

12 :

Motivation and Work

CHAPTER OVERVIEW

Motivation is the study of forces that energize and direct our behavior. Chapter 12 discusses various motivational concepts and looks closely at four motives: hunger, sex, the need to belong, and motivation at work. Research on hunger points to the fact that our biological drive to eat is strongly influenced by psychological and social-cultural factors. Sexual motivation in men and women is triggered less by physiological factors and more by external incentives. Even so, research studies demonstrate that sexual orientation is neither willfully chosen, nor easily changed. Research on worker motivation reveals that workers who view their careers as a meaningful calling, those working in jobs that optimize their skills, and those who become absorbed in activities that result in “flow” find work satisfying and enriching. Effective leaders recognize this and develop management styles that focus on workers’ strengths and adapt their leadership style to the situation.

NOTE: Answer guidelines for all Chapter 12 questions begin on page 323.

CHAPTER REVIEW

First, skim each section, noting headings and boldface items. After you have read the section, review each objective by answering the fill-in and essay-type questions that follow it. As you proceed, evaluate your performance by consulting the answers beginning on page 323. Do not continue with the next section until you understand each answer. If you need to, review or reread the section in the textbook before continuing.

Perspectives on Motivation (p. 470–473)

David Myers at times uses idioms that are unfamiliar to some readers. If you do not know the meaning of any of the following words, phrases, or expressions in the context in which they appear in the text, refer to page 330 for an explanation: *this fad for naming instincts collapsed under its own weight; feedback loops; monkey around.*

Objective 1: Define *motivation* as psychologists use the term today, and name four perspectives useful for studying motivated behaviors.

1. Motivation is defined as _____.

2. Four perspectives on motivation are _____ theory (now replaced by the _____ perspective), _____ theory, _____ theory, and the _____ of needs proposed by _____.

Objective 2: Discuss the similarities and differences between instinct theory and the evolutionary perspective.

3. As a result of Darwin’s influence, many complex behaviors were classified as rigid, unlearned behavior patterns that are characteristic of a species, called _____.

Discuss why early instinct theory failed as an explanation of human behavior.

- The idea underlying the theory that _____ predispose species-typical behavior remains popular.

Objective 3: Explain how drive-reduction theory views human motivation.

- According to another view of motivation, organisms may experience a physiological _____, which creates a state of arousal that _____ the organism to reduce the need.
- The aim of drive reduction is to maintain a constant internal state, called _____.
- Behavior is often not so much pushed by our drives as it is pulled by _____ in the environment.

Objective 4: Discuss the contribution of arousal theory to the study of motivation.

- Rather than reduce a physiological need, some motivated behaviors actually _____ arousal. This demonstrates that human motives _____ (do/do not) always satisfy some biological need.
- Human motivation aims not to eliminate _____ but to seek _____ of arousal.

Objective 5: Describe Maslow's hierarchy of needs.

- Starting from the idea that some needs take precedence over others, Maslow constructed a _____ of needs.
- According to Maslow, the _____ needs are the most pressing, whereas the highest-order needs relate to _____.

- A criticism of Maslow's theory is that the sequence is _____ and not _____ experienced.
- Surveys of life satisfaction reveal that _____ satisfaction is strongly predictive of subjective well-being in poorer nations, whereas _____ satisfaction matters more in wealthy nations and _____ in individualist nations.

Hunger (pp. 473–480)

If you do not know the meaning of any of the following words, phrases, or expressions in the context in which they appear in the text, refer to pages 330–331 for an explanation: *feasted their eyes on delectable forbidden foods; keeping tabs; miser; binge-purge.*

- Ansel Keys observed that men became preoccupied with thoughts of food when they underwent _____.

Objective 6: Describe the physiological determinants of hunger.

- Cannon and Washburn's experiment using a balloon indicated that there is an association between hunger and _____.
- When an animal has had its stomach removed, hunger _____ (does/does not) continue.
- Increases in the hormone _____ diminish blood _____, partly by converting it to stored fat, which causes hunger to _____.
- The brain area that plays a role in hunger and other bodily maintenance functions is the _____. Animals will begin eating when the _____ is electrically stimulated. When this region is destroyed, hunger _____ (increases/decreases). Animals will stop eating when the _____.

_____ is stimulated. When this area is destroyed, animals _____ (overeat/undereat).

6. When a rat is deprived of food and blood sugar levels wane, the _____ _____ churns out the hunger-triggering hormone _____.
7. When a portion of an obese person's stomach is surgically sealed off, the remaining stomach produces _____ (more/less) of the hunger-arousing hormone _____.

For questions 8–12, identify the appetite hormone that is described.

8. Hunger-triggering hormone: _____.
9. Hormone secreted by empty stomach: _____.
10. Hormone secreted by pancreas: _____.
11. Chemical secreted by bloated fat cells: _____.
12. Digestive tract hormone that signals fullness: _____.
13. The weight level at which an individual's body is programmed to stay is referred to as the body's _____.
A person whose weight goes beyond this level will tend to feel _____ (more/less) hungry than usual and expend _____ (more/less) energy.
14. The rate of energy expenditure in maintaining basic functions when the body is at rest is the _____ rate. When food intake is reduced, the body compensates by _____ (raising/lowering) this rate.
15. The concept of a precise body set point that drives hunger _____ (is accepted/is not accepted) by all researchers. Some researchers believe that set point can be altered by _____.

In support of this idea is evidence that when

people and other animals are given unlimited access to tasty foods, they tend to _____ and _____.
For these reasons, some researchers prefer to use the term _____ as an alternative to the idea that there is a fixed set point.

Objective 7: Discuss psychological and cultural influences on hunger.

16. Research with amnesia patients indicates that part of knowing when to eat is our _____ of our last meal.
17. Carbohydrates boost levels of the neurotransmitter _____, which _____ (calms/arouses) the body.
18. Taste preferences for sweet and salty are _____ (genetic/learned). Other influences on taste include _____ and _____. We have a natural dislike of many foods that are _____; this _____ was probably adaptive for our ancestors, and protected them from toxic substances.

Objective 8: Explain how the eating disorders anorexia nervosa and bulimia nervosa demonstrate the influence of psychological forces on physiologically motivated behaviors.

19. The disorder in which a person becomes significantly underweight and yet feels fat is known as _____.
20. A more common disorder is _____, which is characterized by repeated _____ episodes and by feelings of depression or anxiety.
21. The families of bulimia patients have a high incidence of _____, _____, and _____.

The families of anorexia patients tend to be _____, _____, _____, and _____. Eating disorders _____ (provide/do not provide) a telltale sign of childhood sexual abuse.

22. Genetic factors _____ (may/do not) influence susceptibility to eating disorders. The genes for these disorders may be predisposed by _____.
23. Vulnerability to eating disorders _____ (increases/does not increase) with greater body dissatisfaction.
24. Women students in _____ rate their actual shape as closer to the cultural ideal. In _____ cultures, however, the rise in eating disorders has coincided with an increasing number of women having a poor _____.
25. Stice and Shaw found that when young women were shown pictures of unnaturally thin models, they felt more _____, _____, and _____ with their own bodies.
26. In studying our motivation to eat, we must consider not only biological influences but also psychological influences such as the _____ and _____ of tasty foods and our mood and _____ influences such as the thinness ideal.

Sexual Motivation (pp. 481–494)

If you do not know the meaning of any of the following words, phrases, or expressions in the context in which they appear in the text, refer to page 331 for an explanation: *shift it into high gear; X-rated; the pendulum of sexual values has swung; fired; neither willfully chosen nor willfully changed; swung the pendulum toward; double-edged sword.*

1. In the 1940s and 1950s, a biologist named _____ surveyed the sexual

practices of thousands of men and women. One of his major findings was that there _____ (was/was not) great diversity in “normal” sexual behavior.

Objective 9: Describe the human sexual response cycle, and discuss some causes of sexual disorders.

2. The two researchers who identified a four-stage sexual response cycle are _____ and _____. In order, the stages of the cycle are the _____ phase, the _____ phase, _____, and the _____ phase.
3. During resolution, males experience a _____ during which they are incapable of another orgasm.
4. Problems that consistently impair sexual functioning are called _____. Examples of such problems include _____, _____, and _____.
5. Personality disorders _____ (have/have not) been linked with most of the problems impairing sexual functioning. The most effective therapies for sexual problems are _____ oriented.

Objective 10: Discuss the impact of hormones on sexual motivation and behavior.

6. In most mammals, females are sexually receptive only during ovulation, when the hormone _____ has peaked.
7. The importance of the hormone _____ to male sexual arousal is confirmed by the fact that sexual interest declines in animals if their _____ are removed. In women, low levels of the hormone _____ may cause a waning of sexual interest.

8. Normal hormonal fluctuations in humans have _____ (little/significant) effect on sexual motivation. In later life, frequency of intercourse _____ (increases/decreases) as sex hormone levels _____ (increase/decline).

Objective 11: Describe the role of external stimuli and fantasies on sexual motivation and behavior.

9. Research has shown that erotic stimuli _____ (are/are not) nearly as arousing for women as for men.
10. Brain scans reveal more activity in the _____ among _____ (women/men) who are viewing erotica.
11. With repeated exposure, the emotional response to an erotic stimulus often _____.

Explain some of the possible harmful consequences of sexually explicit material.

12. Most women and men _____ (have/ do not have) sexual fantasies. Compared to women's fantasies, men's sexual fantasies are more _____.
- Sexual fantasies do not indicate sexual _____ or _____.

Objective 12: Discuss some of the forces that influence teen pregnancy and teen attitudes toward contraception.

13. Attitudes toward premarital sex vary widely from one _____ to another and with the passage of _____.

Rates of teen intercourse in the United States and _____ are much higher than those in _____ and _____ countries.

Compared with European teens, American teens have _____ (higher/lower) rates of intercourse, _____ (higher/lower) rates of contraceptive use, and thus _____ (higher/lower) rates of teen pregnancy and abortion.

State five factors that contribute to the high rate of unprotected sex among teenagers.

Objective 13: Describe trends in the spread of sexually transmitted infections.

14. Unprotected sex has led to an increase in adolescent rates of _____.

Teenage girls, because of their lower levels of protective _____, may be especially vulnerable to STIs.

State several predictors of sexual restraint (reduced teen sexuality and pregnancy).

Objective 14: Summarize current views on the number of people whose sexual orientation is homosexual, and discuss the research on environmental and biological influences on sexual orientation.

15. A person's sexual attraction toward members of a particular gender is referred to as _____.

16. Historically, _____ (all/a slight majority) of the world's cultures have been predominantly heterosexual. Most homosexuals

- begin thinking of themselves as gay or lesbian around age _____.
17. Studies in Europe and the United States indicate that approximately _____ percent of men and _____ percent of women are exclusively homosexual. This finding suggests that popular estimates of the rate of homosexuality are _____ (high/low/accurate).
 18. A person's sexual orientation _____ (does/does not) appear to be voluntarily chosen. Several research studies reveal that sexual orientation among _____ (women/men) tends to be less strongly felt and potentially more changeable than among the other gender. This phenomenon has been called _____.
 19. Gays and lesbians suffer elevated rates of _____ and risk of _____ attempts.
 20. Most gays and lesbians _____ (accept/do not accept) their orientation.
 21. Childhood events and family relationships _____ (are/are not) important factors in determining a person's sexual orientation.
 22. Homosexuality _____ (does/does not) involve a fear of the other gender that leads people to direct their sexual desires toward members of their own gender.
 23. Sex hormone levels _____ (do/do not) predict sexual orientation.
 24. As children, most homosexuals _____ (were/were not) sexually victimized.
 25. Homosexual people appear more often in certain populations, including _____, _____, and _____.
 26. Men who have older brothers are somewhat _____ (more/less) likely to be gay. This phenomenon, which has been called the _____, _____, may represent a defensive maternal _____ response to substances produced by _____ (male/female) fetuses.
 27. One theory proposes that people develop a homosexual orientation if they are segregated with _____ (their own/the other) gender at the time their sex drive matures. The fact that early homosexual behavior _____ (does/does not) make people homosexual _____ (supports/conflicts with) this theory.
 28. Same-sex attraction _____ (does/does not) occur among animals.
 29. Researcher Simon LeVay discovered a cluster of cells in the _____ that is larger in _____ men than in all others. Gays and lesbians differ from their straight counterparts in their preference for sex-related _____. Other studies have found a section of the brain's _____ that is one-third larger in homosexual men than in heterosexual men.
 30. Studies of twins suggest that genes probably _____ (do/do not) play a role in homosexuality.
 31. In animals and some rare human cases, sexual orientation has been altered by abnormal _____ conditions during prenatal development. In humans, prenatal exposure to hormone levels typical of _____, particularly between _____ and _____ months after conception, may predispose an attraction to males.
 32. Gay males and lesbians may have certain physical traits more typical of those of the other gender, including _____ patterns, greater odds of being _____ (right/left)-handed, and anatomical traits of the _____ within the hearing system.

33. Most psychiatrists now believe that _____ (nature/nurture) plays the larger role in predisposing sexual orientation. Those who believe that sexual orientation is determined by _____ express more accepting attitudes toward homosexual persons.
34. Recent public opinion surveys reveal a _____ (more/less) accepting attitude toward homosexuality among Americans _____ (and/but not a liberalization of) all sex-related attitudes.

Objective 15: Discuss the place of values in sex research.

35. The study of sexual behavior and what motivates it _____ (can/cannot) be free of values.
36. Researchers' values _____ (should/should not) be openly stated.

The Need to Belong (pp. 495–498)

If you do not know the meaning of any of the following words, phrases, or expressions in the context in which they appear in the text, refer to pages 331–332 for an explanation: *colors our thoughts and emotions; Even to be shunned—given the cold shoulder.*

Objective 16: Describe the adaptive value of social attachments, and identify both healthy and unhealthy consequences of our need to belong.

1. The philosopher _____ referred to humans as the _____ animal. From an evolutionary standpoint, social bonds in humans boosted our ancestors' _____ rates. If those who felt this need to _____ survived and reproduced more successfully, their _____ would in time predominate.
2. When asked what makes life meaningful, most people mention _____.

3. Feeling accepted and loved by others boosts our _____.
4. Much of our _____ behavior aims to increase our belonging. For most people, familiarity leads to _____ (liking/disliking).
5. After years of placing individual refugee and immigrant families in _____ communities, U.S. policies today encourage _____.
6. _____ (Throughout the world/Only in certain cultures do) people use social exclusion, or _____, to control social behavior.
7. Researchers have found that ostracism increased activity in the brain's _____, which is also activated in response to _____.
8. Researchers have found that people who are rejected are more likely to engage in _____ behaviors and may exhibit more _____ behavior, such as _____.
9. People who perceive strong social support from others live with better _____ than those who lack social support. They also have a lower risk of _____ disorder and premature _____.

Motivation at Work (pp. 498–510)

If you do not know the meaning of any of the following words, phrases, or expressions in the context in which they appear in the text, refer to page 332 for an explanation: *beeped; what our gut tells us; superstar achievers; exude a self-confident charisma.*

Objective 17: Discuss the importance of flow, and identify the three subfields of industrial-organizational psychology.

1. According to Freud, the healthy life is filled with _____ and _____.

2. Most people _____ (have/do not have) a predictable career path, which is one reason that many colleges focus less on _____ and more on _____.
3. People who are unemployed _____ (report/do not report) lower well-being. People who view their work as a _____ report the greatest satisfaction.
4. Psychologist Mihaly Csikszentmihalyi formulated the concept of _____, which is defined as a state of focused _____ and diminished awareness of _____. People who experience this state also experience increased feelings of _____, _____, and _____.
5. The nature of work has changed, from _____ to _____ to "_____." In addition, work is increasingly being _____ to temporary employees.
6. The subjective sense of mutual obligations between workers and employers has been called the _____.
7. The field of _____ psychology applies psychology's principles to the workplace. The subfield of _____ focuses on employee recruitment, training, and development. Another subfield, _____, examines how work environments and _____ styles influence worker motivation. A third subfield, _____, focuses on the design of appliances, machines, and work environments.

Objective 18: Describe how personnel psychologists help organizations with employee selection, work placement, and performance appraisal.

8. Personnel psychologists have found that the corporate world is generally quite _____ (good/bad) at capitalizing on the strengths of

workers. One remedy to this is instituting a _____ selection system which matches strengths to work.

9. (Close-Up) Satisfied and successful people devote less time to _____ than to _____.
10. Interviewers' impressions of applicants tend to be highly _____ (accurate/error-prone).
11. Interviewers tend to _____ (over/under)estimate their interviewing skills and intuition—a phenomenon labeled the _____.

State four effects that fuel this phenomenon.

12. A more disciplined method of collecting information from job applicants is the _____, which asks the same questions of all applicants. This method enhances the _____ and _____ accuracy of the interview process.
13. Performance appraisal has several purposes, including helping organizations decide _____, how to appropriately _____, and how to better harness employees' _____. Performance appraisal methods include _____, _____ scales, and _____ scales.
14. One form of bias in performance appraisal is the _____, which occurs when one _____ biases ratings of other work-related behaviors. Another is

the _____ error, which occurs when raters focus on easily remembered behavior. Two others are the _____ and _____ errors, in which an evaluator tends to be either too easy or too harsh on everyone.

Objective 19: Define *achievement motivation*, and explain why organizations would employ an I/O psychologist to help motivate employees and foster employee satisfaction.

15. Psychologists refer to the desire for significant accomplishments, mastering skills or ideas, and attaining a high standard as _____. People with high levels of this form of motivation _____ (do/do not) achieve more. What is most important in their achievement is not so much their creativity or intelligence as their _____ and their passionate dedication to an ambitious, long-term goal, or their _____.
16. Positive moods at work contribute to worker _____, _____, and _____. Researchers have also found a positive correlation between measures of organizational success and employee _____, or the extent of workers' involvement, satisfaction, and enthusiasm.

Objective 20: Describe some effective management techniques.

17. Good managers help people _____ and measure their talents, match _____ to talents, care how people feel about their work, and _____ positive behaviors.
18. When people state not only goals but also their _____, they become more focused in their work and timely completion becomes more likely.
19. Managers who are directive, set clear standards, organize work, and focus attention on specific goals are said to employ _____. More democratic

managers who aim to build teamwork and mediate conflicts in the work force employ _____.

20. An outdated leadership theory, called the _____ theory of leadership, assumes that all great leaders share certain _____.
21. Effective leaders often possess a self-confident _____ that is a mixture of their _____ of some goal, coupled with an ability to _____ clearly and to _____ others. Similarly, _____ leaders articulate high standards, inspire others, and offer personal attention.
22. People respond more positively when they are given the opportunity to _____ their opinions during the decision-making process. This has been called the _____.

PROGRESS TEST 1

Multiple-Choice Questions

Circle your answers to the following questions and check them with the answers beginning on page 325. If your answer is incorrect, read the explanation for why it is incorrect and then consult the appropriate pages of the text (in parentheses following the correct answer).

1. Motivation is best understood as a state that:
 - a. reduces a drive.
 - b. aims at satisfying a biological need.
 - c. energizes an organism to act.
 - d. energizes and directs behavior.
2. Which of the following is a difference between a drive and a need?
 - a. Needs are learned; drives are inherited.
 - b. Needs are physiological states; drives are psychological states.
 - c. Drives are generally stronger than needs.
 - d. Needs are generally stronger than drives.

3. One problem with the idea of motivation as drive reduction is that:
 - a. because some motivated behaviors do not seem to be based on physiological needs, they cannot be explained in terms of drive reduction.
 - b. it fails to explain any human motivation.
 - c. it cannot account for homeostasis.
 - d. it does not explain the hunger drive.
4. Some scientific evidence makes a preliminary link between homosexuality and:
 - a. late sexual maturation.
 - b. the age of an individual's first erotic experience.
 - c. atypical prenatal hormones.
 - d. early problems in relationships with parents.
5. Increases in insulin will:
 - a. lower blood sugar and trigger hunger.
 - b. raise blood sugar and trigger hunger.
 - c. lower blood sugar and trigger satiety.
 - d. raise blood sugar and trigger satiety.
6. Electrical stimulation of the lateral hypothalamus will cause an animal to:
 - a. begin eating.
 - b. stop eating.
 - c. become obese.
 - d. begin copulating.
7. The text suggests that a *neophobia* for unfamiliar tastes:
 - a. is more common in children than in adults.
 - b. protected our ancestors from potentially toxic substances.
 - c. may be an early warning sign of an eating disorder.
 - d. only grows stronger with repeated exposure to those tastes.
8. I am a protein produced by fat cells and monitored by the hypothalamus. When in abundance, I cause the brain to increase metabolism. What am I?

| | |
|------------|-----------|
| a. PYY | c. orexin |
| b. ghrelin | d. leptin |
9. Instinct theory and drive-reduction theory both emphasize _____ factors in motivation.

| | |
|------------------|------------------|
| a. environmental | c. psychological |
| b. cognitive | d. biological |
10. The correct order of the stages of Masters and Johnson's sexual response cycle is:
 - a. plateau; excitement; orgasm; resolution.
 - b. excitement; plateau; orgasm; resolution.
 - c. excitement; orgasm; resolution; refractory.
 - d. plateau; excitement; orgasm; refractory.
11. Few human behaviors are rigidly patterned enough to qualify as:

| | |
|------------|----------------|
| a. needs. | c. instincts. |
| b. drives. | d. incentives. |
12. Which of the following is *not* true regarding sexual orientation?
 - a. Sexual orientation is neither willfully chosen nor willfully changed.
 - b. Most people accept their orientation.
 - c. Men's sexual orientation is potentially more fluid and changeable than women's.
 - d. Women, regardless of sexual orientation, respond to both female and male erotic stimuli.
13. In his study of men on a semistarvation diet, Keys found that:
 - a. the metabolic rate of the subjects increased.
 - b. the subjects eventually lost interest in food.
 - c. the subjects became obsessed with food.
 - d. the subjects' behavior directly contradicted predictions made by Maslow's hierarchy of needs.
14. When asked what makes life meaningful, most people first mention:
 - a. good health.
 - b. challenging work.
 - c. satisfying relationships.
 - d. serving others.
15. Bulimia nervosa involves:
 - a. binging.
 - b. purging.
 - c. dramatic weight loss.
 - d. a. and b.
16. Castration of male rats results in:
 - a. reduced testosterone and sexual interest.
 - b. reduced testosterone, but no change in sexual interest.
 - c. reduced estrogen and sexual interest.
 - d. reduced estrogen, but no change in sexual interest.