

## ASSESSING THE EFFECTIVE FACILITY MANAGEMENT PRACTICES: THE CASE OF AGC AFGHANISTAN LTD

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### **Abstract**

This paper is the review of the previous researches done on Facility Management Practices in various facilities. It encompasses various aspect of the effective practices throughout the studies. Both data collection method, primary and secondary had been used and the research instrument includes questionnaire, survey, interview and observations. The study suggest that FM (Facility Management) is a new profession and cause customer satisfaction. The build environment plays key role in positivity and negativity of the work and Practice. FM management method applied in one industry cannot be implemented in another industry. And while practicing the profession keep in mind the structure of the facility.

**Keywords:** Facility Management, FM Practice

### **INTRODUCTION**

The Facility Management (FM) term has raised during scientific management era. It had been developed and became significant later on in 1960's during Workplace evolutionary period when the big variations took place and the system covert from manual into the computerize (**Jane M. Wiggins, 2010**). It owes office administration and developed since then. Two decades have been passed and it emerged one of the professions. International Facility Management Association (IFMA) had been established in 1980's to served facility management in North America. Since then, 22,000 (as of 2022) members from more than hundred countries have membership of this organization. Below & behold, hundreds of sporadic associations and institutions have been established and the accumulative aim is to contribute in fast and pace growth of this profession.

In Afghanistan, the practice of FM was usual but not as professional as now. The FM profession was introduced and understood practically after few international and multinational organizations like UN, CREAN International, TAYLORS (International service inc), AMS (Integrated Solution), AGC (Alokozay Group of Companies) entered the country in the last two decades and started to serve professionally and since then it's been practiced in private and public organization in professional manner.

### **Facility Management**

Various associations and institutions have their own view and definitions of FM; however, they're not seem to be stick entirely what FM profession encompasses. The narrowness and

broadness of the views regarding FM definitions make the practices and actions limited and restrict up to the extent.

**According International Facility Management Association (IFMA)** The practice of coordinating people and the work of an organization into the physical workplace. Per the **Jane M. Wiggins (Facility Managers Desk Reference, 2010)** FM is about taking control, adding value, supporting the business that space and working environment enhance not impede the productivity of the core activity and the staff

**Hackmann & Davis (2008)** says, FM not only to be visible from the viewpoint and physical environment but the aspect of effective facility management in achieving organizational objective is worthy to discuss.

FM could be counted as a professional management of the built environment. It's about getting the maximum productivity of the space or working environment.

Effective facility Management implementation has numerous advantages such as cost saving, faster service deployment, best practice systems, better communication, service continuity and efficiency and increase satisfaction level. FM practices have been practiced throughout the large organization in the world. Customer satisfaction is the first and foremost concern of the companies. Beside external customers, Organizations have their internal customers either. Who need satisfaction from the FM services provided by the company?

### **FM Practice**

Practice means something that is usually or regularly done, often as a habit, tradition or custom. (**Cambridge Dictionary**). FM Practice and arrangement are basically related to the characteristic and context of the given **organization Chotipanich (2004)**. Deferent scholars stated that one FM standard solution of one isn't applicable to all circumstances. Some factors play an important role in effective FM practice. The feature of facility, culture and contextual issues, FM market difference in capacities and conditions ... affect the FM management practice. Therefore, facility managers should be aware of all mentioned issues.

### **Previous Studies**

**F.S. Nazeer, T.Ramachandra and Sachie Gunatilake (2022)** expressed that FM operations are in infant stage. There is confusion and dispute over, why there isn't a specific department to handle all FM related functions. However, FM is considered one of the leading professions in Healthcare (HC) in developed countries. The research further said that the type of FM varies according facility types. The research also identifies the level of FM practices in HC organization as well as asses the sustainable FM practices in addressing the potential hindrances in the effective FM practices in HC organization.

**Omorodion Joseph, Nwachukwu Chinedu Chidinma, Nwosu Chiemizir Chisom (2021)** denotes that FM team play a vital role in provision of FM services within the housing estates. However, the majority of the residents thought the FM team is ineffective on various dimensions of service delivery measured.

**Nor Hapira Nadia Nafrizon, Mariah Awang, Alia Abdullah Saleh, M.A.A Rahman, Nuramidah Hanidon, Shahril Abdul Rahman (2020)** suggested that a better environment has significant role in reducing the negativity of the teaching and learnings. Buildings are very important in the learning institutes, as 90% of the daily activities take place in it and overall, the effective FM can enhance the customer satisfaction level. Undoubtedly the environment has a big impact on the either learning or working. A suitable workplace enhances the productivity and bring satisfaction.

Per the **Egolu C. Charles, Ighosita Sylvia Onriode (2019,)** there are numerous effective facilities management practices that affect service delivery in public secondary healthcare institution in Delta State as well as the maximum satisfaction level have been seen from the rendered services and it can be improved in the secondary healthcare institutions.

**Aro Peach Oluwatomisin (2018)** also says the students were really satisfied with the facility services provided by the authorities of the university. Off course this is what calls the standard service.

According **Ahmed Alutaibi 2018**, FM services are usually categorized by various factors. These factors show the satisfaction level of the residence/Tenants. Different variables are important in tenant satisfaction. Tenant satisfaction comes if the gap between the failures is wider, complaints are about to zero percent, and the cost of the consumable items provided by the contractor are equal or less than the private supplier.

**Adedayo Johnson Ogungbile and Ayodeji Emmanuel Oke (2015)** says in their research that the method of using facilities is different in public and private buildings. The level of awareness of the people live in the private facilities are higher compare to the public building. Off course the method of using the facility and awareness about facility is totally different, besides there is deference between the prestige and standard of the buildings too. Ethical, moral and professional awareness of the employees work in the multinational companies are totally higher compare to the employees work in local companies. And the reason said to be diversification.

**Azlina Mohd. Yassin, Mohammad Najib Razali (2008)** expressed that the system of facilities is much formal and structured. The contractor should take into their account study and implementation of facility requirements and implement the standard into the constructions.

## METHODOLOGY

Researchers have used both data collection method .i.e., primary data secondary data collection.

Primary data: is to acquire the information directly from the audience.

- **Questionnaire:** the self-administer semi-structure questionnaire had been developed and distributed for the purpose to obtain the necessary information.

- **Personal Interviews:** This method help interviewer to ask and obtain more information and clarify & refine the information and interpretation (**Stake 2010**). Mostly the seniors of the organizations had been interviewed and acquired their views regarding the study.
- **Observation:** This method is used to collect the information by the researchers by investigating & observing the situation without any interviewing the respondents. The researchers visited the premises for the purpose to get aware of the current status quo & condition of the facilities.
- **Secondary Data:** The ready-made information used by the researcher to obtain the information. Various text books, journals, published papers and internet sources have used to obtain the data.

## CONCLUSION

After study the available researches, we can say that facility management filed is raised newly and gradually it will become the leading profession in the world. The big portion of the work is done inside the facility and it could be the source and place of customer satisfaction. Built environment has impact on the positivity and negativity of the of the activities, therefore contractor should consider the facility management required practices at the initial building construction stage. The tasks & activities belong to this field should be carried-out thought separate department in organizations. Thus, the standards and using methods of the people using facilities are different as well as the awareness play vital role in the practice of the field. Facility team is far important than facility itself. It plays the energetic role in customer satisfaction. Various studied are needed for the better implementation of the facility management practices in various industries. There are huge gaps which would be filled in the future.

## LITERATURE REVIEW

Title	authors	Year	Methodology	Outcomes/ Result /Conclusion
Sustainable Facility Management Practice and its Perception in Health Care Organizations: A Delphi Survey	F.S. Nazeer, T.Ramachandra and Sachie Gunatilake	2022	Delphi Survey, Open and Semi-Structure questionnaire	FM operations are in infant stage. There is confusion and dispute over, why there isn't a specific department to handle all FM related functions. However, FM is considered one of the leading professions in HC in developed countries. The research further said that the type of FM varies according facility types. The research also identifies the level of FM practices in HC organization. The research further asses the sustainable FM practices in addressing the potential hindrances in the effective FM practices in HC organization.
Towards Facility Management practice within a different environment	Mala Alia Modu, Aminunah Sapri & Zafafitah Abd Muin	2021	An inclusive review and synthesis of related literature on FM	The study shows that the practice of FM in any organization is determine by three factories. facility features, business sector and environmental factors

Analytical Study of Facilities Management practice in Selected House in Estates in rivers State	Omorodion Joseph, Nwachukwu Chinedu Chidinma , Nwosu Chiemizir Chisom	2021	Field Survey Design	FM team play vital role in provision of FM services within the housing estates. However, the majority of the residents thought the FM team is ineffective on various dimensions of service delivery measured.
Assessment of facility management Performance on operation and maintenance aspects in Malaysian Technical universities Network	Nor Hapira Nadia Nafrizon, Mariah Awang, Alia Abdullah Saleh , M.A.A Rahman, Nuramidah Hanidon, Shahril Abdul Rahman	2020	The Mixed-method approach	The information is obtained from the study shows that the effective facility management can enhance customer satisfaction level A better environment can reduce the negative impact of the teaching and learning in the learning places. 90% of daily activities take place in building which is very important in high learning institutes.
Analysis of Facilities management practices in selected public secondary healthcare institutions in Delta State	Egolu C. Charles, Ighosita Sylvia Onriode	2019	Convenience sampling method by using questionnaire	This Study shows that there are numerous effective facilities management practices that affect service delivery in public secondary health cater institution in Delta State as well as the maximum satisfaction level have been seen from the rendered services and it could be improved either.
Assessment of Facilities Management Practice in Federal University of Technology, Akure	Aro Peach Oluwatomisin	2018	Sampling Technique	The students were really satisfied with the facility services provided by the authorities of the university.
The Impact of Facility Management Practices on Tenant Satisfaction for Residential Complexes in the Kingdom of Saudi Arabia	Ahmed Alutaibi	2018	Quantitative approach involving a questionnaire survey administered	FM services are usually categorized by various factors. These factors show the satisfaction level of the residence/Tenants. Different variables are important in tenant satisfaction. Tenant satisfaction comes if the gap between the failures is wider, complaints are about to zero percent, and the cost of the consumable items provided by the contractor are equal or less than the private supplier.
Identification of the Key Urban Facilities Management Principles of a sustainable Urban Precinct: A case study of ebene cybercity, Mautitius	Hanna Boodhun	2016	Literature Review on the theory, In-depth Interviews, Photographic material and documentary evidence	A list of the ingredients were identified which can facilitate the application of such strategy together with the scope of FM and different elements applicable at macro level.
Assessment of facility management practices in public and private buildings in Akura and Ibadan Cirties, South-western Nigeria	Adedayo Johnson Ogungbile and Ayodeji Emmanuel Oke	2015	The information is acquired through data collection method	The methods of using facilities are different in both type of buildings and the level of facility management awareness of the people live in the private facilities are higher compare to the public buildings
Facility Management History and Evoluation	Noor Azman Mohamat Nor	2014	Literatures	Late 1980s was the era where the FM discipline and profession came to the existence. Since then, it has been growing

				up. Different countries have FM Institutions. Per the researchers, the subject is so diverse and confused
Perception of Facility Management in Europe	Riina Hendriks	2013	Descriptive qualitative research approach	The FM is perceived in various ways in Europe as well as this profession is being practiced in different ways either.
Assessing the level of commitment and barriers to sustainable facilities management practice: As of Nigeria	Dubem I. Ikediashi, Stephen O. Ogunlana, Michael G. Oladokun, Timothy Adewuyi	2013	It's based on quantitative and qualitative research method and inspects the degree of commitment and barriers to sustainable facility management practice among corporate organization in Nigeria.	Finding express three important barriers i.e., lack of training, laws and regulation deficiency and absence of awareness.
The Strategic Facilities Management Organization in housing implications for Sustainable facilities Management	Susanne Balslev Nielsen, Per Anker Jensen, Jesper Olie Jensen	2012	Based in Danish Building Research Institute (Literature review, Workshops, Questionnaires and case studies)	SFMO is different per the ownership and this difference is valuable for the precondition for the people who tend to promote SFM
Perspectives of Facility Management outsourcing development in Russia	Anna Borisova	2011	A Case study and Collection and processing the theoretical data	Outsourcing of Facility management services will soon spread in Russian market and the services would be carried by professionals in future
Facility Management in mixed Use building	Shirima, Epimark		Questionnaires and interviews for gathering the data	Managing mixed use building is a huge challenge if to meet the user needs. Both party's interests should take into the account. Skillful resources are need to carryout effective management of mixed-use buildings.
Facility Management Challenges and opportunities in the Malaysian Property Sector	Syed Abdul Haris bin Syed Mustapa & Hamima Adnan	2008	Literatures	This filed is newly recognized among the building administrative professions Official workplaces and hospitals have much attention to FM in Malaysia. Insufficient professional in FM made it difficult to meet the challenges in Malaysia at present time.
Facilities Management Practice in Construction Management: As case study of construction Companies in Malaysia	Azlina Mohd. Yassin, Mohammad Najib Razali	2008	The Author adopted three stages research Strategy	The system of facilities is much formal and structured. The contractor should take into their account study and implementation of facility management requirements and implement the standard into the constructions.
A study on the added value of Facility Management	I. Smit	2008	Survey (Questionnaire), Desk Research, Hypothetical Analysis	The increase level of outsource doesn't affect the degree in added value

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