ENCYCLOPEDIA OF SPORTS MANAGEMENT AND MARKETING

MOTIVATION

In the general context of marketing theory, and the more specific realm of consumer behavior, motivation is described as the driving force that initiates and directs behavior. In other words, it is the set of processes that lead people to behave as they do. Motivation can be internally (intrinsic) or externally (extrinsic) generated. Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion and threat of punishment. In general, motivation occurs when a need arises that a consumer wishes to satisfy - many times as an attempt to bridge the mental gap giving rise to cognitive dissonance. (Cognitive dissonance is an uncomfortable feeling caused by holding conflicting thoughts simultaneously). When a person is confronted with inconsistencies among attitudes or behaviors, he or she will take action to reduce the dissonance by changing an attitude or modifying a behavior.

In addition, consumers value harmony among their thoughts, feelings or behaviors to be consistent with other experiences. The Theory of Cognitive Consistency states that behavior which is at odds with an established attitude demands change. An individual is naturally incented to embrace such change, in order to achieve peace between attitude and activity. Motivation is strongest, when there exists a logical and forceful set of drivers, most often referred to as values. These drivers will guide the actions that result from this motivation. The theory of self determination proposes that extrinsic motivation can be internalized by the individual if the task fits with their values and beliefs and therefore helps to fulfill their basic psychological needs.

Categorization of Needs (Types of Needs)

* + Biogenic or physiological needs*:* Needs necessary to maintain life
  + Psychogenic needs*:* Culture-related needs (e.g. need for status, power, affiliation, etc.)
  + Utilitarian needs*:* Implies that consumers will emphasize the objective, tangible aspects of products
  + Hedonic needs*:* Subjective and experiential needs (e.g. excitement, self-confidence, fantasy, etc.)

Motivation Theories

### Incentive Theory – A reward is presented after the occurrence of an action (i.e. behavior) with the intent to cause the behavior to occur again.

### Drive Reduction Theory - the concept that people have certain biological drives, such as hunger. As time passes, the strength of the drive increases if it is not satisfied. Upon satisfying a drive the drive's strength is reduced.

### Need theories

Adam Maslow's theory is one of the most widely discussed theories of motivation. (See Figure One)

The theory can be summarized as follows:

* Human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior, satisfied needs do not.
* Since needs are many, they are arranged in order of importance, from the basic to the complex.
* The person advances to the next level of needs only after the lower level need is at least minimally satisfied.
* The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.

Figure One

Maslow’s Hierarchy of Needs



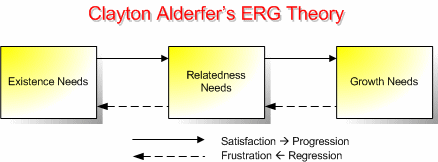
Although Maslow's hierarchy makes sense intuitively and directionally, there are some recognized limitations:

* Progression through the hierarchy does not occur in a uniform manner. Some individuals may prioritize the needs categories in a different order, and/or may skip some groupings altogether. Examples include individuals who are career-centered who pursue recognition and status before establishing and maintaining solid personal relationships, and those who forsake their own basic physical needs in favor of aesthetic or spiritual goals.
* There is question that the while the identified need sets are reasonable, achievement of them does not occur in a strictly hierarchical manner. Some needs groups can, and reasonably are, pursued simultaneously.
* The needs set is culture specific, and effectively demonstrates priorities of Western cultures in the emphasis on the individual. Some collectivist cultures do not place similar importance on self-development, and individuals in those cultures may never pursue self-actualization, instead focus on actions benefiting the community.

These criticisms, and recognized shortcomings, led to development of alternate theories, most notably the ERG Theory, presented by Clayton Alderfer (see Figure Two). This theory’s main tenets are:

* Existence - refers to our concern with basic material existence motivators.
* Relatedness - refers to the motivation we have for maintaining interpersonal relationships.
* Growth - refers to an intrinsic desire for personal development.

Figure Two



The ERG Model advances the theory in the following ways:

* The overlap of some of Maslow’s hierarchy levels, allowing that more than one need may motivate an individual at any given time.
* The presentation of the needs in a non-hierarchical manner.
* The allowance for individual and cultural differences
* The acknowledgement that if a higher-order need is not fulfilled (frustrated), an individual may regress to increase the satisfaction of a lower-order need which appears easier to satisfy. This is known as the *frustration-regression principle*.

**Intrinsic motivation and the 16 basic desires theory**

As an alternate perspective for understanding motivation, Steven Reiss proposed the theory that there are sixteen basic desires that guide almost all meaningful human behavior:

|  |  |
| --- | --- |
| * Acceptance, the need for approval * Curiosity, the need to learn * Eating, the need for food * Family, the need to raise children * Honor, the need to be loyal to the traditional values of one's clan/ethnic group * Idealism, the need for social justice * Independence, the need for individuality * Order, the need for organized, stable, predictable environments | * Physical activity, the need for exercise * Power, the need for influence of will * Romance, the need for sex * Saving, the need to collect * Social contact, the need for friends (peer relationships) * Status, the need for social standing/importance * Tranquility, the need to be safe * Vengeance, the need to strike back/to win |

Reiss conducted a number of studies involving more than 6,000 people, and reported that at least 14 of the 16 basic desires seem to have a genetic basis. From that same data set, only the desires for idealism and acceptance don't appear to have a genetic component.

**Marketing’s Influence on Motivation**

Marketing has a significant influence on consumer motivation. Value development and their shaping are achieved through the application of the Social Identity Theory, which has the following components:

* **Self-Concept:** The beliefs a person holds about his or her own attributes and how he or she evaluates these qualities. These attributes can be tied to the individual self, or can originate from the extended and/or collective self, which most frequently is driven by social comparisons, and a desire to “fit in”.
* **The Extended/Collective Self:** Belief that a person’s identity is derived from his or her social group.
* **Social Comparison:** A process by which consumers evaluate themselves by comparing themselves with others (particularly comparisons with idealized images of people in advertising).

Within this theory, it is recognized that a person has not one, “personal self”, but rather several selves that correspond to widening circles of group membership. Different social contexts may trigger an individual to think, feel and act on basis of his personal, family or national “level of self”. Apart from the “level of self”, an individual has multiple “social identities”. Social identity is the individual’s self-concept derived from perceived membership of social groups, and is critical in the establishment of values. Core values are a set of values that uniquely define a culture, and people go through a developmental process of enculturation, learning the value set of their own culture. Cultural beliefs are taught by *socialization agents* (i.e., parents, friends, and teachers). Additionally, with the technology that exists today, these agents include various forms of media and entertainment.

## References

Alderfer, Clayton P., (1972) “Existence, Relatedness, and Growth; Human Needs in Organizational Settings”, New York: Free Press

Maslow, Abraham (1954), “Motivation and Personality”, New York: Harper

Reiss, Steven (2000), “Who Am I: The 16 Basic Desires That Motivate Our Actions and Define Our Personalities”, New York: Tarcher/Putnam