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Motivation and Involvement

The best way to get things done is to allow your subordinates to formulate their own methods of operation.

Efficiency can be achieved in work if the people are motivated to achieve the goals. After reading this chapter one must understand:

- *The theories of motivation*
- *Need hierarchy*
- *Motives and consumption behaviour*
- *Personality*
- *Emotions*
- *Opinion leaders and transmission of information*
- *Self-concept*

Motivation and Involvement

■ 12.1 Introduction

In consumer behaviour, motivation plays an important part in making a decision. What is the motive of buying? A motive is why an individual does a thing. Motivation is an inner feeling that stimulates the action that is to be taken by an individual. It provides a specific direction or, results in a response. A person can be motivated to buy a product for convenience, for style, for prestige, for self-pride, or for being at par with others.

■ 12.2 Maslow's Theory of Motivation

It is a macro theory designed to account for most human behaviour in general. It is based on Maslow's hierarchy of needs, which states that a human being has a variety of needs and, these can be classified as primary and secondary needs or, lower-order and higher-order needs. Once a need is fulfilled, human beings, try to fulfil other needs. This is usually done in a hierarchy, which can be classified as under:

Physiological

Food, water, sleep, clothing, shelter and sex.

Products in this category include, foods, health foods, medicines, drinks, house garments, etc.

Safety needs

Seeking physical safety and security. Safety of person, safety of belongings, security of job, etc.

Products are locks, guns, insurance policies, burglar alarms, retirement investments, etc.

Social needs

The need to be approved in a society—To love and be loved, friendship, love appreciation and group acceptance.

Products are general grooming, entertainment, clothing, cosmetics, jewellery, fashion garments.

Esteem needs

Desire for status, for superiority, self-respect and prestige.

Products are furniture, clothing, liquor, hobbies, fancy cars.

Self-actualisation needs

The desire for self-fulfilment, the desire to become all that one is capable of becoming.

Products are educational, art, sports, vacations, garments, foods.

Maslow's hierarchy is a good guide to general behaviour. The same consumption behaviour can fulfil more than one need.

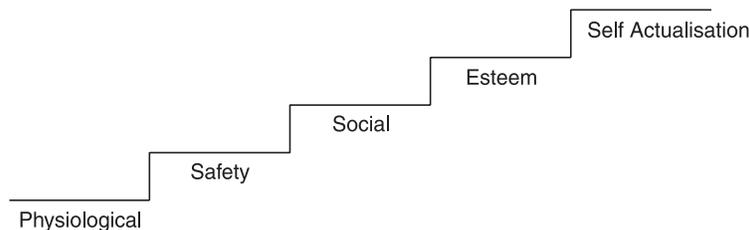


Fig. 12.1 Maslow's hierarchy of needs

McGuire's Psychological Motives

The classification of motives by McGuire is more specific and used more in marketing.

Need for consistency

People try to buy things which are consistent with their liking and taste. A sophisticated person will be consistent in his choice of colours of clothing, paintings on the wall, colour of rooms. He would prefer sophisticated instead of flashy objects.

Need to attribute causation

We often attribute the cause of a favourable or unfavourable outcome to ourselves or, to some outside element. You can buy shoes by your choice and may not like them. It can be attributed to you. If you buy a dress by the advise of your friends and companions, and do not like it, the causes are attributed to other factors.

Need to categorise

The objects are categorised in a number of ways. The most popular is the price. Cars can be classified around Rs. 2 lakhs or above Rs. 5.5 lakhs. Many products are categorised at 499.00 to keep them under Rs. 500. This is practised in shoes mainly by Bata and others.

Need for cues

These are hints or symbols that affect our feelings, attitudes, impressions, etc. For instance, clothing can be a cue to adopt a desired lifestyle. The use of products can be enhanced by providing proper cues to the purchasers.

Need for independence

Consumers like to own products which give them a feeling of independence, symbols like a white bird flying may predict one to be free and independent.

Need for novelty

We sometimes want to be different in certain respects and want to be conspicuous. This is evident in impulse purchasing or unplanned purchasing. We go in for novelty products, novelty experiences. A different kind of travel with many novelties offered by a travelling agency.

Need for self-expression

We want to identify ourselves and go in for products that let others know about us. We may buy a suit not only for warmth but also for expressing our identity to others.

Need for ego defence

When our identity is threatened or when we need to project a proper image, we use products in our defence. Deodorants are used for ego defence. Mouthwash for fresh breath or, false teeth to protect our image. We use hair dye to look younger better, etc. We rely on well-known brands to give a correct social image of ourselves.

Need for assertion

These needs are fulfilled by engaging in those kind of activities that bring self-esteem and esteem in the eyes of others. We can buy an expensive car which may be for esteem but, if it does not perform well, we tend to complain bitterly. Individuals with a strong need for self-esteem tend to complain more with the dissatisfaction of the product.

Need for reinforcement

When we buy a product which is appreciated by others, it reinforces our views, our behaviour, our choice and we go in for repeat purchases. More products can be sold if their reinforcement is greater by their purchases.

Need for affiliation

We like to use product which are used by those whom we get affiliated to. If one's friend appreciates and wears a certain brand then one also tries to use the same brands or objects for affiliation. It is the need to develop mutually helpful and satisfying relationships with others. Marketeers use the affiliation themes in advertisements which arouse emotions and sentiments in the minds of the consumers for their children and families.

Need for modelling

We try to copy our heroes and our parents and those we admire. We base our behaviour on the behaviour of others. Marketeer's use these themes for selling their product, *i.e.*, "Lux is used by heroines". "Sportsmen rely on boost for their energy" and such captions are used regularly and repeatedly.

Utilitarian and Hedonic Needs

Utilitarian needs are to achieve some practical benefit such as durability, economy, warmth that define product performance. Hedonic needs achieve pleasure from the product they are associated with emotions and fantasies is derived from consuming a product.

A Hedonic need is more experiential—The desire to be more masculine or feminine etc. Hedonic advertising appeals are more symbolic and emotional. For utilitarian shoppers the acquiring of goods is a task whereas for Hedonic shoppers it is a pleasurable activity. Shopping Malls may be considered as gathering places and consumers/buyers derive pleasure from these activities besides the selection of goods.

■ 12.3 Marketing Strategies Based on Motivation

Consumers do not buy products. They buy motive satisfaction or problem solutions. A person does not buy a sofa set but he buys comfort. A person does not buy cosmetics but he buys hope for looking good. Marketeers therefore try to find the motives for buying, and build their products and marketing mixes around these motives. A person may buy a product for a number of motives. One of them could be rewarded for oneself or to self-indulge in them or for a gift. Multiple motives are involved in consumption. Therefore, a marketer tries to find out:

- (a) the motive for buying,
- (b) how to formulate a strategy to fulfil these motives, and
- (c) how to reduce conflict between motives.

How to Discover Motives

This is found out by asking questions from the respondent. Some motives are disclosed by the respondent, others are not divulged or are hidden. For instance, you ask a lady why she wears designer jeans. She can say that (a) they are in style (b) they fit well (c) they are worn by her friends. These motives are disclosed. Latent motives may not be disclosed. These may be (d) they show that I have money (e) they make one look sexy and desirable (f) they show I am young (g) they project my slimness, etc.

Manifest and Latent Motives

Another important method to find out the motives may be by “Motivational Research” where indirect questions are asked to elicit the information from the respondents. This is done by unstructured disguised interviews or questionnaires.

Once the motives have been known, the marketing strategy is designed around the appropriate set of motives. While designing the strategy, the target market has to be decided and the communication has to be chosen for the said target market. Since there is more than one motive, more than one benefit should be communicated by advertising and other methods of promotion.

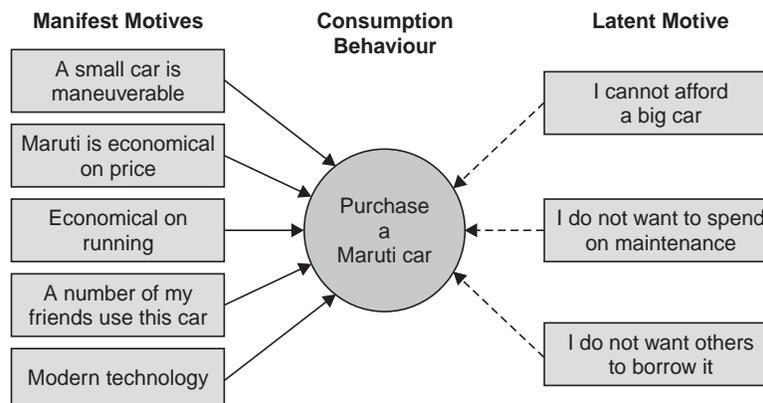


Fig. 12.2 Hidden motives are shown by the dotted line

In case of a Maruti car as shown in the Figure 12.2, the benefit of economy, maneuverability, modern ideology must all be communicated. Usually, direct appeals are used for manifest motives and, indirect appeals for latent motives. Sometimes dual appeals are used and the target market has to be kept in mind.

Motivational Conflicts

A consumer wants to fulfil a variety of needs by using a product, therefore, there are conflicts in his mind as to which motive must be given more importance. It is a conflict which has to be resolved. There are three types of motivational conflicts.

Approach-approach Motivational Conflict

There may be two acts of equally attractive choices to make. This can be reduced by the timely release of an advertisement, so that both alternatives can be given importance. A consumer may want a spacious car which is not large*—Uno. A consumer may want a medium size fridge with a lot of space inside** or, a fridge with a deepfreeze—double door fridge. These two choices create a conflict in the minds of the consumers.

Approach Avoidance Motivational Conflict

In this the consumer is faced both by positive and negative consequences in the purchase of a particular products. If one likes chocolates and is diabetic. This conflict can be solved by taking sugar free chocolate, or in the case of Coca Cola-Diet free Coke may resolve the conflict.

Avoidance-avoidance Conflict

It faces the consumer with two undesirable consequences. Taking an injection once or, taking a bitter medicine a number of times. This can be avoided by choosing a lesser painful alternative according to the convenience of the consumer.

■ 12.4 Involvement

Involvement is the intensity of interest with which consumers approach their dealings in the Market Place. Involvement characteristics:

(i) is related to consumer's values and self-concept, which influences the degree of personal importance as ascribed to a product or a situation.

(ii) Involvement can vary in individuals depending on different situations.

(iii) Involvement is related to some form of arousal.

Involvement can be of 3 types

(i) Routinised response behaviour or least involvement

(ii) Low involvement decision making

(iii) High involvement decision making

* This conflict can be solved by a UNO (Fiat car) which is spacious but is not large.

** This problem can be solved by a double door fridge which is small yet has more space.

1. Routinised response behaviour or least involvement. In routinised response, we buy things as a routine. These are products of daily use which keep buying almost every now and then. These products have low or no involvement. Products such as soaps, tooth paste, blades, bread-butter creams, these are of low values and involve no risk. Consumers can try various brands and can keep changing brands according to their likes and dislikes.

2. Low Involvement Decision: These are decision in which some involvement is necessary. These are higher value products and involve certain amount of risk. These products are not bought everyday but after a few years or considerable period of time. These can be white goods, like refrigerators, T.V., Sofa Sets, Computers, Steel Cupboards sometimes designer clothes and suits.

3. High Involvement Decision Making: These decisions are very important as these products are of very high value and involve a lot of risk and are bought once in a life time or a few times in a life time. These can be expensive jewellery, like a solitaire, a house, an expensive car. While choosing these items, the attributes of the product are taken into consideration. For instance in a car we look for speed, economy, comfort, style, space, maintenance etc.

In a house we look for the location, the frontage the direction for north, south the locality the safety etc. All these attributes are considered and then the final decision is made. On the lighter side while choosing your life partner or the spouse requires high involvement as one has to spend one's whole life with the spouse. His/her culture background, family occupation, gentleness and other aspects are to be considered.

This discussion is substantiated in the chapter on problem recognition.

Discussion of Involvement

Antecedents are the bases or source that interact with each other to generate the degree of involvements the consumer will experience at any particular time. These variables are grouped into

- (i) Person
- (ii) Stimulus/object
- (iii) Situational categories

Person

In this category, we have the personal needs, values, experiences and interest *e.g.*, A person who is a professional photographer will have special interest in high quality and branded cameras like the NIKON, its filters, stand, apertures and so on. Whereas a person interested in family photos will be satisfied with an automatic camera costing only a 1000 to 3,000 rupees.

A professional tennis player will choose a racket with higher quality proper weight (Top heavy or top light) a suitable grip of the handle etc. A ordinary club player may do with a racket overlooking all these attributes and qualities.

Stimulus/Object

How much the products stimulates or creates an interest into the person. The amount of risk perceived by him, his level of involvement is also necessary.

Situations

By this we mean how and when the product will be used. For whom it is bought for a friend, your family, wife or for a special guest. The product may suspect for posing health risks.

Intensity

By intensity we mean the degree of involvement, high or low. This has been discussed earlier in this chapter.

Direction

It refers to the focus or the target in which one is involved. These could be cars or perfume. The involvement target may have been advertised in various media.

Persistence

It is the length of time the consumer remain involved. Some get out of the involvement and loose interest. One may be very interested in Tennis upto the age of 40 and then loose all interest.

Response Factors

Is how a consumer behaves under different involvement conditions. These can be to undertake greater *research*, more information may be *processed* for buying decisions.

Decision may be taken to buy or not to buy, the consumer can also be prsuaded to buy by providing incentives and other methods of persuasion.

Questions

1. What is Maslow's theory of motivation and how does it help the marketer?
2. What are McGuire's psychological motives?
3. How does a marketer plan his motivational strategy?
4. Discuss involvement, its types and its variables.