A Study on Facility Management Practice in Nigeria: A Case Study of Nigerian Communication Commission, Abuja Nigeria

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Abstract: This paper examined facility management practices in Nigeria using Nigerian Communication Commission (NCC) as a case study. Both primary and secondary data were utilized for this study. The target populations are the staffs of the Nigerian Communication Commission, Abuja, the facility managers at the NCC and the estate surveyor in charge of the facility management team at NCC Abuja. Data collected was analysed using Statistical Package for the Social Sciences. Findings revealed that both genders were well represented across the study area as, 80.7% of the residents were male while 19.3% were female. Findings revealed that revealed that almost all the respondents have acquired formal education with the majority 97.8% having tertiary education, 2.2% claimed to have secondary certificate. The study showed that most of the respondents agree that the most important service to them is the maintenance service. Findings established that the main reason the management of the study area seeks the assistance of a facility manager in their organization and it explains that most of the staffs of the study area believe that the main reason for outsourcing is to focus on their core business. The study concluded that facility management is presently at its inception stage in the Nigeria and the suggestion is that the profession requires efficient championing to allow it to develop into a grown phase as being presently observed in the developed economies.

Keywords: Facility, Management, Services, Outsourcing, Practice

1. Introduction

Facilities management (FM) is the means by which infrastructures or buildings are kept fit for purpose. IT has developed in the past decade into a main, prosperous business and discipline, and continues to develop in different nations [1]. According to the International Facility Management Association defines FM as the practices of coordinating the physical workplace with the people and work of the organization [2] is a tolerable means of getting the required space effective for an organisation with specific target on the organisational facilities.

However, [3] defined facilities as "the premises and services required accommodating and facilitating business activity". Bearing this in mind, to have any chance of being fully cost effective the management of facilities must precisely encircle the three generic cost centres which includes premises, support services and information technology. And according to [4] the sector is worth between £40bn and £95bn per annum. This therefore has made the term facilities management or facility management an acceptable concept by governments, business organisations, educationalists and researchers as an important element of today's business world.

As a key economic prosperity; with greater reliance on office productivity [5], FM is seen as a process of amelorating the effectiveness of Japanese office workers. According to the researcher, the scope of discipline covers all facets of property, space, and environmental control, health and safety, and support services. Its importance, as an infrastructural development, marks/represents the basis and bedrock of any development effort in any part of the world

today [6]. If therefore such facilities such as land and buildings would execute the anticipated role of contributing to economic growth, it is very salient that these facilities are creditably and appropriately maintained so that they are always fit for purpose they are meant for.

Also, facility management is of significance to Organisations of all forms and, as an emerging discipline, it has grow into the target for the major issues of leading worth and customer satisfaction within the management of supporting services. Well-managed services qualify an organisation to function at its most efficient and effective level, offering real added value improvements to the organization's core business and more importantly- costs savings, this is where the concept of Facility Management Outsourcing comes in [7].

All organisations have both core and the non-core business operations. FM as a non core activity, however, has been found to be required to attaining the core objectives of the organisation [8-10]. It has been used by organisations to achieve strategic advantage against competitors. Its adoption, however, has made been common in developing countries like Nigeria, where the wave of globalisation has been felt. FM is of significance to Organisations of all kinds and, as an emerging discipline, it has become the focus for the important issues of best value and customer satisfaction within the management of supporting services [11]. Well-managed services enable an organisation to function at its most efficient and effective level, offering real added value improvements to the organization's core business and more importantly- costs savings [12-15]. With these advantages, it is not sure whether public organisations in Nigeria are benefiting as such. Whereas public buildings like the NCC, building that host the headquarters of the Nigerian Communication Company seems to be significant to effective delivery of communication service in the country. The extent to which the stakeholders are contented with FM service delivery remains unanswered. Yet, the level of satisfaction will suggest how other public organisations will embrace FM. It is also unsure the types of challenges that FM delivery in such organisations is encountering. This is because, identifying the challenges and possible solutions will assist the professional body in Nigeria to develop appropriate practice for the local economy. Therefore, the study examined the operations of facilities management outsourcing in NCC with a view of providing guideline for the development of facility management in Nigeria.

2. Literature Review

Facility Management is being elevated to a strategic level of importance and is therefore being given the duty and opportunity to contribute to business success and to aid the delivery of competitive advantage [16]. Indeed, in current years, the range of services covered within the remit of FM has become more complex, as facilities management has moved into the core operational purpose of client organisations [17, 18]. It is mandatory for facilities management service providers and their customers to acknowledge the role of facilities management in the organization's strategic operations and control the best of it [8]. Facility managers around the world are under increasing force to lower employing costs by utilizing best practices for the type of facility managed and by making their existing buildings more energy efficient.

Series of studies have been conducted on facility management outsourcing by [19, 20, 21, 22, 23] looking at the practice of facility management from different angles. However, [24] conducted a study on the effect of facility management outsourcing on firm level performance metrics, providing evidence about outsourcing influences on a firm's cost-efficiency, productivity and profitability. The research is concerned with empirically examining the influence of outsourcing on a firm's performance. The research gives evidence that facility management outsourcing can improve a firm's cost-efficiency. The research explores avenues for further research to investigate the returns on facility management outsourcing.

However, [25] conducted a research on the concept of facility management is a recognized business planning strategy; senior corporate management and facilities services have been progressively outsourced in the UK for several years. The researcher stated that however transforming an outsourcing business plan into an effective and balanced operating contract remains challenging. Getting your outsourcing project correctly positioned in the business, procuring the right integrated facilities contractor and then subsequently mobilizing and managing the contract can be a tough journey to navigate. His research describes how to approach the principles and practicalities of outsourcing noncore services and how to make sure that some of the principal pitfalls along the road of the outsourcing project are avoided.

Also, [26] study shows that facilities management outsourcing involves turning over the complete management and decision-making authority of an operation to somebody outside organization. The study presented the contrast between outsourcing and in-house facilities management in terms of the definition, advantages and disadvantages. This study provided a functional management instrument for selecting the suitable plan to expand the facilities output in order to lower building life-cycle costs and maximize profits.

Furthermore, [27] conducted a study aimed at analyzing the recent procurement practice of facilities management services in Uganda, from which the growth of facilities management in Uganda may be projected. The analysis revealed that the most widely outsourced services are security and catering. The most usual pilot for outsourcing was the essential to gain quality services from another organization's expertise. For the organizations that acquire services in-house, the most common motivation to do so was the desire to control the service quality and response time. One of the major conclusions drawn from the research is that the facilities management industry in Uganda though not officially recognized exists in a capacity separate to property management. It is a field that reveals constant growth in line with the economy.

Moreover, [28] examined risk factors connected with outsourcing of facilities management (FM) services. The study administered questionnaires on 146 registered members of International Facilities Management Association (IFMA), Nigeria chapter, who carry out their professional practice in Lagos, Nigeria. A total of 61 of them returned valid questionnaires, giving a response rate of 41.8 percent. His findings reveal that "poor quality of services" was rated the most critical risk factor connected with facilities management outsourcing, while "security" and "inexperience" closely followed in that order. The study gives an unambiguous empirical-based analysis of outsourcing risks from the perspective of facilities management practice in Nigeria.

In addition, [29] conducted a study to examine the professional background of practicing facilities managers in Nigeria. The aim is pursued to guarantee that the image of the profession, as being run by competent professionals is correctly portrayed to the public who are end users of its services. The study concluded that FM is an interdisciplinary profession, which is presently at its inception phase in the country and the industry is controlled by young professionals in the built environment. The implication is that the profession needs effective nurturing to allow it to develop into a grown phase as being presently observed in the developed economies like UK and USA.

Although several research have been carried out by different authors both within and outside the country, less attention has been given to the applicability of facility management practice particularly in developing nations; hence this study.

3. Methodology

3.1. Study Area

The Nigerian Communications Commission (NCC) is the independent regulatory authority for the telecommunications industry in Nigeria. The NCC was created under Decree number 75 by the [Federal Military Government of Nigeria] on 24 November 1992. The NCC was charged with the responsibility of regulating the supply of telecommunications services and facilities, promoting competition, and setting performance standards for telephone services in Nigeria. The Decree has been abrogated and replaced with the Nigerian Communications Act (NCA) 2003 (www.ncc.gov.ng).

Among the Departments that report to the EVC/CEO is the Universal Service Provision Fund - established under the Nigerian Communications Act 2003 to facilitate the achievement of national policy goals for universal access and universal service to information and communication technologies (ICTs) in rural, un-served and under-served areas in Nigeria. The Fund is being managed to facilitate the widest possible access to affordable telecommunications services for greater social equity and inclusion for the people of Nigeria (www.ncc.gov.ng).

The Nigerian Communications Commission's organisational structure is comprised of twenty (20) departments, including the four (4) departments under the Human Capital & Infrastructure Group. The Headquarters of the organisation, situated in Abuja, is therefore used as a cast study for the study.

3.2. Materials and Methods

Both primary and secondary data were utilized for this study. The target populations are the staffs of the Nigerian Communication Commission, Abuja, the facility managers at the NCC and the estate surveyor in charge of the facility management team at NCC Abuja. The sample frame of a research work has the total population from which the sample size for the research was drawn. With regards to this study, the sample frame is the total number of staff in Nigerian Communication Commission which is 720; facility managers (6) and Estate Surveyor (1).

Systematic sampling procedure was employed in the administration of questionnaires, having got the number of departments in the study area. A questionnaire was admitted to each director of each department and three other staffs of each department which were selected through a random process and 3 questionnaires were administered to the Facility Manager, the assistant Facility Manager and an engineer of the facility management team; and the Senior Partner of Ora Egbunike and Co and the General Manager of the Firm as well as a junior staff of the firm. Data collected was analysed using Statistical Package for the Social Sciences.

4. Analysis and Interpretation of Data

4.1. Gender of Respondents

The gender distribution of the respondents across the selected respondents is as contained in Table 1. Findings revealed that both genders were well represented across the study area as, 80.7% of the residents were males while 19.3% were females. In disaggregated manner, the NCC staffs, 42.1% were males while the remaining 57.9 % were females. The facility managers present on site, 100% were males while there were no females at all. Also in Ora Egbunike, 100% were males while there were no females at all.

***Table 1.** Gender of Respondents.*

		Gender of Respondents		Total
		Male	**Female**	
NCC Staff	Frequency %	32 (42.1%)	44 (57.9%)	76 (100%)
Facility Managers	Frequency %	6 (100%	0 (0%)	6 (100%
OraEgbunike & Associate	Frequency %	4 (100%)	0 (0%)	4 (100%)
Total	Frequency %	42 (80.7%	44 (19.3%)	86 (100%)

Source: Field Survey, 2017.

4.2. Age of Respondents

Data on respondents' age distribution were grouped into four: those with less than 30 years; young adults for those within the age of 31 to 40 years; elderly adults for those within the age of 40 to 50 years and old people for those with 50 years and above. It is revealed in Table 2 that majority of the respondents (64.2%) were between ages of 31-40 years and above, 31.8% were between 40 and 50 years, 2.2% were less than 30 years while the remaining 1.8% are 50 and above.

***Table 2.** Age of Respondents.*

Selected Cities		Age of Residents				Total
		Less than 30	31-40	40-50	50 and above	
NCC Staff	Frequency	5	26	41	4	76
	%	6.6%	34.2%	53.9%	5.3%	100.0%
Facility Managers	Frequency	0	5	1	0	6
	%	0%	83.3%	16.7%	0%	100.0%
OraEgbunike & Associates	Frequency	0	3	1	0	4
	%	0%	75%	25%	0%	100.0%
Total	Frequency	5	34	43	4	86
	%	2.2%	64.2%	31.8%	1.8%	100.0%

Source: Field Survey, 2017.

4.3. Marital Status of Respondents

The summary of data collected and analyzed on marital status of the residents is as presented in Table 3. Marital status was categorized into three: single, married and those that are married but not more in any relationship as they were either widowed or divorced. It is revealed that most (91.7%) of the respondents were married, 4.8% of the respondents are single while 0.4% are either widow or widower. Only 2.2% of the respondents are separated while divorced is just .9%. In disaggregated manner, the pattern looks similar as 75%, 100% and 100% claimed to be married in Nigerian Communication Commission, Total Facility Management Services and Ora EGbunike & Associate as the case may be.

***Table 3.** Marital Status of Respondents.*

		Single	Married	Divorce	Separated	Widow/Widower	Total
NCC Staff	Frequency	11	57	2	5	1	76
	%	14.5%	75.0%	2.6%	6.6%	1.3%	100%
Facility Managers	Frequency	0	6	0	0	0	6
	%	0%	100%	0%	0%	0%	100%
OraEgbunike & Associates	Frequency	0	4	0	0	0	4
	%	0%	100%	0%	0%	0%	100%
Total	Frequency						
	%	4.8%	91.7%	0.9%	2.2%	0.4%	100%

Source: Field Survey, 2017.

4.4. Educational Attainment of Respondents

Analysis of data collected on the educational attainment of residents as presented in Table 4 revealed that almost all the respondents have acquired formal education with the majority 97.8% having tertiary education, 2.2% claimed to have secondary certificate. This proportional representation of respondents' with tertiary education may influence the residents' response in the study of facility management in the study area.

***Table 4.** Educational Attainment of Respondents.*

Selected Cities		Educational Attainment			Total
		Primary	Secondary	Tertiary	
NCC Staff	Frequency	0	5	71	76
	%	0%	6.6%	93.4%	100.0%
Facility Manager	Frequency	0	0	6	6
	%	0%	0%	100%	100.0%
OraEgbunike & Associates	Frequency	0	0	4	4
	%	0%	0%	100%	100.0%
Total	Frequency	0	5	81	86
	%	0%	2.2%	97.8%	100.0%

Source: Field Survey, 2017.

4.5. Income Distribution of Respondents

The findings revealed that 56.9% of the respondents earned #50,000 to #100,000, 17.8% earned #250,000 and above, 16.1% earned less than #50,000, while 9.2% earned #100,000- #250,000. There is the tendency that respondents' with higher income may support facility management because they can afford the services of a facility manager whereas; respondents' with lower income may not be able to, due to financial constraint. This proportional representation of the respondents' with low income may influence the respondents' response in the evaluation of facility management in the study area (table 5).

Table 5. Income Distribution of Respondents.

Selected Group	INCOME (₦)				TOTAL
	Less Than 50,000	50,000-100,000	100,000-250,000	250,000 and above	
NCC Staff	5	41	21	9	76
	6.6%	53.9%	27.6%	11.8%	100%
Facility Management	1	4	0	1	6
	16.7%	66.7%	0%	16.7%	100%
OraEgbunike& Associates	1	2	0	1	4
	25%	50%	0%	25%	100%
TOTAL	7	47	21	11	86
	16.1%	56.9%	9.2%	17.8%	100%

Source: Field Survey, 2017.

Respondents level of satisfaction with facility management in the study area.

4.6. Services Provided by the Facility Team

This section discusses the services they receive from the facility management team, and also a ranking of which service is most important to them. In the table 6 it shows that most of the respondents agree that the most important service to them is the maintenance service.

Table 6. Services Provided by the Facility Management Team.

Type Of Service	Yes	No	Mean	Rank of Service
Maintenance	71 (93.4%)	5 (6.6%)	1.9342	1
Security	56 (73.7%)	20 (26.3%	1.7368	2
Cleaning	52 968.4%	24 9 (31.6%	1.6842	3
Help desk	41 (53.9%	35 (46.1%	1.5526	4
Catering	42 (55.3%)	34 (44.7%)	1.5395	5
I.T	26 (34.2%	50 65.8%	1.4868	6
Transport	35 (46.1%)	41 (53.9%	1.4605	7
Mail& Reprographics	37 (48.7%	39 (51.3%	1.4211	8
Office administration	32 (42.1%	44 57.9%	1.3421	9

Source: Field Survey, 2017.

4.7. Reason for Outsourcing

In table 7 below we look at the main reason the management of the study area seek the assistance of a facility manager in their organization. In the table below it explains that most of the staffs of the study area believe that the main reason for outsourcing is to focus on their core business.

Table 7. Reason for outsourcing.

Position Held	Reason For Outsourcing			Total
	Cost cutting	Focus on core business	Downsizing	
Director	4	7	1	12
Asst. Director	6	3	0	9
Senior Staff	13	19	4	36
Junior Staff	3	8	8	19
Total	26	37	13	76
	34.2%	48.6%	17.1%	100%

Source: Field Survey, 2017.

4.8. Satisfaction Level with Services Received from Facility Team

Findings revealed that the satisfaction level of the staff of the study area on the services received from the facility management team. The table below shows that 42.1% of the staffs are satisfied with the service they receive from their facility management provider (Table 8).

Table 8. Satisfaction Level with services received from facility team.

ITEMS	SATISFACTION LEVEL (%) (N = 184)						
	Strongly Disagree %	Disagree %	Fairly Agree	Agree	Strongly Agree %	Mean Score	Rank
Poor funding	1 (16.7)	5 (83.3)	0 (0.0)	0 (0.0)	0 (0.0)	4.8333	1
Bureaucracy	0 (0.0)	2 (33.3)	0 (0.0)	2 (33.3)	4 (66.7)	4.6667	2
Difficulty in procuring materials	1 (16.7)	33 (17.9)	22 (12.0)	1 (16.7)	3 (50.0)	3.8333	3
Environmental effect	0 (0.0)	0 (0.0)	2 (1.1)	3 (50.00)	0 (0.0)	3.5000	4
Safety / health	0 (0.0)	0 (0.0)	5 (83.3)	1 (16.7)	0 (0.0)	3.1667	5
Availability of skilled labour/ professional	0 (0.0)	1 (16.7)	4 (66.7)	1 (16.7)	0 (0.0)	3.0000	6
Automation	2 (33.3)	2 (33.3)	1 (16.7)	1 (16.7)	0 (0.0)	2.5000	7
Security provision	0 (0.0)	5 (83.3)	1 (16.7)	1 (16.7)	0 (0.0)	2.1667	8

Source: Field Survey, 2017.

4.9. Performance of the Facility Management

In the table 9 below, findings examines the performance level of the facility management from the staff of the study area point of view. It shows below that 23.7% of the staffs are very satisfied with the performance level of the facility manager, while 51.3% are satisfied, so it is too safe to say the performance level of the facility management team is very acceptable.

Table 9. Performance of the Facility Management.

Performance level	Frequency	Percentage (%)
Very Satisfied	18	23.7
Satisfied	39	51.3
Fairly Satisfied	4	5.3
Unsatisfied	9	11.8
Very Unsatisfied	6	7.9
Total	76	100%

Source: Field Survey, 2017.

4.10. Problems Encountered

The table below explains the different problems that usually come with facility management. The study revealed that the main problem facility management is the problem of funding. Although some gave their opinion stating that bureaucracy is also one of the major problems after finance where organizations tend to favour on of their own over an outsider.

Table 10. Facility Management Problems.

Items	LEVEL OF AGREEMENT (%) (N = 184)						
	Strongly Disagree %	Disagree %	Fairly Agree	Agree	Strongly Agree %	Mean Score	Rank
Poor funding	1 (16.7)	5 (83.3)	0 (0.0)	0 (0.0)	0 (0.0)	4.8333	1
Bureaucracy	0 (0.0)	2 (33.3)	0 (0.0)	2 (33.3)	4 (66.7)	4.6667	2
Difficulty in procuring materials	1 (16.7)	33 (17.9)	22 (12.0)	1 (16.7)	3 (50.0)	3.8333	3
Environmental effect	0 (0.0)	0 (0.0)	2 (1.1)	3 (50.00)	0 (0.0)	3.5000	4
Safety / health	0 (0.0)	0 (0.0)	5 (83.3)	1 (16.7)	0 (0.0)	3.1667	5
Availability of skilled labour/ professional	0 (0.0)	1 (16.7)	4 (66.7)	1 (16.7)	0 (0.0)	3.0000	6
Automation	2 (33.3)	2 (33.3)	1 (16.7)	1 (16.7)	0 (0.0)	2.5000	7
Security provision	0 (0.0)	5 (83.3)	1 (16.7)	1 (16.7)	0 (0.0)	2.1667	8

Source: Field Survey, 2017.

5. Difficulty in Practice

Some professionals in the fields at Ora Egbunike and Associates gave their opinions on the difficulty which they encountered during their practice as a professional. 50% of the respondents' stated that finance is one of the difficulties facing the organisation while the remaining 50% referred to delay in payment.

***Table 11.** Difficulty during practice.*

Difficulty	Frequency	Percentage (%)
Finance	2	50
Delay in Payment	2	50
Total	4	100

Source: Field Survey, 2017.

6. Conclusion and Recommendations

The study concluded that the practitioners have a long way to go and mostly the clients have to be able to stick to their contracts to enable the facility management practitioners perform at optimum satisfaction. Nigeria has a long way to go which can considered good news because there is a field of affluent chances for the refined supervisor and organisation (financial and economic benefits).

What pilots the growth of expanding outsourcing in any country is more than the systems provided and the users available. In the case of the Nigeria there is a market for outsourcing and comprehension of its prospective interests for the organisation. This is to say that the current organisation has an eye to the future and has explored that outsourcing has a part to play. The public sector has to also be supportive of the practice. They have to take the responsibility of controlling location, maintenance and services off their hands and passed it on to certified service mainstays. This colour a picture of a sector that is assisted by all the pertinent sectors of the economy; financial, public, service, construction, etc. Nigeria has no such luck as it is afflicted by economic crisis. Inadequate maintenance lifestyle and poor formation are also defects to setting up a resilient outsourcing field in the country. Despite all these, there has been a noticeable development in the growth of outsourcing in Nigeria. For Nigeria, there is an increased interplay between the private and public sector. Such interconnection and credence produces a stronger core for the economy which will further the combination of different sectors and services leading to a greater delivery and economies of scale.

When contracts are well analysed and the cost involvements are correctly examined before they begin, there is a considerable probability that values are curtailed. The organisations have more running cash to supply back into the business. In the case of the public purse, there is reduced pressure to increase taxes. Foregoing practice particularly for organisations with rigid finances would be to put as little as possible into the facilities management department as it is seen as the non- core department. When these services are outsourced, the facilities manager is rest guaranteed that the budget would not be reduced when they is a need to reduce organisational budget. The organisation now rewards for services delivered. The implication overall for the facility manager is an active delivery of services with the mandatory number of staff and equipment.

On both sides of outsourcing (the client and supplier) there is a facilities manager. The growth and anticipated growth of facilities management intelligently stipulates that there will be an expansion in the demand for experienced managers but there are few explanations that facilities managers are prepared for this. The trainings organized by the British Institute of Facilities Management (BIFM) have increased but do not indicate a consciousness of what is requireed. New jobs are posted daily but are there qualified managers for these positions? According to the BIFM, they are only seven higher institutions accredited to teach facilities management and two of these no longer have active accreditations. Those that have been taught hardly ever have the practical experience needed to go with it and have to start from scratch. The Nigerian market has a worse record.

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