

## *Full Length Research Paper*

# Assessment of Challenges Facing Facility Managers in the Nigerian Industry

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**ABSTRACT:** When we look around agencies in Nigeria it will reveal to one that there is a lack of commitment towards maintenance and management of the existing facilities, and this has failed the efforts of various governments in the provision of infrastructural amenities. Governments have been committing resources in the provision of infrastructures that are not properly managed and therefore collapse or become obsolete within a very short period of time. This has caused serious concern to all and sundry. The efforts of the defunct Petroleum (Special) Trust Fund have shown how costly it is to carry out rehabilitation of these infrastructures. This has necessitated the need of finding lasting solutions that will cover maintenance and management of these facilities; hence this has necessitated the research on “An Assessment of challenges facing Facility Managers in the Nigerian Industry”. The research is therefore aimed at identifying the challenges being faced by

Facility Managers so as to identify how the challenges would be overcome. The study employed questionnaires in obtaining data. Study results have shown that there are two challenges “Internal” and “external” being faced by Facility Managers in the industry. The Internal challenges are those that can be managed and control by Facility Managers themselves while the External challenges are those that cannot be controlled and managed by Facility Managers. The result has also shown that, the significant role being played by professionals in the Industry requires a general policy and attitude change in the discharge of their duty in order to move forward to meet up with the task and challenges in discharging the trust vested on Facility Managers.

**Keywords:** Maintenance, management, facility managers, facility management, construction

## INTRODUCTION

The practice of facility management in Nigeria is considered to be new; Facilities Managers are compelled to be as project fore front in the organizations agenda. It is considered to be developing gradually over time as a result of the countries recognition to be one of the rapid and developing economies. However, this idea of facility management practice is disgustingly neglected and the awareness is deeply low and the policy regarding the concept unsatisfactory. There was a study conducted recently on sustainable facility management in Nigeria by Adewunmi et al. (2012). The result of the study is that

efforts should be devoted to environmental concerns of customers and employees of facility management organizations, while the use of energy-efficient equipment should be accorded priority to save costs and reduce agony from frequent power challenges in the country”. The study concluded that most facilities management do not possess conventional policies on facilities management practiced put in place. However the facilities managers are better charged with achieving goals to make certain ruling concerning facilities and its connected services in an organization and make it

profitably viable. That is why, international facilities management association in Nigeria is at the fore front to make and tender useful leadership and professional skills to its members by way of trainings and workshops. Devaluation of the Naira, global economic recession and dwindling oil price have necessitated the need for governmental and non-governmental to device means of maintaining physical infrastructures and ensuring efficient management resources/services at minimal cost or value engineering as it is known in the construction industry. The defunct petroleum (Special Trust Fund), on recognizing the role that facilities management can play adopted it in its policy objectives of the national rehabilitation programmes. One of the strategies adopted to execute the policy objectives was to rehabilitate selected infrastructural facilities and equipment, and there after institute facilities management system across the sector; therefore the importance of facilities management cannot be over emphasize as it's the key business discipline as Alexander (1994) pointed out "large corporations recognised its importance for business and added that for an organization to be able to achieve its organizational objectives there is the need to be able to give more attention to delivery and sustenance of support services in a quality oriented environment, safe and aesthetically pleasing work place so as to meet its strategic needs and enable its work force to concentrate on its competencies." This may be achieved by the integration of the principles of architecture business administration, behavioural and engineering services. The concept of facilities management as a management tool is not new but has become more relevant recently because of the need for organization to provide qualitative services that are capable of accommodating advanced technology and respond to the ever-changing business environment. Facilities management basically entails promoting processes that are geared towards preventing the premature demise of a facility and making it functionally useful in meeting current needs of the users at a cost effective price while consciously adopting to evolving technology to make them more relevant to the future needs of users.

**The objectives of paper are:**

1. To investigate the current and future challenges being faced by Facilities Manager's;
2. To examine the risk position of the recognized challenges established on their comparative degree of influence on the performance of the strategic Facility Management target.
3. To examine some measures for overcoming the challenges.

**Facilities management components are:**

- (i) Facility operations and administrative services.

- (ii) Waste Management
- (iii) Energy Management
- (iv) Project Management
- (v) Service and Supply constructing
- (vi) Regulations, standards and procedures
- (vii) Continuous Improvement

The reason for integrating these interrelated components of facilities management is to provide:

- (a). Reduction in operational cost.
- (b). Improved quality services.
- (c). Innovation.
- (d) A motivated empowered, well-trained professional workforce primed for present and indeed future responsibility.

Facilities management process can readily be looked at from various levels from the day to day support of operations, for example, maintenance of plants, office equipment, cooling and heating device, communications, security, tactical investment plans etc for enhanced performance at minimal efficiency. All facilities that carry out assigned functions and process should ideally benefit from facilities management. This could range from refineries, manufacturing out fits, industries, hospitals, hotels etc. It is evident that facilities management is an all – embracing activity that requires multi - disciplinary approach and technical skills. Professional in the building industry and its related fields such as Architects, Engineers, Quantity Surveyors, Builders etc have the requisites technical core competence for facilities management of building related facilities. Facilities managers will be required to provide total understanding of current issues to clients both in terms of finance and wider business applications for enhanced performance. The key functions of the facilities managers regardless of technical background are those of coordination, integration and management of processes within such facilities. The quantity surveyor by training and exposure especially in the field of cost control, construction management, construction technology, information technology, contract administration, project management, life cycle costing, arbitration, valuations for preparation of preliminary cost estimates, cost advice and planning, negotiation, etc could adequately provide the needed technical competence for facilities management services.

**The advantages of facilities management include:**

- i. Ensuring sustainable viability and effective utilisation of facilities.
- ii. Reduction in overhead cost and efficient cost management.
- iii. Reduction in risk involved in the processes.

- iv. Provision of a conducive working environment or efficient service delivery.
- v. Anticipating and improving on quality product delivery due to technological changes or consumer needs.
- vi. Reduction in resource waste and maximization of profit; adds quality and competitive edge to business.

## **Facilities management system**

### **Strategic property management**

The essence of strategic property management is the realization that the build environment is valuable assets together with other resources such as manpower and finance, which can help achieve the desired goal of an organization. Worthing (1994) expressed that the concern of strategic property management is to ensure that a coherent view of property is feed into the overall strategy of the institution from the organization strategy, which ensure that, the organization build asset enhance its primary process, and that the organization has the right type of property in the right location, and in the right condition and at the right time. More importantly the organization has the required amount of the property to support its goals and that there is as far as possible the context of changing requirements. The estate potentials as an asset are often compounded by many problems ranging from cultural division to those associated with the occupants of the estate. This has necessitated the need for appropriate estate information which could help in the strategic planning processes as it provides data at an appropriate level of the strategic planning purposes. This data as noted by Worthing (1994) will have to include what is owned and how much it cost to run, Value and enhanced volume of stock, An appraisal of the performance of the build up.

### **Built asset management**

Built asset management is the management of maintenance, revenue and improvement work to buildings and their surroundings and to the services rotating with them (Holmes, 1991). The major areas of work in this field are currently referred to as responsive maintenance, programmed maintenance, preventive maintenance and cyclical maintenance.

- a. Responsive maintenance can be sub divided into normal and emergency maintenance.
- b. Programmed maintenance on other hand can be classified into preventive and cyclical maintenance.
- c. Preventive maintenance consists of works carried out after a particular period of time; it is carried out to prevent the deterioration of component to below standard. Cyclical maintenance refers to such works as painting

and repairs prior to period as well as works carried out periodically for safety and health reasons.

### **Organization, people and process**

The aspect of facilities management is more involved with people and their reciprocal action with the building structure; it is concentrated on the manpower in the organization with regard to the supply of adequate space and internal environment. It is also centred on the supply of expert services and supervision the services and conveying the role of processes guaranteed in the organization. The objective of this part of facilities management is to make most efficient use of space in design, its acquisition, its usage as well as the work of interior environment, this shows that much of the work involve space management and measure of suitable environment that support the procedure involved.

### **Valuation**

This is defined as the determination or assessment of the price at which a property exchange hands when affected for sale in an open market. The determination of value of an asset depends on due demand and supply, location, position or physical characteristics, local market factors and investment market factors, all this together determine the value of an asset. The facilities manager is expected to make himself familiar with the process of the assessment of valuing or appraisal as its termed; this could have a significant influence on his work.

### **Indicators**

Performance indicators share must be used in competitive services but as a management tool, which will allow performance to be measured. Worthing (1994) observed that “performance indicators are useful tool in measuring the current position of the property used by the management”. Performance indicators are very important in indicating the possible origin of problems. For performance indicators to be valuable, it must be based on similar, consistence and dependable data. They should be perfecting and to be functionally united system and above all they should be related.

### **Process, practice and procedures of facility management**

The process, practice and procedure of facility management is very wide and varied subject which depend largely on the activities of the core organization. Barret, (1995) asserts that “no two facilities departments

are likely to be identical as they will be designed to meet the needs of their parent organizations". Facility management department vary considerably from one organization to another, this is due to the fact that they may be developed in response to the particular needs of their organizations. Despite these differences most facilities management department generally fall into one of the following models:

- (i) Office manager model
- (ii) Single site model
- (iii) Localized site model
- (iv) Multiple site models
- (v) International model

Most of the above models focused primarily on location and size which is one method of classifying facilities department. However location is probably the major factor that affects how a facility management department is organized.

#### **Office manager model**

In this model the facility management is not usually a distinct function within the organization, instead it is often undertaken by someone as part of his general duties such as office manager. The possible reasons for this is that, first where the organization is located in one building which is too small to warrant a separate facilities management department. Secondly the organization may be located in a leased building and hence will not want devote much personal resources for the facility management in that building which they have no real control over them, as such facilities management work is likely to be undertaken by consultants when the need arise.

#### **Single site model**

This model is applied to organizations that are large enough to have a separate facilities management department but are located at one site. In this category organization own the building they are occupying and therefore are ready to spend more time and money on them by establishing separate facility management department to deal solely with issues on the facility.

#### **Localised site model**

This model is generally applicable to organizations that have buildings on more than one site. This has a combination of in-house personnel and consultants in order to deal with the time – distance factors involved.

#### **Multiple site models**

This model is applicable to large organizations that operate across widely separated geographical regions internationally.

#### **International model**

This model applies to large international organizations. The facility management department located at the headquarters act as policy maker and resource allocator, whilst the regional offices will be primarily self-managing and responsible for operational activities. According to Barret, P. (1995) "various process, practice and procedure of organizing facilities management exist and there is no one method that will guarantee success." When choosing among the models the facility manager should bear in mind the following points and should be taken into consideration in drawing up process, practice and procedure of facility management.

1. The size of the organization is the starting point for deciding how any facility process is structured; it will also determine the staffing requirements. For example a small organization located in just one building will not need a full time facility manager as the amount of facilities work undertaken will be too small and minimal.
2. Location: organization operating multiple sites will have to decide whether to centralise or decentralise their activities.
3. Services to be provided is dependent on choice of functions, some concentrate primarily on maintenance while others include general office service. Such practice areas could include the following among others.
4. Organizations depending on the size, location, core activity and service requirements could aspire to start with small and develop on the original activity so that the list of activities and practice area could further be developed. The role of facility manager is basically the coordination of activities, as such he may not be required at every stage of the delivery process but he will be expected to manage these activities effectively and efficiently.
5. The improvement of the process, practice and procedure of facilities management has been become highly sophisticated with the advent of information technology. Investment in information technology is a way of improving the practice of facility management as it provides a good means of processing information, saving and help in decision making process etc.

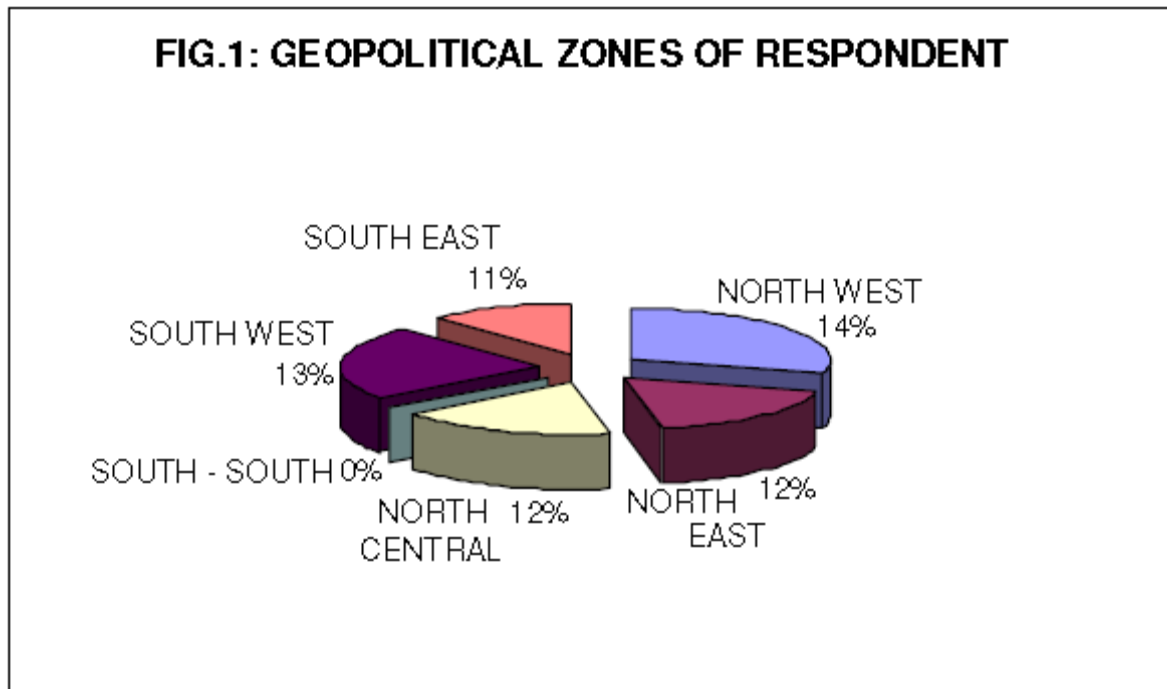
### **METHODOLOGY**

#### **Data collection**

Data gathering is an undertaking intended at finding

**Table 1.** Questionnaire administrations

| FIRMS         | NUMBER DISTRIBUTED | NUMBER RETURNED | NUMBER NOT RETURNED | PERCENTAGE (%) RETURNED |
|---------------|--------------------|-----------------|---------------------|-------------------------|
| NORTH WEST    | 60                 | 52              | 08                  | 14                      |
| NORTH EAST    | 60                 | 44              | 16                  | 12                      |
| NORTH CENTRAL | 60                 | 44              | 16                  | 12                      |
| SOUTH WEST    | 60                 | 48              | 12                  | 13                      |
| SOUTH EAST    | 60                 | 41              | 19                  | 11                      |
| SOUTH-SOUTH   | 60                 | 0               | 60                  | 0                       |
| TOTAL         | 360                | 229             | 131                 | 62                      |



knowledge to gratify impartial decision objectives. The process of data gathering relies upon the problem to be resolved. Data is the term used to describe raw information, that is the information not yet analyse; also we have to know the type of data or information that is being required in any field of study. For successful beginning and completion of this write up the researcher adopted questionnaire and oral interview (Table 1).

## RESULTS

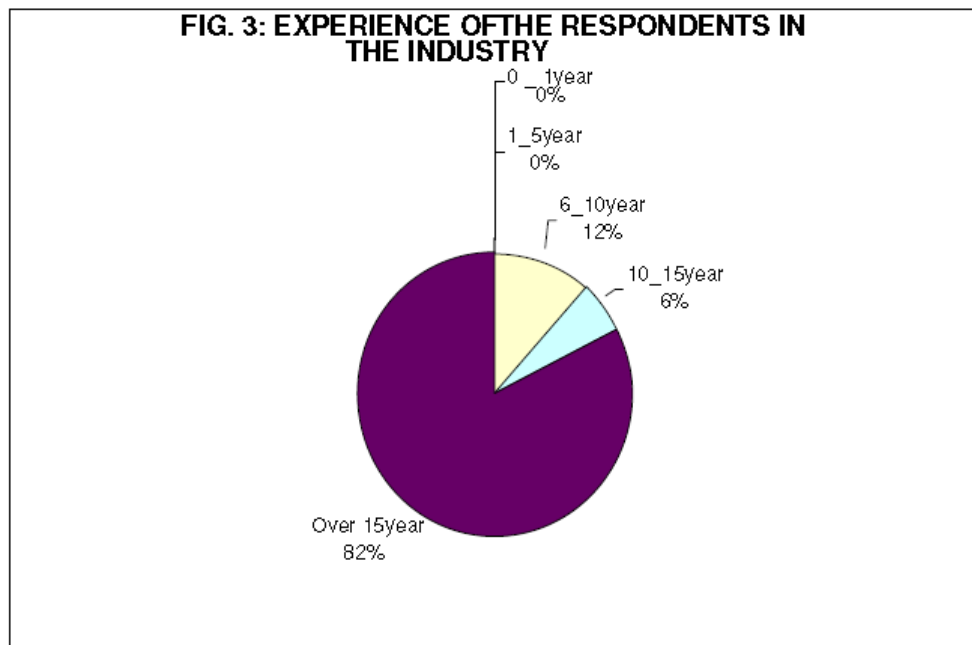
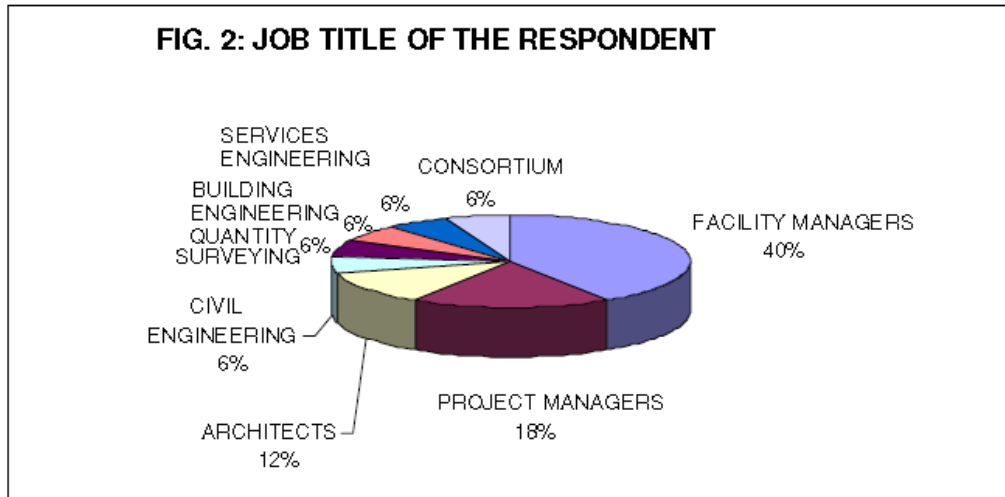
Figure 1 shows the percentages of the returned questionnaire. Figure 2 shows the percentages of those involved in the practice of facility management. Figure 3 shows the experience of the respondents in the practice of facility management. Figure 4 shows the qualification of the respondents. Figure 5 shows those who patronize the services of facility management.

## DISCUSSION

### **Categorization of the challenges of facility manager's service:**

- (a) Internal challenges
- (b) External challenges.

Based on the questionnaire and oral interview it was found that Internal challenges is broken down into two, those that can be controlled and managed by the Facilities managers within the organization such as Money, Manpower, Machinery and risk management and those that cannot be controlled and managed by the facilities managers that is they are beyond the control of the facilities managers such as political, economical, socio – cultural and technological. On the other hand the external challenges are considered to be economic, social and environmental. Elkington (1998) argues that



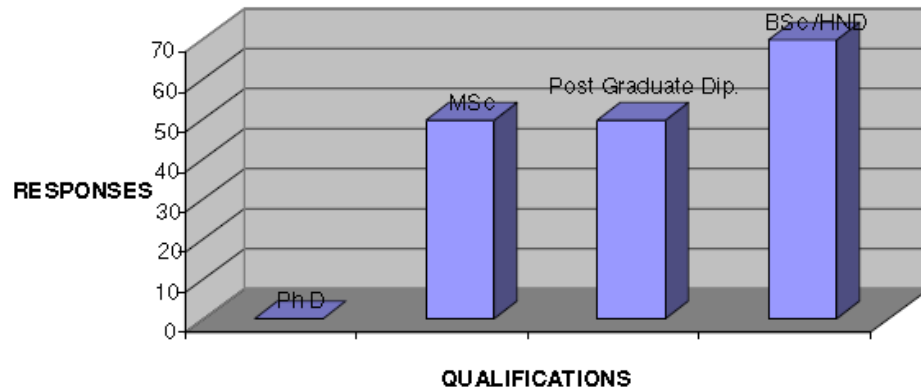
the external challenges are the key challenges of twenty – first century business. Booty, (2009) argues that legislative and regulatory obedience can also be considered as being among the key challenges facing organizations.

The current challenges recognised by most of those interviewed as the most important are interior and exterior challenges facing Facility Managers which were categorised relatively in (Tables 2 and 3). Table 2 indicate the complete division of interior challenges; those can be controlled and managed by the facility manager's, and these include stakeholder requirements; risk management; operational efficiency; manpower; as well as machinery and equipment. Table 3, indicate exterior challenges; those that cannot be controlled and managed by the facility manager's these include economical; sustainable development, technological;

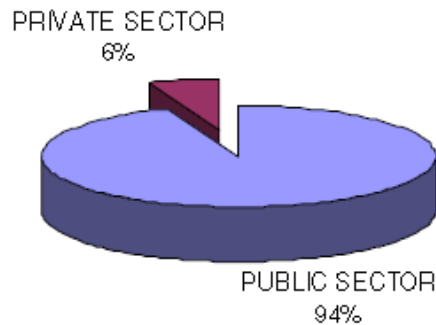
bye-laws compliance, socio-cultural influence. The problems encounter by the facility managers in each division of current interior and exterior challenges are all recorded in (Tables 2 and 3), accordingly. The capability to accomplish strategic facility management objectives, to mitigate the challenges related to operational effectiveness, risk management, stakeholder needs, manpower, machinery and equipment is very crucial, in the same line, the challenges that are beyond the command of the facility manager's that are connected to economic, environmental impact and sustainable development, technological, bye-laws compliance and socio-cultural influence are among the greatest challenges of the facility manager's in trying to achieve the effectiveness of the organization. Those interviewed assess economic challenges among the highest risk challenge. The greatest worry raised by the interviewees



**FIG. 4: ACADEMIC QUALIFICATION OF THE RESPONDENTS**



**FIG. 5: SERVICE PARTRONISERS**



in connection to this is based on how to act in advance and accomplish the micro- and macro-economic environment which they noticed use disturbing impact on their financial plan and performance. The problem in connection to this was how to overcome poor capital and operational efficiency and draw attention for adequate financing for the accomplishment of important facility management operations. Therefore, facilities managers are now anticipating discovering innovative procedure of accomplishing extreme value added outcome with very small finance. On the Future problems facing facility manager's Table 4 shows the categorisation of future problems and the possible challenges facing facility manager's as indicated by those interviewed. It can be disputed that three most significant future challenges facing the facility manager's are sustainability, emergency management and statutory compliance which

is identified with the global interest concerning climate condition and change and the drive imposed by various governments to reduce the consequences. It is Possible that, in light of this Langston (2012) suggest that "sustainable development is the most prominent issue facing the facility management as a profession, summarising that its importance is increasing". Langston (2012) view, can be supported by the sustainable development initiatives with regards to climate condition and change which comprise new bye-laws and building standards to reduce the importance of climate change. Clearly, these drives demonstrate enormous managing risks to businesses involving the facility management profession. Some of those interviewed cited the happenings of, earthquakes and rank emergency management and sustainability as highly risk challenges as such priority attention should be given in these areas.

**Table 2:** Internal challenges those that can be controlled and managed by the Facilities Managers

| <b>INTERNAL CHALLENGES</b> | <b>CHALLENGES FACED BY FACILITY MANAGERS</b>   |
|----------------------------|--|
| Finance                    | Finding ways to overcome insufficient funding and functional financial plan allocation and drawing sufficient financing for suitable accomplishment of Facility Management operations.   |
| Stakeholder requirements   | This is related to the manner of how to appraise and react to and replacing the expectations and wants of interconnected groups of various interest; how to overcome the restricted finance – conformance with engineering and the influence of the environment on productivity, approach ability problem in the Organization, particularly for the less privilege.    |
| Risk Management            | Finding ways to enhance the preciseness of risk monitoring, control and the efficiency of risk analysis and prompt response to risk.   |
| Operational efficiency     | Discovering ways to improve creativity in the operation or direction of activity to reduce influential cost, maximum desired employment and achieving the set objectives.  |
| Manpower                   | Finding ways to eliminate issues connected with Insufficient labour resource caused by problems like inadequate skilled and experienced personnel, organizational embargo on employment and unsatisfactory financial plan; the challenge of motivation and employing expert manpower, and confronting of present technology advances and differences in enacting laws. |
| Equipment and Machinery    | Finding ways to efficiently accomplish the important inventory of machinery and equipment to make easier deficient usage, regular collapse and the collaborated interruption to integrating performance and process of accomplishing the work.   |

**Table 3:** External challenges those that cannot be controlled and managed by the Facilities Managers or those that are beyond the control of the Facilities Managers.

| <b>EXTERNAL CHALLENGES</b>                       | <b>CHALLENGES FACED BY FACILITY MANAGERS</b>  |
|--|---|
| Economy  | Finding ways to efficiently accomplish the tiny- and macro-economic condition which contain disturbing impact on Facility Management finance and performance, involving changes in the exchange rates, interest rates and increase in price.  |
| Environmental impact and Sustainable development | Problem of discovering inventive and maintainable method of controlling power usage, waste elimination, resourcefulness and environmental destruction and pollution; accomplishing the decrease, reutilized and reusable command to waste management  |
| Technology                                       | Problems connected to quick exchange in Technical Methods and process (technology), involving technical gap and the requirement to improve necessary tools and procedures, finding ways to influence new and effective technical methods and processes to enhance on the Facility Managers management as well as operation  |
| Bye-laws compliance                              | Problems emanating from obedience with the enacting laws, bye-laws and norms influencing Facility Management scheduling and performance; strong conformance of costs collaborated with maintaining tempo with the managing replacement and the collaborated ambiguity and risks in planning   |
| Socio and cultural influence                     | Problems of providing for the different requirement of the Stakeholders and users of the infrastructure and facilities, involving providing a secure and encouraging environment for labour workers and other utilization of the infrastructures and facilities. Accessing the influence of environment on productivity and approach ability conformance problems, particularly those related to less privileged workers. |



**Table 4:** Future problems facing Facility Manager's

| <b>FUTURE CHALLENGES</b>    | <b>PROBLEMS FACING FACILITY MANAGERS</b>   |
|-----------------------------|--|
| Emergency management        | These are problems that are connected due to disaster management and efficient re-building program; safety and security; business progress and possible organization.  |
| Statutory compliance        | These are problems that are connected to staying active with the quick changes or alterations in the enactment of laws and norms that influence the Facilities Management scheduling and performance; relating to strong conformance expense and the ambiguities and the danger these alteration may present to advance planning.  |
| Sustainability              | These are problems in reducing ecological impact of the area in relation to Facility operations and maintenance; preservation of energy; optional source of providing energy; waste management; and re-usability of resources; contamination and poisonous substances (Toxic) management; and maximum use of resources.  |
| Technology                  | Problems of maintaining movements of and reacting in advance to intensify and promote technology; supervising technological advancement; the difficult decision of selecting among options i.e. replacing, substitution and improvement to modern and effective technologies, against continual use and supporting current machinery that are ineffective.   |
| User needs and satisfaction | To what extent can the needs of users be efficiently recognized and gratify the important requirement of users of the facilities, and to what extent can the replacement and urgent user requirements and anticipations be managed. The problem of changing the facilities and infrastructure to suit the unique requirements of m remarkable user groups like the elderly and the physically disabled people                                      |
| Cost reduction              | Finding ways to reduce the operational costs of the well-Known Asset base of the organization, particularly in relation to power Consumption.  |
| Working environment         | Problem of promoting, secured and sound working Environment that encourage creativeness and high quality in the fundamental responsibilities of the organization, particularly research. How to succeed in conformance with protection, technology and employment, physical and mental issues relating to bad indoor air quality and strong skeletal disorders.  |
| Operational effectiveness   | This relates to challenges and the influence of the promotion in technical methods and process to re-engineer Facility Management procedure by way of enhancing creativity, reducing operational expenses and making sure effective and innovative Facility Management; substitution of ineffective tools, appliances and equipment with intelligent technical methods and process as part and parcel of the maintenance and acquisition schedule. |
| Collective effort           | Challenges of supplying and managing highest quality facilities that improve the organization's collective imagination and competitiveness for influencing client's interest.  |
| Staff development           | This relates to challenges of attracting and retaining Seasoned employees and upskill staff on change in technical methods, process and bye laws.  |
| Effective use of asset      | Problems of maximising the use of space, equipment plant and fields; removing of unemployment in property usage.   |

Greater numbers of those interviewed were of the opinion that inadequate budgetary plan are at the root of the many issues faced by the facility manager's.

**Conclusion**

Having similar characteristics with other professionals in

the industry, facilities managers appear to have various interior and exterior problems that compel the attainment of their designed target and contribution to the comprehensive organizational importance. It was established that finance is the greatest challenge facing Facility Managements in Nigeria. And this comprised a basis for several other important challenges such as technology, sustainability, operational efficiency, bye-law compliance, stakeholder needs, and manpower problems. Future perspective directed to sudden needs that demand immediate action from the management and business proficiency programming as the greatest crucial challenge of the future. Important plan for overcoming crucial challenges facing the Facility Manager's comprise enhancing the financial and budgetary allocations. It is observed that there was a unanimous understanding that finance was the foundation of all other problems facing the Facility Management's organizations. Other measures comprise effective use of assets, exhibition of Return on Investment (ROI) in capital business finance and business case, improving facility management's importance and appropriateness by way of connecting facility management and collective plans, and business in effective technologies like building automation system and managing organizations. This research finding is anticipated to be of useful to facility management's organization and other property managers in developing suitable answer to the recognised important limitations. It is believed that this finding will result in the attainment of greater satisfactory result in their undertakings and in restoring the Facility Management organization to enhance its impact and business importance.

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