Chapter 15
Motivational Theories of Leadership

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ABSTRACT

This chapter offers an overview of pertinent leadership and motivational theories and how they relate to social work. For social work organizations, effective leadership is essential, and managers who have a solid theoretical foundation in motivation and leadership are more likely to achieve positive outcomes. Before diving into an in-depth analysis of each motivational theory, the chapter looks at the evolution and history of these theories. The most well-known motivational theories of leadership, including the Trait Theory of Leadership, Contingency Theory of Leadership, Need for Achievement Theory, Expectancy Theory, Transformational Leadership Theory, Situational Leadership Model, Emotional Intelligence and Leadership Theory, Positive Psychology and Resilience in Leadership Theory, Path-Goal Theory, Authentic Leadership Theory, and Self-Determination Theory are explored in detail.

INTRODUCTION

Leaders are essential for leading staff members and inspiring them to work in the field of social work (Redmond & Dolan, 2016; Schmid, 2006). The success of social work organizations depends on effective leadership, and managers with a strong theoretical grounding in human motivation and leadership are more likely to produce favorable results (Fisher, 2009; Żadkowska, Dowgiałło, Gajewska, Herzberg-Kurasz, & Kostecka, 2022). The leadership approach adopted by any manager will have an impact on the motivational status and response of the people who work for them. This chapter explores various leadership approaches linked to the motivation of workers to inform practitioners of leadership roles on how to influence the motivation of their colleagues better. While practical experience is crucial, a theoretical foundation can offer a framework for comprehending how to inspire and motivate workers, resulting in better outcomes for the organization and the people it serves. In organizational behavior and

management, motivation is a complex and multifaceted concept that has been extensively researched (Q. Zhang, Oo, & Lim, 2019). Several theories have attempted to explain motivation, and each theory provides a different viewpoint on the elements that influence behavior (Barba-Sánchez & Atienza-Sahuquillo, 2017; Fisher, 2009). Understanding these ideas and how they apply to leadership may be helpful in the field of social work. Effective social work leaders must inspire their staff to advance the organization's overall mission, in addition to helping them reach their own personal and professional objectives (i.e., a mental model that steers the leader's behavior).

To provide a comprehensive overview, this chapter includes a brief comment on key contributors such as Abraham Maslow's Hierarchy of Needs, Herzberg's Motivation-Hygiene Theory, and the works of Deci and Ryan, among others. These theories provide insightful information on the elements that influence people's motivation and job satisfaction at work.

The purpose of this conceptual chapter is to provide an overview of relevant theories of motivation and leadership, and how they apply to social work. The primary focus of this chapter is to explore how a leader's approach influences staff motivation, emphasizing the importance of understanding leadership approaches and their impact on motivation for the leader's development and future effectiveness.

The most well-known motivational theories of leadership will be specifically discussed in this chapter, including the Trait Theory of Leadership, Contingency Theory of Leadership, Need for Achievement Theory, Expectancy Theory, Transformational Leadership Theory, Situational Leadership Model, Emotional Intelligence and Leadership Theory, Positive Psychology and Resilience in Leadership Theory, Path-Goal Theory, Authentic Leadership Theory, and Self-Determination Theory. The history and development of motivational theories are briefly discussed in this chapter before delving into a thorough analysis of each theory.

The theories discussed in this chapter offer a framework for comprehending the critical elements affecting employee motivation and performance. Leaders may learn more about motivating and inspiring their staff by applying these theories to actual social work environments (Rofuth & Piepenbring, 2019). Ultimately, this may result in better outcomes for the organization and the people it supports. In this chapter, we examine each theory in depth, going through its main ideas and tenets as well as its advantages and disadvantages. We will also examine how these ideas may be used in the field of social work leadership, giving specific instances of how they might be put to use. The chapter will come close with a summary of the main points from each theory and a discussion of their larger leadership implications in social work. We will also provide recommendations for further study and real-world implementation of these theories in the administration of social work.

The goal of this chapter is to provide social work administrators and educators with a strong theoretical basis for leadership and motivation. We aimed to provide insights and solutions for inspiring and motivating staff in the quest for organizational success by examining the most important leadership motivational theories and their application to social work.

HISTORY AND DEVELOPMENT OF MOTIVATIONAL THEORIES OF LEADERSHIP

Over the years, there have been many studies and debates on the topics of leadership and motivation, two closely intertwined notions (Galbreath & Rogers, 1999; Isaac, Zerbe, & Pitt, 2001). Leaders looking to enhance their leadership abilities and effectiveness should be aware of the evolution of motivational

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