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**De Theatro Motivarum, Motivation: In Search of Essentials. Research on a Theoretical Model of the Process of Motivation and on Critical Determinants of Interference**

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**Citation**

Mennes, M. A. (2016, June 14). *De Theatro Motivarum, Motivation: In Search of Essentials. Research on a Theoretical Model of the Process of Motivation and on Critical Determinants of Interference*. Amsterdam University Press, Amsterdam. Retrieved from <https://hdl.handle.net/1887/39174>

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**Note:** To cite this publication please use the final published version (if applicable).

Cover Page



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**Issue Date:** 2016-06-14

# Chapter 3

## The Process of Motivation

### 3.1. Introduction

*The expressions that drive us to deliberately affect the world that surrounds us are routed in what has been conceptualized as 'Motivation'. Motivation was defined as an intentionally oriented mental activity aimed at intervening in or responding to a surrounding that is perceived as either mental or physical, or both. In the initial Chapters, Motivation was found to be too complex to be captured within the constraints of a single dissertation. A great number of restrictions were imposed, gradually reducing its scope.*

*Based on these Fundamental Assumptions, Chapter 3 is to provide an overview of the Process of Motivation, conceptualized in a Model, following a logic of inductive inference elaborated on in Chapter 1. Referring to Chapter 1.6., the Model is to be both explanatory, providing insights in relevant concepts and their relations, and comprehensive, covering a full overview of elements it contains. Reference is made to Mennes (2016, in press), notably Chapter 3, from which elementary insights are presented, and to a comprehensive overview of the analysis that has led to the formulation of the Model, in Appendix I.*

### 3.2. Assumptions Preceding the Model of Motivation

In referring to Chapter 1.6., in the analysis of the Process of Motivation, a series of restrictive Assumptions are made, that are briefly mentioned.

First, in observing Motivation, different perspectives appear, especially when activities are aimed at intervening in or responding to a surrounding, as defined in Chapter 2.3.2. Referring to Appendix I, Section A.1.2., the concept of 'Perspective' is introduced. From available options, in Section A.1.3., a Perspective as perceived from the standpoint of the Individual is chosen as a primary mode.

Motivation, then, from the Perspective of the Individual, is the Process that intentionally orients the Individual within a Situation. This conceptualization enables a number of further restrictions to be redefined, as elaborated on in Appendix I, Section A.2.2.:

- *The attributes of the Individual are assumed 'given'*  
It is assumed attributes have no impact on the way the Process of Motivation unfolds. They can influence the *content* of the Process but not the *structure* of the Process itself. In other words: the Process of Motivation is assumed to be the same in each and every Individual. The content may vary, but the Process

is assumed to be stable<sup>1</sup>.

- *It is assumed the characteristics of different Situations are 'given'*  
In line with the above observations, it is assumed Situational characteristics might influence the *content* of the Process but not the *structure* of the Process itself. Consequently, the Process of Motivation is assumed to follow a same structure within each and every specific Situation<sup>2</sup>.
- *Motivation is considered aiming at an 'objective'*  
The Model assumes the Process is directed towards an 'apparent' entity, or objective<sup>3</sup>. Thus, the objective is conditional to the Process. However, the Model focuses on the Process and not on the content. The Model does not aim at a reason or rationale behind the objectives people formulate<sup>4</sup>. Finally, from the Assumption that the Process evolves around an objective, it is assumed the Process ends, either when the objective is reached, or when the objective initially set, is altered, or discarded. It is assumed that in altering or discarding the objective set, a new Process of Motivation is initiated.

Finally, and elaborated on in Appendix I, Section A.2.3., the study defines the central concept of an 'oriented activity' within Motivation, as a 'Vector'. As such it allows to capture one of the most essential characteristics of the Process of Motivation: the notion of a force aiming at an objective enables to translate, or define the Process of Motivation, not as a static, but rather as an inherently dynamic Process.

Thus, the Model of Motivation aims at describing a dynamic Process as a sequence of distinct Vectors. In providing a description of the successive steps in the Process of Motivation, each step is assumed to be characterized by a change in properties of the Vector.

<sup>1</sup> If we were to include characteristics of the Individual, we would in fact set forward a Model that would depend on a given Individual. Strictly speaking, we would then have a different Model for every Individual.

<sup>2</sup> In accord with the earlier observation on including characteristics of the Individual, when specific aspects of a Situation would be included in the analysis, it would lead to a Model where these aspects are to be accounted for. It would lead, in the strictest sense, to a different Model for every specific Situation.

<sup>3</sup> As a direct implication from this approach the analysis of the Process of Motivation is to include also all subconscious activities, thoughts, and behaviors associated to the intentional behavior aimed at an objective. These subconscious activities, thoughts and behaviors are considered to be part of the Process and are analyzed as such.

<sup>4</sup> Why do people choose the objectives they choose? In examining the question a 'circular reasoning' would appear, as one would be searching for a Motivation behind the Process of Motivation. As assumed earlier, this process would follow a same route as the Process of Motivation itself.

### 3.3. The Process of Motivation

*The dynamic Process of Motivation, then, is captured in a series of distinct steps or so-called 'Stages' as they evolve over time. An assumed change, marking and initiating a next step in the Process.*

*These Assumptions lead to a Model of Motivation, where subsequent Stages of the Process are organized according to distinct Phases. Human Motivation, in short, is perceived of as an 'inner dialogue', a stepwise, sequential Process progressing through these distinct Phases, that are largely evaluative in nature, where the Individual attempts to reach and secure an objective set, and to limit the effects of outside interferences.*

*For an extensive overview of the entire inductive analysis, reference is made to a comprehensive overview provided in Appendix I, Sections B.1., B.2. and B.3.*

#### 3.3.1. The Process of Motivation

##### *Analysis of a First Cycle*

It is assumed the theoretical Model of Motivation consists of eight Phases, each with a number of distinct Stages:

1. A Phase of Expectancies
2. A Phase of Effort
3. A Phase of Internally Evoked Self-Assessment
4. A Phase of Reality
5. A Phase of Impact
6. A Phase of Externally Evoked Self-Assessment
7. A Phase of Anticipated Change
8. A Phase of Dedication

In Fig. 3.1. the eight Phases of the Model are visualized in their sequential order. A number of Phases contain evaluative loops that are cycled through before progressing to a next Phase. The Process of Motivation itself is assumed to be cyclical, where the Process of balancing between objective and interfering Reality gradually takes shape, and reaches an acceptable outcome or is re-defined and terminated.

A description of each Phase and its constituting Stages is presented, with reference to an elaborated overview provided in Appendix I, Section B.1.

##### *1. Phase 1 - A Phase of Expectancies*

The Process of Motivation is initiated in a Phase of Expectancies with five Stages that are part of a cognitive process that is anticipatory in nature, where the objective or 'Goal' is defined that characterizes the Process of Motivation, and where a careful assessment takes place of expected outcomes.

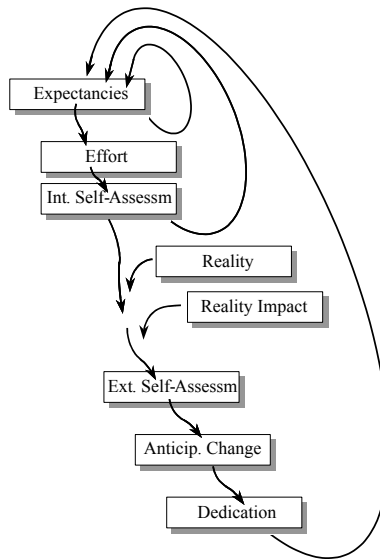


Fig. 3.1.

*A visualized overview of the eight Phases in the Theoretical Model of Motivation*

It is assumed that a Phase of Expectancies consists of five distinct steps or ‘Stages’ the Individual proceeds through, before considering taking concrete action:

- *Attitude*; Attitude is the condition of the mind at the start of the Process of Motivation. The Attitude is an ‘intentional mental status’, an inclination. It is a way of experiencing one’s world, reflecting the Individual’s unique personality and character that are considered given, following initial Assumptions in Chapter 2.3.1., and subsequently in Chapter 3.2.
- *Goal*; Motivation was defined as ‘a Process that intentionally orients the Individual’. By definition, then, and following the Assumptions made in Chapter 3.2. the Attitude must be oriented, and the focus of orientation is an objective. The objective is the key, the central axis in the Process of Motivation. *Without an objective, or ‘Goal’, there is no Process of Motivation. When the Goal changes, so does the Motivational state. As such, the Goal defines the start and the end of a distinct Motivational Process. If a new Goal is set, a new Process of Motivation starts; if a Goal is fundamentally changed, or discarded, a new Process of Motivation starts.* These initial Assumptions

are essential, for they determine not only where the Process of Motivation starts, *but also where it ends.*

- *Energy;* The initial Stages of the Process of Motivation seem to start not with exploring activities aimed at actually reaching the Goal but rather with an *imaginative* appraisal of the situation, assessing the feasibility to reach what is strived for, and at what cost: it is a 'feasibility study' where all relevant aspects are taken into account. The Process starts with quantifying the Energy one is willing to invest, depending on the value or so-called 'Significance' one attaches to the Goal, or objective<sup>1</sup>. As such, a Stage of Energy is part of a covert, internal, cognitive assessment.
- *Achievement and Failure;* The fourth Stage in the Process of Motivation is an objective, economic evaluation of anticipated success and failure. Given the Attitude, given the Goal and given the Energy one is willing to invest, an assessment is made of the outcomes. The fourth Stage in the Process of Motivation assesses chances of 'Achievement' and 'Failure'.
- *Satisfaction and Frustration;* Next to an objective, economic assessment, it is assumed a subsequent subjective, psychological assessment is made. In a next step of the Process, an assessment of the emotional impact of the various choices is made in a 'Stage of Satisfaction and Frustration'.

It appears that the Process in the first five Stages of Motivation is cyclical in nature. In this cyclical Process the Goal set in mind is either gradually discarded, or fine-tuned and optimized to meet the needs of the Individual. Once the Goal is fine-tuned to the personal Attitude and to the respective levels of Energy, Achievement or Failure, and Satisfaction or Frustration, the Individual either proceeds to readjust the Goal or one or more of its parameters, or to sustain the cyclical Process without any changes. Or, in a final option, to actually carry out the intentions, thus initiating a second Phase in the Process of Motivation.

## 2. Phase 2 - A Phase of Effort

It is assumed a 'Phase of Effort' consists of only one Stage and its most important characteristic is a concrete overt activity aimed at reaching a Goal set forth in the previous Phase. The nature of the activity is such, that a third party can actively respond to the activity, although at this Stage in the Process it is assumed any outside interference has not actually taken place. Where in a Stage of Energy only an assessment is made, this Phase consists of an overt, externally oriented, physical activity to reach the objective set in mind:

- *A Stage of Effort;* This Stage, then, consists of an actual, *physical* action to reach the objective set in mind. The Stage of Effort consists of a tangible, overt, externally oriented activity.

<sup>1</sup> The concept of 'Significance of the Goal' is used, distinct from the concept of 'Significance' as defined in relation to Reality. Reference is made to Chapter 3.3.1.4., Phase 4 - A Phase of Reality.

### *3. Phase 3 - A Phase of Internally Evoked Self-Assessment*

After having set the actual Effort, it is assumed a two-fold evaluative Phase assesses the outcome of this physical attempt at reaching the Goal, both in objective, rational terms and from a subjective, emotional point of view. The Phase consists of two Stages:

- *A Stage of Realization*; The Stage comprises of a double assessment: to what extent was the Stage of Effort successful, and to what extent did it fail?
- *A Stage of Actualization*; While Realization is an objective, rational assessment, a 'Stage of Actualization' introduces emotion and subjectivity. Having invested Effort both the rational and the emotional impact of a Stage of Effort is evaluated.

After the assessment has been made, both objectively and subjectively, it is assumed that usually a number of options emerge. First as an outcome of the Stage of Realization it can be observed that the Goal has been reached, leading to a level of Satisfaction at the Stage of Actualization that justifies no further action. At this point, the Process of Motivation either stops or initial expectations are reformulated and the Goal adapted accordingly. But most probably, the Goal has not been fully reached according to the Individual, following the double assessment in both Stages. In this case also, either the Process re-starts with a change in parameters, or the Goal is changed, initiating a new Process of Motivation. The Process is brought back to its initial Stages, and becomes cyclical.

It is assumed the Process of Motivation evolves into a cyclical Process that gradually reaches a balance; carefully matching intended Energy and actual Effort to the outcomes expected. But within this 'cocooned balance', chances are that a disruption emerges. It is assumed that in a confrontation with Reality the Process of Motivation dramatically changes into a sequence of Phases aimed at coping...

### *4. Phase 4 - A Phase of Reality*

In a subsequent 'Phase of Reality', or shortly stated as: 'Reality', the Individual is confronted with an unexpected event, or chain of events, that is experienced as interrupting the Process and the balance reached within the first three cycles of the Process of Motivation. It is assumed a Phase of Reality consists of a single Stage:

- *A Stage of Reality*; In this Stage an assessment is made of the importance, or 'Significance' of an event, or chain of events, that interrupts the Process of Motivation<sup>1</sup>. Reality affecting the Process of Motivation is *the subjective experience of Reality as perceived by the Individual*.

<sup>1</sup> The concept of 'Significance' is used, distinct from the concept of 'Significance of the Goal' as previously defined in relation to the Goal. Reference is made to Chapter 3.3.1.1., Phase 1 - A Phase of Expectancies.

### 5. Phase 5 - A Phase of Impact

In assigning Significance to Reality, the contrast between Reality and the objective set becomes evident. By assigning Significance, the Individual comes to experience the Impact of Reality, given the course intended to reach the objective through the Process of Motivation. The contrast between Reality and Goal could be evident, or could be small with all intermediate options. The Impact of Reality is the gap, or 'Discrepancy', experienced by the Individual between the subjective Reality observed and the Goal set. It is assumed the Phase consists of a single Stage:

- *A Stage of Impact*; The Stage could be positive or negative, and scales on a continuum between both extremes. When the Impact of Reality is positive it enhances the Process of Motivation in the sense that it facilitates the attempt at reaching the Goal, or sustaining the Goal, that had previously been reached. The Impact is negative when it harms the Process of reaching the objective or when it necessitates a re-appraisal of an objective already reached. Its focus therefore is on *distance* and the concept could be symbolized by a 'Δ'.

The Model of Motivation assumes Reality has two dimensions: its Significance, or importance, and its Impact, or 'Discrepancy'. The Impact of Reality is the Discrepancy experienced by the Individual between the Reality observed and the Goal set.

It is assumed the effect of Reality, in terms of Significance and Discrepancy, necessitates a number of intermediate Phases of assessments before a change in objective or parameters can take effect. This re-orientation of the objective versus Reality is assumed to proceed in three subsequent Phases.

### 6. Phase 6 - A Phase of Externally Evoked Self-Assessment

The first of the three re-orientations of the objective versus Reality focuses on the Goal and the intentions that were initially set: given the new point of view, or the new perspective provided with the introduction of Reality, was it correct to set the objective at a certain level, was the intended Effort correctly chosen, and were subsequent assessments correct, both economically and subjectively?

It is assumed this first re-appraisal proceeds in five Stages:

- *A Stage of Aspiration*; The Stage re-examines the Attitude towards the Goal in its newly perceived context. Given Reality and given the new state of affairs the objective is situated in, the initial Attitude is re-evaluated. At this Stage, no changes are made in Attitude. The Individual is forced to re-examine what the initial settings should have been, without actually altering them.
- *A Stage of Contemplation*; Re-assessing one's position, one's Attitude, leads to a re-assessment of the objective set. The Goal is re-evaluated.
- *A Stage of Validation*; Re-assessing the Goal leads to a re-assessment of its value. The Stage re-evaluates the intended investments, without actually

proceeding to altering these values: 'the metrics are read, before changing the settings'...

- *A Stage of Attainment*; A re-assessment of Attitude and Energy leads to a re-appraisal of Achievement and Failure as initially set.
- *A Stage of Fulfillment*; The Stage originates from the previous Stage of Attainment, and is defined as a re-evaluation of Satisfaction and Frustration associated with reaching the Goal, given its new point of view following the introduction of Reality in the Process of Motivation.

### *7. Phase 7 - A Phase of Anticipated Change*

Following the Impact of Reality, a three-fold evaluative reaction precedes the actual re-adjustments necessary to neutralize the effects of the confrontation. The second of the three evaluative Phases, a 'Phase of Anticipated Change', can be defined as an 'anticipating reflection on change'. It questions the readiness to change the four parameters initially set together with the Goal itself, in an attempt to diminish the Discrepancy, symbolized as ' $\Delta$ ', between Goal and Reality as perceived in a Phase of Impact.

It is assumed the Phase consists of five Stages. To stress both the aspect of change and its association with the Discrepancy, the symbol ' $\Delta$ ' is added to each Stage:

- $\Delta$  - *Attitude*; The Stage anticipates on an active change in Attitude aimed at closing, increasing or maintaining the Discrepancy between Goal and Reality.
- $\Delta$  - *Goal*; The Stage anticipates on an active change in objective.
- $\Delta$  - *Energy*; The Stage is defined as anticipating on the presence or absence of change in the Effort invested, aimed at closing, increasing or maintaining the Discrepancy between Goal and Reality.
- $\Delta$  - *Achievement and Failure*; The Stage is defined as anticipating on intentions to re-define Achievement and Failure ratios in achieving the objective, aimed at closing, increasing or maintaining the Discrepancy between Goal and Reality.
- $\Delta$  - *Satisfaction and Frustration*; The Stage is defined as a moment in the Process where an assessment is made of the readiness to re-define the subjective outcomes in achieving the objective, and aimed at decreasing, increasing or maintaining the Discrepancy between the Goal and Reality.

### *8. Phase 8 - A Phase of Dedication*

It is assumed the Process ends in a 'Phase of Dedication' finalizing the three-fold evaluative reaction towards Reality. It is a 'grand-total' of the Process of Motivation, where all previous Phases play a role in determining a subjective experience of Reality. Reality is perceived by the Individual as supportive, non-supportive or neutral to the way parameters were defined in the initial Phase of Expectancies. These feelings, in turn, give rise to feelings oriented towards Reality.

So, as a result of these four final Stages, a set of 'primary emotions' emerge stemming from a perception of Reality, with a set of 'secondary emotions' directed towards Reality in return. These 'primary emotions' serve to make a representation or an image of Reality that aims at either neutralizing or enforcing its influence on the Process of Motivation. The second set of emotions has only marginal effects on the Process of Motivation itself. The effects are especially noticeable in terms of 'productivity', however. And as such, these last four Stages prove to be of great importance from a perspective to address, or manage the Process of Motivation<sup>1</sup>.

In a Phase of Dedication, it is not the Goal but Reality that is the focus of attention. It is assumed, a Phase of Dedication progresses in four Stages<sup>2</sup>:

- *A Stage of Appreciation*; The Stage is defined as an evaluative reaction towards Reality, from a point of view of the Attitude initially set. Basically, Reality can be perceived as providing support, non-support or as being neutral to the initial Attitude, and this perception is largely influenced by both re-assessments in previous Phases of Externally Evoked Self-Assessment and Anticipated Change.

The assessment of Reality has two important consequences that will prove to affect, not only the Process of Motivation, but also the experience of Reality in a broader sense. If Reality is perceived as supportive to one's Attitude, this will lead to feelings of 'being appreciated', or 'acknowledged', and, as a spin-off, this in turn will lead to feelings of 'appreciation' towards Reality. In parallel, if Reality is perceived as non-supportive this could lead to feelings of 'being denied', or 'ignored' or 'rejected'. And these feelings, in turn, could lead to feelings of 'contempt' towards Reality. The more Reality is perceived as important, or Significant, the more these feelings of 'being appreciated' or 'being ignored' emerge, and, remarkably, the more these will lead to feelings of 'appreciation' or 'contempt' towards Reality in return.

A second consequence of the assessment of Reality is the effect it has on the Process of Motivation itself. If Reality is perceived as supportive *it enhances the Process of Motivation*. Consequently, if it is perceived as non-supportive, it is assumed *to be disruptive to the Process*.

These two mechanisms, that are a spin-off of the evaluation of Reality, emerge at all four Stages. By evaluating Reality the Individual tends to use its outcomes to either enhance or neutralize its influence on the Process. *In doing so a dangerous procedure is introduced in the Process of Motivation: the Individual is changing Reality in the way it appears to him.*

<sup>1</sup> The concept of Productivity is further elaborated on in Appendix XXIV, Section B.2.4.4. and Section B.2.7.

<sup>2</sup> In a Phase of Dedication we will deviate from the regular five-fold assessment. An assessment of perceived support or non-support for the Goal initially set, is excluded. The exception is made because an evaluation of perceived acceptance or non-acceptance of the objective is assumed to have taken place earlier in the Process, in a Phase of Impact.

- *A Stage of Approbation;* In a Stage of Reality the Individual attaches Significance to Reality. In a Stage of Reality it is 'the Individual valuing Reality', in this 'Stage of Approbation', it is 'Reality valuing the Individual', or rather: the way the Individual believes or perceives Reality is valuing him. In line with the previous Stage, Reality can be perceived as providing support, non-support or as being neutral. And again, this perception depends on both re-assessments in previous Phases.  
A perception of Reality as providing support or non-support leads to feelings of 'being valued' or 'not valued' in return. And these feelings are intensified by the Significance attached to Reality. If the Individual feels supported in his 'value-system', it is assumed he tends to enhance the Impact of Reality by valuing Reality in return. And if he feels a lack of support, it is assumed feelings of 'non-Significance' towards Reality serve to help diminish its importance and neutralize its effects.
- *A Stage of Affirmation;* A next Stage evaluates the support from Reality as perceived by the Individual for his initial economic appraisal of gain or loss. Reality is perceived as either confirming or disapproving his choice. These perceptions of Reality being supportive or non-supportive for his judgment, lead to feelings of 'confirmation' or 'disapproval' from Reality, and these, in turn, are echoed by 'confirming' or 'disapproving' Reality.  
In parallel with previous Stages, a remarkable outcome is observed that *the more one values Reality, the more one either confirms or questions its integrity depending on perceptions of support or non-support. And by doing so, the Individual either increases or diminishes its effects on the Process of Motivation.*
- *A Stage of Commitment;* The 'Stage of Commitment' concludes the evaluations made following the confrontation with Reality. The Stage of Commitment is the 'end of the equation' and the 'grand total' of all the effects experienced from Reality in a condensed format.  
When Reality is perceived as supportive of one's subjective judgments, it is assumed these will lead to feelings of 'worth', of 'making a difference'. The experience of non-support from Reality often leads to extreme polarized reactions. In these instances even 'neutrality' from Reality can be perceived as negative. Where one feels Reality as either 'dedicated', or 'hostile' to one's cause, feelings of 'commitment' or 'hostility' are mirrored to Reality. The perception that one's emotional 'belief-system' is either 'shared' or 'rejected' by Reality, leads to profound feelings towards Reality in return. And these, in turn, serve to further 'propel' the perceived positive or negative interference from Reality on the Process of Motivation.

*Following the four final evaluative Stages, only then does the Process proceed into making the adjustments anticipated on. By reverting to a Phase of Expectancies it is assumed the Process of Motivation reaches its final state and becomes cyclical.*

### 3.3.2. The Process of Motivation

#### *Analysis of a Second Cycle: Protective Mechanisms*

Motivation is assumed to be an 'inner dialogue', a sequential, partly cyclical Process that intentionally orients the Individual towards a desired status quo of an objective set, leading to evaluative activities aimed at minimizing the effects of an interfering Reality.

In a next step, following the Phase of Dedication, it is assumed there are two options to follow. The first is to re-examine the initial parameters and either make adjustments or leave these settings untouched, without actually changing the objective initially set. The other option is to change the Goal itself, initiating, as per definition, a new Process of Motivation. In either case, redefining initial settings *means the Process of Motivation has re-started with adjustments previously described in a Phase of Expectancies. As such, the Process of Motivation resumes with re-adjustments in a Phase of Expectancies, and, as a result, is assumed to have become cyclical.*

The main characteristic of a second cycle in the Process of Motivation is, that the Individual is now better prepared to face a confrontation with Reality. The experience with Reality now provides the Individual the means to anticipate on its Impact. It is assumed a second Motivational cycle starts with two intentions in mind:

- To further enhance the influence of Reality when its Impact is perceived as positive to the Process of Motivation;
- To reduce the influence of Reality when its Impact is perceived as negative.

This process of enhancing or reducing the influence of Reality is likely to follow profiles that exhibit certain regularities. These recurring patterns aimed specifically at enhancing or reducing the influence of Reality will be referred to as 'Motivational Mechanisms', or 'Mechanisms' for short.

Many Mechanisms emerge in the Process of Motivation when a confrontation with Reality leads to neutralizing counteractive measures in subsequent cycles. Referring to Appendix I, Section B.2., different Mechanisms appear to affect the various Phases of the Process. Three Mechanisms are assumed to be prominent.

#### *1. Motivational Mechanisms Associated with Phases 1, 2 and 3*

As the Process of Motivation progresses into a second cycle, scenarios emerge to adequately deal with the effects encountered in a confrontation with Reality during a first cycle, thus preserving the Process of Motivation. In a cyclical Process the Stages in a Phase of Expectancies are carefully re-attuned following the experience with Reality. In re-defining Goal, Energy and Effort the Individual is assumed to anticipate on the interference expected to re-emerge through a renewed confrontation with Reality in an upcoming Phase of Reality in a second cycle of the Process. These Mechanisms aimed at anticipating on an upcoming confrontation with Reality are referred to as 'Mechanisms of Anticipation'.

## *2. Motivational Mechanisms Associated with Phase 4*

Through consecutive cycles the Individual has cocooned a Process preventing the objective from unwanted interference and carefully enhancing positive input, in a confrontation with Reality.

In the Process of Motivation, remarkably, it is not Significance attached to Reality that seems to be changed, but rather the parameters in Phases 1, 2 and 3: especially the Goal and anticipated Energy levels. It is assumed in the Model, that in a Phase of Reality perceived Significance remains intact, and the Individual turns to additional Mechanisms that help reduce unwanted interference so as to sustain, or emphasize, positive effects, and neutralize negative effects of Reality on the Process of Motivation. It is at this point, one turns to previous experiences from a Phase of Dedication that are readily at hand. These Mechanisms are referred to as 'Mechanisms of Representation'.

A Mechanism of Representation, obtained from a Phase of Dedication stemming from a previous cycle in the Process, appears to substitute Reality and is superimposed as an image in lieu of Reality. The more Significance experienced towards Reality, the more amendments are made in a Phase of Expectancies, and the more necessity is experienced in turning to a Representation, either positive or negative. Reality is substituted. And the more Significance experienced the more necessity is felt to create divergence in its Representation: the more Significant Reality is perceived to be, the more Discrepant it appears to be made.

Thus, the Individual changes his perceptions of Reality in an effort to better deal with the effects of interference. It appears, following the Model of Motivation, a confrontation with Reality seldom leads to a straightforward reaction from the Individual, but rather to amendments aimed at orchestrating its effects.

*These observations have deep impact on the approaches to be taken in externally inducing behavior through interventions within the Process of Motivation: in most cases the attempts are severely disturbed by Mechanisms neutralizing each input from Reality. Techniques aimed at managing the Process of Motivation will need to address Mechanisms of Anticipation and Representation adequately in order to become effective.*

## *3. Motivational Mechanisms Associated with Phases 5, 6 and 7*

As stated earlier, it is assumed that with increased Significance, effects of the Impact from Reality in a previous Phase of Dedication become more prominent. And these effects, in turn, enhance Mechanisms of Anticipation and Representation. As a consequence, it is assumed a perceived Discrepancy is gradually reduced. Mechanisms of Representation are 'smoothing' the interference within the Process of Motivation, thus diminishing a necessity to adapt to Reality. This process of re-adaptation in Phases 5, 6 and 7 to a more suitable Reality, preserving the integrity of

renewed parameters defined in Phases 1, 2 and 3, is referred to as a 'Mechanism of Coping'.

#### *4. Motivational Mechanisms Associated with Phase 8*

The process of gradually 'encapsulating' Reality is further enhanced in a Phase of Dedication, where the Individual forms an adjusted Representation of Reality, optimized to his needs at the onset of a next Motivational cycle. The process of transposing an image over Reality leading to a Representation utilized in Mechanisms of Representation to further enhance positive and diminish negative effects, is further elaborated on in a Phase of Dedication within a second cycle. The same strategy that made the Individual change Reality, now leads him to preserve a Representation instead of Reality itself. And through consecutive cycles it is assumed the Individual will come to drift further away from Reality. The Significance attached to Reality further enhances this Mechanism of Representation.

### 3.3.3. The Process of Motivation

#### *Final Observations*

In the Process of Motivation, then, there appears to be a covering up, a hiding of true intentions in order to prevent Failure and Frustration. This disguise of true intentions obstructs an adequate analysis. The Process is not straightforward. Mechanisms of Anticipation and Representation, consolidated in Mechanisms of Coping, appear to obscure insights and prevent a clear understanding of the successive steps the Individual goes through in the Process of Motivation.

Mechanisms of Anticipation, Representation and Coping not only obscure an adequate analysis of the Process, it is also expected to affect accuracy in measurement of Motivation, with profound implications for empirical research. *Given these assumed Mechanisms affect the Process of Motivation, the Individual appears to be a questionable, or even unreliable source to provide an objective assessment of a personal status of Motivation and to adequately detect changes as a result of outside intervention.*

*With the principal objective of the study aimed at unveiling the Process of Motivation through a successive analysis of its constituent elements and derived Determinants in the Process of Interference, a precise means of measuring a status of Motivation and detecting change is essential in successfully reaching this objective.*

*From the analysis provided of the Process of Motivation, and from the observations made on Mechanisms of Anticipation, Representation and Coping affecting the validity of measurements on Motivation, this dissertation will present a departure from common*

*practice to utilize subjective assessments of Individuals in assessing levels of Motivation<sup>1</sup>.*

*Given the initial Problem Statement, empirical research in Chapter 5 is to provide evidence of elementary constructs of the Process of Motivation. These elementary constructs could provide an alternative for capturing the Process of Motivation.*

### **3.3.4. Conclusions**

#### *Preamble to a Definition of Hypotheses*

*An inductive inference has led to the formulation of a Model of Motivation.*

*Motivation is assumed to be an 'inner dialogue', a Process, largely evaluative in nature, evolving around an objective the Individual seeks to achieve. Assessments are made regulating activities aimed at reaching the objective. In this Process, the Individual is confronted with outside interferences defined as 'Reality'. Surprisingly, instead of integrating these new perspectives from Reality the Individual seems to change Reality, neutralizing its input when its effects are perceived as negative, and emphasizing its input when effects are positive, thus preserving and securing the objective against these interferences. The more Significant the objective initially set, the more these protective Mechanisms apply.*

*The inductive inference led to identify 24 Stages in the Process of Motivation, contained in 8 different Phases. In summary, the Process of Motivation is assumed to consist of three initial Phases of 'genesis', where the Process of Motivation appears to be initiated and propelled, and five subsequent Phases where the Process protects itself from outside intervention. In conclusion, this would identify both groups as distinct manifestations of the Process of Motivation, with Phases 3 and 8 consolidating the respective effectiveness in both groups.*

*When assessing levels of Motivation, this would make the evaluative Phases of Internally Evoked Self-Assessment, and Dedication the most important Phases of the Process of Motivation.*

*Following the initial observations in the Pre-Fundamentals to the Study elaborated on in Chapter 1.5., these outcomes from the inductive inference resulting in the theoretical Model of Motivation in the present Chapter are to provide an explanatory context from which hypotheses, that are critical to the Model, are to be derived and verified through empirical research in Chapter 5. Given the Problem Statement Chapter 2.5., to provide evidence of elementary concepts capturing Motivation, this would identify Phases of Internally Evoked Self-Assessment and Dedication, as crucial elements that are to be elementary in the formulation of those hypotheses.*

<sup>1</sup> Reference is made to the observations on literature made in Chapter 4.6.2.1.

### 3.4. Summary

*Based on the Problem Statement formulated in Chapter 2.5. this Chapter aimed at providing insights into the Process of Motivation by means of a theoretical Model.*

*The Process of Motivation appeared to be an 'inner dialogue', a Process, largely evaluative in nature, evolving around an objective, or 'Goal', the Individual sought to achieve. This subconscious evaluative dialogue was assumed to proceed in a number of distinct, consecutive steps or so-called 'Stages', which could be organized in a number of groups or 'Phases'. These Phases appeared to follow a distinct pattern, each successively evolving into another, at times becoming cyclical before proceeding, with some patterns remaining at their initial Phase, while others evolved throughout all consecutive Phases. The Process of Motivation was assumed to consist of 24 Stages, organized according to 8 distinct Phases:*

- *A Phase of Expectancies: a first Phase was assumed to be characterized by a mental evaluative process, where, in an iterative search, gradually the objective was defined. In a cyclical assessment the Individual determined the effort needed to reach the objective, and the objective and subjective revenues the Individual was to expect from this achievement.*
- *A Phase of Effort: this process of mentally balancing expected gains and losses, in a number of cases led to an actual investment. In a subsequent Phase of Effort the Individual was to proceed into action.*
- *A Phase of Internally Evoked Self-Assessment: these concrete activities, or behaviors, were subsequently assessed on their effectiveness of reaching the objective set. And this third Phase, in turn, led to a re-assessment of the parameters initially set in a first Phase of Expectancies, thus turning the Process of Motivation into a cyclical system. These first three Phases of the Process of Motivation were 'self-propelling', gradually progressing into a balanced system.*
- *A Phase of Reality: within this cocooned balance, however, an external unexpected event was assumed likely to occur and disrupt this self-regulated Process. 'Reality' was defined as the external surrounding of the Individual affecting the Process of Motivation. The event was assessed on its perceived importance, or 'Significance'.*
- *A Phase of Impact: depending on its 'Significance', effects of the event on the Process were evaluated in a 'Phase of Impact'.*
- *A Phase of Externally Evoked Self-Assessment: the combination of Significance and Impact initiated a three-fold response. In a first Phase initial parameters defined in a Phase of Expectancies were re-examined on their effectiveness.*
- *A Phase of Anticipated Change: in a next Phase an assessment was made of one's willingness to make adjustments to these initial settings.*
- *A Phase of Dedication: in the last Phase of the Process, the Individual was assumed to assess a perceived support from Reality, which in turn, initiated 'Mechanisms of Representation' where the effects of Reality were either emphasized when perceived as positive and supportive, or neutralized and reduced when experienced as negative and disruptive to the Process of Motivation.*

*A number of key concepts appeared to regulate this intricate Process of Motivation: the Goal, or objective, expressed in terms of 'Significance', degrees of invested Effort, and perceived Significance of Reality. And these regulating concepts, in turn, were assumed to affect Mechanisms of Anticipation, Representation and Coping in subsequent cycles of the Process.*