

# PERCEPTION AND ATTITUDE TOWARDS THE PRACTICE OF FACILITY MANAGEMENT IN AKURE

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## Abstract

The practice of facility management in the built environment industry is seen as one which should be left to the hands of a particular professional in the construction industry. The attitude and perception of Estate Surveyors and Valuers towards the practice corroborates that it should be the sole responsibility of the profession. This study investigates the perception and attitude of real estate professional on the practice of facility management in Akure. Findings revealed that 80.95% of the respondents had a high working understanding of facilities management while 57.14% see the profession as an integral part of traditional property management. It was recommended that Nigerian surveyors should accept the globally acknowledged multi-disciplinary nature of facilities management and seek to define areas of best relative contribution within a multidisciplinary team that consists of other professions who also have facilities management contributions. Surveyors are also advised to stick to the competency area of the profession and leave other areas to other more competent disciplines

**Keywords:** Attitude, Competent, Facilities management, Practice, Profession, Scope

## Introduction

The profession of the chartered or registered management surveyor is one of the vocational legacies of colonial British rule in countries of the Commonwealth. More than forty years since most African nations achieved independence, the members of this profession - known by names as Estate Surveyors and Valuers or Chartered Management Surveyors have been increasingly recognized as the expert agents for

management of land, buildings, plant and machinery and even in a limited sense facilities. However, since the 1980s, a new and more encompassing management vocational specialty has emerged from the USA and Europe, focusing on facilities, as large corporations across the world came to realize the importance of the management of businesses as more integrated facilities (Odiete, 1998; Featherstone, 2000).

Nigeria as a country itself has not

been excluded as the country's multinational corporations have begun to respond to the changing worldwide needs and seek for an integrated business, resource, infrastructure and management of their facilities. Kortze and Nkado, (2003) point out that facilities management has become the necessary “enabling mechanism” that captures the shifting facility management needs of corporations worldwide. The Property Management Surveyor (Estate Surveyor and Valuer) in Nigeria having gotten the legal and public recognition to carry out valuation and property management activities has accepted the responsibility as the specialist manager of investment properties as well as corporate facilities and had indeed begun to put forward the argument that the Estate Surveyor and Valuer, rather than engineering professionals was ideally suited for such responsibilities.

Facilities management according to the (Centre for Facilities Management, 2010) is the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs”. It may also be defined as “the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contribute to achieving its strategic objectives in changing conditions (Keith, 2009). As buildings become more complex and house more technology, user expectations rise and the pressure on them to perform increases. Increasing legislation to ensure health, safety and welfare as well as to protect the environment has added new responsi-

bilities on companies to manage the workplace.

Center for Facilities Management, (CFM, 2010) emphasized the need to focus resources on meeting user needs to support the key role of people in organizations and strives to continuously improve quality, reduce risks and ensure value for money. CFM (2010), scope of the discipline covers all aspects of property, space, environmental control, health and safety, and support services, and requires that appropriate control points are established in the organization. The facility plan will set out these policies and identifies corporate guideline and standards. The plan will describe the organization, structure, procedures and responsibilities of all stakeholders. Facilities management lay out an organization's response to vital issues such as space allocation and charging, environmental control and protection, direct and contract employment. Facilities management is relevant to all sectors in developed and developed and developing countries”.

Alexander (1996) examined the core activities of facilities managers which includes organization and management, quality management, value management, risk management, building performance, environmental management, information management, support services and project management. Park (1998) opined that the duties of a facilities manager must include but not limited to space planning, maintenance and feedback, operational services, assets management, life cycle costing, system and software, services, allied activities, health and safety and property portfolio. Spedding (1999) further iden-

tified ten business areas of FM consultants as follows: - building valuation and inventories; space analysis; user and occupancy surveys; safety and security audits; telecommunication and information system provision and support; Inspection of premises and maintenance; furniture and equipment surveys; planning and management of contracted out services; relocation of premises and procurement of new properties.

There is no doubt that the field of facilities management is broad and continues to widen as more and more practitioners join the league. But there is indeed the need to streamline the functions that are being performed by the facilities managers. It is also obvious that many of the professional callings highlighted above are currently the areas of professional callings of other professionals. Ojo (2002) compared property management and facilities management and concluded that many areas of professional callings of the estate surveyor and valuer are now embedded in the work of the facilities managers but there are obvious differences in areas of space planning, churn management and workspace resource management.

### **Factors Influencing Facilities Management Practice By Nigerian Estate Surveyors**

Factors for facilities management practice generate limitations to and standards for facilities management practice and decision making. Various authors have examined factors of facilities management practice. Some of them include Lee (2002),

Nutt (2002), Hinks (2002), Bennett (2000), Cotts (1999) Krumm et al (1998), Schindler (1998), and Barrett (1995) but the most prominent amongst these are the studies by Chotipanich (2004) and Moore and Finch (2004). Chotipanich (2004) after conducting a literature review categorized factors that influence facilities management practice to include: internal factors including organizational characteristics, facility features, and business sector; and external factors including economic, social, environment, legislation and regulation, facilities management market context, and local culture and context.

Moore and Finch (2004) in the study which investigate the factor responsible for the growth of facilities management in South East Asia, identified globalization, information technology, high cost of space, employee expectations, cost of mistakes, labor costs, regional economy, property market, general business environment, market maturity and procurement systems as factors that influence the growth of facilities management in the region. The influence of globalization and information technology was identified as one of the main drivers of facilities management growth. Literature showed factors influencing the practice of facilities management. There are some factors common to more than one list, but there is certainly no general agreement on the variables. Review of previous research shows some common factors that influence facilities management practice. They include: size of an estate; type of business of an organization; extent of contracting out of service;

physical features of facility; existing culture of an organization; client demands/expectations; training; presence of environmental policies/legislation set by a company or government; presence of expertise needed to create a very good working environment; cost control of services provided; monitoring of performance of past FM services provided; and economic climate of the country.

### **Literature on Facilities Management and the Perception of Estate Surveyors and Valuers**

According to Strathclyde (1994), the College of Estate Management conducted a study on how Facilities Management is perceived by property professionals and the research examined professionals in various sectors and was able to determine their respective perceptions of Facilities management, the definition they accorded it, the perceived differences between facilities management and property management as well as how the organization the respondents worked in influenced perception of Facilities management. Another study by Hinks (1999) looked into the extent to which chartered surveyors in the UK are taking professional roles of facilities management. It also examined the role of the Royal Institution of Chartered Surveyors (RICS) in the future of Facilities management. The survey of RICS members provided a better understanding of the scope of Facilities management from the view point of the RICS and its members. One has to be cautious in accepting the outcome of these studies as relevant to Nigeria, since they

were carried out in a different cultural, social and institutional setting.

Ogunba & Adewunmi (2005) carried out a study to examine the role perception of estate management professionals in facilities management in Nigeria. Within the professional body of Nigerian estate surveyors and valuers (the Nigerian Institution of Estate Surveyors and Valuers), facilities management has become an important subject of discussion. It began to be a focus of discussion at the Institution's 1993 Owerri Conference and became more so at the 1998 Kano Conference. Papers presented at the conference and elsewhere discussing facilities management in relation to the role of the estate surveyor and valuer include papers, such as Odiete (1998), Fatokun (1998), Udo (1998), Umezuriuke (1998), Fatokun (2002), Ojo (2002), Omirin (2000), amongst others.

The increasing recognition of facilities management by the Institution and its practitioners is a reflection of the increasing recognition accorded to facilities management in Nigeria's business world. It is clear that leading corporations - especially those that are global players with operational centers and staff across the world - are increasingly making demand for such services. In recognition of this, many Nigerian Estate Surveyors and Valuers have joined the recently formed International Facilities Management Association (Fatokun, 2002). Some of the Nigerian papers tended to view facilities management and property management as more or less one and the same and by implication uni-disciplinary rather than

multidisciplinary.

This appears to be the assertion of Udo (1998), Odieta (1998) and Ojo (2002) who opine that estate surveyors are by their related skills and training (in real estate acquisition, lease negotiations and management, construction project management, space planning and management and premises operation and maintenance very relevant to facilities management), and indeed are already employed as facilities managers in both public and private sectors of the economy (either as an in-house or consultant facility managers). They suggest that whether the surveyor is a consultant or in-house adviser, he offers value-added advice to the benefit of the users and helps to unlock users' property problems and realize property values.

This attitude by estate surveyors is probably a defensive attempt to restrict the property and facilities management fields to itself against a perceived competitive threat from other professionals. Umezuruike (1998) and Adewunmi (2006) however lend credence to the call for multidisciplinary management of facilities. Still, the role to be played by the estate surveyor within such a multidisciplinary framework is not clearly defined. Fatokun (1998) recognizes this, and calls on the Nigerian Institution of Estate surveyors and Valuers to strengthen, establish, and encourage further studies on facilities management through conduct of CPD, workshops, seminars. Umezuruike (op. cit) suggests that the role of an Estate surveyor as a facilities manager will depend on the nature of the organizational structure in place, the efficiency and effectiveness of the entire man-

agement system and the focus of management and management policies.

### **Theory of Management**

Management is defined as "getting things done through and with others (Nwachukwu, 2007). It can be more scientifically defined as the co-ordination of all the resources of an organization through the process of planning, organizing, directing and controlling in order to attain organization objectives (Lawal, 2002). Management is seen as a process demanding the performance of a specific function (Stephen et. al. 2002). The manager is the individual to provide the dynamic force or direction (Nwuba, 1994) and expected to possess special talents or abilities quite different from non-managers (Nwachukwu, 2007).

Management function is identical in all formal organizations whether it is a profit making organization or a non-profit-making organization. The concept of the universality of management implies that all managers irrespective of their profession in the organizational hierarchy perform at one time or the other identical functions. What managers do in organizations are similar as; making decisions, focusing on objectives, planning and setting policies and organizing and staffs, community with subordinates, colleagues and superiors; directly and supervising; and controlling (George, 1967).

### **Evolution of Facilities Management**

Owen (1995) gave a brief beginning of the facilities management faculty. Facilities management's roots are to be found in a

broad spectrum of backgrounds. The term “facilities management” itself originated in the hi-tech computer world and was transposed into the built environment area via space planners and office furniture manufacturers. There it was used as a communication vehicle between these interior space specialists and a wide range of clients or “users”; many represented by staff with no property background, including personnel and administrative staff, accountants and production managers.

Facilities Management (FM) became recognized as identifiable management concept in the United States of America at the start of the eighties and has been practiced in the United Kingdom since about 1983, with the main growth occurring this decade. All the functions, which are now incorporated under the facilities management umbrella, existed prior to the recognition of FM. What FM has achieved, that is new, is an understanding that a co-ordinated and integrated approach to a range of business activities can add value to an organization's process. This was corroborated by Spedding (1999) when he said that what is new in FM is the view of the support which the property can give to the mission and goals of a particular business. The practice of facilities management as a professional discipline (with its own defined procedures, professional and educational associations, and the like) has begun. The growth of the most prominent trade organization in this field – The International Facilities Management Association (IFMA) – from its inception in 1980 to 1,500 members in 1985 and more

than 4,000 members in 1987 is one dramatic example. Spedding (1999) was in line with this account when he revealed that he came in contact with the concept of FM in the late 1980s.

The re-structuring of the Royal Institution of Chartered Surveyors (RICS) England from seven divisions into sixteen faculties in 1995 saw the coming into existence the Facilities Management Faculty. This gave impetus to the professionalization of Facilities Management among surveyors. This incident led the College of Estate Management at the University of Reading to establish a professional diploma in facilities management, which was accredited by the RICS. The combined efforts of the RICS, BIFM and IFMA through conferences, publications, and research and industry liason have internationalized facilities management and these actions have been aided and abetted by communication and information technology including internet.

### **Research Methodology**

This paper tends to investigate the attitude and perception of the Estate Surveyors and Valuers to facility management practice in Akure, Ondo State, Nigeria with a view to understand and add to existing knowledge the importance of facility management in real estate profession. The target population for the study are the practicing Estate Surveyors and Valuers. According to the 2012 directory of the Ondo State Branch of the Nigerian Institution of Estate Surveyors and Valuers (NIESV), there are twenty-one (21) firms of Estate Surveyors and Valuers practicing in the Ondo, hence it

will serve as the sample frame for this study and since it is within a manageable size it will also constitute the sample size for the study. Questionnaires were administered to the 21 Estate Surveyors and Valuers in Akure as they constitute the sample size. Questions relating to level of awareness on the practice, the perception about the practice, scope and coverage areas of facility management services were peculiar questions asked to ascertain the perception and attitude of Estate Surveyors and Valuers on the practice of facility management in Akure. The data obtained was analyzed using descriptive statistics.

**Results and Discussion**

Table 1 showed that out of 21 respondents, 80.95 percent report that they have had a high working understanding of facilities management, while 19.05 percent do have a low but appreciable level of facilities management awareness. This suggests that though facilities management is apparently obscure and new phenomenon as an emerging field of interest in Nigeria, a significant portion of estate surveyors are aware about facilities management as a wider and distinct discipline from property management.

*Table 1: Level of Facilities Management Awareness*

Awareness	Frequency	Percent
High	17	80.95
Low	4	19.05
Not Known	0	0.00
<b>Total</b>	<b>21</b>	<b>100</b>

Source: Field survey, 2014

Table 2 showed that 57.14 percent of the respondents are of the opinion that facilities management is an integral part of the traditional property management, hence they believe that facilities management is not different from the normal

practice of property management and 28.57 percent of them still sees the profession as a distinct profession on its own which should not be marry together with property management.

Table 2: Perception of Surveyors on professional status of FM Practice

Perception	Frequency	Percent
Integral part of traditional property management	12	57.14
A distinct profession	6	28.57
A consortium of professionals	3	14.29
<b>Total</b>	<b>21</b>	<b>100</b>

Source: Field survey, 2014

Most of the estate surveyors and valuers who claimed to be aware and also participate in facility management in their firm were of the opinion that the areas which they cover in the aspect of facility management is the asset management as evidenced by 47.62 percent of the

respondents view while 28.57 and 23.81 percent specialize in space management and services management respectively. This showed that the total coverage area which facility management emphasis has not been fully exploited by the practitioners in the state.

Table 3: Scope and Coverage Areas of FM Services in Estate Surveying Firms

Scope and Coverage Areas	Frequency	Percent
Asset Management	10	47.62
Space Management	6	28.57
Behavioural Management	0	0.00
Operational Management	0	0.00
Services Management	5	23.81
Health and Safety	0	0.00
Environmental Control	0	0.00
Support Services	0	0.00
<b>Total</b>	<b>21</b>	<b>100</b>

Source: Field survey, 2014

Table 4 showed that estate surveyors perceive the future facilities management market in Nigeria lie mainly with their own profession. The percentage of respondents that agreed strongly and moderately to this assertion was 38.09% and 19.05 % respectively. This view suggests that Nigerian estate surveyors do not yet really accept the notion that facilities manage-

ment is multidisciplinary in nature. This result is contrary to the results in similar studies in the UK which showed that surveyors favored multidisciplinary practices. The disparity is probably attributable to the fact that the RICS itself is multidisciplinary in nature and there is a greater level of facilities management awareness in the UK.



Table 4: Perceptions by Surveyors' Areas of Profession where Facilities Management Practice lies

Statements	Rating			
	Strongly Agree	Agree	Disagree	Strongly disagree
Estate Management dominates	8 (38.09)	4(19.05)	5(23.81)	4(19.05)
Construction professions shares the facilities management market	6 (28.57)	10(47.62)	2(9.52)	3(14.29)
Multi-disciplinary facilities management consultants develops	5(23.81)	10(47.62)	3(14.29)	2(9.52)
Other non-construction fields takes over FM	3(14.29)	4(19.05)	9(42.85)	5(23.81)

Source: Field Survey, 2014

**Conclusion**

Facilities management is evolving globally as a multidisciplinary discipline. In the process of its evolution, the role of each discipline has begun to require clarification. Chartered Surveyors in the UK have begun the process of clarification on this issue, but in Nigeria, there has hitherto been no investigation into this area. Rather, the profession has defensively tried to secure the entire profession for itself, ostensibly because it has hitherto preformed the property management role. The result has been a lot of confusion as to the Estate Surveyors' scope, and areas of best contribution in facilities management. This paper has attempted to make a contribution to the needed clarification.

The paper is justified by the need to ensure that estate surveyors distinguish themselves in an emerging discipline that is related to their training and skills, not through a defensive stakeout against competing professionals but through clarifying areas of best contribution within a multidisciplinary framework to increa-

singly sophisticated clients. Clients in particular want to be convinced that in relation to other professionals, the property surveyor is able to meet some of the core competencies within the ambit of facilities management. The estate surveyor needs to clarify his best role in this discipline, and then focus and develop his skills in such areas so that he can develop valuable specialist service delivery.

**Recommendations**

The following recommendations were put forward towards improving the practice of facilities management. They are:

- i. Nigerian surveyors must accept the globally acknowledged multidisciplinary nature of facilities management and seek to define areas of best relative contribution within a multidisciplinary team that consists of other professions who also have facilities management contributions.
- ii. Surveyors should stick to the competency area of the profession and leave other areas to other more competent

disciplines since more efficient contribution from estate surveyors in facilities management can be achieved with the provision of wider education and training.

- iii. The roles of different professionals can be complementary in the evolving multidisciplinary approach to facilities management. There need be no unnecessary overlap of functions between professions once the role of each is clearly defined.
- iv. There is a need for enlightenment about the relevance of the surveyor in identified core competencies, given the skills and training. In Nigeria, such enlightenment is perhaps best done by the Estate Surveyors professional body, the Nigerian Institution of Estate Surveyors and Valuers (NIESV).

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