

# Motivation

Motivation is the force that makes people do things. This is a result of individual needs being satisfied (or met) so that there is sufficient inspiration to complete the task. In a people intensive discipline like facilities management nothing will get done without a motivated workforce.

Motivating needs vary from person to person as everybody needs different things to motivate themselves. Depending on how motivated they are, may further determine the effort they put into their work and therefore increase the standard of the service delivered.

In considering what factors determine the motivation of the FM team members, most people would think of a good wage. Of course it is true that some employees will be motivated by money, but that is not true for everyone.

Motivation has been studied for many years stretching beyond the 19<sup>th</sup> century. As a result, a number of theorists have compiled their own conclusions and consequently a wide variety of motivational theory has been produced. One of the best known is the Herzberg Theory of Factors.

In 1966, Fredrick Herzberg interviewed a number of people in different professions at different levels to find out two things. Those factors that motivated them in the workplace were identified as things that gave employees an incentive to work resulting in job satisfaction. These motivators increased the job satisfaction of the employee and further increased their efficiency.

Those factors that prevented job dissatisfaction were identified as things that prevented job dissatisfaction. These did not make the employees happy (or have job satisfaction): it just removed the unhappiness out of working. Such hygiene factors, if not satisfied, had an effect of reduced employee efficiency. Herzberg argued that all factors fell into one or both of these categories and therefore had separate consequences.

The study showed that a sense for achievement, recognition of effort, the nature of the work itself, and the desire for responsibility are all strong factors for motivation. The way the business is run, how people are supervised, the work conditions and their pay, are all factors that can lead to job dissatisfaction if not met to the standards of the employee.

Thus to ensure a motivated workforce the Facility Manager must identify both the Motivators and the Hygiene factors that matter to each individual and seek to address them.

*Herzberg's book "Motivation to Work" is still well worth reading for those exploring Motivation theory. Published by Transaction ISBN-10: 9781560006343*