UNIT 3: CONSUMER MOTIVATION

UNIT STRUCTURE

3.1 Learning objectives

3.2 Introduction

3.2.1 Meaning of consumer motivation

3.3 Need Goals and Motives

3.4 Motivational Conflicts

3.5 Defense mechanisms

3.5.1 How do defense mechanisms work

3.5.2 Various key of Defense mechanisms

3.6 Motive Arousal

3.6.1 Factors affecting the level of motive arousal

3.6.2 Philosophies concerned with Arousal of Motives

3.7 Motivational theories

3.7.1 Motivational Tools

3.7.2 Maslow's Theory of Need Hierarchy

3.7.3 Hertzberg's two factor theory

3.7.4 McGregor's theory X and theory Y

3.7.5 Urwick's Theory Z

3.7.6 Vroom's Expectancy theory

3.8 Motivational theories and Marketing strategies

3.9 Motivation research

3.9.1 Characteristics of motivation research

3.9.2 Uses of motivation research

3.10 Let Us Sum Up

3.11 Further Reading

3.12 Answers to Check Your Progress

3.13 Model Questions

3.1 LEARNING OBJECTIVES

This chapter covers the entire necessary topic that concerned to the mentioned unit for the purpose of providing the suitable study material

to the learners. After going through this unit the learner will able to:

- Know the concept of motivation
- Understand the relationship between need, goal and motive
- Understand the motivational conflicts and defense mechanism
- Figure out various motivational theories and their necessities
- Interpret the motivational research and its applications.

3.2 INTRODUCTION

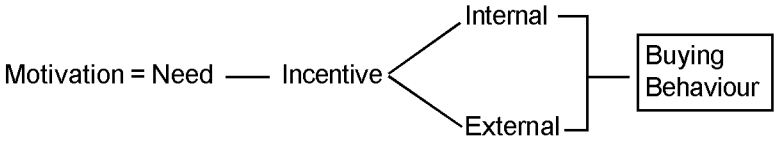
With the rapidly changing globalization of economies, everybody in the organizations attempt to improve organizational behaviour. They interact mutually and influence the behavioural quality of life in the organization. This unit has been precisely designed to help the learners derive the maximum benefit from the unit as per the syllabus in the most profitable way.

3.2.1 Meaning and definition: Motivation is one of the most important factors affecting human behavior and performance. It is ones willingness to exert efforts towards the accomplishment of his/her goals. Motivation depends on motives and motivation therefore it becomes a complex process. Motivation means inducing subordinates to work with zeal and cooperate for achieving the objectives of the organization. Motivation is also concerned with both impulsive and deliberate behaviour and with relating a person's internal dynamics to external circumstances.

According to McFarland, "Motivation refers to the way in which urges, drives, desires, aspirations, and strivings or needs direct, control or explain the behavior of human being."

Consumer motivation is an internal state that drives people to identify and buy products or services that fulfill conscious and unconscious needs or desires. The fulfillment of those needs can then motivate them to make a repeat purchase or to find different goods and services to better fulfill those needs.

Components of Motivation:



- **Importance of motivation:** Higher efficiency: A motivation system releases latent talent and abilities of employees. Motivated employees make higher contributions towards the organizational goals.

3.3 NEEDS GOALS AND MOTIVES

Motivation can also be described as the driving force within individuals that impels them to action. To reduce tension, every individual strives for fulfilling their needs. This basically, depends on each individual how they fulfill their needs i.e. individual thinking and learning (experiences). Therefore, marketers try to influence the consumer's cognitive processes.

- **Needs:** Every individual has needs, they are innate and acquired. Innate needs are also called physiological needs or primary needs which include food, water, air, shelter or sex, etc. Acquired needs are those needs that we learn from our surroundings / environment or culture. These may include need for power, for affection, for prestige, etc. These are psychological in nature; therefore they are also called as secondary needs.
- **Goals:** Goals are the end result of motivated behaviour. The goals selected by individuals depend on their personal experiences, physical capacity, goal's accessibility in the physical and social environment and above all the individual's cultural norms and values. For example, if a person has a strong hunger need, his/her goal will depend on what is available at that moment, in which country he is i.e., if in India cannot eat steak, as it is against his values and beliefs. He will have to select a substitute goal which is more appropriate to the social environment.
- **Goal setting:** goal is a target and objective for future performance. It helps focus employees' attention on items of greater importance to the organization and stimulates employees towards goal achievement. Goal

setting refers to setting of attainable goals fo an organization as well as for an employee. The presence of the following four elements in goal setting makes it more effective in improving job performace:

- Goal acceptance
- Specific goals
- Challenging goals
- Performance monitoring or feedback



- **Needs and Goals:** This is true that the needs and goals vary from an individual to individual. People with different needs may try to fulfill by selecting the same goal, whereas people with same needs may try and fulfill them by different goals. For example if women who are actively involved in the office work may be behaving like this because of recognition in the organization, for promotion, or for security in the job to earn livelihood. Similarly, these people may be driven by the same need (example, an ego need) to seek fulfillment in different ways. One of them may want recognition through a professional career, other may join a health club and the other may actively involve in the consumer active movement.

  Needs and goals are interdependent, existence of one is impossible without the other. For example, sometimes people join a club but is not

consciously aware of his social needs, a woman may not be aware of her achievement needs but may strive to have the most successful boutique in town. One reason for this can be that individuals are more aware of their physiological needs than they are of their psychological needs.

3.4 MOTIVATIONAL CONFLICTS

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals.

A motivational conflict is a situation in which a consumer is driven to make a decision based on conflicting goals. Consumers are either motivated by a positive or a negative reinforcement, which forms the basis for the individual's motivation to act and make consumer decisions sometimes the urge to do something worthy or good or pleasurable is opposed by the fact that it involves pain or inconvenience or hard work. Then the organism is in conflict between two opposite motives. That is one form of motivational conflict called an approach/avoidance conflict. One feels pulled in two different pleasures, attracted and repulsed by the same event. That is one of the classic motivational conflicts. Motivation is produced by a state of tension. In this case, needs and wants are the core of the motivation concept. The study of motivation in consumer behaviour refers to all the processes that drive in a person to perceive a need and pursue a definite course of action to fulfill that need. However, for some reasons, there are two or more motives can be activated at the same time, which pulling the consumer in different directions. And that is what we call 'Motivational Conflict'.There are three types of motivational conflict that are important to marketing managers:

- Approach-Approach Conflict
- Approach-Avoidance Conflict
- Avoidance-Avoidance Conflict
  - **Approach-Approach Motivational Conflict:** Happens when the

consumer has two different choices of the similar or dissimilar category of product or services, which they give equal importance unable to choose one over the other. In other ways, this type of conflict can be thought of "I want this, and I want that, but I can only have one."

- **Approach-Avoidance Motivational Conflict:** Happens when the consumer has decided in favour of products but somehow not satisfied with a particular feature or wants to avoid the downside.
- **Avoidance-Avoidance Motivational Conflict:** Happens when the consumer has to decide between two negative choices. The choices are said to be negative in relation to certain personal attributes of the consumer.

3.5 DEFENSE MECHANISM

Defense mechanisms are a way of coping with anxiety, reducing tension, and restoring a sense of balance to a person's emotional experience. Defense mechanisms happen on an unconscious level and tend to distort reality to make it easier for the person to deal with. When defense mechanisms are used to an extreme, they interfere with a person's ability to tell the difference between what is real and what is not. Defense mechanisms are used independently or in combination with one another. They are used to varying degrees depending on how well they meet a person's need. Review the following defense mechanisms and note which ones you use and under what circumstances. Defense mechanisms are thought to safeguard the mind against feelings and thoughts that are too difficult for the conscious mind to cope with.

3.5.1 How Do Defense Mechanisms Work?: In Sigmund Freud's model of personality, the ego is the aspect of personality that deals with reality. While doing this, the ego also has to cope with the conflicting demands of the id and the superego.

- The id is the part of the personality that seeks to fulfill all wants, needs, and impulses. It is the most basic, primal part of our

personalities and does not consider things such as the social appropriateness, morality, or even the reality of fulfilling our wants and needs.

- The superego tries to get the ego to act in an idealistic and moral manner. This part of the personality is made up of all of the internalized morals and values we acquire from our parents, other family members, religious influences, and society.
- In order to deal with anxiety, Freud believed that defense mechanisms helped shield the ego from the conflicts created by the id, superego, and reality.

3.5.2 Various Key Defense Mechanisms are:

- **Displacement:** Displacement involves taking out our frustrations, feelings, and impulses on people or objects that are less threatening. Displaced aggression is a common example of this defense mechanism.Rather than express our anger in ways that could lead to negative consequences, we instead express our anger towards a person or object that poses no threat.
- **Repression and Suppression:** Repression is another well-known defense mechanism. Repression acts to keep information out of conscious awareness. However, these memories don't just disappear; they continue to influence our behavior. On the other hand, sometimes we do this consciously by forcing the unwanted information out of our awareness, which is known as suppression.
- **Projection:** Projection is a defense mechanism that involves taking our own unacceptable qualities or feelings and ascribing them to other people.Projection works by allowing the expression of the desire or impulse, but in a way that the ego cannot recognize, therefore reducing anxiety.
- **Intellectualization:** This defense mechanism allows us to avoid thinking about the stressful, emotional aspect of the situation and instead focus only on the intellectual component.For example, a person who has just been diagnosed with a terminal illness might focus on learning everything about the disease in order to avoid

distress and remain distant from the reality of the situation.

- **Rationalization:** Rationalization is a defense mechanism that involves explaining an unacceptable behavior or feeling in a rational or logical manner, avoiding the true reasons for the behavior.Rationalization not only prevents anxiety, it may also protect self-esteem and self-concept.

3.6 MOTIVE AROUSAL

The arousal theory of motivation suggests that people are driven to perform actions in order to maintain an optimum level of physiological arousal. Other people may do better with much lower arousal levels, so they might feel compelled to seek out soothing and relaxing activities. Behavior Is Often Motivated by Arousal Levels. Some Examples: If you need to raise your arousal levels, you might,

- Engage in physical activity
- Socialize with friends
- Try something new and exciting
- Watch an action-packed movie

If you need to lower your arousal levels, you might:

- Read a book
- Take a bath
- Enjoy a relaxing hobby
- Take a nap
- **Factors Affecting Level of Arousal:**
  - Workload
  - Task complexity and difficulty
  - Task familiarity and past experience
  - Degree of associated risk if failure occurs
  - The working environment
  - Levels of personal stress
  - Health
  - Interpersonal relationships at work (cooperation and coordination)

- **Philosophies concerned with Arousal of Motives:**
  - Behaviorists' school:
    - It considers motivation to be a mechanical process
    - Behaviour is response to stimulus
    - Elements of conscious thoughts are to ignored in this behaviour
    - Consumer does not act but react
  - Cognitive school:
    - All behaviour is considered at goal achievement
    - Needs and past experiences are reasoned, categorized and transformed into attitudes and beliefs and determined the action he/she takes to achieve the need achievement.

3.7 MOTIVATIONAL THEORIES

Theories of motivation are often separated into content theories and process theories. In short, content theories explain what motivation is, and process theories describe how motivation occurs. There are also a large number of cognitive theories that relate to motivation and explain how our way of thinking and perceiving us and the world around us can influence our motives. From self-concept, dissonance and mindset to values, orientation and perceived control, these theories explain how our preference toward certain mental constructs can increase or impair our ability to take goal-directed action.

Theories of motivation are also grouped by the field of human endeavor they apply to. Several theories relate to motivating employees where incentives and needs take a central stage as well as theories used in sports and performance psychology where affect is considered a more prominent driver of human behavior. Some of these theories are also applied to education and learning.

3.7.1 Motivational Tools: Motivational Tools are instruments that prompt people to action. Hence, while using motivational tools, this should be adequate and capable enough to motivate employees to make their maximum efforts to accomplish the set organizational goals.

Various motivational tools use to motivate employees in business organizations are broadly classified into monetary and non-monetary tools or incentives.

When needs are not satisfied people become frustrated. There may be a both environmental and personal factors resulting in one's frustration.

A large number of incentives the modern organizations use to motivate their employees, broadly grouped into, financial incentives and non-financial incentives.

Financial Incentives: Money is an important motivator. Common uses of money as incentive are in the form of wages and salaries, bonus, retirement benefits, medical reimbursement etc. Money plays a significant role in satisfying physiological and social needs. As money is recognized as a basis of status, respect and power, it also helps satisfy the social needs of the people.

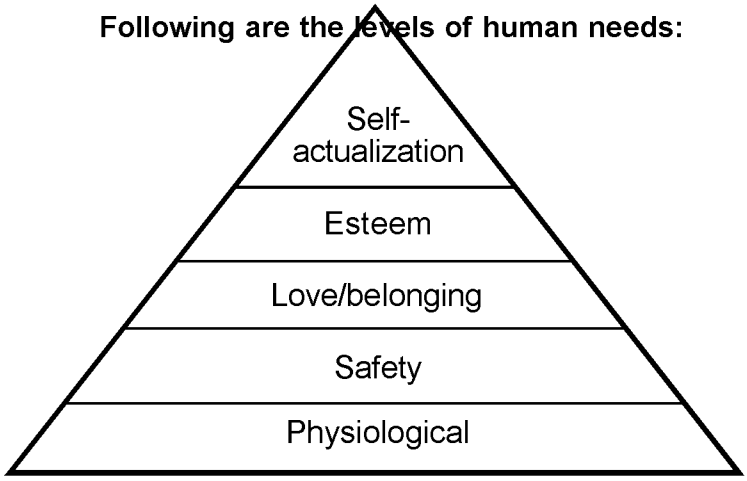
Non-Financial Incentives: Human wants are unlimited. Once money satisfies his or her physiological and security needs, it ceases to be a motivating force. Then, higher order needs for status and recognition and ego in the society emerge. There are various non-financial incentives, stated below:

- Appreciation of work done.
- Competition.
- Group incentives.
- Knowledge of the results.
- Workers participation in management.
- Opportunity for growth.
- Others.

3.7.2 Maslow's Theory of Need Hierarchy: Based on the notion of a universal hierarchy of human needs Abraham Maslow, a clinical psychologist formulated a widely accepted theory of human motivation. This identifies five basic levels of human need which rank in order of importance from lower level needs to higher level needs. This theory signifies the importance of satisfying the lower level needs

before higher level needs arise. According to this theory, dissatisfaction motivates the consumer.

Following are the levels of human needs:



Maslow's Need Hierarchy Theory

- **Physiological Needs:** Food, clothing, air, and shelter are the first level needs. They are known as the basic necessities or primary needs.
- **Safety or Security Needs:** Once the first level needs are satisfied, consumers move to the next level. Physical safety, security, stability and protection are the security needs.
- **Social Needs:** After the safety needs are satisfied, consumers expect friendship, belonging, attachment. They need to maintain themselves in a society and try to be accepted.
- **Esteem Needs:** Then comes esteem needs such as self-esteem, status, prestige. Individuals here in this stage want to rise above the general level as compared to others to achieve mental satisfaction.
- **Self-Actualization:** This is the highest stage of the hierarchy. People here, try to excel in their field and improve their level of achievement. They are known as self-actualizers.

Criticisms of this theory:

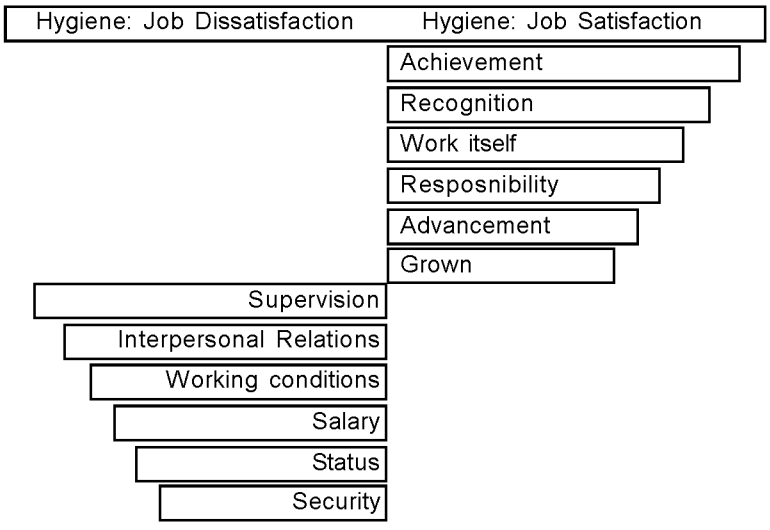
- The needs may or may not follow a definite hierarchical order. So there may be overlapping in need hierarchy.
- The need priority model may not be applied at all times in all phases.
- Research shows that man's behavior at any times is mostly guided by multiplicity of behavior. Hence Maslow's perception that one needs

satisfied at one time is also of doubtful validity.

- In case of some people the level of motivation may be permanently lower. For example, a person suffering from chronic unemployment may remain satisfied for the rest of his life if only he or she get enough food.

3.7.3 Hertzberg's two factor theory: The psychologist Frederick Herzberg extended the work of Maslow and proposed anew motivation theory popularly known as Herzberg s two factorsMotivation hygiene theory.According to Herzberg, hygiene factors are what cause dissatisfaction among employees in the workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages, ensure employees job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers.

Hertzberg's Hygiene and Motivating Factors



However, Herzberg model is labeled with the following criticism:

- People generally tend to take credit themselves when things go well. They blame failure on the external environment.

- The theory basically explains job satisfaction not motivation.
- Even job satisfaction is not measured on an overall basis. It is not unlikely that a person may dislike part of his or her job, still thinks the job acceptable.
- This theory neglect's situational variable to motivate an individual.

Comparisons of Herzberg's and Maslow's Models:

There is great similarity between Herzberg's and Maslow's models. Herzberg's model indicates that what he actually says is that some employees may have achieved a level of social and economic progress in the society and for them higher level needs of Maslow are the primary motivators. Herzberg puts motivation-maintenance model to marginal and professional workers reaching a stage of socio-economic in modern society that the two higher order need levels tend to be motivating ones.

The differences between Herzberg's and Maslow's Models are given below:

Issue	Herzberg's Model	Maslow's Model
Emphasis	Prescriptive	Descriptive
Essence of Theory	Gratified needs cause performance.	Unsatisfied needs energize behavior, disbehaviour causes performance.
Order of Needs	No such hierarchical arrangement.	Sequential arrangement of needs.
Motivator Applicability	Only higher order needs serve as motivator. Takes a micro-view and deals with work-oriented motivational problems of professional workers.	Any needs can be a motivator if it is relatively unsatisfied. Takes a general view of the motivation problems of all workers.

3.7.4 McGregor's theory X and theory Y: Douglas McGregor formulated two distinct views of human being based on participation of workers. Theory X managers tend to take a pessimistic view of their people, and assume that they are naturally unmotivated and dislike work.

Theory X is based on the following assumptions:

- Dislike their work.
- Avoid responsibility and need constant direction.
- Have to be controlled, forced and threatened to deliver work.
- Need to be supervised at every step.
- Have no incentive to work or ambition, and therefore need to be enticed by rewards to achieve goals.

On the contrary, theory Y assumes that:

- Happy to work on their own initiative.
- More involved in decision making.
- Self-motivated to complete their tasks.
- Seek and accept responsibility, and need little direction.
- View work as fulfilling and challenging.
- Solve problems creatively and imaginatively.

Key Points:

The concept of Theory X and Theory Y was developed by social psychologist Douglas McGregor. It describes two contrasting sets of assumptions that managers make about their people:

Theory X - people dislike work, have little ambition, and are unwilling to take responsibility. Managers with this assumption motivate their people using a rigid "carrot and stick" approach, which rewards good performance and punishes poor performance.

Theory Y - people are self-motivated and enjoy the challenge of work. Managers with this assumption have a more collaborative relationship with their people, and motivate them by allowing them to work on their own initiative, giving them responsibility, and empowering them to make decisions.

3.7.5 Urwick's Theory Z: Much after the propositions of theories X and Y by McGregor, the three theorists-Urwick, Rangnekar, and Ouchi-propunded the third theory labeled as Z theory. The two propositions in Urwick's theory are that :

- Each individual should know the organizational goals precisely and the amount of contribution through his efforts towards these goals.

- Each individual should also know that the realization of organizational goals is going to satisfy his/her needs positively.

Theory Z is based on the following four postulates:

- Strong Bond between Organisation and Employees.
- Employee Participation and Involvement.
- No Normal Organisation Structure.
- Human Resource Development.

- **Features of theory Z:**
  - Employee involvement: under Z theory investment of employees in related matters improves their commitment and performance. Involvement implies participation of employees in the decision making process.
  - Human resource development: in theory Z human resources potential is recognized and much more emphasis is on job enlargement and career planning as well as organization socialization.
  - No formal structure: in theory z there is any formal structure in the organization. Ouchi has given an example of a basket ball team which plays well together and solves all problems with no formal reporting relationships and minimum specializations of positions and of tasks.

3.7.6 Vroom's Expectancy theory: One of the most widely accepted explanations of motivation is offered by Victor Vroom in his expectancy theory. It is a cognitive process theory of motive. The theory is founded on the basis notions that people will be motivated to exert a high level of effort when they believe there are relationships between the effort they put, the performance they achieve, and the outcomes/rewards they receive.

The relationship between efforts, performance and rewards:

Efforts	Will my effort improve my performance? ● expectations
Performance	Will performance lead to rewards? ● hope
Reward	Will reward satisfy my individual goals? ● goal

Criticisms of the theory:

- The individual differences in ability to calculate expectancies and valences.
- The individual differences in the number and the type of consequences people consider when making decisions.
- Unconscious motivation of behaviour as well as impulsive and expressive.

3.8 MOTIVATIONAL THEORY AND MARKETING STRATEGIES

Marketers have to understand the motives of their potential customers to enjoy good sales. A buyer has several motives and each change with various elements. In such cases the marketers can readily help their customers by changing their marketing strategy so that the conflict is resolved. Following are the major conflicts that may arise:

- **Approach Conflict:** This conflict arises when a consumer has two different choices of similar products or services. He gives equal importance to them, but is unable to choose one over the other.Approach-approach conflict become serious only if the choice of one alternative means the loss of an extremely attractive alternative.
- **Approach Avoidance Conflict:** This type of conflict happens when the consumer decides in favor of a product, but is unhappy with a particular feature of the product and wants to avoid it. Under such circumstances, the marketer may come up with few modifications in the existing product

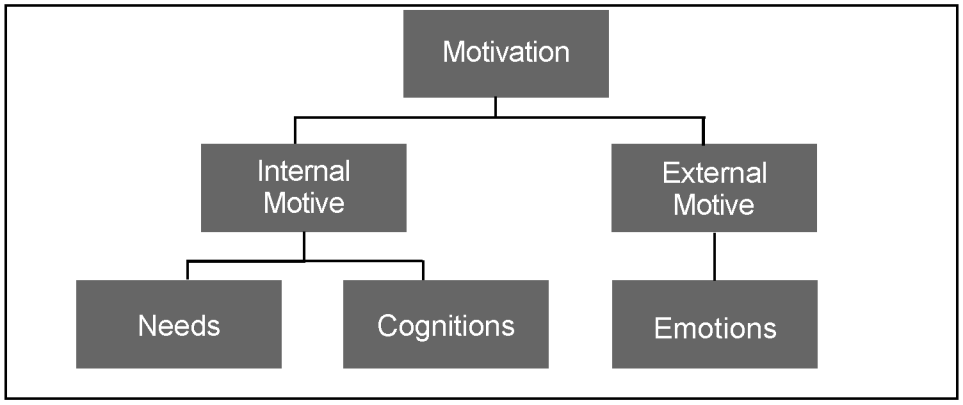
and make it suitable for the consumer.

- **Approach- avoidance conflict:** The third type of conflict, approach-avoidance, is often the most difficult to resolve because, in this type of conflict, a person is both attracted and repelled by the same goal object.In such cases, people reach the goal, but much more slowly and hesitatingly than they would have without the negative valance; and until the goal is reached, there is frustration.

3.9 MOTIVATION RESEARCH

Motivational research is a type of marketing research that attempts to explain why consumers behave as they do. Motivational research seeks to discover and comprehend what consumers do not fully understand about themselves. Motivation research is a form of consumer research which has gained ground over the recent years. Motivation Research is the currently popular term used to describe the application of psychiatric and psychological techniques to obtain a better understanding of why people respond as they do to products, ads and various other marketing situations.Thus, motivation research is an attempt to uncover the consumer's suppressed (conscious) and repressed (unconscious) motives. In suppression, the consumer remains aware of his motives but does not care to admit their existence to others for the fear of ridicule, punishment or being excluded from the society.

Motivational research may also explore a new product category or brand which is seen by a company as an opportunity during which the market research information may be useful in understanding the details more which will give in-depth understanding about the market. The research also includes exploration about competitive product category and brands where it is useful to discover the tangential activities and behaviors that is around the target product or service.



Motivation: it is the process of stimulating people to actions to accomplish the goals.

Internal motivation: this motivation engage in behaviour arises from within the individual because it is naturally satisfying to an individual's needs.

External motivation: this type of motivation arises from outside the individual, as opposed to international motivation such as money, fame, power etc.

Needs: Every individual has needs, they are innate and acquired.

Cognition: it is the mental action or process of acquiring knowledge and understanding through experiences and sense.

Emotions: it is a biological status associated with the nervous system brought on by neurophysiologic changes like thoughts, feelings responses etc.

3.9.1 Characteristics of Motivation Research:

- Motivation research is concerned with human motives.
- It is qualitative research, so it is very difficult to generalize the findings.
- Motivation research operates on the premise that consumers are not always aware of the reasons for their actions.
- Motivation research attempts to discover, underlying feelings, attitudes and emotions concerning product, service or brand use.
- Motivation research is designed to uncover consumers of the subconscious or hidden motivation.
- Marketing research is focused on what consumers do, but the focus

of motivation research is on why they do it.

- Motivation research is an interdisciplinary science; psychologists, sociologists and anthropologist have made valuable contributions to the understanding of why people act as they do in the Marketplace.

3.9.2 Uses of Motivation Research:

- Motivation Research leads to useful insights and provides inspiration to creative person in the advertising and packing world.
- Knowledge and measurement of the true attitude of customers help in choosing the best-selling appeal for the product and the best way to represent the product in the sales talk, and in determining the appropriateness and weight age of various promotional methods.
- Motivation Research can help in measuring changes in attitudes, thus advertising research.
- Knowledge and measurement of attitudes provides us with an imaginative market segmentation tool and also enables estimating market potential of each additional segment.
- Strategies to position the offer of the company in a particular market segment should be based on the findings of motivation research.



CHECK YOUR PROGRESS

Q 1: Answer as directed:

(a) Motivation is concerned with _____ and deliberate behaviour of an individual. (Fill in the blank)

(b) What is motive?

(a) Theory X and theory Y profound by _____. (Fill in the blank)

(b) Consumer motivation leads to achievement of organizational objectives. (Write True/ False)



3.10 LETS SUM UP

- The ways and techniques used to motivate the employees are called motivational employees.
- Consumer motivation is an internal state that drives people to identify

and buy products or services that fulfill conscious and unconscious needs or desires.

- The fulfillment of those needs can then motivate them to make a repeat purchase or to find different goods and services to better fulfill those needs.
- Thus we can state that consumer motivational tools are need satisfying and hence to be person - oriented. This would turn lead to organizational effectiveness.



3.11 FURTHER READING

1) OrganisationalBehaviour - By Dr S.S. Khanka
2) Narain'sOrganisationalBehaviour - By S. Sachdeva
3) Modern Marketing Principles and Practices - By R.S.N. Pillai &Bhagavathi



3.12 ANSWER TO CHEK YOUR PROGRESS

Ans to Q No 1: a) Impulsive

Ans to Q No 2: b) A reason for doing something

Ans to Q No 3: c) Douglas McGregor

Ans to Q No 4: d) True



3.13 MODEL QUESTIONS

Q 1: Define motivation. Explain why motivation is important for accomplishment of a goal?

Q 2: Explain Maslow's need hierarchy theory of human needs. What are the criticisms of the theory?

Q 3: Define motivational conflicts. Explain its different types.

Q 4: How do defense mechanism works. Explain.

Q 5: "Motivational theories complement marketing strategies" justify the statement.

Q 6: What is motivational research? How it is used in consumer motivation?

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