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GHANA**

An investigation into the strategic positioning of Facility Management in organizations in
Ghana (A case study of Ghana Commercial Bank)

by

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Environment in partial fulfilment of the requirements for the degree of

MASTER OF SCIENCE

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DECLARATION

I hereby declare that this project work is the result of my own original research towards the Master Of Science and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

Organizations depend on the support, functions and services within its scope of business in order to succeed or meet their target and goals. One of such support services is the facilities management function within the organization. The specific aim of this study is to look at how to strategically position Facilities Management in organizations in Ghana and use the results to obtain and to inform the industry on the level of strategic positioning to aid in deciding on the future of the profession. The objectives included identification of the organizational structures of the facilities management unit, indicating the factors that need to be considered in aligning facilities management to the core business, identifying the level of positioning of facility functions with the organizations and reviewing the scope of services offered by Facility Management function. In order to achieve these objectives, the research adopted the quantitative method of research which involved the use of questionnaires which were designed for respondents to indicate their various ideas about facilities management and interviews were also conducted. The population of the research involved participants in the financial industry that shared common characteristics, that is, had little knowledge of facility management and its functions. Data was collected on the spot after issuing to the respondent. The data was analyzed using the frequency index and the Relative Importance Index mathematical formula. The findings were that information are not readily available for clients to improve customer service and also most organization had poor facility presentation. Recommendations made included improvement of facility presentation and making vital information vital to customers readily available for them.

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DEDICATION

This dissertation is dedicated to God and my entire family

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

Organisations depend on the support, functions and services within its scope of business in order to succeed or meet its targeted and goals. And one of such support services is the facilities management function within the organisation.

Various writers and institutions across the globe has defined and described facilities management to reflect its growing importance. The widely accepted one is that given by the European Committee for Standardisation (CEN) which defines FM as;

“The integration of the processes within an organisation to maintain and develop the agreed Services which support and improve the effectiveness of its primary activities”.

The above definition incorporates what other authors and experts in FM see the profession to involve especially in providing support services to an organisation.

FM has existed as long as Buildings (Becker and steele, 1990) and as long as organisations' need to have facilities in those buildings work successfully for their operations. Contemporary day Facilities Management came to fame and international recognition within the past three decades with the setting up of professional associations such as the International Facility Management Association (IFMA), European FM (Euro FM) and British Institute of Facility Management that has fronted the progression of the profession. These organisations have in the recent years helped expert in the Facility Management industry to make well updated decisions in the line with good practice and professional ethics. Business and organisations in Europe and America have come to understand the importance of Facility

Management to their growth and therefore support the development of the industry through their practices and processes.

Globally, it is accepted the important role Facility Management (FM) plays in the management of services and facilities, contributing towards either the partial failure or relative success of an organisations business. Over the past decade, facility management is pivotal as a widely developed and one of the most accepted basic functions every organisation need (Herguner and Reeves, 2000).

Most FM practices share a mutual aim by sustaining business operations and underpinning its strategies of provision of support services. Because the characteristics and nature of organisations are diverse, there is the high tendency to require different support arrangements in different sectors, at different times and in different cultures and countries. That been said, the management and provision of support arrangements to meet the needs of a particular organisation is one of the crucial issues of facility management practices. This creates basic problems of selecting and positioning FM arrangement and measures to be put in place to modify and restructure or review the support arrangements within organisations of all kinds.

Most organizations rely on intuitive and informal decisions or replicating the practices of other organization by benchmarking information where available to answer or address any sceptical issue that may arise and hinder the fundamental importance of all organisations. This involves two approaches namely the 'best practice' and 'ad hoc' approaches; the former deals with the selection and application of an exemplar solution, most at times, sets of facility management practices arrangements that are ideal to the specific organization in question; and the later which is a more commonly used, is a one-off approach which specifically addresses solutions based on the uniqueness of an organization's circumstances. It should be noted that the approaches are not mutually exclusive but modifying specific circumstances to suit best practice solutions is very important.

South Africa and Nigeria are the torch bearers in Africa at the moment supporting the advancement of the profession with well-established associations since the mid-1990s. The South African Facility Management Association (SAFMA) and the Lagos and the Abuja chapters of IFMA in Nigeria are the known organizations in Africa within the industry that support and endorse Facility Management within the sub region.

Constant campaign by these associations and the arrival of foreign multinational organisations has created an intense or passionate awareness of Facility Management in Ghana. The high increasing in investment in high rise commercial buildings in Ghana has necessitate for the need for the real estate companies and investors to protect their capital with a good maintenance culture and practices (Akuffo, 2004). Estate developers such as Taysec, Regimanual Gray, Trasacco Valley, GREDA, Devtraco Ayensu River and Lakeside Estate just to mention a few incorporated Estates and Facilities are typical examples.

The joint venture of State Insurance Company (SIC), Social Security and National Insurance Trust (SSINT) and Broll, a South African Facility Management service provider, to form Broll Ghana which is to date one of the front contenders in Facility Management service provision in the country. This knowledge and continuous acceptance of Facility Management by organisations and the wider built environment industry demands that Facility Management is given a more strategic role to play in organisations that they find themselves. The positioning will effectively create value for such organisations as Facility Management covers a wide range of facility services and management of such services can contribute to the relative success or the partial failure of an organisation's Business (Chotipanich, 2004). With regards to the above this research is being conducted to investigate the strategic positioning of FM operation in a financial institution in Ghana.

1.2 STATEMENT OF THE PROBLEM

The findings of research conducted in 2013 in the UK for the annual FM conference which examined 90% of clients perceiving FM as a strategic role indicated that, FM is regarded as an institution for providing supporting services. Furthermore, when an organization finds new ways to deliver value, a corresponding 91% will achieve a higher ranking within an organization's hierarchy (Leadership in Facilities Management, Workplace (Law, 2013). Also, FM in Ghana is generally regarded to have gained a lot of significance with the introduction of major FM service providers in the mid-2000s. In spite of this introduction, there not initiative that tends to educate the built environment industry on the need for FM Units in organizations. Therefore, most organizations do not see the need of FM in their organizations. This assertion affects the involvement of FM in various organizations and also affects it integration in organizations.

Furthermore, there is a general ideology among managers within a firm or organization that, FM is an area where savings can be made therefore labelling it as a cost center rather than acknowledging FM for its effective contribution to a firm's success. Thus, owners and managers of institutions see FM as a cost item and thereby savings can be made by not engaging their services. A study conducted by RICS' Raising the Bar published a report in 2012 and established the fact that, among organizations, there is a wrong general impression of FM. They regard FM as a commodity to be procured at the lowest cost rather than a professional skill. A follow up report conducted in 2014 revealed that, the image of FM is widely acknowledged across diverse economic and geographical location as that of a lowly work/job and not a profession/ career. This situation will only improve when suppliers and clients translate value into cost savings, stop reporting against activity measures, goodwill or improved reputation that resonate with the board. It is in view of the above problem statement that this study intends to examine the strategic positioning of facility management in a

financial institution. FM is not a widely practiced mechanism in most organization in Ghana, and the research would delve to ascertain the reasons for what and suggest possible recommendations. The reasoning for the research will therefore be to critically look at the how to strategically position facilities management in organizations in Ghana and use the results obtained to inform the industry on the level of strategic positioning to aid in deciding on the future of the profession.

1.3 AIM AND OBJECTIVES

1.3.1 Aim of the study

This research aims to conduct an investigation into the strategic positioning of FM operation in a financial institution in Ghana.

1.3.2 Objectives

The main objectives are as follows;

1. Identification of the organisational structures of the Facility Management Unit;
2. To identify the factors that need to be considered in aligning FM to the core business;
and
3. To identify the scope of services rendered by FM functions and whether they are outsourced or managed in house.

1.4 RESEARCH QUESTIONS

In helping to achieve the objectives of the research, the answers to research questions among others were obtained. The following research questions must answer the research objectives;

1. How are FM Practices positioning in Ghanaian organisation?
2. What factors impact on an organisation's decision to position FM services?

3. What is most important variable to consider when delivering value through a good FM service?

1.5 SIGNIFICANCE OF THE STUDY

The significance of truly understanding the mission and core values of an organisation is the starting point. It is generally observed that FM is not authentically aligned to the corporate mission and values and therefore cannot simply deliver sustainable value. In recent studies on FM, it is taking a gradual further step by driving and shaping the corporate values and mission, thereby creating a leadership function of any organisation. The impact and contribution of FM can improve the overall performance and brand of an organization by ensuring a timely delivery of positive contribution to an organization's mission.

Also, the significant of this study will be to enable management and staffs, to know some of the challenges they faced in managing facilities within the organization

Additionally, the findings of the study would also enable the management and employees of financial Institutions in planning and budgeting on the allocation of their resources for effective utilization. There is a belief that most establishment misuse their funds and resources, all because of the bad mind-set that a firm's work must be drag and not carried.

Theoretically, the last but not least significant of this study will be to serve as a reference material for future researchers who may want to conduct research in similar area of study. It will bring to light the challenges in the strategic positioning of facility management in organisations in Ghana.

1.6 METHODOLOGY

Quantitative research methods were adopted to gather information concerned with the study.

The quantitative approach is chosen because it helps in collection of thoughtful data from a randomly large sample. The use of structured questionnaires was exercised to gather information on the study. The population of the research involved participants in the financial

industry that shared common characteristics, that is, in way or the other they had some knowledge of FM and its functions, factors of FM that helps in positioning financial institutions in Ghana and the most important variables to consider when delivering value through a good FM service. The purposive or judgmental sampling technique which comes under non-probability sampling, was used in sampling one hundred (100) respondents. Questionnaires were administered and all of them were retrieved signifying a response rate of 100%. Details of the methodology were discussed in chapter three of this research work.

1.7 SCOPE OF STUDY

The scope of this study was restricted to selected staffs and selected clients of GCB in the Accra metropolis. The selection criteria were based on personnel with some knowledge of FM and its functions, factors of FM that helps in positioning financial institutions in Ghana and the most important variables to consider when delivering value through a good FM service. The location was chosen for the study was chosen because of the wide range of experienced professionals concentrated in the area, resulting from the modern facilities and improvements Accra has amassed a capital city. This brought about diverse response to the study making it more detailed and practical in terms of its findings. Also, the choice of Accra was due to its proximity to the research. This reduced the problems that the research faced in terms of data collection, making it easier and faster to retrieve the questionnaires.

The study focused on of facility management in organisations in Ghana, its strategic positioning, with financial institutions as case study. This study revealed that engaging with supply chain and staffs is critical and important to any organization. Alignment and engagement with the whole team (staff and management) within an organization to conform to its mission and vision is also of paramount to the values of FM. The study also reviewed existing literature and models on the topic. The sample for the study included staffs, managers, heads and selected members of committees, department heads as well as other

external supporting factors like reviewing the financial statements of various financial institutions.

1.8 ORGANIZATIONS OF THE STUDY

The research is structured into five chapters. Chapter one set the tone for the whole study; it introduces the topic, states the objectives and aims of the study, the research questions and outlines the significance of the study. Chapter two focuses on analysis of the current knowledge area of the study, definitions and review of the existing literature on which the study is based. Chapter three is dedicated to the methodological approach of the research. This includes the research methodology of the study, the means of the data collection and the techniques used in the analyses. Chapter Four focuses on discussions and analysing of the data gathered and its findings. The concluding chapter, five, will present the conclusions and recommendations as found from the data collected and analyses,

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Literature review has been described by researchers as a report of basic scholarship that makes a definitive statement about a study and also describe with theory that underpins the research work and serves as the foundation or structure of the study. (Swetnam & Swetnam, 2009; Yin, 2004).

This chapter reviews the literature on FM with specific focus on what the varying definitions of FM are and critically analyzing some. It also evaluates the evolution of the FM practice and the strides it has made in Ghana. The strategic importance of FM to organizations and the parameters used in positioning FM is also reviewed to determine what impact it has on overall objectives of businesses to provide the foundation for the research.

2.2 DEFINITIONS OF FACILITY MANAGEMENT

This profession and practice has been variously defined and described by different writers and institutions with varying focus and targets. In the USA and Australia, FM is interpreted as facility management while it is referred to as facilities management in the UK and Europe. The underlying principles and practices of the concept is fundamentally the same as the difference in the term is basically semantic and not especially significant.

2.2.1 Individual Definitions

Most individuals have given different definitions to the practice with no singular definition widely accepted and adopted by all professionals as in other practices. This differing ideas on the basic understanding of what FM entails to a large extent transcends down to the lack of clarity on what role organizations assign to their FM units and how they position them.

Becker (1990) refers FM to buildings in use, the planning, design and management of occupied buildings and their associated building systems, equipment and furniture to enable and to enhance the organizations ability to meet its business or programmatic objectives of competing successfully in a rapidly changing world.

In his definition he acknowledges the role FM plays in organizations achieving their objectives when given the necessary space to be involved from the beginning or planning stage through to the management of buildings. This is however limited to only the hard services of FM focusing on the structural components of the organization's workplace.

Atkin and Brooks (2000) also towed this direction of what FM is by defining it as "an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure of an organization in order to create an environment that strongly supports the primary objectives of that organization". Their definition was also focused on the building and infrastructural aspect of FM but recognizes the need for the practice using an integrated approach of involving the other organizational units in order to achieve its objective. In understanding better what the FM practice has to offer organizations and the role they can play, Alexander (1999) defined the scope of FM to encompass all aspects of property, space, environmental control, health and safety and other support services which were originally being handled by other professionals such as security, catering and cleaning. His definition gave a more elaborate idea of what the scope of FM is and more particularly included both the hard and soft services of the practice.

Then (1999) opines that FM is a "hybrid management discipline that combines people, property and process management expertise to provide vital services in support of the organization". His view on FM as an integrated resource management practice for the good of the organization as a whole gives a clearer direction on the way forward for FM. This definition requires the need for FM to be positioned well in the organization for the interplay

between the various people and processes to be effectively managed in support of the organizational objectives. In support of the above view of FM as a resource management tool, Nutt (2000) describes the primary function of FM as being “resource management, at strategic and operational levels of support”. He looked at FM as playing significant roles both at national and local levels, providing better infrastructure and logistic support as well as effective management of facilities support to businesses across all sectors. This definition appreciates the fact that for FM to be effective for an organization, then both the strategic and operational levels must come into play as that relationship is critical for good FM practice. Also in supporting Then’s theory of resource management, Nutt is confirming the role other units play in FM and shows the practice cannot work in isolation to achieve its objective of a strategic player in the business.

2.2.2 Institutional Definitions

Institutions, just like individual authors, also differ in their opinion on what the definition of FM should be.

The Centre for Facilities Management (CFM, University of Strathclyde) defines FM as “the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs.” In acknowledging the importance of FM in meeting strategic needs of an organization, CFM limited its scope to processes while confirming other notions that FM is a support function that is administered in a quality environment. This presupposes the need for some level of quality management requirement in FM if it has to be any effective to the organization. In going a step further on the CFM definition, International Facility Management Association (IFMA) adopts the definition of FM as a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology. This recognizes that ensuring functionality needs places, people and technology to be integrated with the processes as it is a

multidisciplinary profession. The FM profession plays the role of an integrator within the built environment industry and therefore manages the resources and processes within it to support the organization's goals. It however falls short of the recognition and the need for FM to have a strategic position in the organization.

The earlier definition given by the British Institute of Facilities Management (BIFM) in 1999 defining FM as ‘‘the practice of coordinating the physical workplace with the people and work of an organization’’ was obviously putting FM in a box and reducing its scope to just a coordinator of the physical workplace. It failed to add the important non-physical components of processes and the strategic role it can also play. It has subsequently formally adopted the definition by European Committee for Standardization (CEN) as ratified by the BSI British Standards which gives a more modern definition describing FM as, ‘‘the integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities’’

This definition gives a detailed understanding of what FM entails and how strategic it can play a role in every organization if it is positioned well. CEN seeks to position FM in a space where it can not only support the existing services but also improve it for the effectiveness of the business. The strategic approach of FM to organizations has recently been supported by many authors and institutions in a bid to champion and project the cause of the profession and CEN's definition is one of such. Though Tay and Ooi (2001) see these different definitions as ‘‘preventing a common platform crucial for a cohesive theoretical development of FM’’, there are some basic features evident in all the definitions. These are;

- FM as a support function
- FM focusing on the workplace
- FM being a multi-disciplinary function that pulls together other processes and technology to be effective.

A very compelling definition of FM can be a combination of those put forward by CEN, Nutt and Alexander as the integration of processes and resources management within an organization at both strategic and operational levels to maintain and improve the space, environment, health and safety in support of the organization's core activities.

2.2.3 Facility management and Estates management

According to The European Committee for Standardisation (CEN) in EN 15221-1 (2006), Facility Management is defined as the incorporation of processes within an organization to provide and develop the agreed services, which serve to support and improve the effectiveness of the primary processes of the organization. In other words, FM is the professional management of all technical, infrastructural and commercial tasks within the secondary processes of an organization in order to improve the productivity of the primary business activities. In general, all organisations, whether public or private, use buildings, assets and services (facility services) to support their primary activities. FM coordinates these assets and services, its material/immaterial Infrastructure with the aim to adapt to the variety of changes in the organisation's environment and market conditions.

Estates management provides professional services to clients who view the real property as their primary business. For the Facility Manager the building is a means to an end and for the Estates Manager the building is an end in itself.

There is a significant difference between facility management and estate management. Deyan (2015) presented a number of significant differences between the two (2) concepts in terms of. These are presented in **table 2.1**

Table 2.1: Differences between facility management and Estate management

	FACILITY MANAGEMENT	ESTATE MANAGEMENT
Level	Strategic, tactical and operational	Tactical and operational, limited strategic
Content	Aligning real estate strategy with productivity strategy Implementation of real estate strategy and productivity strategy	Implementation of real estate strategy
Scope	All buildings, facilities, infrastructure which support the primary business	All buildings, facilities, infrastructure which are the primary business itself
Perspective	Production perspective Real estate as instrument for service provision Focus on end user and occupier needs	Investment perspective Real estate as profit generating instrument Focus on Owner/Tenant relations management to assist maximizing cash flow and return
Authority	Facility Manager represents the Tenant/Lessee or the property Owner, who are Occupiers and whose primary business is not real property	Property manager acts as a trustee of the property owner or landlord, whose business is the real property itself
Impact	Individual objects, international, regional	Individual property assets, international, regional
Sector	Private sector Public sector– central, regional (state) and local government	Private sector Limited application in public sector
Objectives	Continuous and cost effective supply of optimized work environment in order to improve productivity and effectiveness of the primary business	Profit and cash flow generation Increase shareholders value by operating the building/s, enhance value and yield through operation
Performance Indicator	Financial indicators, qualitative indicators, environmental indicators, normative indicators, productivity indicators, technical indicators □ Target indicators - Costs/Quality, TCO, Satisfaction Level	Financial indicators, qualitative indicators, normative indicators, environmental indicators □ Target indicators – Net Yield, IRR, Cash on Cash Return
Horizon	Real Estate operation throughout the whole asset life cycle	Real Estate operation throughout the planned business cycle

Source: Deyan (2015)

2.3 CONCEPT OF FACILITY MANAGEMENT

Globally, it is accepted the important role Facility Management (FM) plays in the management of services and facilities, contributing towards either the partial failure or relative success of an organisations business. In recent years, over the past decade, facility

management is pivotal as a widely developed and one of the most accepted basic functions every organisation need (Herguner and Reeves, 2000).

Most FM practices share a mutual aim by sustaining business operations and underpinning its strategies of provision of support services. Because the characteristics and nature of organisations are diverse, there is the high tendency to require different support arrangements in different sectors, at different times and in different cultures and countries. That been said, the management and provision of support arrangements to meet the needs of a particular organisation is one of the crucial issues of facility management practices. This creates basic problems of selecting and positioning FM arrangement and measures to be put in place to modify and restructure or review the support arrangements within organisations of all kinds.

Most organizations rely on intuitive and informal decisions or replicating the practices of other organization by benchmarking information where available to answer or address any sceptical issue that may arise and hinder the fundamental importance of all organisations. This involves two approaches namely the 'best practice' and 'ad hoc' approaches; the former deals with the selection and application of an exemplar solution, most at times, sets of facility management practices arrangements that are ideal to the specific organization in question; and the later which is a more commonly used, is a one-off approach which specifically addresses solutions based on the uniqueness of an organization's circumstances. It should be noted that the approaches are not mutually exclusive but modifying specific circumstances to suit best practice solutions is very important.

Global applications and local applications are the two level which the application of the approaches to facility management could be considered. The former is dependent on generic knowledge, education and training, proven methods and exemplars, equivalent levels of expertise, and focusing on challenges similar and widely known FM practices. Local applications of FM, on the other hand, are concerned with established customs and practices,

the priorities within a particular set of local circumstances and their cultural context, specific knowledge, and the available skill base and expertise. There should be a balance struck between case-specific and generic approaches and between local and global concerns to FM (Nutt, 2002a).

FM practitioners and their organisations currently attach much importance to local issues pertaining to further expansionist efforts of globalization and the standardised practices of multi-national corporations. This creates a risk of polarization between the tendency to move towards specific and local FM solutions on one hand, and towards generic and globalised FM arrangements on the other hand. There is a critical need to be able to adapt and discriminate between aspects and parts of global and generic FM concepts that might be applicable and suitable for specific local practice, and those that are suitable for global conditions, and thus unsuitable for local conditions. The question on deciding how to adopt a degree to which general practices should be applied in specific set of conditions or particular country is addressed in the other sections of this literature.

2.3.1 Evolution of FM

FM has evolved and matured since it achieved its worldwide recognition, and to an extent, its prominence in the 1980s. Inasmuch as most writers have conceded the notion that the concept started very early as long as buildings existed and were maintained to some extent, the 1980s era is widely regarded as when FM emerged. The profession has come a long way in its 30 years of recognition and in this transition have gone through various changes and growth. The generations of FM, as discussed originally by Dilanthi Amaratunga in different literature and research work, characterizes the stage in which organizations have positioned FM in their businesses and how it is allowed to operate. This is illustrated in **Table 2.2** below.

Table 2.2: Key Characteristics of FM generations

1 st Generation	2 nd Generation	3 rd Generation	4 th Generation
Tasks and Functions	Processes and Competencies	Resource Management	Strategic Facilities Management
Concerns services associated cost Basic stance towards FM	Growing awareness to manage physical resource Choice of FM provision	Trend towards outsourcing. Partnering and alliances. In search of economy Focus on improvement initiatives	Need to align facilities resource to strategic direction Service orientation

Source: Culled from Amaratunga (2009).

With the profession's emergence, organizations were skeptical about the importance of FM in their businesses and still regarded it as a cost center and therefore separated it from the rest of the organization. The understanding and impact of FM was alien to businesses that treated FM professionals as boiler room technicians with "many senior managers viewing facilities as a necessary evil rather than a strategic asset and therefore as something to be managed for minimum cost rather than optimal value" (Price and Akhlaghi, 1999). With facilities managers striving for recognition, the basic stance of business managers seeing FM as nothing more than cost centers and not contributing to the core function of the organization.

This gave way to the 2nd generation FM which due to its preoccupation being management of the physical resource, it is still considered as a cost generating entity without much regard

or understanding of how beneficial it can be to the organization by assisting in the achievement of its needs.

The 3rd generation of FM is more involved in resources management and integration in the workplace. Organizations need to understand the FM as a business contest that can add to the bottom line of the organizational goals and this generation strives for that by bringing operational and strategic management closer in a strategic facilities plan. Strategies as discussed by Then (1999). FM is moving away from just minimizing operating costs of buildings to increasing the efficiency of organizations through strategic support of their goals and objectives. The inclination for sophistication has given rise to the knowledge that a form of alignment between organizational structure, work processes and the enabling environment is needed by having the organization's strategic intent reflecting the facilities dimensions in its strategic business plans (Then, 1999). The 4th generation FM is represented by this characteristic and regarded generally as strategic FM. The basic importance of strategic FM is to be involved in decision making and present in the board room where facilities decisions are taken. FM in the 4th generation is regarded appropriately as a value added tool hence the strategic position it is given.

In support of Amaratunga's theory on the various generations that FM has gone through. The first and second generations were not considered as part of the organization and treated as such due to its lack of strategic role given in achieving the primary activities of the business. An improvement came during the third generation where FM was brought on the fringes of the organization but was not totally integrated as most of its functions are outsourced for the business to focus on its core activities better. In the fourth generation, a total FM organization is integrated into the main organization as a strategic partner to manage the performance of the business and be involved in decision making processes at senior management level. Since FM enhances organizational effectiveness, decisions made about FM are business decisions

and hence strategic ones (Alexander, 1996) and must therefore be taken into consideration when drawing up strategic plans, if the organizational effectiveness that FM contributes to, can be achieved; a factor that is clearly absent in the earlier generations of FM setting.

2.3.1 FM in Ghana

In Africa, FM activities are currently reduced with regards to aligning them into a particular business that can easily be recognized. The scarcity of data in this regard, this research will aim to unravel the level or extent of integration.

FM in Ghana is generally regarded to have gained a lot of significance with the introduction of major FM service providers in the mid-2000s. In spite of this, it cannot as yet ascertain the exact time it actually took off and started educating the built environment industry on the need for FM Units in organizations. Recently, there have been aggressions on the part of the professionals in the industry to develop FM in Ghana and realize its full potential on businesses. With regards to this, there have been seminars, training programs and networking events that have the basic objective to bring together stakeholders in the industry to discuss on the future and importance of the profession. The newly formed Facility Managers Association of Ghana have recently been very loud in this motive and in their quest to also gain IFMA chapter certification in order to increase the visibility of the profession in Ghana.

The influx of multi-national organizations in the recent years with its associated operational practices and ideas has created the awareness of the profession and its benefits to an organization to a very large extent.

With the increase in property developments, both residential and commercial within the major city centers and its periphery, developers are offering FM services to occupiers as against the past when occupants manage their own spaces within the structures. This is in a bid to protect their investments, a thought shared by Akuffo (2007) and that knowledge has

given justification to the role FM can play in the industry if it is positioned well as a support function. In this regard, FM service providers have sprung up in the market, while some organizations have also seen the need to have in-house FMUs to manage their investment portfolios and facilities.

A cursory overview will place the FM profession in Ghana within the 2nd generation and this study will seek to analyze and position it in its appropriate generation. Regardless of this perceived headway in Ghana, the concept of FM which is generally seen as being borne out of property management and is mostly seen as an overhead cost to an organization and therefore the primary targets for cost cutting measures. Still in its developing stages, writers do not abound in area of FM and more especially in the strategic positioning it plays in a business. Most organizations have put in place office managers with Administration or Finance backgrounds to manage their facilities with operational cost management as a primary responsibility. This may be blamed on the absence of the fundamental lack of foundation of FM education which has led to the focus or lack thereof in strategically positioning FM units in organizations to assist in achieving their goals. Tudzi (2006) bemoaned the lackluster approach to FM especially in the tertiary educational facilities and the need for properly equipped FMUs to be set up in organizations and an oversight responsibility by governments through FM Boards and regulations to ensure efficiency in managing facilities.

The acceptance and practice of FM can be enhanced greatly when the authorities in the higher educational institutions (HEI) recognize the need for a better integration. This can aid in the inclusion of FM in relevant course modules to create the awareness and better sensitize the young professional being churned out into the industry to have an impact in organizational processes and their implementation.

Adjei-Twum (2007) also suggested that for capital investment put in facilities to yield the necessary objective of good returns, there is the need for HEIs to have a strong FM integration with decision making role in order for the institutions to benefit fully from the effective management of the facilities that the profession can provide and be a forebearer in championing this cause. This notion shares in the thought projected by Akuffo (2007) and justifies the increasing growth of FMUs being incorporated by estate developing companies to safeguard their investments and increase customer satisfaction for the end users.

In a bid to move towards a more developed economy, Hammond (2006) recognizes the need to have a comprehensive and well assessed property framework as an integral component of the African development dialogue. This goes to enforce the role FM in particular and the broader property management theory in general, can play in the advancement of any business or economy if strategically positioned.

This study will strive to extend the findings that the current literature has on FM in Ghana. In carrying out the survey, new findings that will confirm or challenge the status quo will be unearthed.

2.4 THEORETICAL FRAMEWORK

Facility management, over the years, has so many definitions. It may be referred to buildings in use, to the design and planning, management of occupied buildings and their associated building systems. It also includes furniture and equipment to enhance and enable the organisation's ability to meet its programmatic objectives or business (Becker and Steele, 1990). This assertion is shared by the Centre for Facilities Management who also defined FM as the delivery and sustainable service support in a quality environment to meet an organization's strategic needs. Centre for Facilities Management (CFM, 1991). In other words, the management of services and facility resources in operational support of an organisation over time could be termed as FM. (UCL, 1993). The chronological definition of

FM in 1994 could be summarized as the process by which an organisation ensures that its systems, services and buildings support core processes and operations as well as achieve its objectives strategically by contributing in changing conditions (Alexander, 1994)

An integration approach of improving, maintaining, and adapting the buildings of a firm to create a strong environment and primarily a supportive hand of the organization's objective could also be termed as facility management (Barrett, 2000). Kincaid and FMA shared a mutual approach to defining FM, that is, a common similarity is FM involves a process of providing a working environment, and optimising people to support the delivery and effective functioning of the organisation's business objectives (Kincaid, 2000). Another approach to the definition involves the management of infrastructure services and resources to sustain and support the operation of a firm or organization (Nutt, 2002)

The above diversified definitions of FM depict its scope, position and function in an organization's structure. The basic purposes of facility management are to manage the work environment, support and work activities of the operations and associated support services. Because of lack of an agreed common boundary and definition of FM practices, many authors often review FM to be a weak profession or discipline (Mole and Taylor, 2002). The variety of definitions gives a diverse opinion shared by top researchers and importantly affirms FM as a practice capable of working in diversifying areas and rapidly expansive (Grimshaw, 2003). A common ground shared researchers lies in the view that FM primarily supports an organization, manage properties, services and resources to meet the optimum needs at various levels of an organization (Nutt, 2002a).

Generally, the supporting role of FM differentiates it from operations management and business management according to the findings on a research conducted by Nutt (Nutt, 2000). The support role, as agreed by most authors, of FM lies with its overriding purpose which makes it able to integrate and co-ordinate essentially different tasks and operations to a more

effective and contributively add to an organization's core business operations and processes. (Grimshaw and Cairns 2000). There should be considerations of FM been observed as primarily effective in performing core business functions of organizations. This assertion is not shared by all authors who do not classify FM as a core organizational arm of a firm, but occasionally could perform such function when there are major changes in an organization (Loosemore and Lam, 2004). A rather ambitious definition attempted by in BEPM discussed FM as an organizational function and an integrated management approach that support services, manage the physical resources, and working environments in support of its strategies and core operations (Atkin and Brooks, 2000). Throughout the business lifecycle and physical facilities of an organization, FM provides service delivery and continuously support which is only concerned about the efficient use of space, the effective use of resources and operational performance of the facilities, management, service delivery effectiveness, and maintenance and safety of facilities.

FM is also significant in future operations and strategic decisions, management and creation of intangible value and assets (Green, 2004), contributing to the improvement and modification of facilities, the adaption of existing facilities and buildings, the design and briefing for new facilities (Nutt 2000).

2.4.1 The Basis for FM Positioning

The concept of FM positioning is very essential to this research study and much clarification should be made. It is the process of discussion, consideration, and decisions in identification and selection of sets of management support arrangements to correspond organizational requirements. The needs of the organisation must be potentially satisfied by FM practices and its associated support arrangements. Ideally, the positioning decision process must have major elements in the FM skills market; strategic dimension and tactical responses.

Significantly, positioning FM is concerned with issues that link the external cultural and social environment to FM arrangements.

FM supports arrangements and encourages good practices with an appropriate balance in management orientation, level of authority and skills. It also satisfies the organizational long term and short term needs to reduce the risk of strategic and operational failures

The provision of efficient and effective organisational support is the underlying hypothesis of the research. FM arrangements need a systematic way, rigorous and a more comprehensive way in relation to its selection to perform supportive, strategic and specific business requirement. This therefore argues the point that FM should do away with best practice or standard approaches and adopt a contingent approach. Best or standard approach may be helpful in achieving cost effective services and operations (Porter, 1985), but the approach does not hike the changing context in which they operate and the changing nature of the firm or organization (Bennett, 2003). Bennett argued his case by criticising the unsecured strategic capabilities specific relationships between changing context and their organisational support requirements can jeopardise future or long term performances. There are two kinds of factors affecting the positioning process, that is, those in relation to external issues and those for internal circumstance or issues of a given organisation. The internal factors relate to organisational policy, business strategy, nature of organization, business culture and operations and these factors contribute to the demand to which the FM team has to respond by directly influencing an organization's requirement for support services and facility resources. The uniqueness of these internal factors is subjected at a particular time for a particular organisation. The second class is normally uncontrollable by either the FM management team or the organization and they are made up of a wide range of external factors. These external factors are common for all similar organisations in the same region,

sector or country to a considerable extent, and they mainly generate both opportunities and constraints for facility management practices.

Some of these factors such as the availability of FM skills, property market, suppliers and services may be more localised, so there should be vital performances of a detailed understanding of the impact and possible influences of these internal and external factors

The basis for positioning FM is on the principle that different circumstances, organizations and sectors require different balance in management support arrangements with respect to responsibilities, priorities and functions. Given the diversity of organisational needs and facility management practices, FM may need repositioning from time to time in order to create a balance between an organization's dynamic requirements and consistency in management support arrangements. FM provides management support for organisations at two levels; at both the strategic and operational management level.

There should be a balance between organisational strategic support to long term developments and plans and operational support to daily activities and work processes. The ability of sustaining an organisation's operations and business processes over a short period to longer term is termed as strategic, while the ability to handle routine service delivery and facility operations to meet all needs is operational support (Barrett, 2000). According to Nutt, there might be change of the balance between strategic and operational management support over time. There will be low priority for strategic support from FM, for instance, when an organization is small with limited facilities, creating an issue for operational support (Nutt, 2002a). Conversely, an organisation will require more responsive and complex FM support at a strategic level will be needed when the organization harbours high rates of change mainly because of expansion in its size. Therefore, there should be the need for adjustment of FM, provision of secure short-term operational support together with the long term strategic

support and balance to manage and face challenging conditions and circumstances. Facility management arrangements should therefore be responsive, dynamic and flexible and capable of adjusting and repositioning to accommodate both external and internal organisational changes of all kinds.

2.5 CONCEPTUAL FRAMEWORK

The use of a conceptual framework to describe the theoretical aspects of a domain of study is very common (Bryman and Bell 2007). Typically, a conceptual framework provides a graphical description of a 'research area, its main components, the main defining factors and their interrelationships, indicating how the researcher views the theoretical basis for the study overall (Ticehurst and Veal, 2000).

The framework is constructed as a five-stage process. The process starts with an examination of an organisations business operation and its current support requirements together with a review of the current facility resources and support services that are provided. This first stage identifies any deficiencies in organisational support and any gaps between the supply and demand for operational and strategic support. The second stage in the conceptual process involves a thorough investigation and analysis of the organisations current and likely future support needs in relation to, all major internal and external influencing factors.

There should be prioritisation, clarification and general agreement of the relative importance of the different facets of the support environment. The third stage involves a systematic search for alternative FM support arrangements that appear to be suitable to meet the predicted requirements and the generation of hybrid or novel options where appropriate, again in relation to all relevant internal and external influencing factors. In the fourth stage of the conceptual process, alternatives are compared and evaluated, based on the organisations criteria and decisions made on the preferred set of support arrangements. Ideally, at the end

of the first four stages of the process, this decision should be sound, contingent and viable, having been scrutinised in relation to all relevant internal and external factors. The new FM position is then implemented in Stage 5. In order to cope with the dynamic changes in organisational support requirements, the conceptual process includes a review and modification element at the end of the process through which repositioning can be triggered in the future.

Overall, the conceptual process illustrates that the priorities and needs for support option generation, organisational and the selection of a preferred set of FM arrangements, are all affected by the internal factors of the organisation and the external factors of the economic, social and market context. Furthermore, the conceptual framework suggests that internal factors will tend to directly influence the positioning process, while the external factors are more likely to have only indirect influence to the outcome.

2.5.1 FM Position Profiles

FM arrangements and their attributes are crucially important in deriving an appropriate profile of facility management arrangements throughout all the phases of an organization's operations.

This section of the literature review indicated wide ranges of positions that facility management can adopt in practice as well development of a summary account of FM services. These services are however clustered into nine (9) main groups and it is in consolidation with other similar works by researchers and/or authors who had produced groupings (Kennedy, 1996) general classifications (Thomson, 1990) and inventories (BIFM, 2002; Cotts, 1999; Jordan, 1994) of the range of services for which FM can be responsible. Though there are no authoritative method used in describing and profiling the set of FM support responsibilities and arrangements in a given situation, a proposed conceptual basis

(Nutt, 1999; 2000) has been developed according to some renowned authors, in relation to its resource management responsibilities (Grimshaw, 2003).

The early stage of developing this method would help in profiling the proportion and extent of an organisation's resource base which is the direct responsibility of the FM team. It is also responsible in profiling the parts of a generic resource management process which are within the authority of an FM arrangement and those which are not in a particular authority (Nutt, 2004). The findings of a research by Loosemore (1998) based conceptual FM profile on the mapping of organizational support and its respective emphases on aspects of facility management. The relevance of all these approaches in profiling of FM resources, emphases, and services are not over stressed, though they are not in relation to the FM positioning process and arrangements. Eight sets of attributes ranging from FM scope and responsibility, FM purpose and policy, the primary role of FM, decision timeframe, service delivery arrangements, performance measurement to FM structure are identified as the FM arrangements. Alternative positions within each set of attributes based on the results of literature review can be distinguished. Below is a summary description of the eight attributes:

2.5.2 Purpose and Policy

Describing the emphasis of FM practice and main orientation is the core principle of this attribute. At least three basic sets of FM purpose and policies are commonplace. First policies can be predominantly Facility-oriented, focusing on building management, operational costs, maintenance and repair. Second policies may be Work-oriented, focusing on the coordination of all workplace supports and services to meet organisational and staff needs. Third, policies can be Business-oriented, focusing on aligning facility resources and services to support the organisation's business goals and operational strategy directly. Many other FM policy orientations are adopted in different sectors and policy innovations should be expected as FM practices continue to develop and diversify.

2.5.3 Scope and Responsibilities

This attribute of FM describes the range and scope of services and resources that are needed with an organizational structure. Having a limited scope can be a characteristic of having a range of management responsibilities, mainly selective scope covering a wider raw of workplace support services and resources, routine support services for internal customers, or an extensive scope responsible for most of the organisational support environment, employee and customer services, its physical resources, together with a wide range of business services. Many authors further extend the scope of responsibilities to cover intangible or tangible or both (Green, 2004, Nutt, 2004).

2.5.4 Primary Role

This describes the characteristics which predominantly focus on the FM task. There are three (3) basic types of role and they can be identified with emphasis on the Management coordination and partial integration of all FM services and functions, the operational management of routine tasks and services, or the Strategic Management of business infrastructure, resources and services with responsible for long-term planning. Other FM roles should be expected to be adopted to support different policies, as FM requirements and capabilities in the future continue to diversify.

2.5.5 Management Involvement

This describes the FM involvement within the management structure of an organization at diverse levels. Communication and level of management involvement is a direct link to core business management which may be part of administration and operational management, low level management, Middle Management Level, and part of the organisation's line management structure. Other characteristics include part of senior management hierarchy and high Level Management. High and middle management positions have more participation in business management decisions and meetings with a two-way reciprocal communication

linkage while the low management level positions itself to have a direct communication, otherwise, a one-way link with business management. (Barrett, 1995).

2.5.6 Decision Timeframes

The decision timeframe is the predominant time horizon of decision making authority and concern. Decision-making situations could be classified or characterised as: Short-term decisions, typically concerning issues and responsibilities within a one year time period or less, Medium-term decisions, typically concerning one to three years ahead including most tactical planning and service procurement issues, and Long-term decisions, typically beyond a three year time horizon concerning long-range strategy, resource planning, facility investment, acquisition and disposal.

2.5.7 FM Structure

This describes the organisation of FM arrangements within an organisation based on the degree of functional integration. Three general types of FM structure can be distinguished: An Integrated Arrangement where facility and service-related management functions are consolidated within one department, a Fragmented Arrangement where facilities and services functions are distributed across many groups or departments, and highly integrated arrangement where all business infrastructure, property procurement and facility-related functions are located within one division of an organisation. Other forms of FM structural arrangements should be expected as part of innovations in FM support provisions.

2.5.8 Service Delivery

This attribute summarises the characteristics and methods of service delivery arrangements. Three types of arrangement can be distinguished: Dis-segregated Arrangement where individual services are managed and delivered separately; Packaged Arrangement where services are bundled into a small number of major groups based on their characteristics and

the types of skill required; or Totally Integrative Arrangement where all support services are delivered by one source within a TFM contract. Within the three arrangement types there are many combinations of outsourced, part-sourced and in-house forms of delivery and service partnerships.

2.5.9 Performance Accountability

This attribute of FM summarizes the arrangements for the management and measurement of performance. Performance measurement systems can be extensive or limited including specific FM performance measurements, business-related performance measurements and general performance measurements. Specific FM performance measurements involve the use of key indicators mainly based on improvement, accountability, management performance, achievements and management processes. General performance measurements, on the other hand, are normally concerned with the basic management responsibilities for the utilisation of resources, service delivery and operational performance. Strategic performance measures where facility resources, infrastructure, support services and FM effectiveness are evaluated tend to be the focus of Business-related performance measurements. These measures are evaluated an organisation to business perspective mainly in terms of corporate responsibility, efficiency, competitive advantage and productivity

These combinations and their respective eight (8) sets of management attributes provide a conceptual FM profiling support basis in any specific set of circumstances or particular case. These attributes taken together with a theoretical framework for characterizing the platform for facility support services is very important to every organization. The eight sets of management attributes, in a form of arrangement matrix, are purpose and policy, level of management, scope and responsibilities, FM structure, primary role, service delivery arrangement, decision timeframes, and performance accountability.

The resource profiles and attributes can be used collectively to help in positioning and alignment of FM to one of three major levels of management remit overall: Basic, Consolidated and Comprehensive.

Level 1 of the levels of management remit otherwise called the basic is a typical traditional arrangement for FM practices based on facility-oriented with limited scope, operational management functions, employing dis-aggregated service delivery arrangements with only basic operational performance measurement system. This is typically common in Thailand and other developing countries where FM and related issues are practiced.

Consolidated as the name goes is the Level 2 of the management remit. It is a general FM remit type where integration and consolidation of all facility related services and resources is its main core. At this level with specific FM performance measurement arrangements in place, FM arrangements tend to provide a co-ordinating role at a middle management level, and be work-oriented with selective scope, and grouping by coherently packaging few service delivery arrangements. North America and the UK are the countries where the most common form of FM arrangements are adopted and described.

The most ambitious type of FM arrangement is Level 3, also known as comprehensive, integrates fully with the strategic functions of the organisation. FM arrangements at this level tend to be business-oriented with extensive scope, adopting a strategic role at a high level of management, focusing on long-term planning issues with the use of business-related performance measurement systems.

Conceptually, an organisation will consider the options that are available to them across each of the eight attributes and at each of the three management levels. They will then select a combination of these positions, those that best meet their specific needs and constraints, to

form the most suitable set of support arrangements overall. It should be noted that a higher level of management is not necessarily better than a lower one. Rather, based on the basic propositions of the research, organisations should adopt a set of arrangements that is the most appropriate for their circumstances. These are significantly useful in helping to profile the characteristics of existing FM practice arrangements. By drawing a line through each relevant cell of the matrix a general profile of current FM practice can be mapped. This conceptual matrix has been incorporated within the five case studies that investigate the characteristics of FM arrangements as would be elaborated and recommended in other sections of the research.

In summary, the chapter was developed with a conceptual basis for positioning FM proposing that a contingent approach be adopted with a multi-stage process of consideration and decision. This model shows an analytical five-stage process of decision in the selection and implementation of FM arrangements. The general conceptual process needs to be developed further through an examination of empirical evidence from real case investigations of FM practice arrangements and their rationale. In the next chapter, there are empirical evidence with detailed research methodology to formerly provide a decision framework to position facility management and develop the conceptual process based on the findings of the survey. The theoretical basis for the research as developed in this chapter will be used as a framework for considering the detailed research approach, the research design, and the selection of methods for data collection.

2.6 ALIGNMENT OF FM TO CORE BUSINESS

In many corporations, real estate and facilities management (FM) have evolved over the years from individual transaction based decisions about physical spaces. As such they tend to follow traditional approaches of cost minimization and focus on short-term results rather than long-term strategy, still not moving from taskmaster to business strategist (Joroff et al., 1993)

There is the need to align FM to the core business activities. Various studies identified factors to effectively align FM to the core business and they included the following;

2.6.1 Staff and Information

Staff and information deals with how FM communicates and shares information with the organization they work in. Some of the variables consisted of friendliness of staff, helpfulness of staff, knowledge of staff, information provided and timely response to enquiries.

2.6.2 Facility presentation

Facility presentation talks about how the infrastructure is managed and presented to the public. The variables included cleanliness of facilities, disabled access, safe environmental conditions and quality furnishing and equipment.

2.6.3 Value for money

This talks about the ability of FM to provide quality service for the employers to gain the best value for money. This can be done by FMs expanding their range of service and organization enjoying quality service from FMs.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

Upon identifying the purpose of a research and completing a comprehensive literature review, it is then prudent to proceed into the detail of the research (Mustapha and Naoum, 1998). This chapter deals with the approaches to be adopted for the study. It discusses the various research strategies and the various tools in gathering information for the study (Hans and Dawson, 2007). This project aimed at the investigation of organization strategies associated with facility management in financial institutions in Ghana and ways to manage it. The research design of this project was the "blue print" and framework that was created to seek answers to the research questions of the study. With a population of hundreds of financial institutions spread across the length and breadth of the country, the researcher narrowed it down to a targeted sample within the environs of Accra. A total of 100 staffs and managers of Ghana Commercial Bank were selected. All of the questionnaires issued were retrieved indicating a retrieval rate of 100%. Literature review of other researchers who had done similar projects served as the reference point in defining most of the terms used in the project and the techniques adapted by the researcher.

3.2 RESEARCH DESIGN

Research design can be described to mean the way in which the research objectives are questioned (Bouma & Atkinson, 1995). According to Kothari (2004), there are two types of research strategies, namely, Qualitative and Quantitative research. Deciding on which type of research to follow, depends on the purpose of the study and the type and availability of the information which is required. Qualitative research emphasizes on the process of discovering

how the social meaning is constructed and stresses the relationship between the investigator and the topic studied.

Every research needs a design or a structure before data collection or analysis can commence. Research design is not just a work plan. A work plan details what has to be done to complete the project but the work plan will flow from the project's research design. For the purpose of this study, the researcher used recent financial statements from the bank and purposively selects the staffs to form the respondents of the survey. The study was on a cross sectional descriptive involvement of managers, staffs and selected clients of the financial institution. The respondents were selected consecutively upon their informed consent. Information sought included the risk involved in siting a major construction firm in the region, the challenges faced and in-depth discussions as to whether these risks could be managed properly. The design was found appropriate for the study because it allowed the researcher to inductively observe real practices and interact with the respondents to be conversant with existing constructional approaches used by the stakeholders in managing risk.

3.2.1 Philosophical Considerations of the research

Philosophical positions have significant effects on research design. (Christou, *et al.*, 2008). According to Bryman (2004), there are two main philosophical positions of research, namely ontology and epistemology.

Ontology is the nature of reality (Hudson and Ozanne, 1988) while epistemology is the relationship between the researcher and the reality (Carson et al., 2001) or how this reality is known. There are two main ontological and epistemological ideologies: Positivism and "Interpretivism." At the ontological level, the position adopted for this research is objectivism. The positivist ontology believes that the world is external (Carson et al., 1988). Positivist researchers are detached from the participants therefore they are emotionally unbiased to make clear distinctions between reason and feeling (Carson et al., 2001). This

paper addresses the strategic positioning of facilities management in an organization in Ghana. This objective is completely out of the influence of the researcher hence objectivism ontological position will be followed. At the epistemological level, this research follows the positivists approach. Statistical and mathematical techniques are central to positivist research, which adheres to specifically structured research techniques (Carson et al., 2001). This research will be carried out using statistical tools. This will bring out the ability to generalize the outcome of the research.

3.2.2 Quantitative Research

According to Bryman (2004), quantitative research is a research approach that emphasizes measurement and quantification in the collection and analysis of data. By definition, measurement must be objective, quantitative and statistically valid and the sample size for a survey is calculated using formulas to determine how large a sample size will be needed from a given population (Anderson, 2006).

The justification for this research approach is that quantitative approach is deductive which implies that it is associated with verification of theories and hypothesis testing and it also employs the use of questionnaires and existing databases. It also involves the use of statistical tools in analysing large sample size from a population to get an outcome that can be generalized. It also obeys all the rules of positivism.

3.3 POPULATION

The population of the research involved participants in the financial industry that shared common characteristics, that is, in way or the other they had some knowledge of FM and its functions, factors of FM that helps in positioning financial institutions in Ghana and the most important variables to consider when delivering value through a good FM service. After identifying the population, the researcher further streamlined the number to suit the research

study. Once the target population was identified, then the researcher needed to select individuals from the target population to be part of the sample that participated in the research study. In this study, the research target population comprised of staffs and selected clients of GCB.

3.4 DATA COLLECTION AND INSTRUMENTATION

This section talks about the source of data and how data was distributed and collected and it also describes the nature of questionnaire that was distributed.

3.4.1 Questionnaire Design and Development

Questionnaire includes instruction for completion, response alternatives where appropriate and specific means for recording responses (Frazer and Lawley, 2000). Oppenheim (1992) described questionnaire design as a crucial part of the research design stage. Questions in a questionnaire can be open-ended, close-ended or a mixture of the two (Frazer and Lawley, 2000; Oppenheim, 1992). There are four main methods of questionnaire administration. These include mail questionnaire; personally administered questionnaire; telephone questionnaire; and internet questionnaire (Frazer and Lawley, 2000).

In order to achieve the aims and objectives of the research an elaborate questionnaire was developed based on the stated objectives of the research. The questionnaire used in this research (Appendix A), consist of two (2) parts, with the first part considering the background of the person answering the questionnaire. The section B of the questionnaire was developed in accordance to the objectives of the study, in relation to the comprehensive literature review conducted on the topic. The opinions and perceptions of the various personnel were collected and scaled with scores ranging from 1-5 popularly called the likert scale. The scale was used because the data is primarily ordinal where 1= not very significant, 2= not significant 3= moderate, 4= Significant and 5 = very significant. The questions

address issues on financial, resources and performance issues. It also addresses issues on risk, health and safety and innovation.

3.4.2 Sampling technique and sample size

Due to time and financial constraints usually when the population is very large, it is tedious for a research to survey the entire population. Burns & Grove (2010) indicated that “sampling is a process of selecting a portion of the population to represent the local population and the findings from the sample represents the rest of the group”. “A conclusion can be made about the population from the sample to achieve the research objective” (Saunders *et al*, 2011).

The purposive or judgmental sampling technique which comes under non-probability sampling, was chosen for this research. This is because, the population and the purpose of study is known. Purposive sampling is very useful for scenarios where a targeted ample need to the attained quickly and where sampling for proportionality is not the main concern.

3.4.3 Instrumentation

The questionnaires were self-administered by hand delivery by the researcher to the respondents. Some of the questionnaires were retrieved on the spot whiles the rest were retrieved a week or two after their administration. In all one hundred (100) questionnaires were administered and all of them where retrieved signifying a response rate of 100%.

3.7 DATA ANALYSIS PROCEDURE

This section talks about how the data collected was processed and analysed. The data collection process took ten (10) days to complete after which the primary data were analysed and presented in the form of tables and write-ups in text form. The individual responses collected were processed and entered into the Statistical Packages for Social Sciences (SPSS version 16) and later processed by Excel 2007 for analysis. The statistical tool used to run the

analysis was descriptive statistics and the Relative Importance Index (RII) was used to rank the identified variables.

3.8 ETHICAL CONSIDERATION

Ethical clearance was obtained from the University and a self-written letter was in hand to inform the respondents about the purpose, anticipated benefits of the research project. The respondents were also informed that their name were not used and confidentiality of information was kept, participation in the study is absolutely based on their free willingness and as they have full right to refuse, withdraw their participation at any time from their participation. After doing so, study participants were asked if they had well understood the whole research study research after which further unanswered questions which rose were clarified. Oral consent was obtained for their willingness for participation.

3.8.1 Informed consent

Written consent was asked from each participant. The purpose of the study, data collection method and participation needed from the respondents were explained to them. The respondents were informed in writing that participation was voluntary and they could withdraw from the study without fear of being penalized by the researcher or the institution.

3.8.2 Confidentiality and anonymity

A letter to guarantee confidentiality and anonymity was sent to the participants together with the questionnaire. To ensure anonymity neither respondents' nor institutions' names were required on the questionnaire. To ensure confidentiality, however, the respondents were reassured that the information would be treated confidentially. Although a research report would be published, it would only contain figures, percentages and facts obtained from analysing and interpreting the responses from the completed questionnaires. No person, and no institution, would be identified in the research report.

3.8.3 Benefits

The participants were informed that they would receive no monetary benefits from participating in the study. The researcher explained to the respondents that the findings could benefit them and adds to the knowledge of the facility management in terms of providing inputs for improving safe organization practices as well as maximizing profits.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION OF RESULTS

4.1 INTRODUCTION

With the objectives of the study in mind, this chapter seeks to summarise the findings by highlighting on the nature and the strategic positioning of facility management in an organisation with Ghana Commercial Bank as case study.

A total of 100 questionnaires were issued equally to all respondents at the bank with 30 of them selected to form the nucleus of the customer base, two (2) FM managers and four staffs at the FM department.

4.2 DEMOGRAPHICS OF STUDY PARTICIPANTS

This section talks about the background details of respondents which sought to identify the gender of the respondent, the age and academic qualification of the respondent. This section also sought to identify the experience of the respondent working for the company.

4.2.1 Gender

Out of the 100 respondents selected for the survey, 30 of them were customers of GCB, 57% of them were males while 43% were females, thus meaning that majority of the customer responses were male. A summary is shown in **Table 4.1**.

Table 4.1: Gender of respondents

Gender	Frequency	Percentage (%)
Male	57	57.00
Female	43	43.00
Total	100	100.00

Source: Field survey, 2015

4.2.2 Age of the respondent

A majority of 50% of the customers were between the ages of 25-34 years indicating that GCB has a middle age class customer base. Seven (7) respondents were recorded in the range of 35-44years while 13% of the respondents were between 45-60 years as shown in **table 4.2**.

Table 4.2: Age distribution of respondents

Age	Frequency	Percentage (%)
18-24 years	30	30.00
25-34 years	26	26.00
35-44 years	13	23.00
45-50 years	19	19.00
50 years and above	12	12.00
Total	100	100.00

Source: Field survey, 2015

4.2.3 Academic qualification

According to **table 4.3**, 35% of respondents had no formal qualification, 25% had shs leaver, 25% had undergraduate degree, 10% had Postgraduate degree and only 5% had Phd.

Table 4.3: Academic qualification

Qualification	Frequency	Percentage (%)
No formal qualification	35	35.00
Shs leaver	25	25.00
Undergraduate	25	25.00
Postgraduate	10	10.00
PHD	5	5.00
Total	100	100.00

Source: Field Survey, 2015

4.2.4 Number of years of practice of respondents

The main intent of this question was to ascertain how long the respondents have worked with their respective companies. This information will give relevance to the quality of answers given out by the respondents. Also if respondents have gained more experience from working with their respective companies, it is likely that they are well vexed in the supply chain system and logistics management system practices that the companies undertake and this will validate their response that is needed for this study.

Table 4.4 represents the respondent's years of service with their respective companies. From the Table, it is apparent that most of the respondents representing 44% have worked for 1 to 5 years and 36% have been working with their current companies for between 6 to 10 years and 17% percent have been working for their company for 11 to 15 years. None of our respondents have worked for their company for 15 years or above. The different levels of experience gained by the respondents will make the study very feasible.

Table 4.4: Years of service

Years of service	Frequency	Percentage (%)
1 to 5	44	44
6 to 10	36	36
11 to15-Nov	17	17
15 or more	0	0
Total	100	100

Source: Field survey 2015

4.3 FACTORS FOR ALIGNING FM TO CORE BUSINESS

The variables chosen to form the criterion for the factors that needed to consider in alignment of FM to the core business of GCB were staff and information, facility presentation and value for money. **Table 4.5** below shows the average percentiles of responses form the respondents

at GCB. A critical look of the table shows that 44.75% indicated that the factors outlined were excellent ways to align FM to core businesses while 27.58% shown that the factors outlined where good. 16.67% of the respondents indicated that the factors outlined were average and 8.92% proposed that the factors were poor ways of aligning FM to core business. Lastly 2.08% indicated that the factors were very poor ways of aligning FM to core business.

From the results, it can be generalized that the factors outlined are excellent ways of aligning FM to core business.

Table 4.5: Alignment of FM to core business.

Staff and Information	Excellent	Good	Average	Poor	Very poor
Friendliness of staff	42.00	32.00	22.00	4.00	0.00
Helpfulness of staff	41.00	25.00	16.00	18.00	0.00
Knowledge of staff	39.00	26.00	19.00	12.00	4.00
Information provided	37.00	31.00	22.00	10.00	0.00
Timely response to inquiries	52.00	34.00	12.00	2.00	0.00
Facility presentation	Excellent	Good	Average	Poor	Very poor
Cleanliness of public areas	38.00	24.00	19.00	13.00	6.00
Disabled access	58.00	30.00	12.00	0.00	0.00
Feeling of a safe environment/security	45.00	24.00	14.00	15.00	2.00
Quality of furnishings & equipment	30.00	28.00	22.00	15.00	5.00
Value for money	Excellent	Good	Average	Poor	Very poor
Range of services	38.00	24.00	19.00	13.00	6.00

Enjoyment of services	58.00	30.00	12.00	0.00	0.00
Value for money	45.00	24.00	14.00	15.00	2.00
Average Ratings (%)	44.75	27.58	16.67	8.92	2.08

Source: Field survey, 2015

The relative importance index (RII) was used to rank these factors and determine which factor is most relevant as shown in **Table 4.6 below**.

4.3.1 Disable access

From the table 4.6, it can be noticed that disabled access was ranked the first factor for alignment of FM to core business. The reason being that, if the disabled finds it difficult or are unable to access the building, it becomes very difficult for alignment of FM to core business go on smooth. This factor had RII value of 0.892.

Table 4.6: Alignment of FM to core business

ITEM	Alignment of FM to core business	Total	ΣW	RII	Ranking
1	Disabled access	100	446	0.892	1 st
2	Enjoyment of services	100	446	0.892	2 nd
3	Timely response to inquiries	100	436	0.872	3 rd
4	Friendliness of staff	100	412	0.824	4 th
5	Information provided	100	395	0.790	5 th
6	Feeling of a safe environment/security	100	395	0.790	6 th
7	Value for money	100	395	0.790	7 th
8	Helpfulness of staff	100	389	0.778	8 th
9	Knowledge of staff	100	384	0.768	9 th
10	Cleanliness of public areas	100	375	0.750	10 th
11	Range of services	100	375	0.750	11 th
12	Quality of furnishings & equipment	100	363	0.726	12 th

Source: Field survey, 2015

4.3.2 Enjoyment of service

From table 4.6, enjoyment of service was ranked the second factor in alignment of FM to core business. It had RII value of 0.892. If services offered by the organization are satisfactory to the client due to effective performance of FM service, then the objective of alignment of business is completed.

4.3.3 Timely responses to enquires

Response to enquiries was ranked 3rd with RII value of 0.872. All kinds of conversation and queries needs to be address in other to ensure customer satisfaction. Sharing of information is critical to the alignment of FM to core business

4.3 IDENTIFICATION OF ORGANISATIONAL STRUCTURES

This section of the chapter seeks to examine the organizational structures of FM practices of GCB. The two FM managers of GCB were all in-house FMs. They were directly employed by the bank to provide services. It is worth to note that GCB does not out-source or consult specialized FM agencies or firms for human resource management. The managers of the FM department had both worked in facilities management capacities for 6-10years.

The staffs of the FM department amounting to four had a minimum of undergraduate degrees while both of the managers are postgraduate degree holders. This confirms that the officials at the department are well knowledgeable about FM practices while partaking in fresher and sandwich courses. The importance of FM was not over fetched as the respondents shared a common ideology that facilities management is concerned about the delivery and sustainable service support in a quality environment to meet organization's strategic needs.

The core basis for positioning FM at GCB as a top organizational tool is on the principle that different circumstances, departments and sectors require different balance in management support arrangements with respect to responsibilities, priorities and functions. Given the

diversity of their organisational needs and facility management practices, FM needed repositioning from time to time in order to create a balance between the company's dynamic requirements and consistency in management support arrangements. FM provided management support for organisations at two levels; at both the strategic and operational management level.

There was an established balance between organisational strategic support to long term developments and plans and operational support to daily functions and work processes. The role of FM had evolved over the past year and GCB is not an exemption, according to the respondents in the next five years they would want FM providing services but in a wider strategic and operational role. One respondent specifically complained about the delays they face when memos and decisions are to be made on their operations by the executive head or board of directors at GCB. FM is growing and its influence in enhancing the operation at GCB is no different, the respondents in unison would want to be board members with executive decision privileges.

4.4 IDENTIFICATION OF SCOPE OF SERVICES RENDERED BY FM FUNCTIONS

From literature, the scope of services provided by a firm or organization defines how profitability and valuable the company is in the eyes of investors and its clients. GCB had a number of services in recent years but the study revealed that seventeen (17) services were provided by GCB. Among them were waste and recycling, M & E and building maintenances, security, reception, post room, ICT, interior design, space planning, property/estates management, business analysis, business strategy, procurement, and HR services. The table below categorises the services into the elements facilitated in-house, outsourced and a mix of both.

Table 4.7: Services provided by FM at GCB

TYPE	SERVICES
In- house	ICT
	Property/Estates management
	Business analysis
	Business strategy
Outsourced	Waste and recycling
	M & E maintenance
	Building maintenance
	Security
	Reception
	Post room
Mix	Interior design
	Space planning
	Procurement
	HR services

Source: Field survey, 2015

Relative Importance Index was used to rank and determine the significance level of the services identified by the respondents to indicate which of the services was most vital to GCB.

A total of 14 services were identified from literature and respondents were asked to rate them respectively to their degree of significance on a five-point Likert scale rule where the rating In order to determine the significance level of the various services , the Relative Importance Index (**RII**) was computed and analysed. The score of each success factor was considered by

summing up the scores given to it by the correspondents. The computation of the Relative Importance Index (RII) was done using the formula below.

$$RII = \frac{\Sigma W}{A * N}$$

Where W is the; Weighting assigned to the CSF by the respondents and the range set was from 1 to 5.

A – Is the highest possible response, and N is- the total Number of Respondents.

The higher the value of **RII**, the more significant was the critical success factor and vice versa. According to [Chen et al. \(2010\)](#), the comparison of RII with the corresponding significance level is measured from the transformation matrixes which are as follows:

High (H)	$0.8 < RII < 1.0$
High-Medium (H-M)	$0.6 < RII < 0.8$
Medium (M)	$0.4 < RII < 0.6$
Medium-Low (M-L)	$0.2 < RII < 0.4$
Low (L)	$0.0 < RII < 0.2$

Table 4.8: Services provided by FM at GCB

Item	Services	Total	ΣW	RII	Significance level
1	ICT	100	432	0.864	H
2	Property/Estates management	100	374	0.748	H-M
3	Business analysis	100	377	0.754	H-M
4	Business strategy	100	363	0.726	H-M
5	Waste and recycling	100	446	0.892	H
6	M & E maintenance	100	461	0.922	H
7	Building maintenance	100	461	0.922	H
8	Security	100	459	0.918	H
9	Reception	100	395	0.79	H-M
10	Post room	100	373	0.746	H-M
11	Interior design	100	396	0.792	H-M
12	Space planning	100	380	0.760	H-M
13	Procurement	100	373	0.746	H-M
14	HR services	100	377	0.754	H-M

Source: Field survey, 2015

All the factors had a high significance level which indicates that the services provided by the FM in GCB are very relevant to the organization. The in-house services provided by GCB itself were ICT, property management, business analysis and strategy. GCB had an ICT department which was responsible for all technological advancement programmes, customer service tools and training of the other staffs about the newly introduced soft wares and services. Waste and recycling services were outsourced to ZOOMLION Ghana Limited while the company had private companies to handle building maintenance as well as reception services. Ghana Post was responsible for the mail and postal services while managing resources, information and promotion functions as well as integrating team members were the resource management issues addressed by the researcher. Golden Panther security provided security at the bank premises, and also any other transactions in and outside the premise (transporting money to Bank of Ghana)

Furthermore, the facility management team consisting of two managers and four staffs were asked to rate the importance of various facilities and functions. In addition to the facility management team, the entire staffs and customers were also involved in the data sampling. Building maintenance emerged the most significant service with RII value of 0.922.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This research is an investigation into the strategic positioning of facility management in an organisation in Ghana. The research is divided into five (5) independent but interrelated chapters. The main introduction to the research covered in Chapter One. The review of literature on the topic, which covered the various objectives listed in chapter 1.4., was captured in Chapters two. In Chapter three, the methodology adopted for the study was discussed. Chapter four presented the empirical analysis and provided detailed discussions on the survey results. This chapter (Chapter five) summarizes the issues addressed throughout the study. It begins with a summary of how the research objectives were achieved, followed by contributions of this research to knowledge. The chapter concludes with recommendations for further research that can be conducted based on the conclusions and limitations of the study.

5.2 ACHIEVING THE RESEARCH OBJECTIVES

In order to achieve the stated aim, three research objectives were set in Section 1.4. Objectives one was achieved through review of literature concerning FM. The organisational structure of the respondents' organization was also identified. Objectives two was achieved through both literature reviews and the survey questionnaires, which were conducted. The review conducted provided the basics for the questionnaire. Objective three was achieved through a questionnaire survey. Below are discussions on how the objectives were achieved.

5.2.1 The First Objective; Identification of the organizational structures of the Facility Management Unit.

Literature on identification of the organisational structures of the facility management unit was reviewed covering a number of relevant issues. The review observed that, there are three (3) general types of FM structure. The first one was the integrated arrangement where facility and service-related management functions are consolidated within one department. The second one was the fragmented arrangement where facilities and services functions are distributed across many groups or departments. The last arrangement is the highly integrated arrangement where all business infrastructure, property procurement and facility related functions are located within one division of an organisation. The organizational structure of FM practices of GCB was also identified and examined. The details of the structure is shown in chapter 4.3.

5.2.2 The second objective: Identification of the factors that needs to be considered in aligning FM to the core business.

Literature related to the second objective was also reviewed into details. From the literature, it was observed that, facilities management has evolved drastically in many corporations over the years concerning individual transaction based decisions about physical spaces. Also the literature identified the significance of aligning FM to core business as a long-term strategy of running cost minimization. Also, the review identified three main factors in aligning FM to its core business. The first variable was staff and information which consisted of sub variables like friendliness of staff, helpfulness of staff, knowledge of staff, effective provision of information and feedback. The second variable was facility presentation which included sub-variables like cleanliness of facilities, disabled access, safe environmental conditions and quality furnishing and equipment. The third variable was value for money. With the background knowledge in gained from the literature, questionnaire was designed to address the second objective, of which three (3) main variables identified with sub-variables

were tested on FM at GCB. The respondent's response was analysed and feedback is demonstrated on table 4.6 in chapter 4.2.

5.2.3 The third Objective; to identify the scope of services rendered by FM functions

From literature, the scope of services provided by a firm or organization defines how profitability and valuable the company is in the eyes of investors and its clients. The respondents at GCB were asked to identify the significance of the scope of services rendered by FM functions listed in the questionnaire. There were a number of services provided by GCB but fourteen (14) were listed in the questionnaire to be ranked. Among them were waste and recycling, M & E and building maintenances, security, reception, post room, ICT, interior design, space planning, property/estates management, business analysis, and business. Their scope of services rendered was ranked using the Relative Importance Index (RII).

5.3 FINDINGS

After the various analysis, it was discovered that,

- A number of services are provided by FM to GCB but the maintenance of the facility is very important aspect of their services they provide to GCB.
- Also, in order to align FM to core business effectively, the disabled access to a building should be a priority.
- The literature indicated that FMs do not measure their performance against standards that can help them improve in many areas they fall short

5.4 CONCLUSION TO THE RESEARCH

The paper demonstrated that a lot of organisations have estates or property department that manage their outlets with very few multinational organisations incorporating facility management into such departments. This brings out the need for a better facility management

role in these organisations and improves on their strategic position. This paper has certainly helped in that respect. However, this should not be considered the end, but rather as an exploratory challenge for the whole industry and research community especially when large organizations need support in their facility been managed.

5.5 RECOMMENDATIONS

The primary aim of this study was to strategically position facilities management in organisations in Ghana and use the results to obtain to inform the industry on the level of strategic positioning to aid in deciding on the future of the profession.

Consequently, an objective was set as shown in chapter 1.4 and the following recommendations were made.

- Facility managers must periodically measure their performance against standards set internally or externally.
- Facilities owners must be educated on the importance and cost saving opportunities in engaging a facility manager.
- Information should be made readily available for customers in order to improve customer service.
- Facility managers must pay huge attention in the presentation of the facilities they manage to the public as is a core factor in aligning FM business

5.6 DIRECTIONS FOR FUTURE RESEARCH

There are numerous research avenues in the future as a result of this study. An open avenue for future research can be directed to an investigation into the strategic positioning of facility management in an organisation in Ghana: a case study of a health care institution in Ghana

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APPENDIX

QUESTIONNAIRE

Dear Respondent,

I am final year student of KNUST, Kumasi and as part of the requirement of a graduate certificate award in construction management. The research topic is “An investigation into the strategic positioning of facility management in an organization in Ghana: A case study of Ghana Commercial Bank”. This is purposely for academic purposes and thus I would not need your personal details. Your help in completing the questionnaire is very much appreciated and will help to improve the bank’s services. Please be assured all the information would be treated with utmost privacy. Read through the questions below and you may seek for clarifications on any of them. Please tick where applicable or fill in the blank space.

Yours sincerely

RAYMOND NII NARKU NORTEY

SECTION A

RESPONDENTS DEMOGRAPHICS

Please tick one box for each question. This is intended to identify the background of the respondents.

PERSONAL DETAILS

1) Please indicate your gender:

male female

2) Which of the following age categories do you fit into:?

18-24 25-34 35-44 45-50 50+

3) What qualifications do you hold? (Please mark all that apply)

No formal qualifications

SHS leaver

Undergraduate

Postgraduate

PHD

4) What is your current job title?.....

5) How long have you worked in Facilities Management (i.e. your current and any previous Facilities Management jobs)?

Less than 1 year

1 - 5 years

6 - 10 years

11 - 15 years

More than 15 years

SECTION B

GENERAL FM QUESTIONS

- 1) What is your current Facilities Management role? (Please mark one choice)
- In-house FM (directly employed by the organization for which you provide services)
 - Commercial FM (employed by an outside facilities management company)
 - Facilities Consultant
 - Client Manager or equivalent (overseeing service provider)
 - Other (please specify)
- 2) How many people work in the Facilities Management team in your client organization?
- 2 - 5
 - 6 - 10
 - 11 - 15
 - 16 - 25
 - More than 25

3) Should budget allocation for FM units be a priority?

- Yes
- No
- Do not know

4) Please rate the following issues in terms of their significance to you as a Facilities Manager

(1=Not very significant 2= Not significant 3=Moderate 4= Significant and 5 = very significant).

FINANCIAL ISSUES	1	2	3	4	5
Investment decisions					
Procurement/supply chain issues					
Asset management					

Reducing cost base					
Balancing short term costs with long term value					
Enhancing services					
RESOURCES ISSUES					
HR issues (recruitment, skills shortages, maintaining in-house knowledge and skills)					
Promoting staff satisfaction					
Managing resources (time, budget)					
Outsourcing Facilities Management					
Integrating the team					
Managing information					
PERFORMANCE ISSUES					
Performance measurement (targets)					
Promoting customer satisfaction					
Quality of service from suppliers					
Improving ICT quality and performance					
Improving workplace quality					
RISK, HEALTH AND SAFETY ISSUES					
Compliance with Gov't initiatives eg. construction, training					
Enhancing health, safety and welfare					
Compliance with regulations/legislation					
INNOVATION					
Keeping up with change					
International competitiveness					

New ways of working					
Environmental issues/sustainability					

FACTORS FOR ALINGING FM TO THE CORE BUSINESS

5) This section of the questionnaire is to identify the factors that need to be considered in aligning FM to the core business. Kindly tick your rating
(1=Very poor 2=Poor 3=Average 4=Good 5=Excellent)

STAFF AND INFORMATION	1	2	3	4	5
Friendliness of staff					
Helpfulness of staff					
Knowledge of staff					
Information provided					
Timely response to inquiries					
FACILITY PRESENTATION					
Cleanliness of public areas/toilets					
Disabled access					
Feeling of a safe environment/security					
Quality of furnishings & equipment					
VALUE FOR MONEY					
Range of services					
Enjoyment of services					
Value for money					

