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A STUDY OF FACILITY MANAGEMENT SERVICES AND ITS AUDIT IN INDIA

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ABSTRACT

This study helps to find out that there is a strong correlation between facility management audit and FM Services namely Administration services, Security services, Housekeeping services, Engineering/Technical services, Utility services, Landscape maintenance services, AMC/Warranty services, Health, Environment and safety services, Other FM services. The difference between R square and adjusted R Square also gives us a clue regarding the possibility of generalizing the computed model from the used sample to the entire target population. The present variance analysis also reveals a high prediction consistency of the computed model relative to the residuals. This study also clearly infers that as Beta coefficient is negative for Housekeeping/Custodial services, Landscape maintenance services, Health, Environment and safety services and Other FM services no statistical significance can be interpreted from the predictor. On the other hand, Beta coefficient is positive for FM Admin services, Security services, Engineering/ Technical services, Utility services and AMC/Warranty services therefore for every 1-unit increase in the predictor variable, the dependent variable will increase by the unstandardized beta coefficient value.

KEYWORDS

facility management services, facility management audit.

INTRODUCTION

Facility Management: The European standard for facilities management defines it 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." According to International Facility Management Association "Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology". Facility Management, for any property or place or building, comprises of services and management of Security, House Keeping, Engineering / Technical, Utility, AMC / Warranty, Landscape, Administrative & Help Desk, Vendors, Environment & Safety & other related services.

A facility management audit is a process of data collection & analyse it, related to all facility management deliverable for any place or property. The purpose or aim of the facility management audit is to conduct a comprehensive study that meets the needs of the entire facility management effort in a coordinated manner. This eliminates the need for redundant collection efforts.

Facility a Management Audits process & practice requires resources that include manpower, time, energy and skill. To do a comprehensive and accurate facility management audit will add to cost & needs structured timeframe to carry audits on regular intervals. In turn, audit is economical because it is a necessary step in the effective and efficient facility management of any property. A facility management audit is a comprehensive review of property assets. Facility Management Audit provides an understanding of how the various services are delivered & its performance.

Facility management audits should be a routine part of the facilities management administration. For the existing property, to initiate a facility management audit for the first time, ideal time is when the property undergoes any major renovation or construction activities. For new property, ideal time is just before the habitation of the property or handover. A facility management audit auditing program should be established for all properties, either new or old. Once facility management audit initiated, it must be performed on a regular basis because conditions are constantly changing.

However, in India, Audits are often triggered by the information needs of top management and legislative or regulatory bodies. By integrating the findings and data of facility management audits over the time, management can ascertain appreciated product life cycles, efficiency of services, the impact of various maintenance strategies and the future demands for the infrastructure of any property. This information can be used to increase the efficiency and cost-effectiveness of current facility management and in the future.

LITERATURE REVIEW

The Facility Management, in the opinion of **Brackertz and Kenley**, is increasingly recognized as an element of the value chain of a business through which an organization provides and maintains the quality of the work environment for its human resources and materials and ensures managers to achieve the objectives of the core business. At this point, it is imperative to clarify what is meant by this term, through a series of definitions that specify the objectives, the scope and the basic elements of FM.

Becker (1990): The Facility Management is responsible for coordinating all efforts related to planning, design and management of buildings and their systems, their equipment and their furniture, in order to improve the organization's ability to compete successfully in an environment rapid changing.

Martha J. Whitaker, (1995), claims that to improve, facility managers must first understand how their group is doing – are they meeting the expectations of management and their customers? States that facility manager who do not know the answer to this question will have a difficult time documenting their contributions and improving their services. Argues that a facility management audit which follows an orderly, objective process to compare an organization's FM resources to internal expectations and external benchmarks can help. Claims that the FM audit will give teams

An understanding of every part of their operations enabling facilities managers to develop a holistic view of facilities and strategies for continuous improvement.

Bernard (1996): Defines the facilities as "the premises and services necessary to accommodate and facilitate the core business." Considering this, the plant management has to encompass the three cost centers that include local, support services and information technology.

Harvey H. Kaiser, Dennis M. Kirkwood, (1997): designed to identify the tasks of a facilities organization seeking to improve effectiveness and efficiency. The growth of these organizations in size, variety of services, and extent of operations has made it increasingly important to audit management methods and performance on a regular basis. It provides a documented, step-by-step method of conducting a large-scale audit of a facilities management organization. Second, the process can be started in Phase III, and be used as a preliminary phase of a detailed audit, providing direction by identifying areas that merit the most intensive investigation. Either way, the audit process defines checklists of facilities maintenance management performance and provides measures of effectiveness, setting up a baseline for future comparisons.

Alexander (1999): The purpose of discipline is to cover all aspects related to space, environmental control, health and safety and support services.

Curcio (2003): The Facility Management is the "Integrated Management of the plurality of services and processes (addressed to the buildings, spaces, people), which are not included in the core business, but which are necessary for the functioning of the organization."

Pala e Pristerà (2004): the process of design, implementation and control through which it is possible to identify, find and deliver the facilities, in order to provide and maintain a predetermined level of service that can meet business demands in terms of cost and quality.

Maisarah Ali, Wan Mohamad Nasbi Bin Wan Mohamad, (2009) assessed the existing facilities maintenance management practices and processes in public hospitals, in accordance with the concession agreement (CA), in order to identify the current performance status. A case study is conducted in one district hospital in Malaysia to assess five key elements: leadership; policies, plans and procedures; training and orientation; monitoring and supervision; and service performance. This research has introduced a set of key ingredients and effectiveness measures for successful facilities maintenance management. It also explores opportunities for improving facilities maintenance management in public hospitals.

NEED/ IMPORTANCE OF THE STUDY

The Facility Management is related to service sector. In any service sector, it is highly important that all service deliverables shall be audited to know the performance & quality of the services delivered to the client. So, it is needed that a study shall be carried out to know the current practices of audit for various facility management services.

STATEMENT OF THE PROBLEM

Facility Management services encompasses long list of services depending on the type of business or industry. It has been an issue for every client that the expenditure done for such services is meeting to the desired goals or not. Is the FM service cost is adding to overall business growth or not? What are the gaps, how to fill the gaps, do we have optimized the manpower & material? Does current services meet the compliances. Audit helps to get answers to such queries.

OBJECTIVE

To analyze the Facility Management Services & its Audits, in India.

HYPOTHESIS

H₀1: No significant Facility Management services & its audit practices exist in India.

RESEARCH METHODOLOGY

RESEARCH DESIGN

This study is descriptive type and cross sectional in nature. Secondary data is used to identify the variables of interest related to Facility Management audit processes and practices.

POPULATION, SAMPLE UNIT, SAMPLE SIZE

Out of total population of Facility Management Professionals, 406 responses collected from all over India to find out the Facility management audit processes and practices in India.

SAMPLING TECHNIQUE & DATA TYPE

Non-probability sampling using Convenient and Purposive sampling is used to collect primary data from the respondents.

DATA COLLECTION TOOLS

1. Structured questionnaire is prepared on the basis of Literature review for the collection of primary data. It contains mainly closed objective type questions. The respondents were Facility managers, Facility Management companies and clients who have to choose one value at the expense of other in a forced choice method. We have used Linkert's five point scale method ranging for preparation of our questionnaire as Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5).
2. Telephonic and face to face interview is also used to collect data from the respondents.

DATA ANALYSIS TOOL

1. The collected data is coded and tabulated in the MS-Excel sheet.
2. We have used SPSS software for further analysis of data.
3. Reliability of the data collected will be assessed by applying the Cronbach Alpha method.
4. Regression analysis technique is used to establish a relation between dependent and independent variables.

RESULT & DISCUSSION

In Table-1, Cronbach Alpha reliability test is clearly presented. This study includes 10 Facility management audit and service variables. To test the reliability of all 10 variables, Cronbach Alpha reliability test is conducted using SPSS software. It is found that the variables qualify at 0.907 Cronbach Alpha Reliability test.

TABLE 1

Case Processing Summary			
		N	%
Cases	Valid	406	100.0
	Excluded ^a	0	.0
	Total	406	100.0

Reliability Statistics	
Cronbach's Alpha	N of Items
.907	10

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851	.724	.717	.41030

The value of the correlation coefficient R (0.851) certifies a strong linear correlation between the Facility management audit (Dependent variable) and Facility administration services, Security services, Housekeeping/Custodial services, Engineering/Technical services, Utility services, AMC /Warranty services, Landscape Maintenance services, Health, Environment & Safety services, Other FM SERVICES (Independent variable). Highly important is the coefficient of determination value (R Square = 0.724) which indicates the proportion of the independent outcome variable variance which is determined by the variation of the dependent variable. Thus, 85.1% of the variability in Facility Management Audit is influenced by the variability of the Facility administration services, Security services, Housekeeping/Custodial services, Engineering/Technical services, Utility services, AMC /Warranty services, Landscape Maintenance services, Health, Environment & Safety services, Other FM SERVICES. The adjusted R-Square value (0.717) gives us a clue regarding the possibility of generalizing the computed model from the used sample to the entire target population. This value should be as close as possible to the initial R-Square value (0.724). The difference between R-Square and adjusted R-Square (0.724 – 0.717= 0.007) is interpreted as the additional variance (0.7%) induced within the variance of the outcome variable by the sample model relative to a population model. This low percentage states that the obtained model is valid for generalization and will bring unbiased outcome.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	174.136	9	17.414	103.438	.000
	Residual	66.497	395	.168		
	Total	240.633	405			

The ANOVA-table explains the variance of the outcome variable through the influence of the computed model and residuals.

A high F-value shows the prediction consistency of the computed model relative to the residual influence. Its value is calculated as a proportion between the Regression Mean Square and Residual Mean Square (240.633). F value is significant as computed value of F=103.438 is more than table value =6.63 at degree of freedom V1=1 v2=404, 5% level of significance. The statistical significance of 103.438 shows the probability that the computed F-value is not arrived due to fluctuation in random sampling. The present variance analysis reveals a high prediction consistency of the computed model relative to the residuals, but the small F-value indicates the lack of variance in the used variables (observed and predicted outcome variables) due to the reduces number of observations.

COEFFICIENTS^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	FACILITY MANAGEMENT AUDIT					
	FM ADMIN SERVICES	.386	.040	.385	9.723	.000
	SECURITY SERVICES	.083	.033	.086	2.465	.014
	HOUSEKEEPING SERVICES	-.108	.044	-.099	-2.429	.016
	ENGG/TECHNICAL SERVICES	.327	.043	.324	7.686	.000
	UTILITY SERVICES	.293	.047	.287	6.198	.000
	AMC/WARRANTY SERVICES	.087	.042	.086	2.075	.041
	LANDSCAPE MAINT.SERVICES	-.014	.036	-.014	-.401	.689
	HES SERVICES	.015	.039	.016	.374	.708
	OTHER FM SERVICES	-.004	.045	-.004	-.079	.937

After the evaluation of the F-value and R², it is important to evaluate the regression beta coefficients: unstandardized and standardized. The beta coefficients can be negative or positive, and have a t-value and significance of that t-value associated with each. Think of the regression beta coefficient as the slope of a line: the t-value and significance assesses the extent to which the magnitude of the slope is significantly different from the line laying on the X-axis. If the beta coefficient is not statistically significant (i.e., the t-value is not significant), no statistical significance can be interpreted from that predictor. So from Housekeeping /Custodial services, Landscape maintenance services, Health, Environment and safety services and Other FM services no statistical significance can be interpreted from the predictor. Hence, the Hypothesis is accepted for above variables.

If the beta coefficient is significant, examine the sign of the beta. If the regression beta coefficient is positive, the interpretation is that for every 1-unit increase in the predictor variable, the dependent variable will increase by the unstandardized beta coefficient value. Therefore, Beta coefficient for FM Admin services (0.386) and its computed t value is (9.723), Security services (0.083) and its computed t value is (2.465), Engineering/ Technical services (0.327) and its computed t value is (7.686), Utility services (0.293) and its computed t value is (6.198), AMC/Warranty services (0.087) and its computed t value is (2.075),The table value of t is 2.064 and statistically significant hence for each unit increase in independent variable the dependent variable will also increase by one unit. (For example, if the beta coefficient is 0.386 and statistically significant, then for each unit increase in the predictor variable, the outcome variable will increase by 0.386 units. Hence Hypothesis is rejected for above variables.

FINDINGS

The study reveals that in India, at present, FM services namely FM Admin, Engineering / Technical & Utility are audited and FM Services namely Housekeeping /Custodial services, Landscape maintenance services, Health, Environment and safety services and Other FM services are not audited.

RECOMMENDATIONS / SUGGESTIONS

Based on the study, it is recommended to have Facility Management audit mandatory for all services for any built environment. Audit should be internal & external both. Audit report should be maintained properly so that it can be used as database for further audits. FM audit reports should be referred while preparing the budget for facility management services.

CONCLUSION

This study helps us to found out that there is a strong correlation between facility management audit and FM Services namely Administration services, Security services, Housekeeping services, Engineering/Technical services, Utility services, Landscape maintenance services, AMC/Warranty services, Health, Environment and safety services, Other FM services. The difference between R square and adjusted R Square also gives us a clue regarding the possibility of generalizing the computed model from the used sample to the entire target population.

The present variance analysis also reveals a high prediction consistency of the computed model relative to the residuals.

This study also clearly infers that as Beta coefficient is negative for Housekeeping /Custodial services, Landscape maintenance services, Health, Environment and safety services and Other FM services no statistical significance can be interpreted from the predictor.

On the other hand, Beta coefficient is positive for FM Admin services, Security services, Engineering/ Technical services, Utility services and AMC/Warranty services therefore for every 1-unit increase in the predictor variable, the dependent variable will increase by the unstandardized beta coefficient value.

LIMITATIONS

Facility management services / modules applicable are totally dependent on the type of business / industry. So basic or say common facility management services/ modules are taken into consideration for the study purpose.

SCOPE FOR FURTHER RESEARCH

Specific to type of business or industry can be taken for study. Specific facility management service /module may be taken for study in reference to audit of the services.

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APPENDIX /ANNEXURE

FIG. 1

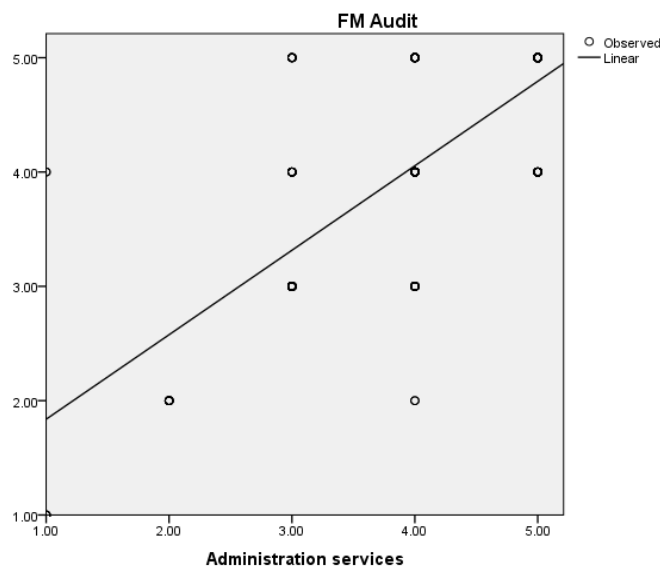


FIG. 2

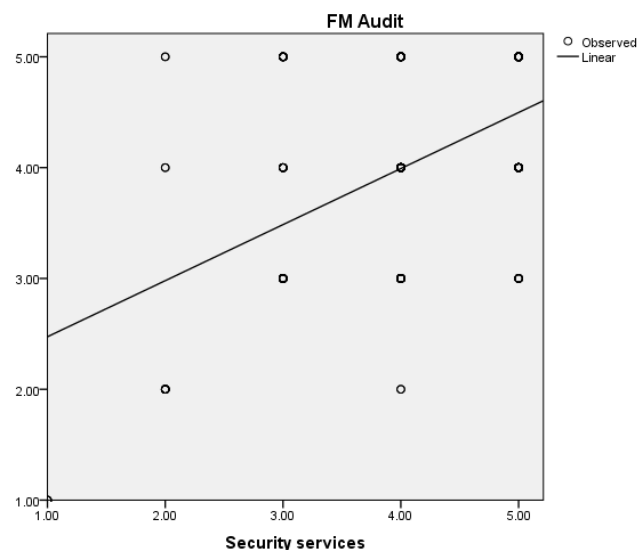


FIG. 3

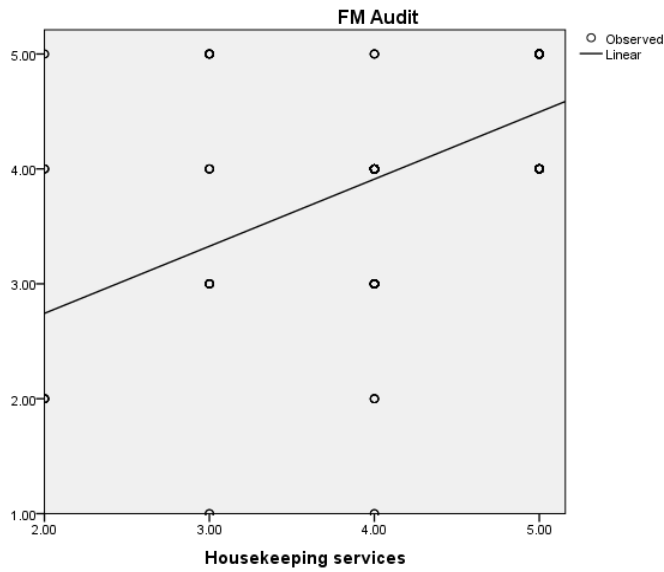


FIG. 4

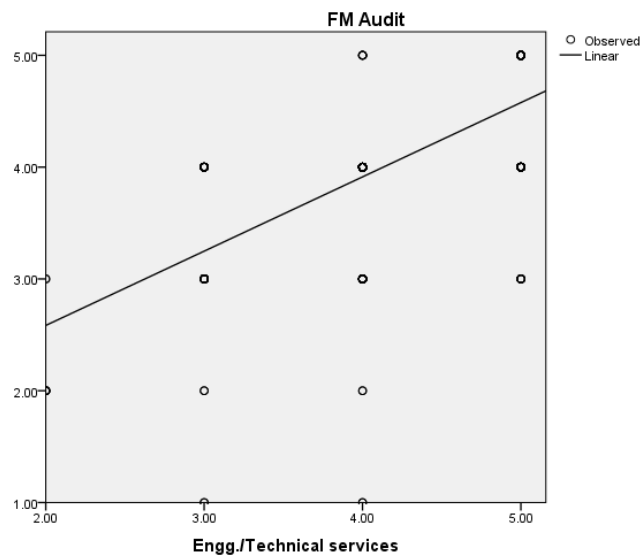


FIG. 5

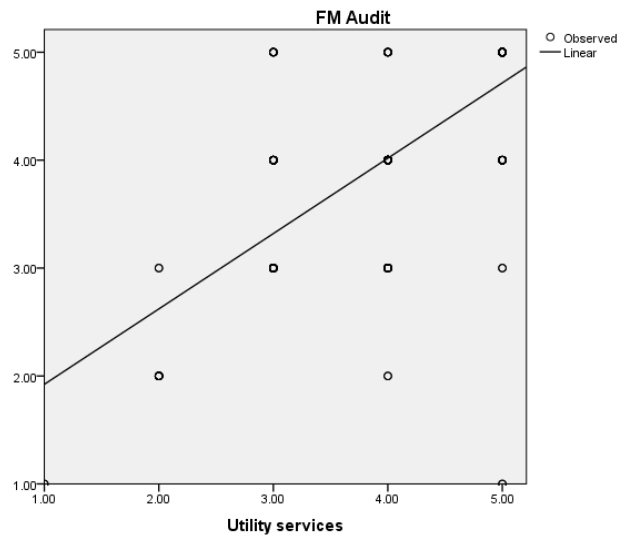


FIG. 6

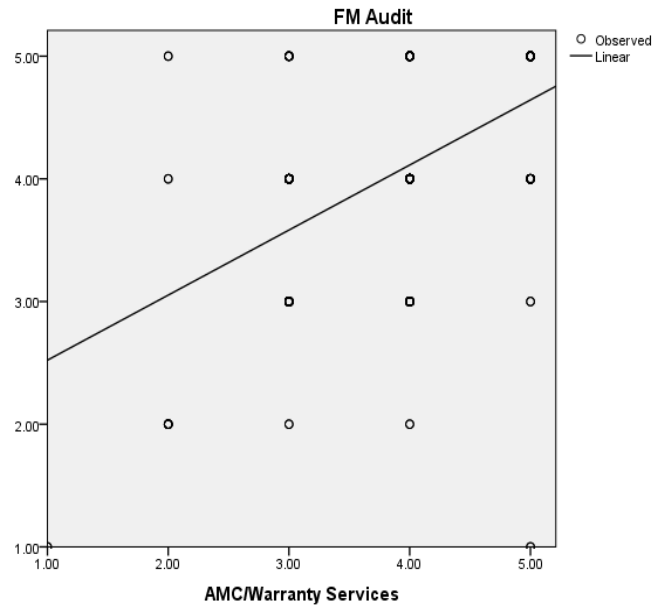


FIG. 7

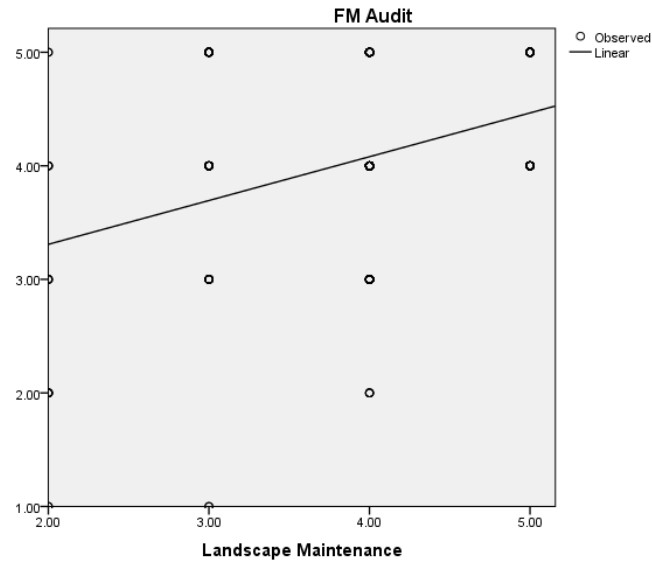


FIG. 8

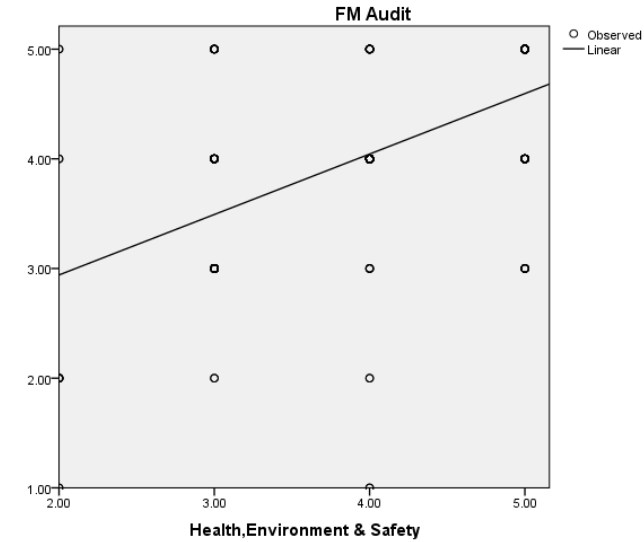
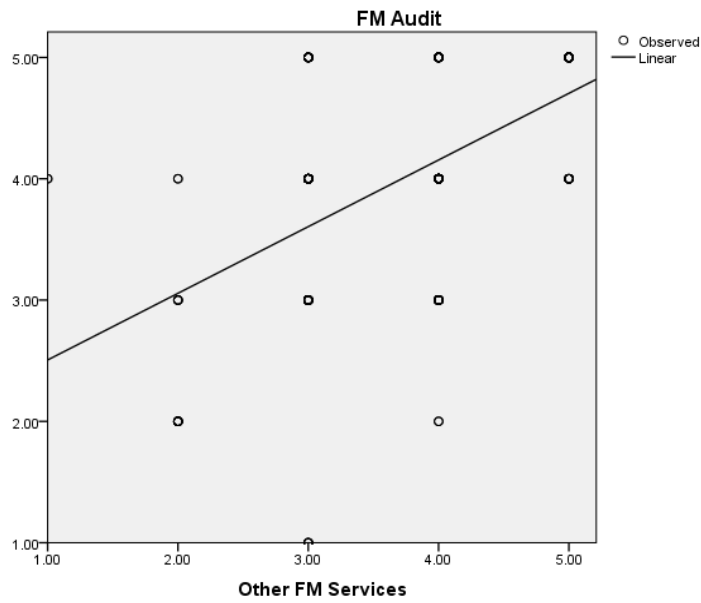


FIG. 9



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