

# المقاربات الخارجية والداخلية للدافعية

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## Extrinsic and Intrinsic Approaches of Motivation

### المقاربات الخارجية والداخلية للدافعية

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خلاصة:

إن تحليل نظريات الدافعية يكشف عن الإتجاه بعيدا عن الدافعية الخارجية نحو الدافعية الداخلية.

إن الحالات الداخلية من شعور (عواطف)، أفكار (معارف)، ومعتقدات (ادراكات) أصبحت تمثل حجر الزاوية في الإتجاه الجديد لنظرية الدافعية. ويميل هذا الإتجاه إلى اظهار وقبول الاختلافات التي توجد بين وداخل الناس: نوعية مواقفهم، وتفاعلهم، وقد تبين أن المتغيرات المتعرض إليها هنا تزيد من الدافعية الداخلية. إن هذه المتغيرات مثل الإستقلال الذاتي، المسؤولية، المشاركة، التقدير، واتخاذ القرار ... إلخ قد تبين تأثيرها الواضح في عدد من الدراسات المختلفة.

من ناحية أخرى، فإن العوامل الفردية والموقفية يجب أن تأخذ في الحسبان، لأن هذه المتغيرات يبدو أن لها تأثيرها الكبير عندما تتحقق حاجات الفرد الأساسية ويصبح له درجات من الحرية في اختيار المتغير. وهو ما يعزز الاعتقاد بأن الأسلوب الداخلي للدافعية يجب أن يأخذ في الإعتبار التفاعل بين حاجات الأفراد وإدراك المحيط في قدرته على تحقيق هذه الحاجات.

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2 - self-determination.

3 - Affiliative expression.

These are expressions of a person's self and / or their central values.

### **Conclusion**

An examination of these theories reveals the trend away from extrinsic motivation towards intrinsic motivation.

Internal states such as feelings (emotions), thoughts (cognitions) and beliefs (perceptions) have become the corner stones of the new approach of motivation theory. This approach tends to reflect and accept the differences that exist between and among people, situational specificity, and their interaction. The variables that were presented, have been demonstrated to increase intrinsic motivation. These variables such as autonomy, responsibility, participation, recognition, decision making, ect. Have been shown to work in several different studies. However, individual and situational factors must be taken into account. These variables seem to have their greatest effect when the basic needs of the individual have been met and the person has some degree of freedom in selecting the variable. This reinforces the belief that the internal approach of motivation should take into account the interaction between the person's needs and the perception of the environment in its ability to meet these needs.

Landy's Opponent-Process theory (1978): This postulates that excursions from hedonic neutrality results in an attempt to bring these excursions back to within normal limits. This concept is analogous to many other process in both biology and psychology. According to this theory an individual satisfaction with a particular reward will systematically change over time, even though the reward itself remains constant.

### **Variables**

Many variables are recognized to be able, under proper circumstances, to increase intrinsic motivation. These variables are mentioned in different theoretical and applied works. For example:

Morse (1953) demonstrated that workers wanted variety and decision making ability on their jobs, 76% of them wanted this.

Paul, Robertson, and Husberg (1969) demonstrated in a series of experiments that increased participation in decision making, authority, input into the job, as well as other factors increased both intrinsic motivation and productivity.

Quinn and Shepart (1974) have also identified several factors that lead to increased intrinsic motivation, as well as increased job satisfaction, some of this factors are: challenge, financial rewards, good relations with co-workers, research adequacy and the possibility for promotion.

Other studies have revealed similar results; variables such as autonomous job behavior (David, 1966), responsibility recognition, and challenge (Jacobs, 1975), as well as ownership of tasks, responsibility, autonomy, and task identity (Jansen, 1975), have all been shown to increase workers intrinsic job motivation.

Also katz and kahn (1978) list three categories as powerful sources of intrinsic motivation, these categories are:

- 1 - value expression and self identification.

alleviation of dissatisfaction, but not cause satisfaction, there will be therefore a neutral state between dissatisfaction and satisfaction. The intrinsic factors, called motivators, are higher order needs, their fulfillment can lead to a state of satisfaction. There is no explicit hierarchy, but if the hygienes are not met it would be hard to see how the motivators would be met. Also, levels of hygienes vary between and among individuals, and motivators also vary, i.e., what may be a hygiene for one person may not be for another and what may be one at a given time may not be at another time under different circumstances, the same concept would most likely apply, even more so, for motivators.

Distributive Justice Theory (Homans, 1961): This hypothesises that people expect that each person's rewards will be proportional to their costs, both the over-paid and the under-paid should be dissatisfied. Therefore, people will be motivated if there is equity between their expected reward and their realized reward.

Path-Goal Theory (Georgopolous, Mahoney, and Jones, 1957):

According to this theory, "If a worker sees high (or low) production as a path to the attainment of one or more of his personal goals, in the work situation, he will tend to be a high (or low) producer ..." This theory preceeded Vroom's theory of motivation.

Vroom's Expectancy Model of Motivation (1964): This is based on two expectations which are believed to control behavior. These two expectations are (1) the more effort expended the better the performance should be and (2) the better we perform the more likely we are to reach a desired result. Our behavior is said to be instrumental because if we engage in an activity we do so because we believe the activity will be instrumental in achieving a valued outcome. This is also called VIE theory; the positive or negative aspects of an object or goal is called its Valence; the degree to which an action of a series of actions results in a valued outcome is its Instrumentality; a probability estimate of the relationship between an action and a desired outcome is Expectancy.

entire civilization. Accordingly, if we know the reinforcement contingencies to which an individual has been responsive to in the past we can understand his behavior and control it. In Skinner's system drives, needs, tensions, and/or any other internal states are unnecessary; and attempting to predict behavior on the basis of any perceived values or valences is at best an indirect way to study and control behavior, all that is necessary is to know the reinforcement history.

Beginning in the mid - 1950's, many psychologists, especially those with a humanistic view, became dissatisfied with the type of theories that have been described above. As a result, numerous new theories have been proposed in the past thirty-five years. Perhaps the most prominent and well known of these theories is: Maslow's Self-Actualization Theory (1943; 1945): The Basic propositions of this theory are first, that there exists for human beings a hierarchy of psychophysiological needs (physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs); second, although elements of all the needs can be present, the lowest need on the hierarchy that is not being fulfilled will be the most valent. This theory has received much attention, however, its support among psychologists is mixed.

Also, Maslow (1970) realized the necessity of looking beyond the use of purely monetary incentives when he stated that "money substitutes is an imperfect way for the satisfaction of certain higher needs. A man who has these needs frustrated cannot be truly satisfied or motivated by a raise in pay since money cannot but what he wants". (McDermid, 1974, p. 97).

Alderfer's (1969; 1972): ERG Theory reduced Maslow's five levels to three. Existence needs encompass the physiological and safety needs, for relatedness replace the needs for love, belongingness, etc., while growth needs take the place of esteem needs and self-actualization needs. Alderfer's theory retains Maslow's fulfillment progression hierarchy, while adding a frustration-regression factor which states, when the higher needs are not met, excessive fulfillment of the lower needs, beyond what is required will take place.

Herzberg's Two Factor Theory (1966) This is also very popular. According to this theory there exists both intrinsic and extrinsic motivators, both are necessary if the person is to be satisfied and motivated by their job. The extrinsic factors, called hygienes, are maintenance needs; their fulfillment will result in the



## Theories of Motivation

Motivation was well defined in the handbook of Industrial and Organizational Psychology (1976) as follows: "A summary label that identifies a set of independent / dependent variables relationships that explain the direction, amplitude, and persistence of an individual's behavior; holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment" (Campbell and Pritchard, 1976).

Several psychological theorists have examined the area of motivation, among the more traditional theorists are Hull, Lewin and Skinner.

Clarck Hull (1952) tried to specify how the major variables that effect behavior interact to influence particular dependent variables. He attempted to reduce behavior to a predictable formula ( $sfr = f(sHn \times D)$ ), which stated that behavior was a funtion of learning (the habit strength between a stimulus and a response) times motivation (drive). He later adjusted this formula to account for the incentive value of the reward, so the formula indicated that a change in the incentive value of a reward would lead to a change in behavior.

Lewin (1951) built a theory based on human rather than animal behavior. His theory postulates that individuals have certain physiological and psychological needs, and that behavior is a function of the interaction of persons and their environment ( $B = f(P \times E)$ ). There are two basic fundamental principles to this theory.

1 Needs create a state of tension which calls for a reduction of this tension via appropriate action (s).

2 - Valences, the ability of various actions or outcomes to relieve tension, will influence the perceived attractiveness of those actions or outcomes. Therefore, behavior is a result of a combination of the push of need tensions and the pull of highly valent outcomes.

Skinner (1948; 1971) developed a theory of motivation which he believed would not only explain individual behavior, but if properly used could direct an

## **Introduction**

"... In every type of organization, for whatever purpose, several incentives are necessary and some degree of persuasion likewise, in order to secure and maintain the contributions to organization that are required. It will also be clear that excepting in rare instances the difficulties of securing the means of offering incentives, of avoiding conflicts of incentives, and of making effective persuasive efforts, are inherently great; and the determination of the precise combination of incentives and of persuasion that will be both effective and feasible is a matter of great delicacy."

Chester I. Barnard in Stillman (1980)

In this work we are reviewing several theories of motivation; in order to see how motivational theories have evolved from mechanistic formularies, based on animal behavior, to those in which fulfillment of higher order needs becomes the primary intrinsic motivation. These intrinsic theories of motivation take into account perceptions, cognitions, and growth needs; they also allow for more individual differences and situational specificity.

Then we will cite a number of variables that have been demonstrated to increase the intrinsic motivation for workers. Also, we have to point out that many theorists consider intrinsic motivation and job satisfaction to be indistinguishable, since their main purpose is to increase productivity and / or quality. And this is a limited view and a beginning to the development of the integrative holistic's models of motivation. That takes into account individual differences, situational specificity, and their interaction.

## Extrinsic and Intrinsic Approaches of Motivation

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### **Introduction**

Theories of Motivation

A - The Traditional Approach

1 - Clark Hull Theory

2 - Lewin Theory

3 - Skinner Theory

B - The New Approach

1 - A. Maslow Theory

2 - Alderfer Theory

3 - Herzberg Theory

4 - Distributive Justice Theory

5 - Path-Goal Theory

6 - Vroom's Expectancy Model of Motivation

7 - Landy Opponent-Process Theory

Variables

- Conclusion