- While offering rewards can increase motivation in some cases, researchers have also found that this is not always the case. In fact, offering excessive rewards can actually lead to a *decrease* in intrinsic motivation

- The tendency of extrinsic motivation to interfere with intrinsic motivation is known as the overjustification effect.

- A possible reason is that activities that initially feel like play or fun can be transformed into work or obligations when tied to an external reward.

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Intrinsic/Extrinsic Motivation

- Most people suggest that intrinsic motivation is the best.

- Researchers have arrived at some major conclusions with regards to extrinsic motivation and its influence on intrinsic motivation:

1. Praise can help increase internal motivation

2. Intrinsic motivation will decrease when external rewards are given for completing a specific task or only doing minimal work

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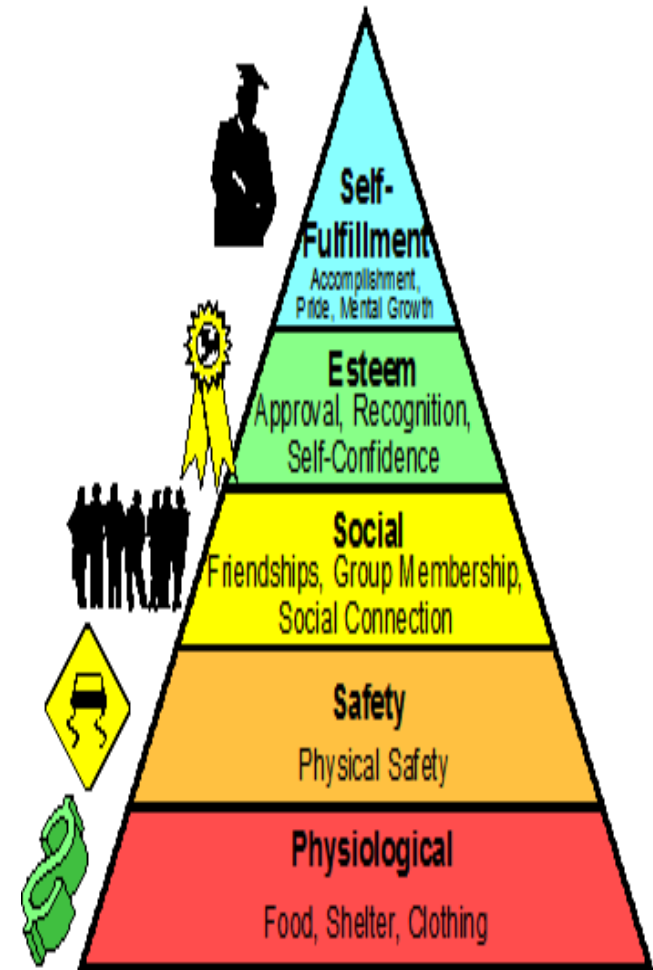
NEED THEORIES

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Need Theories

- Need theories are based on the simple idea that behaviours (work-related) are directed to satisfying certain needs.

- In other words motivation stems from an individual's desire to fulfill or achieve a need

- Maslow's theory is the most popular and important of the need theories.

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Maslow's Theory

- KEY IDEA OF THE THEORY:
- People have five types of needs that are activated in a hierarchical manner.
- They are aroused in a specific order such that a lower-order need must be satisfied before the next higher-order need is activated.
- Once a need is met, the next highest need in the hierarchy is triggered, and so forth.
- The 5 needs: physiological; safety; social (**Deficiency Needs**); esteem; & self actualization (**Growth Needs**)

Self-Fulfillment
Accomplishment, Pride, Mental Growth

Esteem
Approval, Recognition, Self-Confidence

Social
Friendships, Group Membership, Social Connection

Safety
Physical Safety

Physiological
Food, Shelter, Clothing

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Maslow - Physiological Needs

- The physiological needs are the lowest-order and most basic needs

- It refers to satisfying fundamental biological drives such as the need for food, air, water and shelter.

- People work in order to be able to meet these needs

- Eg., to satisfy these basic needs, organizations may provide snack, tea, food items.

- However, many organizations in Third World developing countries might find their employees struggling to satisfy these more basic needs, simply because of the relative poverty of the country.

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Safety Needs

- Safety needs are activated only after physiological needs are met.

- It refers to need for a secure, habitable, non-threatening environment, free from threats of either physical or psychological harm (To feel safe and secure).

- To ensure that basic physiological needs will remain met

- E.g., Shelter or housing

- Physical ability to defend one's self

- Regular routine one is comfortable with

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Safety Needs

- Organizations may provide employees with life and health insurance plans, opportunity for savings, pensions, safety equipment and secure contracts that enable work to be performed without fear of harm.

- Similarly, jobs that provide life-long tenure and no-lay-off agreements enhance psychological security(Furnham, 1992).

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Social Need

- Social needs are activated after both physiological and safety needs.

- They refer to the need to be affiliative – to have friends, to be liked, included and accepted by other people.

- Friends, relations and work colleagues help meet social needs.

- Organizations may encourage participations in social events such as office parties, sports days, competitions which provide an opportunity for meeting these needs.

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Esteem Needs

- Esteem needs go beyond just having social relationships; the individual must feel that at work or at home, he/she is making a contribution

- Refers to a person's desire to develop self-respect and to gain the approval of others.

- The desires to achieve success, have personal prestige and be recognized by others all fall into this category.

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Esteem Needs

- Companies may have awards, prizes or banquets to recognize distinguished achievements.

- Identifying, recognizing and rewarding "employee of the month" or "Employee of the Year" are all examples of things that can be done to satisfy esteem needs.

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Self-actualization

- *Self actualization needs r*efer to the need for self-fulfillment – the desire to become all that one is capable of being, developing one's potential and fully realizing one's abilities.

- According to Maslow, this is innate to all human beings.

- It is not learned through conditioning or earned through rewards (Hall, 2007).

Self-actualization

- Individuals who have become self –actualized supposedly work at their peak, and represent the most effective use of an organization's human resources.

- Employees who are self-actualized can be extremely valuable assets to their organizations.

- The definition of self-actualization is by no means clear, hence it becomes very difficult to operationalize, measure and test(Furnham,1992).

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Deficiency Needs

- Taken together, the first three needs – physiological, safety and social needs – are known as deficiency needs.

- Maslow believed that , without having these met, an individual will fail to develop into a healthy person, both physically and psychologically.

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Growth Needs

- The next two higher-order needs

- (Esteem & Self actualization needs) are known as growth needs.

- Their gratification is said to help people grow and develop to their fullest potential.

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Dynamic Forces of Behaviour

- According to Maslow, **deprivation**, or lack of satisfaction with respect to a particular need, leads to its dominance and the person's behavior is entirely devoted to satisfying that need.

- However, once satisfied or **gratified**, it will recede in importance and the next highest level will be stimulated or activated.

- Thus, beginning with the lowest level, the entire **process involves deprivation leading to dominance, gratification and activation of the next level.**

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Dynamic Forces of Behaviour

- Maslow provided key points to his theory (Westwood 1992:293):

1.The deficit principle -   If a need is not satisfied, it generates tension and a drive to act. A satisfied need does not motivate.

2.The prepotency principle-   Note that the needs are arranged in hierarchy.

- Some needs are more important and vital than others and need to be satisfied before others can serve as motivators.

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Dynamic Forces of Behaviour

3.The Satisfaction-progression principle

- The prepotency of needs follows up the hierarchy.

- That is, physiological needs must be met first, followed by safety needs, then by social needs and so on.

4. The need structure is open-ended

- The topmost need, self-actualization, implies striving to attain one's perceived potential.

- But as we grow and develop, our conception of our potential also shifts

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Dynamic Forces of Behaviour

- Researchers find SA unattainable

- Researchers have indicated that SA is elastic; shifting as one nears their SA

- So **full self-actualization remains a potential**, something to continue to strive for but which is **never fully attained**.

- This is a necessary mechanism, otherwise people may satisfy all their needs and no longer be motivated to act.

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Revised Hierarchy

- It is believed that Maslow later modified his hierarchy of needs to move one stage and include 3 new stages

- 5th Stage- Cognitive Needs

- The need for knowledge and meaning

- 6th Stage- Aesthetic Needs

- The appreciation of beauty, form and balance

- 7th Stage- Self actualization

- 8th Stage- Transcendence Needs

- The need to help others become self- actualized (McLeod, 2007)

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Thank You

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