Motivation & Emotion

Psychological needs & implicit motives

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Image source

Outline – Psychological needs

- Psychological needs
  - Organicism psychological needs
  - Person-environment dialectic
  - Person-environment synthesis vs. conflict
- Autonomy
  - The conundrum of choice
  - Supporting autonomy
  - Benefits from autonomy support
  - Benefits of giving and receiving autonomy support
- Competence
  - The pleasure of optimal challenge
  - Interdependency between challenge and feedback
  - Optimal challenge and flow
  - Structure
  - Feedback
  - Failure tolerance
- Relatedness
  - Involving relatedness: Interaction with others
  - Studying relatedness: Perception of a social bond
  - Communal and exchange relationships
  - Fruits of relatedness need satisfaction

Based on Reeve (2015, pp. 153-182)

Overview

1. Psychological needs (Ch 6)
2. Implicit motives (Ch 7)

Drive:
The surprising truth about what motivates us
Dan Pink
RSA Animate (10 mins)
http://www.youtube.com/watch?v=u6XAPnuFjJc

Psychological need

- Inherent desire to interact with the environment so as to advance personal growth, social development, and psychological well-being.
- The reason we engage in our environment is to involve and satisfy our psychological needs.

Based on Reeve (2015, pp. 153-154)
Psychological needs

- When our activities:
  - **involve** our psychological needs, we feel **interest** (an emotion)
  - **satisfy** our psychological needs, we feel **joy** (another emotion).

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Person-environment dialectic

The relationship between person and environment is reciprocal (two-way); the environment acts on the person and the person acts on the environment.

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Organismic approach to motivation

**Two assumptions:**

- People are inherently active; they
  - Choose environments
  - Modify environments
  - Learn, grow, & adapt to environments

- Person-environment dialectic:
  - There is dynamic interaction between people and environments.
  - The person and the environment are constantly changing towards synthesis or conflict.

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Self-determination theory

**Psychological needs**

- **Autonomy**
- **Competence**
- **Relatedness**
**Autonomy**

Psychological need to experience self-direction and personal endorsement in the initiation and regulation of one’s behaviour.

Based on Reeve (2015, pp. 158-167)

Behaviour is autonomous (or self-determined) when our interests, preferences, and wants guide our decision-making process to engage or not to engage in a particular activity.

**Perceived autonomy**

Subjective qualities within the experience of autonomy

- **Internal perceived locus of causality**
  - Individual’s understanding of the causal source of his or her motivated actions.

- **Volition (Feeling free)**
  - Heartfelt and unpressured willingness to engage in an activity.

- **Perceived choice over one’s actions**
  - Subjective experience that one may decide to act or not to act, or to pursue one course of action rather than another course of action.

Based on Reeve (2015, Figure 6.2, p. 159)

**The conundrum of choice**

Not all choices promote autonomy.

- **“either-or” choice offerings**
  - Choice among options offered by others fails to tap into, and involve, the need for autonomy.

- **True choice over people’s actions**
  - Meaningful choice that reflects people’s values & interests
  - Enhances a sense of need-satisfying autonomy.
  - Enhances intrinsic motivation, effort, creativity, preference for challenge, and performance.

Based on Reeve (2015, pp. 160-161)

**Supporting autonomy: Definitions**

**Autonomy support**

Interpersonal sentiment and behaviour to identify, nurture, and develop another’s inner motivational resources.

**Control**

Interpersonal sentiment and behaviour to pressure another toward compliance with a prescribed way of thinking, feeling, or behaving.

Based on Reeve (2015, pp. 164-167)

**Supporting autonomy: Enabling condition**

**Autonomy support**

- Takes the other person’s perspective
- Values personal growth opportunities

**Control**

- Pressures the other person toward a prescribed outcome
- Targets a prescribed outcome

Based on Reeve (2015, pp. 164-167)

**Supporting autonomy: Instructional behaviours**

**Autonomy support**

- Nurtures inner motivational resources
- Provides explanatory rationales
- Listens empathically and displays patience
- Acknowledges and accepts negative affect

**Control**

- Relies on outer sources of motivation
- Relies on pressuring language
- Neglects explanatory rationales
- Asserts power to silence negative affect and to resolve conflict

Based on Reeve (2015, pp. 164-167)
Ways of supporting autonomy

1. Nurture inner motivational resources
2. Provide explanatory rationales
3. Listen empathically
4. Use informational language
5. Display patience
6. Acknowledge & accept displays of negative affect

Based on Reeve (2015, pp. 166-167)

Ways of supporting autonomy

3. Listen empathically, rely on informational language

Autonomy-supportive motivators
- Treat insubordination, poor performance, & inappropriate behaviour as motivational problems to be solved.
- Listen empathically to understand why the other is struggling.
- Use flexible, non-controlling, & informational language.

Controlling motivators
- Adopt a controlling communication style
- Try to motivate by inducing feelings of guilt, shame, and anxiety e.g. saying “you should try harder” or “you must finish the project.”

Based on Reeve (2015, pp. 166-167)

Ways of supporting autonomy

4. Display patience

Autonomy-supportive motivators
- Give others time and space to explore better ways of behaving, to plan out and try out alternative ways of behaving, and to alter personal goals and problem-solving strategies.
- Do a lot of listening, perspective taking, and postpone giving advice.

Controlling motivators
- Impatiently rush in, take over, and show the other person what to do and how to solve the problem.

Based on Reeve (2015, pp. 166-167)

Ways of supporting autonomy

5. Acknowledge & accept expressions of negative affect

Autonomy-supportive motivators
- Listen carefully to the expressions of negative affect and resistance and accept them as valid reactions.
- Work collaboratively with the other person to solve the underlying cause of the negative affect and resistance.

Controlling motivators
- Make it clear that such expressions of negative affect are unacceptable.
- Saying things like “it’s my way or the highway.”

Based on Reeve (2015, pp. 166-167)
Moment-to-moment autonomy support

What autonomy-supportive and controlling people say and do to motivate others

**Autonomy support**
- Listen carefully
- Allow others time to talk
- Provide rationale
- Encourage effort
- Praise progress, mastery
- Ask others what they want to do
- Respond to questions
- Acknowledge the other's perspective

**Controlling**
- Hog learning materials
- Show & tell correct answers
- Give directives, commands
- Should, must, have to statements
- Ask controlling questions
- Seem demanding

Based on Reeve (2015, pp. 161-167)

Benefits from autonomy support

**Motivation**
- Autonomy, competence, relatedness
- Intrinsic motivation
- Mastery motivation & perceived control
- Curiosity
- Internalised values

**Engagement**
- Engagement
- More positive emotion
- Less negative emotion
- Better attendance and retention
- Persistence

**Development**
- Self-worth
- Creativity
- Preference for optimal challenge

Based on Reeve (2015, Figure 6.3, p. 164)

Benefits from autonomy support

**Learning**
- Conceptual understanding
- Deep processing
- Active information processing
- Self-regulation strategies

**Performance**
- Grades
- Task performance
- Standardised test scores

**Psychological well-being**
- Psychological well-being
- Vitality
- School/ life satisfaction

Based on Reeve (2015, Figure 6.3, p. 164)

Example: Study 1

Children's Motivational Benefits from Autonomy-Supportive (Rather Than Controlling) Rules

<table>
<thead>
<tr>
<th>Dependent Measure</th>
<th>Rules Communicated in a Controlling Way</th>
<th>Rules Communicated in an Autonomy-Supportive Way</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>M (SD) 4.87 (1.09)</td>
<td>M (SD) 5.57 (0.65)</td>
</tr>
<tr>
<td>Free Choose Behavior</td>
<td>M (SD) 167.7 (106.0)</td>
<td>M (SD) 257.1 (212.6)</td>
</tr>
<tr>
<td>Creativity</td>
<td>M (SD) 4.80 (1.16)</td>
<td>M (SD) 5.34 (1.17)</td>
</tr>
<tr>
<td>Technical Goodness</td>
<td>M (SD) 4.88 (0.87)</td>
<td>M (SD) 5.62 (1.28)</td>
</tr>
<tr>
<td>Quality</td>
<td>M (SD) 4.84 (0.68)</td>
<td>M (SD) 5.62 (1.06)</td>
</tr>
</tbody>
</table>

Based on Reeve (2015, Table 6.3, p. 166)

Competence

A psychological need to be effective in interactions with the environment.

Based on Reeve (2015, pp. 167-174)

Involving competence

**Key environmental conditions**

- **Optimal challenge and flow**
  - Flow: a state of concentration that involves a holistic absorption in an activity

- **Structure**
  - Information about the pathways to desired outcomes
  - Support & guidance for pursuing these pathways

- **Feedback**
  - Setting the stage for challenge
  - Performance feedback

- **Failure tolerance**
  - Considerable error making is essential for optimising learning.
  - Failure produces opportunities for learning

Based on Reeve (2015, pp. 167-174)
Supporting competence

Positive feedback
- Task itself
- Comparisons of one’s current performance with:
  - one’s own past performance
  - the performance of others
- Evaluations of others

Pleasure of optimal challenge and positive feedback
- Harter’s anagram study (1974, 1978b)
- Children experience the greatest pleasure following success in the context of moderate challenge

Based on Reeve (2015, pp. 167-174)

Nurturing relatedness

Involving relatedness: Interaction with others
- Emotionally positive interactions and interaction partners

Satisfying relatedness: Perception of social bond
- Intimate and high-quality relationships that involve perceived caring, liking, accepting, and valuing

Communal & exchange relationships
- In communal relationships, people care for the needs of the other, and both feel an obligation to support the other’s welfare

Fruits of relatedness need satisfaction
- Engagement, developmental growth, health, and well being

Based on Reeve (2015, pp. 174-178)

Relatedness

A psychological need to establish close emotional bonds and attachments with other people. The desire to be emotionally connected to, and interpersonally involved in, warm relationships.

Based on Reeve (2015, pp. 174-178)

Putting it all together: Social contexts that support psychological needs

<table>
<thead>
<tr>
<th>Psychological Need</th>
<th>Environmental Condition that Involves the Need</th>
<th>Environmental Condition that Satisfies the Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy</td>
<td>Opportunities for self-direction</td>
<td>Autonomy support</td>
</tr>
<tr>
<td>Competence</td>
<td>Optimal challenge</td>
<td>Positive feedback</td>
</tr>
<tr>
<td>Relatedness</td>
<td>Social interaction</td>
<td>Communal relationships</td>
</tr>
</tbody>
</table>

Based on Reeve (2015, Table 6.4, p. 178)

Engagement

The engagement model based on psychological need satisfaction

Based on Figure 6.7
Reeve (2015, p. 179)
What makes for a good day?

Based on Reeve (2015, pp. 180-181)

Psychological nutriments for good days

Daily autonomy

Daily competence

Daily relatedness

Psychological nutriments necessary for good days, positive well-being, and vitality

Outline – Implicit motives

- Implicit needs
- Acquired needs
  - Social needs
  - How implicit motives, as acquired psychological needs, motivate behaviour
- Achievement
  - Origins of the need for achievement
  - Atkinson’s model
  - Achievement for the future
  - Dynamics-of-action model
  - Conditions that involve and satisfy the need for achievement
- Affiliation
  - The duality of affiliation motivation
  - Conditions that involve the affiliation and intimacy duality
  - Conditions that satisfy the affiliation need
- Power
  - Conditions that involve and satisfy the need for power
  - Power and goal pursuit
  - Is the implicit power motive bad?
- Four additional social needs

Summary

An organismic approach to motivation makes two core assumptions:

- People are inherently active
- Psychological needs provide inherent motivation to engage in the environment which sometimes supports and sometimes frustrates the meeting of these needs.

Self-determination theory needs are inherent requirements for optimal growth and well-being:

- Autonomy
- Competence
- Relatedness

Implicit needs

Definition: Enduring, non-conscious needs that motivates a person’s behavior toward attaining specific social incentives.

Example: A person with a strong need for achievement experiences strong interest, enthusiasm, joy and pride while engaging in a challenging task.

Social needs

Definition: Acquired psychological process that grows out of one’s socialisation history and that activate need-relevant incentive.

Examples:

- Achievement
- Affiliation
- Power
Primary social incentives

These social incentives activate each implicit motive’s emotional and behaviour activation potential.

<table>
<thead>
<tr>
<th>Implicit motives</th>
<th>Social incentive that activates each need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achievement</td>
<td>Doing something well to show personal competence</td>
</tr>
<tr>
<td>Affiliation</td>
<td>Opportunity to please others and gain their approval; involvement in warm and secure relationships</td>
</tr>
<tr>
<td>Power</td>
<td>Having impact on others</td>
</tr>
</tbody>
</table>

Based on Reeve (2015, Table 7.1, p. 188)

Encounter with a standard of excellence

Hope for success
Person anticipates positive goal attainment and positive emotions like hope and pride.

Fear of failure
Person anticipates negative goal attainment and negative emotions like anxiety and shame.

Active approach
Approach behaviors and desire for mastery of the standard.

Passive approach
Avoidance behaviors and a desire to protect the self from embarrassment.

Based on Reeve (2015, Figure 7.1, p. 190)

Achievement

Need for achievement
Desire to do well relative to a standard of excellence

Standard of excellence
Any change to a person’s sense of competence that ends with an objective outcome of success vs. failure, win vs. lose, or right vs. wrong.

High- vs. low-need achiever
- Approach- vs. avoidance-oriented emotions
- Differences in choice, latency, effort, persistence, and willingness to take personal responsibility for successes and failures

Based on Reeve (2015, pp. 191-202)

Origins of the need for achievement

Socialisation influences
When parents provide: independence training, high performance aspirations, realistic and explicit standards of excellence, positive valuing of achievement-related pursuits, a wide scope of experiences such as travelling, exposure to children’s reading rich in achievement imagery, etc.

Developmental influences
Achievement-related beliefs, values, and emotions all show predictable developmental patterns.

Based on Reeve (2015, pp. 191-202)

Atkinson’s expectancy x value model of achievement behaviour

Tendency to Achieve ($T_a$)

Tendency to Approach Success ($T_a$)

Tendency to Avoid Failure ($T_{af}$)

$T_a = \frac{(M_s \times P_s \times I_s)}{(M_{af} \times P_f \times I_f)}$

- $M_s$: Motive to success
- $P_s$: Perceived probability of success
- $I_s$: Incentive value of success
- $M_{af}$: Motive to avoid failure
- $P_f$: Perceived probability of failure (1 - $P_s$)
- $I_f$: Negative incentive value for failure (1 - $I_s$)

Based on Reeve (2015, pp. 191-194)

Dynamics-of-action model

Streams of behaviour for people high and low in $M_s$ and $M_{af}$
1. Latency to begin an achievement depends on motive strength. ($M_s$ vs. $M_{af}$)
2. Persistence on an achievement task depends on motive strength. ($M_s$ vs. $M_{af}$)
3. Switching to a non-achievement task occurs with rising consumption.

Based on Reeve (2015, pp. 195-197)
Conditions that involve affiliation and intimacy duality

People desire to affiliate for emotional and support and to see how others handle fear and anxiety. Some people strive to maintain relationships, and others wish to establish new interpersonal networks. 

Based on Reeve (2015, pp. 197-198)

Affiliation and intimacy

Profile of high intimacy motivation

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>THOUGHTS</td>
<td>Offspring, relationships</td>
</tr>
<tr>
<td>STORY THEMES</td>
<td>Relationships produce positive effect, reciprocal dialogue, expressions of relatedness commitment and unison, and expressions of interpersonal harmony</td>
</tr>
<tr>
<td>INTERACTION STYLE</td>
<td>Self-disclosure, Intense listening habits, Many conversations</td>
</tr>
<tr>
<td>AUTOBIOGRAPHY</td>
<td>Themes of love and dialogue are mentioned as personally significant life experiences</td>
</tr>
<tr>
<td>PEER RATINGS</td>
<td>Individual rated as warm, loving, sincere, non-dominant</td>
</tr>
<tr>
<td>MEMORY</td>
<td>Enhanced recall with stories involving themes of interpersonal interactions</td>
</tr>
</tbody>
</table>

Based on Reeve (2015, Table 7.2, p. 199)

Conditions that involve affiliation and intimacy needs

Based on Reeve (2015, pp. 200-202)

<table>
<thead>
<tr>
<th>Need-involving condition</th>
<th>Need-satisfying condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment need</td>
<td>Deprivation from social interaction; Social isolation and fear</td>
</tr>
<tr>
<td>Intimacy need</td>
<td>Social acceptance, approval, and reassurance</td>
</tr>
</tbody>
</table>

Power

The need to impact on others

- Leadership
- Aggressiveness
- Influential occupations
- Prestige possessions

Power and goal pursuit

- Power increases approach tendencies.
- People high in the need for power more easily acquire the goals they seek.

Based on Reeve (2015, pp. 202-205)

Example of Power Motive:

1968 BBC Interview with Rupert Murdoch (6 mins)

https://www.youtube.com/watch?v=wtcq8RDDPFU

Based on Reeve (2015, pp. 190-202)
Leadership motive pattern

A special variant of the need for power is the leadership motive pattern.

Leadership motive pattern

- High need for power
- Low need for affiliation
- High self-control

Based on Reeve (2015, pp. 205-207)

Summary

Implicit motives: Enduring, unconscious needs that motivate striving for incentives which are learned or acquired through experience and socialisation:
- Achievement
- Affiliation
- Power

References


Next lecture

- Extrinsic motivation (Ch 5)
- Goal-setting Ch 8

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- [http://www.openoffice.org/product/impress.html](http://www.openoffice.org/product/impress.html)