Acquired Needs

- Derived from:
  - Experience
  - Learning & Development
  - Socialization

- Two categories
  - Quasi-Needs
  - Social Needs

Quasi-Needs

Situationally induced wants that create tense energy to engage in behavior capable of reducing built-up tension.

Examples of Quasi-needs
- Desire for money when shopping
- Good grade on a test
- Umbrella in the rain

Social Needs

An acquired psychological process that grows out of one’s socialization history that activates emotional responses to a need-relevant incentive.

Examples of Social needs:
- Achievement
- Power

- Produce behavior that is initially reactive rather than proactive
- Incentive value is learned, and varies from person to person
- Once learned, behavior becomes more proactive
Achievement

The desire to do well relative to a standard of excellence:

- Task-related competitions
- Self-related competitions
- Other-related competitions

- need-activating incentive where doing something well shows personal competence

Socialization Influences
- independence training
- high performance aspirations
- high ability self-concepts
- rich stimulation potential environment

Cognitive Influences
- high perceptions of ability
- mastery orientation
- expectations for success
- valuing of achievement

Developmental Influences
- achievement-related beliefs
- valuing of achievement-related activities
- achievement-related emotions of pride and shame

Atkinson’s Model of Achievement Behavior

- Tendencies to approach success and avoid failure guide achievement behaviors

- Variables:
  T = achievement behavior tendency
  M = motive
  P = probability of outcome
  I = incentive value
  s = success
  f = failure
  af = avoid failure

Ts = Ms * Ps * Is
Taf = Maf * Pf * If
Dynamics of Action Model

• Latency to initiate an achievement task varies with motive strengths.
• Persistence on an achievement task varies with motive strengths.
• Tendencies to pursue achievement & non-achievement tasks rise & fall.
• Achievement behavior occurs within a continual stream of behavior rather than at any one particular time.

Conditions that Satisfy the Need for Achievement

• Moderately difficult tasks
• Failure
• Competition
• Entrepreneurship

Two Main Achievement Goals

• Mastery Goals
  - Develop one’s competence
  - Make progress
  - Improve self
  - Overcome difficulties with effort and persistence

• Performance Goals
  - Prove one’s competence
  - Display high ability
  - Outperform others
  - Succeed with little apparent effort
Benefits of adopting Mastery Goals (rather than Performance Goals)

- Preference for a challenging task
- Use conceptually based learning strategy
- Experience greater intrinsic than extrinsic motivation
- More likely to ask for information & help

Antecedents & Consequences of the 3 Achievement Goals (Elliot & Church, 1997)

<table>
<thead>
<tr>
<th>Achievement motivation</th>
<th>Mastery goal</th>
<th>Intrinsic motivation</th>
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<tr>
<td>Competence mxpectancy</td>
<td>Performance-approach goal</td>
<td>Graded performance</td>
</tr>
<tr>
<td>Fear of failure</td>
<td>Performance-avoidance goal</td>
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</tbody>
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Affiliation

*The need for approval, social acceptance, and security in interpersonal relations.*
- Rooted in a fear of interpersonal rejection
- High need for affiliation → anxiety in relationships
- Deficiency-oriented

Intimacy

*Willingness to experience a warm, close, and communicative exchange with another person.*
- Growth-oriented motive
Conditions that Involve Affiliation & Intimacy Needs

- Fear & Anxiety
- Embarrassment
- Interpersonal Relationship Development
- Interpersonal Network Maintenance

Satisfying Affiliation & Intimacy Needs

Affiliation
- social acceptance
- approval
- reassurance

Intimacy
- A high-quality relationship

Power

The desire to make the physical and social world conform to one’s personal image or plan for it.

- Impact
- Control
- Influence
Satisfying the Need for Power

- Leadership

- Aggressiveness

- Influential Occupations

- Prestige Possessions

Leadership Motive Pattern

Consists of a Threefold Pattern of Needs:

- Above average need for power

- Below average need for intimacy/affiliation

- Above average inhibition