

Von Der Motivationstheorie Zur Motivationspraxis - Gerd Bitterling

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Von der Motivationstheorie zur Motivationspraxis 1 Motivation - was ist das? ... 3 2 Klassische Motivationstheorien ... 3 2.1 Die Selbstverwirklichungstheorie (MASLOW) ... 32.2 Die Theorie der Arbeitshygiene (HERZBERG) ... 52.3 Die Theorie 'X und Y' (McGREGOR) ... 62.4 Die Hawthorne-Studien (MAYO) ... 72.5 Die Organisationstheorie (ARGYRIS) ... 82.6 Die Führungstheorie (LIKERT) ... 83 Motivationspraxis ... 9 3.1 Auf Motivationstheorie aufbauende Führungsprinzipien ... 93.1.1 Management by objectives ... 103.1.2 Management by exception ... 103.2 Motivationssteigernde Arbeitsplatzgestaltung ... 113.2.1 Job rotation ... 113.2.2 Job enlargement ... 113.2.3 Job enrichment ... 123.2.4 Teilautonome Arbeitsgruppe ... 123.3 Motivation durch attraktive Arbeitszeiten ... 133.3.1 Konzentrierte Arbeitswoche ... 133.3.2 Gleitende Arbeitszeit ... 143.3.3 Job sharing ... 144 Fallbeispiel ... 14 5 Schlusswort ... 17 6 Literaturverzeichnis ... 18 1 Motivation - was ist das? Im allgemeinen Sprachgebrauch wird Motivation oftmals als Charakterzug - als eine Eigenschaft eines Menschen - gehandelt. Somit wäre Motivation nicht mehr als eine angeborene Verhaltensweise, welche bei jedem Menschen unterschiedlich ausgeprägt ist. Jedoch verbirgt sich hinter der Frage der Motivation vielmehr die Erklärung des Verhaltens einer Person, das heißt Motive bestimmen das Handeln und Tun des Menschen. Unter einem Motiv verstehen wir Beweggründe für unser Verhalten. Als Synonyme für das Motiv werden in der einschlägigen Literatur genannt: '...Bedürfnis, Wunsch, Trieb, Strebung, Drang, Triebfeder..' (ROSENSTIEL, 1976, 21) Aus dem Zusammenspiel aller Motive entsteht unser konkretes Verhalten in einer Situation, welches wir dann als Motivation bezeichnen. Somit ist Motivation die Ursache für unser Verhalten, welches aus einer Vielzahl an Motiven resultiert. Die Einflussgröße der menschlichen Motivation ist ein unbefriedigter innerer Zustand, um dessen Befriedigung zu erlangen wir uns besonders anstrengen. Je größer das Motiv ist diesen Zustand zu verändern, desto intensiver arbeitet der Mensch an der Erfüllung seines Zieles - desto motivierter ist er. 2 Klassische Motivationstheorien Author: Bitterling, Gerd Publisher: GRIN Verlag Illustration: N Language: GER Title:

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