

Theories about motivation- leadership and management.

What's motivation: Motivation measures satisfaction and dissatisfaction of people in the work environment. Motivation is the key to have higher performances and be more efficient.

> DRUCKER

Drucker is known as the father of the modern management; he formulated a theory still used today. Drucker believed that managers should, above all else, be leaders. Rather than setting strict hours and discouraging innovation, he opted for a more flexible, collaborative approach. He placed high importance on decentralization, knowledge work, management by goals. The key points of his theory are delegate the same power among all employees, encourage collaboration and innovation.

> MASLOW

What does the market revolve about, expect of money? people's need. A great and important theory about needs has been formulated by Maslow, an American psychologist who produced a motivational theory of five-level model of human needs, often identify as hierarchical levels pyramid. The needs are in this order of importance listed: Basic needs, safety needs, social belonging, self-esteem, self-actualization. The theory established that a person to be totally happy should satisfy the lower level of needs before moving to the higher level, but nowadays is interpreted differently, in fact those needs are linked with one another.

> HERZBERG

Everyone wants to be happy, satisfied and confident on the workplace. According to Herzberg there are certain factors that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two-factor theory distinguishes between: Motivators such as challenging work, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance. Giving positive satisfaction and personal growth. Hygiene factors such as status, job security, salary, benefits, work conditions, good pay, insurance, that give dissatisfaction if absent. The main difference between those factors is that in absence of the motivators the person will not be

necessarily unhappy, on the other hand if whole work condition are not satisfying it could be hard to be happy and motivated.

> MCGRAGOR

In the 1960s, Douglas McGregor developed two contrasting theories that explained how what managers think of what motivates their people can affect their management style. He labelled these Theory X and Theory Y. These theories continue to be important even today. Theory X managers tend to take a pessimistic view of their people, and assume that they are naturally unmotivated and dislike work. As a result, they think that team members need to be rewarded or punished constantly to make sure that they complete their tasks, imposing a management system of coercion and punishment. Theory Y managers have an optimistic, positive opinion of their people, and they use a decentralized, participative management style. This encourages a more collaborative, trust-based relationship between managers and their team members. People have greater responsibility, and managers encourage them to develop their skills.

> TAYLOR

Frederic Taylor was one of the first manager to think about a motivational theory able to boost efficiency in the workplace. Taylor brought a very scientific approach, in fact he did not value the human needs of workers. Taylor believed that workers were only motivated by pay and money. Therefore to motivate his people he would give a task to each employee, identify the quickest and best one, train each worker for that method and then base the pay on the results of each employee.