

## **REBUTTAL TO INTRINSIC MOTIVATION- Jerry Mulenburg**

Ladies and gentlemen, I came here today — not to bury my opponent — but to praise him! He has a very serious, but very utopian perception about what motivates people.

I wholeheartedly agree with Ray's interpretation that people are motivated to do something by what they get – extrinsically – and that they are motivated to do what they want to do – intrinsically. With nearly everything else he said however, I disagree.

### **LETS TAKE RAY'S POINTS ONE-BY-ONE:**

**Starting a career** – The definition of career is a “chosen profession or occupation.”

Except for a few careers, such as the volunteer poor who choose religious orders, or teaching (my wife was a teacher so I consider her among the volunteer poor), and other similar careers, and who I wholeheartedly applaud for their altruism – but none of whom I suspect are in this room, or in NASA – the rest of us are motivated to choose careers that provide us with the necessary Extrinsic rewards. Not because, as Ray says, that we “want to do good work.” If this is not a choice by our selves, then it is likely by our parents, school counselors, or others who influence them.

Someone might *say* that the reason they went into a profession is because of some “inner desire” to help, but an underlying reason is also that a career in one of the professions ensures that the first two of Maslow's needs are met. The Extrinsic motivators that meet Maslow's physiological and safety needs. Loving what you do can only come after these needs are met, and I can't imagine anyone choosing starvation, or threats to their safety to do a job they loved.

### **Not wanting to do a good job**

– Ignoring the few wonderful but probably somewhat abnormal people who really don't care, wanting to do a good job *is* inherent in people's make up and you don't really need to motivate them to do it. But, wanting to do it “only” because it feels good, is soon overwhelmed by wanting to keep that job so you can have all of the extrinsic things that the job income provides like food, housing, entertainment, etc. Those of you who have children old enough to want an allowance know very well that the kids behavior to do their *jobs* is very much influenced by that Extrinsic reward.

### **Tying rewards to performance**

– Does knowing an outcome greatly influence – or motivate – a behavior? Of course it does!

When we tie specific extrinsic rewards to people's performance – read behavior – and they comply, they expect, and are happy to get their Extrinsic rewards. They are extrinsically motivated! As so eloquently stated by Dr. Demming – who, I suspect, got his idea from Frederick Herzberg – “perceived inequity in pay is an extreme de-

motivator.” Therefore, the corollary must be that equity in pay – receiving more than you normally expect – is an extreme Extrinsic motivator.

### **Are gratuities really demeaning?**

– Don’t be taken in by my colleague’s example of tipping a friend, or even a flight attendant.

A friend doesn’t ask anything of you but to join them in their meal, and perhaps some enjoyable conversation. And you well know that the price you pay for airline drinks are so high that they must already include a gratuity.

Just to check it out however, on my flight home I will tip the flight attendant to get his or her reaction.

### **Robert Louis Stevenson**

And finally, as I believe you can easily see that the Robert Louis Stevenson “golden rule” philosophy of doing something just for the joy of it belongs with the Nike philosophy of “just do it.”

### **SUMMARY**

Extrinsic motivation is far stronger, right-or-wrong, than intrinsic motivation.

I suggest you use it liberally to see for yourself whether you obtain what you need from others.