

UNIT II

MOTIVATION

A person is said to be motivated when his or her system is energized, made active and his behavior is directed towards a desired goal. Motivation is the driving force within individuals that impels them to take action.

DEFINITION

According to Lillis: “It is the stimulation of any emotion or desire operating upon one’s will and promoting or driving it to action.”

According to Vance: “Motivation implies any emotion or desire which so conditions one’s will that the individual is properly lead into action.”

From definitions above definition, following inferences can be derived:

1. Motivation is an inner feeling or driving force which energizes a person to work more.
2. The emotions or desires of a person prompt him for doing a particular work.
3. There are unsatisfied needs of a person which disturb his equilibrium.

POSITIVE AND NEGATIVE MOTIVATION

Positive Motivation

Positive motivation induces people to do work in the best possible manner and to improve their performance. Positive motivation or incentive motivation is based on reward. The workers are offered incentives for achieving the desired goals. Under this, better facilities and rewards are provided for their better performance. Such rewards and facilities may be financial and non-financial. For a salesperson positive motivation could be to achieve sales target and claim increased commission, remuneration, recognition, promotion etc.

Negative motivation: Negative or fear motivation is based on force or fear. Fear causes employees to act in a certain way. In case, they do not act accordingly then they may be punished with demotions or lay-offs. The fear acts as a push mechanism. The employees do not willingly cooperate, rather they want to avoid the punishment. A salesman’s negative motivation could be that he would lose his job if he does not perform well.

INTRINSIC AND EXTRINSIC MOTIVATION

Intrinsic Motivation

means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire. Some factors which influences the intrinsic motivation of a salesperson includes honor, recognition, power, status etc.

Extrinsic Motivation

Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money. examples: employee of the month award, benefit package, bonuses

PROCESS OF MOTIVATION

Motivation can also be described as the driving force within individuals that impels them to action. This driving force is produced by a state of tension, which exists as the result of an unfulfilled need. To reduce tension, every individual strives consciously and sub-consciously to reduce this tension to fulfil their needs and thus relieve them of the stress they feel. The specific goal they select and pattern of action they undertake to achieve their goal is based on individual thinking and learning (experiences). Therefore, marketers and salespersons try to influence the consumer's cognitive processes.

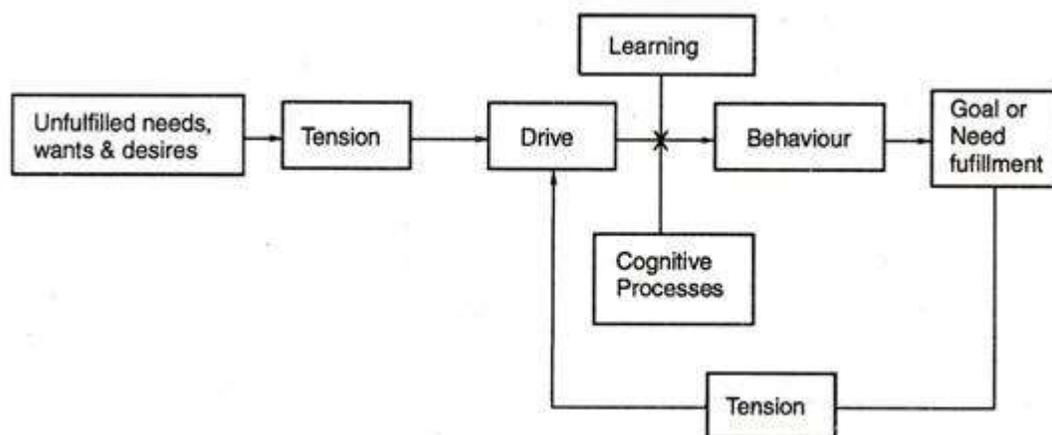


Fig. 3.2

Source: <http://www.yourarticlelibrary.com/>

NEED, GOALS AND MOTIVES

A consumer motivation process is largely affected by three components need, goals and motives

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

1. **Physiological needs:** As the name suggests, these needs arise out of our physiology and are also called as primary or biological or biogenic needs; e.g. Need for food, water, sleep, air, shelter etc. We are born with such needs and these are innate in nature.
2. **Psychological needs:** These needs arise out of our sociology and psychology and as such they are also called secondary or psychogenic needs; e.g. Need for affiliation, power, recognition, esteem and status, etc. Acquired needs are those needs that we learn from our surroundings environment or culture. therefore, they are also called as secondary needs.

Goals: Goals are the end result of motivated behavior. From marketer point of view, there are four types of goals:

1. **Generic goals:** General classes of goals that consumers select to fulfill their needs. For example, need for washing hands.
2. **Product specific goals:** For washing hands what kind of product is used. For example, use soap, liquids etc.
3. **Brand specific goals:** For example, which soap – Lux, Pears etc., to be purchased.
4. **Store specific goals:** From where that product must be purchased.

Motives: A motive is something that causes us to act or behave in order to reach a goal or desired endpoint. Motives can be rational as well as emotional.

1. **Rational:** When consumer motives are objective, and when selection of goals is made on the basis of objective criteria, they are referred to as rational motives. These criteria could be price, size, weight etc.
2. **Emotional:** When consumer motives are subjective, and when selection of goals is made on the basis of personal and subjective criteria, like appearance and looks, colour, aesthetics etc., they are referred to as emotional motives

MASLOW'S NEED HIERARCHY THEORY

In his influential paper of 1943, *A Theory of Human Motivation*, the American psychologist Abraham Maslow proposed that healthy human beings have a certain number of needs, and that these needs are arranged in a hierarchy. The hierarchy consist of five stages.

1. Physiological Needs:

These are important needs for sustaining the human life like Air, Food, water, warmth, shelter, sleep etc. Maslow was of an opinion that until these needs were satisfied, no other motivating factors can work. Air, food, and water, are the most important things to sustain our physical bodies. A salesman selling water purifier could talk about the bad effects of drinking contaminated water. In this way he tries to fulfill the physiological needs of the customer.

2. Security or Safety needs: Safety needs are the second level in the hierarchy and contain the needs such as personal/financial security, health/well-being, as well as needing safety against accidents and illnesses.

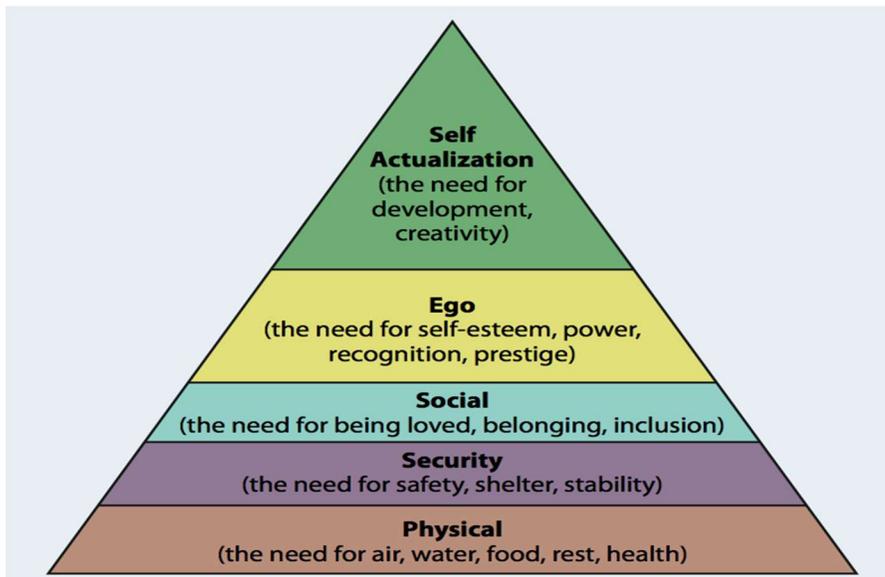
When an insurance agent talks about the customer in an accident, he creates a fear about safety in the mind of the prospect. In the same way, in an advertisement of car, they talk more about safety features rather than the luxury features to fulfill the safety needs of the customer.

3. Social needs: Since people are social beings, they have a feeling of belongingness with one another. People try to satisfy their need for love, affection, acceptance and friendship. People through social media platforms like Facebook, Instagram, WhatsApp etc. are connected with their friends, family and relatives and fulfill social needs.

A salesperson could sell greeting cards, holiday packages etc. to satisfy social needs of people.

4. Esteem needs: Esteem level includes need for status, recognition, attention, expertise over something. Failure to achieve an adequate level of self-esteem often leads to an inferiority complex. People's professions and hobbies often reflect this need to gain recognition. People also try to maximize their self-esteem by wearing branded clothes, by owning luxury cars and watches etc. By offering a luxury product or experience marketers and salespeople provide people an opportunity to master something, gain recognition.

This is the last level of deficiency needs, meaning that if a human satisfies all four of these needs, meaning that once all of these needs are met and mastered, an individual will feel content with their life.



Source: <https://www.psychologytoday.com>

5. Need for self-actualization: Maslow considers this as the highest need in his hierarchy. It is the drive to become what one is capable of becoming. It includes growth, achieving full potential and self-fulfillment. Self-Actualization deals with the recognition of an individual's full potential. The meaning of self-actualization is subjective and vary according to individual themselves. Some examples of this motivation could be to become the best musician who ever lived, be the best athlete of their sport etc.

DYNAMIC NATURE OF MOTIVATION

Motivation means the driving force within individuals that impels them to action. It is considered to be **dynamic in nature** as it constantly changes in reaction to life experiences. Needs and goals are constantly changing because of an individual's physical condition, social circle, environment and other experiences.

When one goal is achieved, an individual try to attain the new ones. If they are unable to attain, either they keep striving for them or finds out the substitute goal. Psychologists have given certain reasons to support the statement “Needs and goals are constantly changing”—

1. An individual’s existing needs are never completely satisfied
2. As one need is satisfied, the next higher level need emerges.
3. An individual who achieves their goals set new and higher goals for themselves.

1. **An individual’s existing needs are never completely satisfied;**

Most of the human needs are never permanently satisfied. There are various examples in our surroundings that show temporary goal achievement does not fully satisfy the need and every individual keeps striving to satisfy the need more fully. Physiological needs are never fully satisfied. Desire to stay connected with friend through social media is onother example in this regard. Even if a person is connected with his friends in Facebook, he also tries other social media platforms.

2. **As one need is satisfied, the next higher level need emerges.**

Some researchers say that new needs emerge as old needs are satisfied. In motivational theories, researcher have given facts supporting that new higher-order needs emerge as individual fulfills his lower needs (Maslow’s hierarchy of needs). Marketers must be aware of the changing needs. automobiles were considered as prestige symbol before and therefore, marketer were promoting in the same manner. Now, marketers stress more on safety because consumers are going for long drives with family because of shifting of need satisfaction reasons of people.

3. **An individual who achieves their goals set new and higher goals for themselves:**

Individuals set their new and higher goals, if they successfully achieve the previous ones. This means they raise their levels of aspiration. The success in the previous goals gives them confidence for reaching higher goals. A person may have set a goal to purchase a bike for transportation purpose, once he purchases the bike he strives to buy a car.

BUYING MOTIVES

1. A Motive is a strong feeling, urge, instinct, desire or emotion that makes the buyer to make a decision to buy.
2. Buying Motives are all the desires, considerations and impulses which induce a buyer to purchase a given product.
3. According to Prof. D. J. Duncan “Buying motives are those influences or considerations which provide the impulse to buy, induce action or determine choice in the purchase of goods or services.”
4. These motives are generally controlled by economic, social, psychological influences etc.

Buying Motives are generally of two types

1. PRODUCT MOTIVES

The impulses, considerations and desires that induces a person to be positively inclined to purchase a particular product is called product motives. The product is inclusive of attributes color, size, attractive design, package, price, etc., which may be the reason behind a person having product motive.

(A) EMOTIONAL PRODUCT MOTIVES

Emotional Product Motives are those impulses which persuade the consumer on the basis of his emotion. The buyer does not try to reason out or logically analyse the need for purchase. Evaluation of the pros and cons of the decision or logical reasoning analysis is not found behind such purchase decisions. Here the buyer lets the heart rule over the mind. That is, emotional product motives usually appeal to the buyers' sense of ego, to display his social status, tendency to imitate others, to satisfy pride, urge to initiate others, and his desire to be unique.

Emotional product buying motives include the following:

1. **Pride or Prestige:** Pride is the most common and strongest emotional buying motive. In fact, many products are sold by the sellers by appealing to the pride prestige of the buyers.

2. **Emulation or Imitation:** Emulation, i.e., the desire to imitate others, is one of the important emotional buying motives. For instance, a housewife may like to have a silk saree for the simple reason that all the neighboring housewives have silk sarees.
3. **Affection:** Affection or love for others is one of the stronger emotional buying motives influencing the purchasing decisions of the buyers. For instance, a husband may buy a costly silk saree for his wife or a father buy a costly watch for his son or daughter out of his affection and love.
4. **Comfort or desire for comfort:** Desire for comfort (i.e., comfortable living) is one of the important emotional buying motives. In fact, many products are bought for comfort. For instance, fans, refrigerators, washing machines, cushion beds, etc. are bought by people because of their desire for comfort.
5. **Ambition:** Ambition refers to the desire to achieve a definite goal. It is because of this buying motive that, sometimes, customers buy certain things. For instance, it is the ambition that makes many people, who do not have the facilities to pursue their college education through regular colleges, pursue their education through correspondence courses.
6. **Desire for distinctiveness or individuality:** Desire for distinctiveness, i.e., desire to be distinct from others, is one of the important emotional buying motives. Sometimes, customers buy certain things, because they want to be in possession of things, which are not possessed by others. Purchasing and wearing a particular type of dress by some people is because of their desire for distinctiveness or individuality.
7. **Desire for recreation or pleasure:** Desire for recreation or pleasure is also one of the important emotional buying motives. For instance, radios, musical instruments, etc. are bought by people because of their desire for recreation or pleasure.
8. **Hunger and thirst:** Hunger and thirst are also one of the important emotional buying motives. Foodstuffs, drinks, etc. are bought by the people because of this motive.
9. **Habit:** Habit is one of the emotional considerations influencing the purchasing decision of the customers. Many customers buy a particular thing because of habit, (i.e. because they are used to the consumption of the product). For instance, many people purchase cigarettes, liquors, etc. because of sheer habit.

(B) RATIONAL PRODUCT MOTIVES:

Rational product motives involve careful reasoning and logical analysis of the intended purchase. The buyer will work out whether it is worthwhile to purchase the product. The buyer makes rational decision after careful evaluation of the purpose, alternatives available, cost benefit, and such valid reasons.

Rational product buying motives include the following:

1. **Safety or Security:** Desire for safety or security is an important rational buying motive influencing many purchases. For instance, iron safes or safety lockers are bought by the people because they want to safeguard their cash, jewelries etc., against theft.
2. **Economy:** Economy, i.e. saving in operating costs, is one of the important rational buying motives. For instance, Hero Honda bikes are preferred by the people because of the economy or saving in the operating cost, i.e. petrol costs.
3. **Relatively low price:** Relatively low price is one of the rational buying motives. Most of the buyers compare the prices of competing products and buy things, which are relatively cheaper.
4. **Suitability:** Suitability of the products for the needs is one of the rational buying motives. Intelligent buyers consider the suitability of the products before buying them. For instance, a buyer, who has a small dining room, naturally, goes in for a small dining table that is suitable, i.e. that fits in well in the small dining room.
5. **Utility or versatility:** Versatility or the utility of a product refers to that quality of the product, which makes it suitable for a variety of uses. Utility of the product is one of the important rational buying motives. People, often, purchase things that have utility, i.e. that can be put to varied uses.
6. **Durability of the product:** Durability of the product is one of the most important rational buying motives. Many products are bought by the people only on the basis of their durability. For instance, buyers of wooden furniture go in for teak or rosewood table, though they are costlier, as they are more durable than ordinary wooden furniture.
7. **Convenience of the product:** The convenience of the product (i.e. the convenience the product offers to the buyers) is one of the important rational product buying motives. Many products are bought by the people because they are more convenient to them. For instance, automatic watches, gas stoves, etc., are bought by the people because of the convenience provided by them.

2. PATRONAGE MOTIVES

Patronage motives may be defined as consideration or impulses which persuade the buyer to patronage specific shops.

Why do buyers purchase from certain specific firms or shops?

What are the considerations or factors which persuade the buyer to display such store patronage?

These questions can be answered by understanding patronage motives. Just like product motives patronage can also be grouped as emotional and rational.

(A) EMOTIONAL PATRONAGE MOTIVES

Emotional Patronage Motives are those impulses which motivate and persuade a buyer to purchase from specific shops or firms. There may be no logical reasoning behind his decision to purchase from a particular shop and he may simply decide to buy from his 'most preferred' or 'favorite' shop, merely based on subjective reasons. Here also it may be the urge to gain social recognition or urge to imitate others etc. which may be responsible for the buyer developing patronage to a specific shop.

Emotional patronage buying motives include the following:

1. **Appearance of the shop:** Appearance of the shop is one of the important emotional patronage buying motives. Some people make their purchases from a particular shop because of good or attractive appearance of the shop.
2. **Display of goods in the shop:** Attractive display of goods in the shop also makes the buyers patronize a particular shop.
3. **Recommendation of others:** Recommendation of others also constitutes one of the important emotional patronage buying motives. Some people purchase their requirements from a particular shop because that shop has been recommended to them by others, i.e., by their friends and relatives.
4. **Prestige:** Prestige is one of the emotional patronage buying motives of the buyers. For instance, some people consider it a prestige to take coffee from a five-star hotel.
5. **Habit:** Habit is also one of the important emotional patronage buying motives. Some people make their purchases from a particular shop for the simple reason that they have been habitually making their purchases from that shop.

(B) RATIONAL PATRONAGE MOTIVES

A buyer may select a shop because it offers a variety of products, or stocks the latest designs and models or prompt delivery or assures good after sales service. He may select a shop because it offers a variety of products, or stocks the latest designs and models or prompt delivery or assures good after sales service.

Rational patronage buying motives include the following:

- 1. Convenience:** Convenient location proximity of a shop is one of the considerations influencing the purchases of many buyers from a particular shop. Similarly, convenient working hours of the shop also influence the purchases of good many buyers. For instance, if a shop works for a longer period of time every day and even on Sundays, it will be very convenient to the buyers.
- 2. Low price charged by the shop:** Price charged by the shop also influences the buyers to patronize a particular shop. If the price charged by a shop for a particular product is relatively cheaper, naturally, many people will make their purchases from that shop.
- 3. Credit facilities offered:** The credit facilities offered by a store also influence the buying of some people from a particular shop. People who do not have enough money to make cash purchases every time prefer to make their purchases from a shop which offers credit facilities.
- 4. Services offered:** The various sales and after-sale services, such as acceptance of orders through phone, home delivery of goods, repair service, etc., offered by a shop also induce the buyers to buy their requirements from that shop. Rational buyers are, often, influenced by the various services or facilities offered by the shop.
- 5. Efficiency of salesmen:** The efficiency of the salesmen employed by a shop also influences the people in patronizing a particular shop. If the employees are efficient and are capable of helping the buyers in making their purchases, people naturally would flock to such a shop.
- 6. Wide choice:** Wide choice of goods offered by a shop is one of the rational considerations making the buyers patronize a particular shop. People generally prefer to make their purchases from a shop, which offers wide choice (i.e. wide varieties of goods).

7. **Treatment:** The treatment meted out by a shop to the customers is one of the rational considerations influencing the buyers to patronise a particular shop. Usually, people would like to purchase their requirements from a shop where they get courteous treatment.
8. **Reputation of the shop:** Reputation of the shop for honest dealings is also one of the rational patronage buying motives. Usually, people would like to make their purchases from a store having reputation for fair dealings.

USES OF BUYING MOTIVES IN PERSONAL SELLING/

IMPORTANCE OF KNOWING BUYING MOTIVES IN PERSONAL SELLING

Buying motives are the “inner feelings” of the buyers and he tries to satisfy them at any rate to the maximum possible extent. Buying motives being a model of consumer mind, play an important role in the whole scheme of selling and production. A salesman sell those products and service wanted by the buyers and therefore, his firm produces or stocks those goods and services. The significance of buying motive are as follows:

1. **Helpful in the success of a salesman:** if a salesman could evaluate and understand the buying motives of a customer he can become successful. A salesman could provide goods and services as per the need of the buyer. By already knowing the buying motives, a salesman could satisfy the buyer with his offering in a very little time.
2. **Buying motives are the basis of Product Planning and Development:** The manufacturers product decision with regard to size, color, weight, dimension, design, packaging, taste, etc. depends a lot on the consumer psychology which is based on information about the buying motives which is provided by salesman. Thus, once the buying motives are known, the salesman may suggest the firm about the product planning and development according to the consumer likings, tastes and preferences. Therefore, a thorough knowledge of the buying motives makes the product planning and development of an organisation considerably easy.
3. **Buying motives are determinants of pricing policies.** Pricing of products and services is extremely significant because survival, growth and the profitability of an organisation depends on the pricing. it is essential that firms should direct the salespersons to pay more

attention and examine the nature of buying motives closely. So that pricing decisions can be made accordingly.

In case a large section of the consumers is influenced by rational buying motives, the pricing policies of the firm have to be competitive.

On the other hand, a comparatively high pricing strategy can be adopted if a majority of the consumers are guided by emotional buying motives.

- 4. They are planks of distribution policies.** Once the salesman informs about the buying motives of the consumers to the seller, the distribution channel of an organisation can be planned effectively.

In other words, if the consumers are primarily guided by the service facilities offered by the salespersons, the manufacturer can plan the distribution pattern accordingly so as to make services available at different distribution points.

If door-to-door service is the motivational factor for a majority of buyers, then such provisions have to be built up by the seller. Similarly, if consumers prefer a particular type of store, the distribution channel has to be modified accordingly.

- 5. They are helpful in designing promotional policies.** All promotional efforts usually aim at winning the confidence of the potential buyers in favor of products or services. Once the influencing factors or the buying motives of the consumers are known, the advertisement and sales promotion programmes can be directed towards appealing to those specific buying motives.
- 6. Helpful in improving goodwill of the companies:** Any salesperson, after knowing the buying motives of customers, tries to fulfill his needs. As a result of which, the goodwill of the company automatically increases.
- 7. Important to win the confidence and loyalty of customers:** Buying motives helps a salesperson easily point out the real need of the customer. So, he plans his offering accordingly. The customers get a feeling of being treated carefully and diligently. As a result, customer's confidence and loyalty increases about the company and salesperson.

WAYS/SOURCES TO DISCOVER BUYING MOTIVES

The most common sources of discovering the buying motives are:

1. **Listen and Observe:** If the sales force, more particularly the salesman, keeps his eyes and ears open, he can easily trace out certain buying motives. by listening patiently and hearing carefully, the salesman can easily trace out the real motives which drive the prospects to make purchases.
2. **Past Records and Experiences:** It is well known that experience makes a man perfect. After dealing with several customers for a reasonable period of time, the salesman can set generalization about the buying motives or the specific reasons for which consumers buy products or services. The past experiences, both successful and unsuccessful, act as a guiding force for the salesman in improving upon the future performances. Most often, a salesman keeps notes of the views and reactions of the prospects.
3. **Company Advertising:** Advertising forms a rich source of knowing the buying motives of the prospects. Usually, advertisements are drafted on scientific lines, keeping in view the current trends of consumer taste and liking and unique selling propositions of the products or service. The advertisers spend a lot of time, effort and money in finding out as to why people buy. Therefore, a careful analysis of the advertisements that the company is making can provide the salesman a list of important appeals which influence most of the consumers. Those appeals form a part of the buying motives of the consumers.
4. **Direct Talk with the Prospects:** Another important source of knowing the buying motives is face-to-face discussion with the prospects. The salesman can discuss threadbare the specific needs of the prospects and find out their buying motives. Though all the motives cannot be known in such talks with the customers, yet useful clues and points can be discovered by the salesman. Those clues and points prove to be quite important in ascertaining the buying motives of the prospects.
5. **Colleagues:** Intelligent and experienced fellow salesmen constitute another important source of identifying the buying motives of the prospects. For the salesman, who wants to learn and improve, colleagues form the primary source of gathering such information about prospective customers. Each salesman has his own way of tackling customers. Much can be learnt about buying motives from salesmen with successful track records.

DIFFICULTIES IN DETERMINING BUYING MOTIVES

- 1. Ignorance of customers:** Many times, customers themselves don't know about their own buying motives. Therefore, it becomes difficult for salesman to know their motives.
- 2. Resistance by customers:** Some customers are not open to talk about their buying behavior. They try to hide their buying motives.
- 3. Diversity in Buying motives:** According to a research there are more than 600 buying motives. Generally, there are numerous buying motives of an individual customer. It becomes difficult to categorize, study and collect information about those buying motives.
- 4. Buying motives changes continuously:** Buying motives of an individual keeps on changing regularly according to changes in his occupation, income level, social status etc. it is very difficult to keep track of this things.
- 5. Lack of sufficient interaction:** due to geographical and economic reasons, it is difficult to maintain continuous interaction with a customer.
- 6. Individual Differences:** Everyone is different in one way or the other. Hence, individual buying motives are also different. Therefore, it becomes difficult to identify buying motives of a particular customer group.

Compiled By

Toran Lal Verma

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