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SCHOOL OF COMMERCE

Factors affecting Effectiveness of Facility Management: in the case of Commercial Bank of Ethiopia

A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR AWARD OF DEGREE OF MASTER IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

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Statement of Certification

This is to certify that Fasika Alebachew Ayalew carried out his research work on the topic entitled “Factors affecting Effectiveness of Facilities Management: in the case of Commercial Bank of Ethiopia” is his original work and is cuitable for submission for the award of Master of Art Degree in Logistics and Supply Chain Management.

Advisor

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Declaration

I the undersigned, declare that this thesis entitled 'Factors affecting Effectiveness of Facility Management: in the case of Commercial Bank of Ethiopia' is my original work and has not been presented for a degree in any other University, and that all sources of materials used for the thesis have been duly acknowledged.

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Date and Place of Submission _____

Acknowledgement

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List of Acronyms

AIAF	Assessment & Information Analysis Factor
BIFM	British International Facility Management
CBE	Commercial Bank of Ethiopia
CF	Customer Focus
CSFs	Critical Success Factors
DMHRF	Development & Management of Human Resources
EFM	Effective Facility Management
EFMCP	Effective Facility Management Customer Perspective
EFMFP	Effective Facility Management Financial Perspective
EFMIP	Effective Facility Management Internal Process
EFMLG	Effective Facility Management Learning & Growth
FM	Facility Management
FSOP	Facility Strategic & Operational Planning
IFMA	International Facility Management Association
LF	Leadership Factor
PMF	Process Management Factor
PMS	Performance Management System
PRF	Performance Result Factor
SCM	Supply Chain Management
SCMF	Supply Chain Management Factor

Abstract

Effective, Efficient and Comfortable working environment improves perceived satisfaction of facility users, their quality of work life and their wellbeing which in turn improves their performance to achieving organizational goals Thus, to gauge the effectiveness of facility management, it is necessary to reach an understanding of the current conditions of the facility and to postulate changes in facility management practices in order to achieve the desired performance. Therefore, this study intends to identify factors affecting effectiveness of facilities management in the case of Commercial Bank of Ethiopia. Descriptive research method particularly survey design approach was adopted for the study. The survey was conducted with Head office staffs of Commercial Bank of Ethiopia using questionnaire. The study used a two stage disproportionate stratified random sampling technique to select 180 representative samples from the total population. A Balanced Score Card concept was used to determine the existing level of effectiveness of facilities management. With support of IBM SPSS 20, a descriptive statistical analysis was conducted to generate the results. The study findings show that Facility Management had not given due regard to cost effectiveness & quality in obtaining goods and services, it has no consistency in ensuring demand will be met satisfactorily and economically, it does not have a systematic measurement for its internal processes to check and ensure quality outputs, and it does not have a disciplined organizational learning system that effectively captures internal & external best practices & lessons learned from operations. This indicates that the current level of facility management is less effective when compared to where it supposed to be. According to this study findings, the most important issues in assessment of the level of effectiveness of existing facility management and determination of those factors affecting FM effectiveness is to streamline the root causes for this level of effectiveness. In this case findings suggest that Facility Management of CBE needs to control and properly manage these eight critical success factors such as:- Leadership, Facility Strategic & Operational Planning, Customer Focus, Process Management, Assessment & Information Analysis, and Development & Management of Human Resources, Performance Result and Supply Chain Management in way that the process improves its performance and get benefited through process efficiency & effectiveness.

Key words: Effectiveness of Facility Management, Critical Success Factors, Balanced Score Card

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Physical Resources Management is one of the strategic issues of Commercial Bank of Ethiopia. This strategic issue is emerged from one of the support processes of the bank called Facility Management sub process. No matter what the industry, Facility Management is being challenged to reach beyond their capabilities and industry and utilize best practices to strive for operational excellence.

According to International Facility Management Associations (IFMA, 2012), Facility Management can be defined as a Profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology. The facilities are composed of buildings, infrastructure and support services. On a day-to-day level, effective Facility Management function is required to provide a safe and efficient working environment essential to the performance of the occupants making use of the facility.

A robust, effective Facility Management strategy allows an organization to provide the right environment to carry out their core business functions. The task of operating, maintaining, improving and adapting buildings and infrastructure is pivotal in supporting an organization reach its business objectives. Buildings and facilities also have the potential to improve workplace productivity by providing a prime, safe working environment and enhancing individual well-being. Conversely if buildings are not managed properly they can impact on an organizations performance (Atkins and Brooks, 2009).

For CBE to take Physical Resources Management as a strategic issue, there exists a ground evolving around three major points such as existence of a wide gap between requesting department's needs and supply of office equipment, furniture and related items in terms of timing, adequacy and quality regardless of its little improvement; despite large capital budget allocation and high demand for construction works, the construction projects have been rolling over for many years; Head Office and Districts are working at scattered rented building which affect process efficiency and effectiveness. Empirical studies show that there are different factors

affecting effectiveness of facilities management most of which evolve around the main factors: people, process, place, technology and finance (Mohd, etal. 2013, Encon, 2005, and Gopalakrishnan, 2008). This study focuses on those factors such as Leadership, Facilities Strategic and Operational Planning, Customer Focus, Assessment and Information Analysis, Development and Management of Human Resources, Process Management as well as Performance Measurement system & Performance results and Supply Chain Management that affect effectiveness of facility management.

Holding this facility management's gap, to become a world class commercial bank by the year 2025 is very difficult if not possible to live it. Such strategic vision hence requires CBE to exert maximum effort on those strategic issues for successful accomplishment of corporate objectives. It is for these reasons that the researcher wishes to assess various factors that might have been in existence in Commercial Bank of Ethiopia that may influence effectiveness of facility management sub process.

1.2. Statement of the problem

As a support process, Facility Management is concerned with all the processes that ensure user needs are satisfied in particular business operations; in setting up the conditions in which processes can be continually improved. The balance between an organization's needs and the provision of the facilities that are necessary for effective operation of a business is achieved by the processes that continuously match the provision of buildings, systems and services to changing needs. It thus becomes absolutely imperative to manage facilities effectively so as to avoid unnecessary costs and ensure high level of customer service.

From the past three years top management visits of branches and branch operations, it was observed that facility management fails to fulfill their requirements and branches are tied up to accelerate operational excellence and make customer satisfaction to the highest level. Through those visiting followed by meetings, the voice of operational staffs revealed that there exists so many problems such as; poor qualities of physical resources at branches, insufficient supply of required facilities for operation, mismatch of facility supply and branch expansion, poor service delivery in maintenance service, furniture purchased for office standardization are broken easily and becomes nonfunctional in a very short period of time.

Hence, the mere fact that ineffective facility management affects virtually the organizational objectives necessitated this type of research work. According to Gagendran (2000), enduring optimism towards facilities as a means of organizational effectiveness through enhancing facilities performance in a dynamic environment requires a dependable framework for the assessment of facilities performance. Therefore, this research tried to identify the root cause for the ineffectiveness in facilities management of CBE by determining factors affecting effectiveness of facility management process.

1.3. Research Questions

1. Where is the current level of effectiveness of Facility Management of CBE?
2. What are the factors influencing effectiveness of Facility Management of CBE?
3. What are the critical success factors that facilitate effectiveness of facility management of CBE?
4. What are the critical failure factors that hinder effectiveness of facility management of CBE?

1.4. Objective of the study

This research aimed to determine factors affecting effectiveness of facility management in commercial Bank of Ethiopia.

Specific Objectives of the study were:-

1. To Assess the current level of effectiveness of Facility Management of CBE
2. To Determine factors influencing effectiveness of Facility Management of CBE
3. To Identify critical success factors that influence effectiveness of Facility Management of CBE
4. To Identify critical failure factors that influence effectiveness of Facility Management of CBE

1.5. Scope of the study

The scope of this study was limited to Facility Management sub process in Commercial Bank of Ethiopia to focus on identifying the factors affecting effectiveness of the process from Facility Management point of view. The study hereby assessed the current level of the process's performance through investigation of critical success/failure factors which are linked to its different departments such as procurement, warehouse management, acquired asset administration, transport management, building construction and contract management, building maintenance and administration, and archives management. The study also came up with recommendations for possible areas of improvements for process efficiency and effectiveness.

1.6. Significance of the study

To date research confirms that building an effective and sustainable facilities management will result in higher level of process efficiency and effectiveness which takes the organization towards the successful accomplishment of strategic objectives. Therefore, this study assessed the current level of effectiveness of facility management in Commercial Bank of Ethiopia and tried to determine the factors affecting its effectiveness, and in the end has provided guidance frameworks for any improvements for the current practices. It aids those entrusted with decision making to formulate strategies of combating the persistent problem of facility management of CBE. This study will help management of CBE understand the current level of facility professionals and to transform them in to higher performing managers and leaders, and to elevate the value of facilities management and their direct impact on other core & non-core processes. The policy makers also use the result of this study as an input to formulate the guiding principles, policies and procedures of facility sub process which will lead to the highest level of service excellence. In addition to this, this study will add a value on facility management researches conducted in developing countries especially in Ethiopia so that other researchers will use it as a reference for their research work.

Chapter Two

Literature Review

2.1.Conceptual Review

2.1.1. Definition of Facility Management

The definitions and scope of facilities management and facility management services could be wide ranging. It could mean different things for different organizations whether they are under the same industry or not. But regardless of the scope and service difference, most scholars will buy the idea that facility management ensures functionality of an organization by creating interrelations between physical resources and human resources under a working environment. Let's see some of the definitions by different scholars below.

International Facility Management Associations (IFMA, 2012) defines Facility Management as a Profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.

FM involves supporting services and coordinating functions necessary for maintaining, operating and managing physical assets and workplaces. As a result, the needs of an organization and its employees can be met and successful business activities are enabled (Lavy et al., 2010).

FM can be defined as the integration and alignment of the non-core services required to operate and maintain a business to fully support the core objectives of an organization (Tucker and Pitt, 2009). FM has been gaining increasing credit for the crucial role it can play to generate efficiency and cost savings in business operations.

The BIFM defines Facility Management as "the practice of coordinating the physical workplace with the people and work of an organization".

Atkins & Brooks (2000) define Facilities Management (FM) 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". Thus, FM is viewed as a "….hybrid management discipline that combines

people, property and process management expertise to provide vital services in support of the organization (Then, 1999).

Goyal and Pitt (2006) state that FM is evolving from an operational non-core business support services function to a strategic FM position, which supports and enhances both the core and non-core activities in an organization.

FM can be defined as the integration and alignment of the non-core services, including those relating to premises, required to operate and maintain a business to fully support the core objectives of the organization (Pitt and Tucker, 2008).

Atkins and Brooks (2000) state that the main role of FM is managing non-core business services to enable an organization to function at the most efficient and effective level as a result of appropriate working environment, cost-effective practices and value-for-money facilities.

Atkins and Brooks (2005) again argue that a holistic definition of FM should emphasize on the importance of integrative, interdependent disciplines whose overall purpose is to sustain an organizations in the pursuit of its business or objectives.

FM can be outlined as creating an environment that is conducive to carrying out the organization's primary operations, taking an integrated view of the services infrastructure and using this to deliver customer satisfaction and best value through support and enhancement of the core business (Atkins and Brooks, 2005).

In Commercial Bank of Ethiopia, Facility Management encompasses Procurement management, Warehouse Management, Acquired Assets Administration, Transport Management, Building Construction and Contract Administration, Building Maintenance and administration, Purchasing Management and Archives Management. This shows that Facility Management is wide in scope in CBE.

Based on the scope of FM in CBE and the above definitions, the researcher will try to put a comprehensive definition of Facility Management as follows.

Facility Management is a support process whereby an alignment and integration of core and non-core (support) processes are created for effective and sustainable organizational success through effective and responsive services of Procurement management, Warehouse Management, Acquired asset administration, Transport Management, Building construction and contract administration, building maintenance and administration, Purchasing management and Archive Management which yields a high degree of operational excellence and delighted stakeholders.

2.1.2.Effective Facility Management

In managing processes in organizations, interfaces and interrelationships are crucial for success. In Facility Management, these challenges are felt even more keenly, because diverse core and support processes have to be synchronized and checked for effectiveness and efficiency (Christian, 2011).

To support the establishment of FM in an organization, it is essential for the management of the organization to identify the needs of strategic FM as well as allow their facilities managers to think and work innovatively. The management should provide support in terms of supplying adequate resources, ample working space and practical guidelines to their facility managers. Providing an ideal environment would add value to the organization as a whole. People in innovation leadership positions need to have their relevant authority ensure that there is a widely-understood system process with adequate resources to achieve a rich culture which supports innovation (Mohd et al, 2009).

In this regard, innovation in facilities management should be firmly installed as an integral part of the total management system, and if innovative ideas are perceived as a culture at all levels within an organization, then it can flourish as a whole. The role of innovation in FM services is not just to produce innovative solutions, but also to establish and develop a creative environment in which solutions can be conceived, developed and implemented (Mohd et al., 2009).

Effective facilities management, combining resources and activities, is vital to the success of any organization. At a corporate level, it contributes to the delivery of strategic and operational objectives. The aim of FM is the improvement of the effectiveness and efficiency of physical assets and workplace to contribute to enhancing operational business performance (Mangano, 2014).

On a day-to-day level, effective FM function is required to provide a safe and efficient working environment essential to the performance of the occupants making use of the facility. “Facilities” create environments for occupants to work effectively within organizations and the performance of these environments influence the activities that are carried out.

A robust, effective FM strategy allows an organization to provide the right environment to carry out their core business functions. The task of operating, maintaining, improving and adapting buildings and infrastructure is pivotal in supporting an organization reach its business objectives.

Buildings and facilities also have the potential to improve workplace productivity by providing a prime, safe working environment and enhancing individual well-being. Conversely if buildings are not managed properly they can impact on an organizations performance (Atkins and Brooks, 2009).

Further, enduring optimism towards facilities as a means of organizational effectiveness through enhancing facilities performance in a dynamic environment requires a dependable framework for the assessment of facilities performance, as supported by Gagendran (2000).

To manage the resources effectively in maintaining the facilities, managers must be pro-active in identifying the existing condition.

Kaya et al. (2004) proposed that facilities should be strategically planned, aligned to business needs and demonstrate contribution to achieving business objectives. In addition, the interface of services within the scope of FM needs to be administered carefully to enable FM to deliver the utmost value to the business entity (Goyal and Pitt, 2007).

Thus, to gauge the effectiveness of facility management, it is necessary to reach an understanding of the current conditions of the facility and to postulate changes in facility management practices in order to achieve the desired performance.

Cable and Davis (2004) warn that poor facility management could result in inadequate facilities to support functioning, excess facilities not contributing to the organization's mission, cost inefficiencies, inadequacy, and unavailability of facilities for future needs. On the other hand, a strong facility management approach provides needed support to the organization's mission, the realization of future facility requirements, greater cost efficiency, and the ability to anticipate results of current management decisions.

It stated clearly in bank's vision, mission and value is to provide a high level of service excellence to stakeholders and keep improving customer satisfaction from time to time. To realize this, the existence of an effective facility management is much prevalent in Commercial Bank of Ethiopia.

Effective Facility Management in CBE can be resulted from coordinated effort of departments under facility management such as; Procurement management, Warehouse Management, Acquired asset administration, Transport Management, Building construction and contract

administration, building maintenance and administration, purchasing management and Archive Management working together for alignment and integration of core and support processes by maintaining the demand and supply of facility requirements, managing construction projects for their successful accomplishment within the time specified as well as working hard to locate Head office and District Offices in own buildings and near to each other to maximize process efficiency and effectiveness.

2.1.3. Factors Affecting Effectiveness of Facility Management

In a Facility Management (FM) context, there is a wide range of choices in measuring facility management performance reflecting the varied nature of the field. The focus of facility management skills and techniques should be in the area that contributes to the overall management of a business by relating accommodation and support infrastructures issues to business, financial and personal criteria (Barret, 1992). Therefore, the issue of measuring facility performance is a critical task to the facilities manager.

The measurement of facilities has three main components, namely, physical, functional and financial (Williams, 1996). Physical performance relates to the behavior of the building's fabric and embraces physical properties such as structural integrity, heating, lighting, energy efficiency, maintainability, durability etc. functional performance concerns the relationship of the building with its occupiers and embraces issues such as space, layout, ergonomics, image, ambience, communication, health and safety and flexibility etc. Finally financial performance arises from the physical and functional performances of the building and comprises capital and recurrent (life cycle) expenditures, depreciation and efficiency of use etc (Maimunah and Michael, 2005).

Facility Management is seen to be able to contribute to performance of organizations in many ways, including strategy, culture, control of resources, service delivery, supply chain management, and perhaps most importantly the management of change. Quality, value and the management of risk emerge as significant factors (Dilanthi, 2003).

The existence of facilities management is to support the activities of the organization which is the core in achieving organizational goals. In the field of facility management, there are four main factors which are people, process, technology and also premises. Egan (1998) recognized

the need for construction and facilities managers to work together as part of an integrated team to improve results to reduce maintenance expenditure.

Facility management affects company's ability to act proactively and meet all requirements by coordinating properties and services using management skills and processing many changes in environment (Vyskocil, 2009). The environment created for the occupants of a facility influence the performance of the activities carried out in that facility (Gagendran, 2000).

It has become recognized that the management of the physical resources can have a considerable financial impact for an organization (Goulet, 1999) and requires skills that are different to those of other support activities (Young, 2004).

Accessibility of the required information is essential to any efficient facility management and operations practice (Teicholz, 2013).

2.1.4. Critical Success/Failure Factors of Facility Management

Critical Success Factors (CSFs) if managed by an organization to some extent govern the success and failure of that organization and hence they are vital for organizational assessment. Chua et al. (1999) state that the CSFs can be identified by obtaining expert opinions in two ways: first, by asking respondents to list and rank indicators that are critical to the success of an organization; and second, by providing a list of factors and soliciting experts' opinions about their ranking. Grunert and Ellegaard (1992), citing Rockart (1979), explain that CSFs could be ascertained by soliciting managers' opinions on a list of indicators.

Critical success factor is the approaches used to develop framework that will serve as a reference in optimizing the role of FM in the property development industry (Tucker et al., 2012).

The skills and competencies are essential for effective, efficient and cost effective procurement. Inadequate procurement skills and competencies affect value for money negatively as procurement officers may make inappropriate decisions due to their inadequate procurement skills and competencies (Sapa, 2012). Value for money means to maximize the benefits and minimize payment for a service when procuring a services and products for service delivery (Raymond, 2008).

Value for money is achieved through the optimal combination of all significant relevant factors over the lifespan cost of a specific procurement, where user requirements form the primary basis for the evaluation (Moitswadi, 2012).

In recent years we have observed the introduction of Key Performance Indicators (KPIs) in the FM discipline, such as loss of business due to failure in service, provision of project to customer satisfaction, provision of safe environment, effective utilization of space, effectiveness of communication, service reliability, professional approach of staff, and responsiveness of problems.

Poor FM could result in inadequate facilities to support functioning, not contributing to the organization's mission, cost inefficiencies, and unavailability of the facility for future needs.

2.2.Empirical Review

2.2.1. Empirical evidences on Facility Management Effectiveness

If managed correctly FM should have a strategic importance to adding value to the core business delivery of an organization, (Tucker & Pitt, 2009). According to Jensen et al. (2012), "'green FM' is undoubtedly one of the major ways to influence the core business positively and create added value through many 'value channels' (e.g. save energy, reduce costs, improve image, support productivity, etc.)" With more organizations aligning with the strategy of sustainability, facilities managers will have a greater role to play in advancing sustainability agenda through the practice of SFM (Elmualim et al., 2012).

An effective role of facility management will enhance the performance of the organizations, flexibility in space use, efficient service delivery and offers sustainability to organization's core business (Tucker et al., 2012).

It is commonly suggested that effective procurement planning and management of FM services can directly affect the relative success of an organization's business (Ventovuori, 2007).

The aim of FM is the improvement of the effectiveness and efficiency of physical assets and workplace to contribute to enhancing operational business performance. In this context, improved logistics performance via FM and maintenance services is a significant factor to achieve continued competitive advantage (Mangano, 2014).

2.2.2.Empirical evidences on Factors affecting effectiveness of Facility Management

Empirical studies show that there are different factors affecting effectiveness of Facility Management in different sectors. Herewith after investigating the following empirical studies, the researcher will try to sort out the most relevant and influential factors that affect effectiveness of facility management.

According to a study by Gopalakrishnan (2008), insufficient investment in facilities management organizations leads to postponement of major repairs and replacements of facilities. Lack of centralized information within an organization on the assessment of deficiencies and conditions in the facilities causes these projects to be carried out at the cost of critical replacements and repairs.

According to Japheth (2013), the most important factor was found to be procurement planning followed by contract management as pointed out by most of the respondents. This was because good plans result to effectiveness and efficiency in attaining projected results. Mamiro (2010) agrees with these findings and concludes that one of the major setbacks in public procurement is poor planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of the skills of staff responsible for procurement.

Based on a study by John K. and Hildan W. on internal factors affecting procurement process of supplies in a public sector, procurement process is affected by factors such as accountability, ICT adoption, operation procedures, justification for results of internal & external monitors, and conflict of interests.

The need for information to stimulate appropriate action and organizational learning at the right level of the organization and stage of the decision making process emphasizes the need for effective performance measurement (Brignall and Ballantine, 1996).

FM can bring value towards organizational effectiveness, through management and the improvement of services (Noor and Pitt, 2009). Effectively planned FM services can create significant business returns.

2.2.3.Empirical evidences on CSFs of Facility Management

The Critical Success Factors (CSF) approach represents an accepted top-down methodology for corporate strategic planning, and while it identifies few success factors, it can highlight the key information requirements of top management (Byers and Blume, 1994; Rochart, 1979). In addition, if the critical success factors are identified and controllable, management can take certain steps to improve its potential success (Tser-yieth, 1999).

The identification of different critical success factors according to the BSC framework and related performance measurement tools which exist within FM organizations, present a new framework through which to measure FM performance aimed at increasing the effectiveness of the FM process thereby to increase the overall organizational efficiency.

The identification of its critical success factors provides a means by which an organization can access the threats and opportunities in overall facilities management opportunities (Yasin & Charles, 2010).

An empirical study conducted in the banking industry shows that ability of bank operation management, ability of bank marketing, ability of developing bank marketing, and ability of financial market management has been found as the composite critical success factors which are linked to various strategies (Tser-yieth, 1999).

A case study conducted in South African University of Technology shows that Critical Success Factors (CSFs) identified from preliminary findings for smart and sustainable facility management include effective knowledge management, presence of required skill sets and enhanced top level management support (Bankole A. Et al., 2015).

A study conducted for theory building in facilities management performance measurement, customer related factors (service partnership, quality and timeliness), Internal Process related factors (contract management, operational service efficiency, supply chain management, work environment and risk management), Financial related factors (financial resource management, value for money, profitability and asset utilization) and Learning & Growth related factors (innovation, strategic facility management information and management, and staff training and

development) are identified as critical success factors for facility management (Amaratunga, 2001)

A research conducted in Malaysia shows that The critical success factors for harnessing knowledge management in facilities performance evaluation has been identified as management leadership support, culture, strategy & purpose, technology, measurement as well as the knowledge management process itself and human resources factor (Yasin & Charles, 2010).

The findings in the study of facility management team show that three human factors such as communication, teamwork and training has been identified as critical success factors for managers of facility management which are key to improving the level of service and delivery performance, where people are required to work together in teams (Kym Fraser et al., 2013).

Faremi et al. (2013) In their study in Lagos state, Nigeria to assess factors influencing the options of procuring Facilities management service; it has been able to capture the consideration parameters that inform organizations decision on In sourcing or outsourcing FM services either in totally or in part. This study identifies efficiency of the service delivery process, continuity and risk management as major factors affecting the choice of procurement route which an organization may toll or adopt.

To truly operate and maintain a high performance building requires the synthesis of people, process and technology using system thinking approach. This requires the extraction of knowledge from multiple areas of expertise including health, ventilating, air conditioning and control systems, energy and maintenance management, software and IT systems, and competencies of managers and technicians. This study concluded that system thinking, for both building systems (heating, ventilating and air conditioning, lighting and others) and organizational systems, is necessary to achieving successful high performance building operation (Angela et al., 2010).

A study which examines prospects of applying logistics management to branch operation in a typical commercial banking sector using the case of Nigeria Commercial Banks shows that an efficient logistics management of resource and facilities movement between bank branches will leverage several internal factors like management style, culture, human resources, technology and by implication improve performance (Adekunle R. and Araoye O., 2012).

In a study conducted on commercial bank of Thailand in which empirical study of Facility Management strategy were explored, examined and presented; in the case that either FM department had high position in the bank's organizational structure or FM director had close relationship with senior business management, the department tended to have wider range of strategies covering both strategic and operational issues. On the other hand, a more typical or traditional FM department, with lower position within organization's structure, was more likely to focus on operational issues and operational/functional strategies. By examining the strategy content of FM, this study found that in providing support to organization FM department could choose different strategic stance. Regardless to type of organization, FM needs to develop its strategy to reflect and fit both short and long term needs of the given organization as well as business plan (Sarich C. and Veerason L., 2011).

In relation to each variable, stakeholder opinion, value for money, service standards, performance and continuous improvement are found to the top five ranking factors and could therefore be described as the "most" critical of the factors analyzed. The data suggests that providers of a social housing repairs service should pay particular attention to; the views of its staff and customers; the pursuit of value for money, achievable and clear service standards, measuring/ reviewing performance and targets for improvement within the service (Tucker, 2014).

According to Mohd, et al. (2013) in their study entitled 'Defining the CSFs in FM Malaysian Health Sector, there are five main factors which are people, process, place, technology and finance. The critical success factor of people includes continuous training, competency, leadership support and FM profession or carrier. There are six criteria critical success factor of process which are restructuring, integrated, consolidation, process coordination, service quality and regulation. For criteria critical success factor of place are space management, sustainable and infrastructure. Besides that, the criteria for critical success factor of technology including integrated system and data management. While, the value for money and life cycle analysis are criteria for critical success factor of financial. Therefore, these factors are critical to the successful implementation of FM.

Encon (2005) shows in his study that the key success factors of building management are leadership of management committee chairman and commitment of management committee member, competence of contractor staff. To reduce the gap between the expected level of service

and the perceived level of service, customer orientation, information sharing, and a consistent track record of professionalism are important. Regarding the functioning of the contractor, the selection of management staff and subcontractors with the right service ethics, training and teamwork is important.

Ability of FM to extend the performance of buildings and facilities is an appropriate yardstick to measure the contribution of FM in the sustainable development. Challenges to integrate FM in the development processes have to be addressed and should be viewed as a success factors.

It was also observed that some major variables lead to the inefficiency and ineffectiveness of the maintenance projects includes: the occurrence of poor contract management, lack of availability of materials and the incidence of in accurate estimate (Owolabi et al, 2014).

2.3. Conclusion to the Literature

As mentioned before, in this study: mismatch of demand and supply of facility, existence of prolonged/delayed construction projects and the scattered locations of Head offices and districts makes the effectiveness of facility management of CBE under question. Based on these problems, the procurement management and the building construction and contract administration departments as well as the facility management as a whole will take the major contribution for the current level of facility management effectiveness. Off course other departments will have their own inefficiencies but has little impact when compared to the above ones.

Hence, this study focuses on those factors such as Leadership, Facilities Strategic and Operational Planning, Customer Focus, Assessment and Information Analysis, Development and Management of Human Resources, Process Management, Performance Measurement system & Performance results as well as Supply chain Management that majorly affect effectiveness of facility management. Herewith various critical success factors will be identified through the questionnaire designed for respondents to select and rate them.

2.4 Conceptual Framework

Previous studies investigating factors affecting Effectiveness of Facility Management have all lead to the valid assumption that there is a common set of underlying success factors, whose effect tend to vary depending on the business environment in which the industry operates.

In this study, the researcher has chosen eight factors to investigate. These are: Leadership, Facilities Strategic & Operational Planning, Customer Focus, Process Management, Supply Chain Management, Assessment & Information Analysis, Development & Management of Human Resources and PMS and Performance Result.

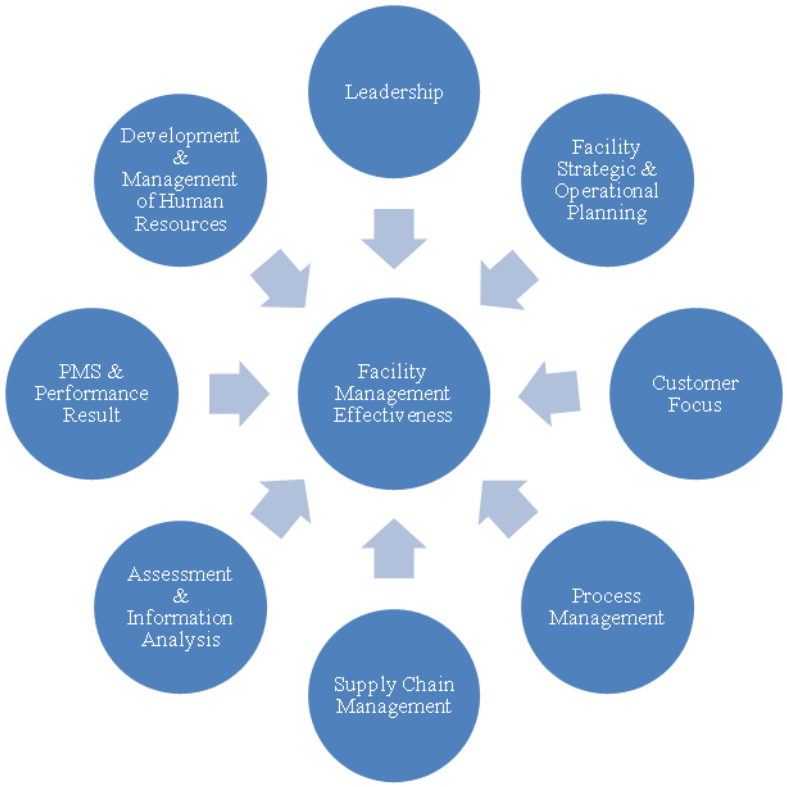

Figure 1:- Conceptual Framework for Factors Affecting Effectiveness of Facility Management

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

As the study intends to describe the current performance of Facility Management and factors affecting its effectiveness, a descriptive design was employed. According to Kothari (2005) a Descriptive Research Design is a scientific method of investigation whereby data is collected and analyzed in order to describe the current conditions, terms or relationships concerning a problem. The design was used to describe the characteristics of independent variables (factors affecting effectiveness of facility management). This was an appropriate to obtain information concerning the current status of the phenomenon to describe what the current situation is with respect to the variables of the study. Moreover, the descriptive design is concerned with describing, recording, analyzing and reporting conditions that exist or existed. Accordingly, the current performance of Facility Management along with factors that hinder its effectiveness was assessed.

3.2 Data Type and Sources

To get a picture of the present situation in the facility management process, only primary data was collected. The primary data was collected from respondents in the form of questionnaires which was analyzed both quantitatively & qualitatively. The researcher proposed to use secondary data through document analysis and tried to get Facilities Management's Plan and their Performance of 2013/2014 and 2014/2015 but unable to get it from the process due to financial data confidentiality.

3.3 Measurement

In the questionnaire surveys, respondents were asked to rate on a five-point Likert scale, the level of effect of identified factors on facility management effectiveness and current performance of facility management sub process in the eyes of ultimate users. Using multi attribute analysis,

the mean ratings representing the majority opinions were computed. The outcomes of the analysis provided the basis for identifying critical success/failure factors of facility management. In order to measure effectiveness of facility management, a performance management tool, Balanced Score Card was employed. To do so, standardized questionnaire was developed by adopting APPA's Facilities Management Evaluation criteria. APPA which is called Association of Physical Plant Administrators developed highly customized, personally tailored evaluation criteria that can help facilities professionals assess their organization's current performance levels and provide practical ideas and strategies to plan for improvement.

3.4 Target Population & Sample Size Determination

As the entire population has no relevance for the research purpose, the researcher limited its population of the study to Head Office of Commercial Bank of Ethiopia. From these populations, all except staffs of facility process are ultimate users of facilities who gave the study relevant information that had a great deal of contribution to get the mere facts in current performance of facility management. The study used disproportionate stratified sampling technique since it is an efficient method to indicate the characteristics of the population.

To select a target population from the total population, the researcher has sampled 20 percent of user departments and 100 percent of facility department, by considering they have a key role in the subject matter. The study used stratified random sampling techniques to select representative respondents from each group/strata. As depicted in table 3.1, to select the respondents from the target population of 753, the study considered 20 percent of user departments and 30 percent of facility process employees. As a result 91 employees from user departments and 89 employees from facility process, a total of 180 employees have been drawn as a representative sample from the target population.

Table 3.1 Target Population of the study (User Departments and Facility Process)

No.	Name of Departments	Total Population	Target Population	Simple Random sampling 20 percent from user dep't	Simple Random Sampling 30 percent from Facility Process	Total Sample Taken
1	Head Office	2281	456	91		91
2	Facility Process	297	297		89	89
Total		2578	753	91	89	180

(Source: Human Resource sub Process of CBE, 2016)

3.5 Data Collection Methods and Procedures

The data collection instrument here in this study was a survey questionnaire which was designed using the variables identified as important for meeting the research objectives. This instrument was chosen for data collection because of its suitability in having an ample time for the respondents concerned adequately fill the form. The questionnaire was designed to include both structured and unstructured questions. The structured questions were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form while the unstructured questions were used so as to encourage the respondent to give an in-depth response without feeling held back in revealing of any information.

180 Copies of questionnaires were delivered by hand to the respondents (strata) which are directly affected by facility management processes at their duty stations during working hours personally. They were issued and collected after a week to give respondents enough time to answer the questions.

Data collected relates to what is currently happening and not complicated by past behavior or future intentions or attitudes of respondents. The respondents were assured of confidentiality of their names and responses and that the responses were not handled by any other person but rather are to be used purely for research purposes. Each questionnaire was coded and only the researcher get to know which person responded. The coding technique was only used for the

purpose of matching those questionnaires which was completed and returned with those that was delivered to the respondents.

3.6 Data Analysis and Presentation

In data analysis, getting a feel for the data, testing the goodness of the data, and answering the research questions are the three major objectives that should be taken in to considerations (Sekaram, 2003). He also noted that establishing the goodness of data lends credibility to all subsequent analysis and findings because it measures the reliability and the validity of the measures used in the study. After gathering data from questionnaires, they were checked adequately for reliability and clarification. The data collected were summarized, edited, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Descriptive statistics was used for distribution (frequencies, percent ages) of data.

Using a Statistical Package for Social Sciences (SPSS Version 20), the researcher was able to analyze the data into percent ages, means and standard deviations. The analysis using the quantitative techniques results in findings which were presented in the form of frequency distribution tables while the qualitative techniques facilitate description and explanation of the study findings. In general, the results were presented in the form of frequency tables. All tables were clearly labeled and presented so that the reader could rapidly make sense of the information contained in them.

3.7 Validity Test

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Kothari, 2004). This research developed its own questionnaire to collect data. Since the statements have been generated from an extensive review of academic and practitioner's literature, it is assumed that the construct of validity will hold. In addition, two experts who are facility and procurement specialists from bank industry and one academic literate in supply chain criticized the questionnaire in order to test the validity of the questionnaire in the context of bank industry.

3.8 Reliability Test

To determine the reliability of questionnaire using SPSS version 20 software, the Cronbach's alpha coefficient has been calculated. Obtained values for the variables are shown below in the table 3.2.

Table 3.2 Cronbach's Alpha Reliability Test Result

Dimensions	N of Items	Cronbach's Alpha
Leadership	5	.761
Facility Strategic & Operational Planning	11	.824
Customer Focus	5	.792
Assessment & Information Analysis	6	.785
Development & Management of Human Resources	9	.775
Process Management	4	.767
Performance Result	7	.763
Supply Chain Management	13	.798
Financial Perspectives	7	.805
Customer Perspectives	6	.845
Internal Process Perspectives	6	.795
Learning & Growth Perspectives	6	.815
Over all Reliability	85	.796

As shown in the above table, by using the most common measure of internal consistency (reliability), the researcher measured the reliability of data with Cronbach's alpha test and has got a reliability coefficient higher than 0.7 in all aspects. Reliability coefficients greater than 0.7 and closer to 1 are considered 'Acceptable' in most social science research institutes. Hence, there exists greater consistency of the items in the scale.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter highlights the factual state of Facility sub process of Commercial Bank of Ethiopia in its Facility Management effectiveness and those factors affecting its effectiveness. The data was collected in response to the above issues among facility users and staffs of facility sub process, which was performed via questionnaire survey on April 2016.

4.1 Profiles of the Respondents

The demographic profile of sample respondents is presented and analyzed as shown below

4.1.1 Respondents' Profile Gender

Table 4.1 Respondents' Profile Gender

Respondent's Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	64	35.6	35.6	35.6
	Male	116	64.4	64.4	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

As depicted in table 4.1, when we see gender division of the respondents, majority of the respondents were male; i.e. (116) 64.4 percent representing the bigger part of the sample group. However (64) 35.6 percent of the respondents were female. This study was mainly aimed at those respondents who work under facility sub process and who are using facility services. And hence, it seems that the information gained was sufficient enough to conduct the analysis.

4.1.2 Respondents' Profile Age

Table 4.2 Respondents' Profile Age

Respondent's Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	70	38.9	38.9	38.9
	30-40 years	68	37.8	37.8	76.7
	40-50 years	32	17.8	17.8	94.4
	50-60 years	10	5.6	5.6	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

When we see the description of the second demographic variable as shown in Table 4.2, the majority respondents' age i.e., (138) 76.7 percent ranges from 20 to 40 years old while the rest (42) 24.3 percent respondents aged above 40 years old. Therefore, the information gained from these respondents is sufficient enough to conduct the analysis.

4.1.3 Respondents' Profile Educational Qualification

Table 4.3 Respondents' Profile Educational Qualification

Respondent's Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	161	89.4	89.4	89.4
	Diploma	9	5.0	5.0	94.4
	Master Degree	10	5.6	5.6	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

Table 4.3 reveals the demographic variable which is educational qualification of respondents; most of the respondents i.e., (161) 89.4 percent hold a Bachelor Degree while the rest (10) 5.6 percent & (9) 5 percent hold their Master Degree and a Diploma respectively. Since the majority respondents are more educated, they have better opportunity to understand the case and give better response than else. Therefore, the response gained is relevant enough to conduct the analysis.

4.1.4 Respondents' Profile Total Work Experience in CBE

Table 4.4 Respondents' Profile Total Work Experience in CBE

Respondent's Total Work Experience in CBE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	3.9	3.9	3.9
	1-5 years	26	14.4	14.4	18.3
	5-10 years	36	20.0	20.0	38.3
	10-15 years	55	30.6	30.6	68.9
	15-20 years	36	20.0	20.0	88.9
	Above 20 years	20	11.1	11.1	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

As table 4.4 clearly shows the frequency distribution of respondents' work experience, the majority respondents which accounts for 81.7 percent have more than 5 years of work experience. The rest 18.3 percent of the respondents have less than 5 years of work experience. Therefore, the data gained is relevant enough to conduct the analysis since more experienced respondents who are capable of understanding the case and give better response are involved.

4.1.5 Respondents' Profile Field of Specialization

Table 4.5 Respondents' Profile about Respondent's Gender Vs Field of Specialization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not related to Facility Management	146	81.1	81.1	81.1
	Related to Facility Management	3	1.7	1.7	82.8
	Somewhat related to Facility Management	31	17.2	17.2	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

As shown in table 4.5, the broad ranges of respondent's profession are summarized in relation to Facility Management. The majority respondents' fields of specialization which totals 141 are not

related to facility management. Only 10 of 180 respondents' field of specialization are related to facility management while 29 respondents' field of specialization from the total have somewhat related to facility management. In this regard, out of 10 respondents having related field of specialization, 8 of them are female respondents. This result shows that Facility sub process have a Generalist Staffs not a Specialist staffs since they possess different professions that are not related to facility management.

4.1.6 Respondents' Profile Current Job Title

Table 4.6 Respondents' Profile **Current Job Title**

Respondent's Current Job Title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under Facility Process	91	50.6	50.6	50.6
	Under Other Process	89	49.4	49.4	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

The result in table 4.6 reveals the demographic variable of respondents' current job title; from the total of 180 respondents, 91 of them work under facility sub process while the remaining 89 respondents work under other processes. This confirms that the data had been gathered from the representative samples as previously determined in the methodology.

4.1.7 Respondents' Profile Work Experience on Current Position

Table 4.7 Respondents' Profile Work Experience on Current Position

Respondent's Work Experience on Current Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	27	15.0	15.0	15.0
	1-5 years	103	57.2	57.2	72.2
	5-10 years	50	27.8	27.8	100.0
	Total	180	100.0	100.0	

(Source: Researcher's Survey Result, 2016)

As depicted in table 4.7, majority respondents i.e. 57.2 percent have a 1-5 years' work experience on current position while 27.8 percent respondents have 5-10 years of experience and the remaining 15 percent have below 1 year of work experience on current position. This result shows that most respondents stay longer on one position so that the information gained from these respondents is relevant enough to conduct the analysis since they have the opportunity to evaluate the level of facility services under their section.

4.1.8 Respondents General Response on Facility Management's contribution & Its Improvement Needs

Table 4.8 Facility Management Contribution to Organization's Core Process

Dimension	Measurement	Count	%
Facility Management Contribution to Organization's Core Process	An Important Contribution	45	25%
	Minor Contribution	51	28%
	No Contribution	3	2%
	Some Contribution	10	6%
	Very Major Contribution	71	39%

(Source: Researcher's Survey Result 2016)

The other main variable that the respondents were asked was the extent to which facility management's contribution to organization's core process. As depicted in table 4.8, majority of the respondents i.e. 39 percent answered Facility Management has a very major contribution to organization's core process, 28 percent of respondents answered minor contribution, 25 percent of respondents answer an important contribution, 6 percent of them answered some contribution and the remaining 2 percent answered no contribution.

Based on this data, the majority respondents have beliefs that Facility Management has a major contribution to organization's core processes.

Table 4.9 Facility Management needs to improve its process Efficiency & Effectiveness

		Count	%
Do you believe FM needs to improve its process Efficiency & Effectiveness?	Neutral	61	34%
	No I Don't	14	8%
	Yes I Do	105	58%

(Source: Researcher's Survey Result 2016)

In table 4.9, survey results in the need for Facility Management Improvement in its process efficiency and effectiveness shows that the major respondents, 105 out of 180 believed that FM needs improvement while 14 of them responds that they don't believe on its improvement and the rest 61 respondents remains neutral. From this result, the researcher concludes that FM needs improvement in its process efficiency and effectiveness.

4.2 Assessment of Level of Effectiveness of FM using BSC

4.2.1 Financial Perspectives

Table 4.10 Level of Effectiveness of FM through Financial Perspective of BSC

	Not at All=1		Little Extent=2		Moderate Extent=3		Great Extent=4		A very Great Extent=5	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMFP	0	0.0%	31	17.2%	147	81.7%	0	0.0%	2	1.1%

	N	Minimum	Maximum	Mean	Std. Deviation
[EFMFP] To what extent do you think facility sub process effectively utilizes its financial resources?	180	2	3	2.82	.388
Valid N (listwise)	180				

(Source: Researcher's Survey Result 2016)

Table 4.10 summarizes all general responses about FM's financial performance presented through survey questionnaire. From the total respondents surveyed, 17.2 percent (31) respondents agreed that FM used its financial resources to a little extent while the rest 81.7 percent (147) agreed that FM used its financial resources to a moderate extent. Considering the mean score and standard deviation of this variable, it has 2.82 mean score and 0.388 score in standard deviation. According to Kessuwan and Muenjohn (2010), the attributes found between 1.00-2.49 mean score considered as low level of influence in which an attribute have, attributes found between 2.50-3.49 mean point considered as the attribute have moderate level of influence and attributes found between 3.50-5.00 mean score means the attributes have high level effect. Therefore, having a 2.82 mean score, Facility Management moderately utilizes its financial resources.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMFP1	6	3.3%	95	52.8%	10	5.6%	60	33.3%	9	5.0%
EFMFP2	36	20.0%	108	60.0%	12	6.7%	21	11.7%	3	1.7%
EFMFP3	3	1.7%	82	45.6%	20	11.1%	72	40.0%	3	1.7%
EFMFP4	4	2.2%	27	15.0%	134	74.4%	12	6.7%	3	1.7%
EFMFP5	4	2.2%	48	26.7%	84	46.7%	42	23.3%	2	1.1%
EFMFP6	62	34.4%	91	50.6%	10	5.6%	15	8.3%	2	1.1%
EFMFP7	9	5.0%	89	49.4%	62	34.4%	17	9.4%	3	1.7%

Table 4.11 Financial Performance Indicators

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMFP1	180	1	5	2.91	1.102
EFMFP2	180	1	4	1.94	.666
EFMFP3	180	2	4	3.16	.958
EFMFP4	180	3	3	3.00	.000
EFMFP5	180	2	4	3.04	.663
EFMFP6	180	1	2	1.49	.501
EFMFP7	180	1	4	2.31	.718
Valid N (listwise)	180				

(Source: Researcher's Survey Result 2016)

As depicted in table 4.11, the result of the survey through financial performance indicators shows that the responses given for disagreement outweigh others in all indicators. Accordingly, in the case of EFMFP1 (obtaining goods & services giving due regard to cost effectiveness & quality) 52.8 percent (95) of respondents show their disagreement while 33.3 percent (60) gives their agreement. The rest of respondents account for 5 percent on strongly agrees, 5.6 percent remains neutral and 3.3 percent responded strongly disagree. In case of EFMFP2 (effective & efficient logistics services), 60 percent (108) respondents gave their disagreement while 20 percent (36) strongly disagree, 6.7 percent (12) remains neutral and 11.7 percent (21) gave their agreement. In case of EFMFP3 (cost effectiveness in fleet management & vehicle asset), 45.6 percent (82) responded disagree while 40 percent (72) agree, 11.1 percent (20) remains neutral and 1.7 percent (3) strongly disagree. In case of EFMFP4 (building construction & contract administration department performs in a way that yields a higher return on investment), 74.4 percent (134) respondents remains neutral while 15 percent (27) gave their disagreement, 6.7 percent (12) agree and 2.2 percent (4) strongly disagree. In case of EFMFP5 (there exists a good care of facilities and timely & cost effective servicing that will result in increased revenue), 46.7 percent (84) respondents remains neutral while 26.7 percent (48) disagree, 23.3 percent (42) agree and 2.2 percent (4) strongly disagree. In case of EFMFP6 (current warehouse operations management will result in minimum cost and overall customer satisfaction), 50.6 percent (91) respondents disagree while 34.4 percent (62) strongly disagree, 8.3 (15) agree and the rest 5.6 percent (10) remains neutral. In case of EFMFP7 (FM determines the most effective & efficient use of office space), 49.4 percent (89) respondents shows their disagreement while 34.4 percent (62) remains neutral, 9.4 percent (17) agree and 5 percent (9) responded strongly disagree. In all cases of EFMFP2, EFMFP3, EFMFP4 & EFMFP7, 1.7 percent (3) respondents strongly agree and in cases of EFMFP5 & EFMFP6, 1.1 percent (2) respondents strongly agree.

As a result, utilization of financial resources by FM has got majorly disagreements in its performance followed by neutral responses. Taking the mean scores of those Financial Performance Indicators, most of the score are higher than 2.50 which support the previous statement that FM has a moderate performance in utilization of its financial resources.

4.2.2. Customer Perspectives

Table 4.12 Level of Effectiveness of FM through Customer Perspective of BSC

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMCP	17	9.4%	110	61.1%	22	12.2%	31	17.2%	0	0.0%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMCP	180	1	4	2.37	.896
Valid N (listwise)	180				

(Source: Researcher's Survey Result, 2016)

Table 4.12 summarizes all general responses about FM's Customer Service performance presented through survey questionnaire. From the total respondents surveyed, 61.1 percent (110) respondents gave their response on facility management's customer service performance to a little extent while 17.2 percent (31) a great extent, 12.2 percent (22) moderate extent and 9.4 percent (17) replied not at all. This result indicates that facility management has low performance in customer service. FM has lower level performance in its customer service since it gets a mean score of 2.37 in its customer service survey.

Table 4.13 Customer Service Performance Indicators

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMCP1	22	12.2%	109	60.6%	4	2.2%	44	24.4%	1	0.6%
EFMCP2	45	25.0%	119	66.1%	4	2.2%	11	6.1%	1	0.6%
EFMCP3	45	25.0%	119	66.1%	4	2.2%	11	6.1%	1	0.6%

EFMCP4	69	38.3%	97	53.9%	3	1.7%	10	5.6%	1	0.6%
EFMCP5	11	6.1%	63	35.0%	62	34.4%	43	23.9%	1	0.6%
EFMCP6	12	6.7%	89	49.4%	55	30.6%	23	12.8%	1	0.6%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMCP1	180	1	4	2.47	1.005
EFMCP2	180	1	2	1.73	.446
EFMCP3	180	1	2	1.73	.446
EFMCP4	180	1	2	1.58	.494
EFMCP5	180	2	4	3.02	.758
EFMCP6	180	2	4	2.62	.610
Valid N (listwise)	180				

(Source: Researcher's Survey Result 2016)

As depicted in table 4.13, the survey report on customer service performance shows that the majority of respondents gave their disagreement on all cases of customer service performance indicators. In support of the above arguments, a customer service argument of EFMCP1 has 60.6 percent (109) disagreements, EFMCP2 & EFMCP3 have 66.1 (119) disagreements, EFMCP4 has 53.9 percent (97) disagreements, EFMCP5 has 35 percent (63) disagreements, and EFMCP6 has 49.4 percent (89) disagreements. In case of EFMCP1 (having a clear understanding of customers' identity and their key needs), only 24.4 percent (44) respondents agree with this argument while 2.2 percent (4) remains neutral and 12.2 percent (22) have strong disagreements. In case of EFMCP2 (current service level meets user departments' expectations) and EFMCP3 (achievement of high level of customer satisfaction), only 6.1 percent (11) agrees with the argument while 2.2 percent (4) remains neutral and 25 percent (45) respondents strongly disagree. In case of EFMCP4 (FM ensures fulfillment of demand satisfactorily & economically), only 5.6 percent (10) respondents agree with the argument while 1.7 percent (3) remains neutral and 38.3 percent (69) have a strong disagreements. In case of EFMCP5 (FM ensures strong relationships with user departments as well as suppliers), only 23.9 percent (43) respondents agree with the argument while 34.4 percent (62) remains neutral and 6.1 percent (11) respondents strongly disagree. In case of EFMCP6 (FM has a thorough knowledge of suppliers as well as their pricing practices), only 12.8 percent (23) respondents agree with the argument

while 30.6 percent remains neutral and 6.7 percent (12) respondents have a strong disagreements. In all cases of customer service performance indicators, only 0.6 percent (1) respondent strongly agrees with the arguments.

The result supports the general response of a customer perspective survey that gets FM in lower performance in customer perspectives since it gets lower mean scores as shown above in the table.

4.2.3. Internal Process Perspectives

Table 4.14 Level of Effectiveness of FM through Internal Process Perspectives of BSC

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMIP	0	0.0%	108	60.0%	48	26.7%	24	13.3%	0	0.0%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMIP	180	2	4	2.53	.720
Valid N (listwise)	180				

(Source: Researcher's Survey Result 2016)

In the above table 4.14, the respondents had to indicate the extent to which FM's internal processes are effective. 60 percent (108) respondents indicated that facility management is effective in its internal process to a little extent while 26.7 percent (48) a moderate extent and 13.3 percent (24) respondents to a Great extent. This shows that FM is less effective in its internal process performances.

Table 4.15 Measures of Internal Process Perspectives

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMIP1	15	8.3%	76	42.2%	76	42.2%	13	7.2%	0	0.0%
EFMIP2	10	5.6%	95	52.8%	60	33.3%	15	8.3%	0	0.0%

EFMIP3	10	5.6%	54	30.0%	59	32.8%	57	31.7%	0	0.0%
EFMIP4	51	28.3%	58	32.2%	29	16.1%	42	23.3%	0	0.0%
EFMIP5	25	13.9%	76	42.2%	25	13.9%	54	30.0%	0	0.0%
EFMIP6	10	5.6%	84	46.7%	77	42.8%	9	5.0%	0	0.0%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMIP1	180	1	4	2.44	.678
EFMIP2	180	2	4	2.47	.583
EFMIP3	180	2	4	3.16	.818
EFMIP4	180	1	4	2.36	1.092
EFMIP5	180	1	4	2.69	1.020
EFMIP6	180	2	3	2.51	.501
Valid N (listwise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were required to indicate their level of agreements on internal process performance indicators as shown in the above table 4.15. In case of EFMIP1 (there exists an excellent archive management which ensures efficient storage & retrieval), 42.2 percent (76) respondents disagree with the arguments while the same numbers of respondents remain neutral, 8.3 percent (15) strongly disagree and 7.2 percent (13) agree with the argument. In case of EFMIP2 (processes in the performance of a construction contract ensures shortest cycle time), 52.8 percent (95) respondents disagree with the argument while 33.3 percent (60) remains neutral, 8.3 percent (15) agree, and 5.6 percent (10) respondents have a strong disagreement. In case of EFMIP3 (processes under contract administration & management section are properly managed), 32.8 percent (59) respondents remains neutral with the argument while 31.7 percent (57) agree, 30 percent (54) respondents disagree and 5.6 percent (10) have a strong disagreements. In case of EFMIP4 (existing processes under warehouse operations management maximum efficiency for minimum cost), 32.2 percent (58) respondents disagrees with the argument while 28.3 percent (51) strongly disagree, 23.3 percent (42) agrees with the argument and 16.1 percent (29) respondents remain neutral. In case of EFMIP5 (there exists a systematic process measurement that ensures quality outputs), 42.2 percent (76) respondents disagree with the argument while 30 percent (54) agree, and 13.9 percent (25) remains neutral while the same numbers of respondents strongly disagree with the argument. In case of EFMIP6 (FM properly plans, organizes and controls the administrative functions), 46.7 percent (84) respondents

disagree with the argument while 42.8 percent (77) remains neutral, only 5 percent (9) respondents agree while 5.6 percent (10) respondents strongly disagree with the argument.

This result shows that neutral respondents along with those respondents with disagreement and strong disagreement heavily outweigh the level of agreement on internal process performance indicators' argument. Hence, the researcher concludes that FM of CBE is less effective in its internal processes.

4.2.4. Learning & Growth Perspectives

Table 4.16 Level of Effectiveness of FM through Learning & Growth Perspectives

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMLGP	88	48.9%	73	40.6%	4	2.2%	12	6.7%	3	1.7%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMLGP	180	1	2	1.26	.440
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

As show in table 4.16 above, the respondents asked to indicate the extent to which FM works towards Learning and Growth for process efficiency & effectiveness. The major respondents 48.9 percent (88) responded that FM do not at all works towards learning & growth while 40.6 percent (73) respondents indicates it works on it to a little extent, 6.7 percent (12) to a great extent, 2.2 percent (4) responds to a moderate extent and 1.7 percent (3) responds to a very great extent. This show that FM has little involvement in Learning & Growth which is not sufficient to have a specialist in FM processes.

Table 4.17 Learning & Growth Performance Indicators

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
EFMLGP1	21	11.7%	61	34.1%	59	33.0%	35	19.6%	3	1.7%

EFMLGP2	41	22.8%	76	42.2%	25	13.9%	35	19.4%	3	1.7%
EFMLGP3	51	28.3%	110	61.1%	4	2.2%	12	6.7%	3	1.7%
EFMLGP4	31	17.2%	62	34.4%	35	19.4%	49	27.2%	3	1.7%
EFMLGP5	48	26.7%	85	47.2%	32	17.8%	12	6.7%	3	1.7%
EFMLGP6	45	25.0%	77	42.8%	30	16.7%	25	13.9%	3	1.7%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFMLGP1	179	1	4	2.48	.883
EFMLGP2	180	1	4	2.29	.954
EFMLGP3	180	1	2	1.63	.483
EFMLGP4	180	1	4	2.69	.965
EFMLGP5	180	1	3	1.94	.738
EFMLGP6	180	1	4	2.08	.930
Valid N (list wise)	179				

(Source: Researcher's Survey Result 2016)

As shown above in table 4.17, based on the overall analysis of learning and growth performance indicators, the level of respondents' disagreements outweighs all other point of scales. Accordingly, in the case of EFMLGP1 (FM has a disciplined organizational learning system), 34.1 percent (61) respondents put their disagreement in the argument while 33 percent (59) kept their voice neutral, the remaining 19.6 percent (35) respondents agree and 11.7 percent (21) respondents strongly disagree with the argument. In case of EFMLGP2 (FM enables and encourages employees to contribute their expertise effectively to the organization), 42.2 percent (76) respondents disagree with the argument while 22.8 percent (41) respondents strongly disagrees,19.4 percent (35) respondents agree, and the remaining 13.9 percent (25) kept their voice neutral. In case of EFMLGP3 (most staffs of facility sub process had gone through enough training and development), 61.1 percent (110) respondents disagree with the argument while 28.3 percent (51) responds strongly disagree, 6.7 percent (12) respond agree, and 2.2 percent (4) respondents remains neutral. In case of EFMLG4 (FM has an excellent composition of human capital), 34.4 percent (62) respondents had shown their disagreement while 27.2 percent (49) had shown their agreement in the argument. Other 19.4 percent (35) respondents kept their voice neutral while 17.2 percent (31) respondents strongly disagree with the argument. In case of EFMLGP5 (FM created a high performance work place & learning environment), 47.2 percent (85) respondents disagree with the argument while 26.7 percent (48) respondents strongly disagree. Other 17.8 percent (32)

respondents kept their voice neutral while 6.7 percent (12) agrees with the argument. In case of EFMLGP6 (FM developed strategies, policies and procedures relating to the protection of the banks human & capital asset), 42.8 percent (77) respondents has disagreements while 25 percent (45) has strong disagreements. Other 16.7 percent (30) respondents remain neutral while 13.9 percent (25) respondents agree with the argument. In all cases 1.7 percent (3) respondents strongly agree with the arguments.

These results indicate that FM less involvement in learning and growth activities which in turn affects its overall effectiveness.

4.3. Assessment of Factors influencing Effectiveness of FM

4.3.1. Leadership as a Factor

Table 4.18 Effect of Leadership on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
LF	4	2.2%	5	2.8%	21	11.7%	61	33.9%	89	49.4%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LF	180	1	5	4.01	1.070
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Leadership as a factor influencing effectiveness of facility management as shown in the table 4.18, the study identifies that 49.4 percent (89) respondents argues that leadership affects effectiveness of FM to a Very Great extent while 33.9 percent (61) responds to Great extent. Other 11.7 percent (21) responds to moderate extent, 2.8 percent (5) responds little extent and the remaining 2.2 percent (4) respondents give their answer 'not at all'. From this general response, the researcher concludes that leadership as a factor strongly affects effectiveness of FM.

Table 4.19 Success Factors of Leadership

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
LF1	55	30.6%	87	48.3%	7	3.9%	29	16.1%	2	1.1%
LF2	56	31.1%	82	45.6%	13	7.2%	27	15.0%	2	1.1%
LF3	15	8.3%	90	50.0%	65	36.1%	8	4.4%	2	1.1%
LF4	24	13.3%	83	46.1%	65	36.1%	6	3.3%	2	1.1%
LF5	67	37.2%	71	39.4%	14	7.8%	26	14.4%	2	1.1%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LF1	180	1	4	2.04	1.077
LF2	180	1	4	1.92	.991
LF3	180	2	4	2.71	.584
LF4	180	1	3	2.01	1.003
LF5	180	1	4	1.85	1.141
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on leadership success factors listed above in table 4.19, and it result in the following manner. In case of LF1 (Leadership roles & responsibilities and decision making structures are well defined & understood by Top management), 48.3 percent (87) respondents put their disagreement on the argument while 30.6 percent (55) strongly disagree on it. Other 16.1 percent (29) respondents agree on the argument while 3.9 percent (7) respondents remain neutral. In case of LF2 (There exists strategic alignment of mission, vision & values within facility process), level of disagreement accounts for 45.6 percent (82) respondents while strong disagreement is filled by 31.1 percent (56) respondents. Other 15 percent (27) respondents agree on the argument while 7.2 percent (13) respondents kept their voice neutral. In case of LF3 (Leadership under FM promotes and ensures ethical behavior in all interactions), 50 percent (90) respondents gave their disagreement on the argument while 36.1 percent (65) remains neutral. Other 4.4 percent (8) respondents agree while 8.3 percent (15) respondents strongly disagree with the argument. In case of LF4 (leadership of Facility process emphasizes the importance of operational excellence), 46.1 percent (83) respondents disagree with the argument while 36.1 percent (65) remains neutral. Other 13.3 percent (24) respondents strongly disagree while 3.3 percent (6) respondents agree with the argument. In case of LF5 (there exists leadership development & succession planning in facility process), 39.4 percent (71) respondents disagree with the argument while 37.2 percent (67)

strongly disagree. Other 14.4 percent (26) respondents agree while 7.8 percent (14) respondents kept their voice neutral with the argument. In all cases, 1.1 percent (2) respondents strongly agree with the arguments.

This results show that the critical success factors of leadership are not incorporated in FM's Leadership. In other words, the leadership of facility management failed practicing the critical success factors of leadership.

4.3.2. Facility Strategic & Operational Planning as a Factor

Table 4.20 Effect of Facility Strategic & Operational Planning on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
FSOP	6	3.3%	13	7.2%	33	18.3%	64	35.6%	64	35.6%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
FSOP	180	1	5	3.92	1.075

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Facility Strategic & Operational Planning as a factor influencing effectiveness of facility management as shown in the table 4.20, the study identifies that respondents who gave their response as Great Extent and A very Great extent similarly accounts for 35.6 percent (64) while 18.3 percent (33) of the respondents replied a Moderate extent. Other 7.2 percent respondents gave their response to a little extent while 3.3 percent (6) responds not at all. From these general responses the researcher concludes that FSOP as a factor strongly affects effectiveness of Facility Management.

Table 4.21 Success Factors of Facility Strategic & Operational Planning

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
FSOP	180	1	5	3.92	1.075
FSOP1	179	1	4	1.76	.837
FSOP2	180	1	5	2.47	.988
FSOP3	180	4	5	4.62	.486
FSOP4	180	1	2	1.35	.478
FSOP5	180	1	4	2.40	1.161
FSOP6	180	1	3	1.78	.862
FSOP7	180	1	2	1.49	.501
FSOP8	180	1	3	1.81	.753
FSOP9	180	2	5	3.67	.997
FSOP10	180	1	4	2.52	.960
FSOP11	180	1	4	1.91	.679

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
FSOP1	70	39.1%	82	45.8%	4	2.2%	18	10.1%	5	2.8%
FSOP2	26	14.4%	66	36.7%	66	36.7%	10	5.6%	12	6.7%
FSOP3	0	0.0%	1	0.6%	0	0.0%	70	38.9%	109	60.6%
FSOP4	109	60.6%	61	33.9%	0	0.0%	5	2.8%	5	2.8%
FSOP5	34	18.9%	79	43.9%	0	0.0%	63	35.0%	4	2.2%
FSOP6	86	47.8%	39	21.7%	45	25.0%	6	3.3%	4	2.2%
FSOP7	85	47.2%	85	47.2%	0	0.0%	6	3.3%	4	2.2%
FSOP8	67	37.2%	66	36.7%	37	20.6%	6	3.3%	4	2.2%
FSOP9	0	0.0%	28	15.6%	41	22.8%	65	36.1%	46	25.6%
FSOP10	23	12.8%	66	36.7%	45	25.0%	42	23.3%	4	2.2%
FSOP11	44	24.4%	99	55.0%	26	14.4%	7	3.9%	4	2.2%

Valid N (list wise)	179				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on Facility Strategic & Operational Planning success factors listed above in table 4.21, and it result in the following manner. In case of FSOP1 (goals and objectives are well defined & understood by all facility staffs), 45.8 percent (82) respondents gave their agreement while 39.1 percent (70) respondents strongly disagree with the argument. Other10.1 percent (18) respondents agree while 2.8 percent (5) respondents strongly agree and the rest 2.2 percent (4) remain neutral. In case of FSOP2 (Master Plan of Facility sub process incorporate & reflect principles of sustainability, total cost of ownership and overall facilities renewal), 36.7 percent (66) respondents agree with the argument while the same number of respondents remain neutral. Other 14.4 percent (26) respondents strongly disagree while 6.7 percent (12) strongly agree and the rest 5.6 percent (10) respondents agree with the argument. In case of FSOP3 (changing customers' expectations do affect effectiveness of facility management), the majority respondents which accounts for 60.6 percent (109) had given their strong agreement while 38.9 percent (70) respondents agree with the argument. The rest 0.6 percent (1) respondent accounts for disagreement. In case of FSOP4 (Facility sub process currently uses relevant technologies to improve its process effectiveness), 60.6 percent (109) respondents had given a strong disagreement while 33.9 percent (61) respondents disagree with the argument. Other 2.8 percent (5) respondents each accounts for disagreement and strong disagreement with the argument.

In case of FSOP5 (FM allows to ensure strategic goals & key performance measures are understood by all facility staffs), 43.9 percent (79) respondents agree with the argument followed by 35 percent (63) respondents agreement, 18.9 percent (34) respondents strong disagreement and 2.2 percent (4) respondents strong agreement with the argument. In case of FSOP6 (Current strategies and processes of FM ensures continuity of functions in the event of staff turnover, contractor failure or other unanticipated disruptions), 47.8 percent (86) respondents strongly disagree with this argument while 25 percent (45) respondents remains neutral. Other 21.7 percent (39) respondents disagree with the argument while 3.3 percent (6) respondents gave agreement followed by a 2.2 percent (4) strong agreement. In case of FSOP 7 (There exists an emergency response plan which are communicated to facility employees), 47.2 percent (85) respondents strongly disagree with the argument while the same number of respondents accounts

for disagreement. Other 3.3 percent (6) respondents gave agreement followed by a 2.2 percent (4) strong agreement.

In case of FSOP8 (There exists a regular periodic review of facilities strategic plan), 37.2 percent (67) respondents strongly disagree while 36.7 percent (66) respondents disagree with the argument. Other 20.6 percent (37) respondents remain neutral while 3.3 percent (6) respondents gave agreement followed by a 2.2 percent (4) strong agreement. In case of FSOP9 (Facility sub process enables to develop the capital plan, addressing needs for renovation, major repairs & or upgrades), 36.1 percent (65) respondents gave their agreement on this argument while 25.6 percent (46) respondents have a strong agreement. Other 22.8 percent (41) respondents remain neutral while 15.6 percent (28) respondents disagree with the argument. In case of FSOP10 (processes under FM allows effective allocation of available resources), 36.7 percent (66) respondents shows their disagreement while 25 percent (45) respondents remain neutral followed by 23.3 percent (42) respondents agreement, 12.8 percent (23) respondents strong disagreement and a 2.2 percent (4) strong agreement. In case of FSOP11 (There exists a good practice in Facility sub process that helps to ensure the work place environment optimizes staff performance), the majority respondents 55 percent (99) disagree with this argument while 24.4 (44) respondents have a strong disagreement. Other 14.4 percent (26) respondents remain neutral while 3.9 percent (7) respondents have shown an agreement followed by a 2.2 percent (4) strong agreement.

This result indicates that FM of CBE needs to focus on these success factors of Facility Strategic and Operational planning in order to achieve effectiveness.

4.3.3. Customer Focus as a Factor

Table 4.22 Effect of Customer Focus on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %

CF	4	2.2%	16	8.9%	27	15.0%	68	37.8%	65	36.1%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CF	180	1	5	4.01	1.006

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Customer Focus as a factor influencing effectiveness of facility management as shown in the table 4.22, the study identifies that 36.1 percent (65) respondents argues that a customer focus has an effect to a very great extent on FM effectiveness while 37.8 percent (68) respondents replied a great extent followed by 15 percent (27) respondents response to moderate extent, 8.9 percent (16) and 2.2 percent (4) respondents responds to a little extent & Not at all respectively. Based on this result, a Customer Focus as a Factor has an effect on effectiveness of facility management.

Table 4.23 Success Factors of Customer Focus

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
CF1	95	52.8%	70	38.9%	2	1.1%	7	3.9%	6	3.3%
CF2	55	30.6%	87	48.3%	3	1.7%	1	0.6%	34	18.9%
CF3	62	34.4%	87	48.3%	9	5.0%	17	9.4%	5	2.8%
CF4	74	41.1%	75	41.7%	14	7.8%	11	6.1%	6	3.3%
CF5	71	39.4%	80	44.4%	7	3.9%	16	8.9%	6	3.3%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CF1	180	1	2	1.41	.493
CF2	180	1	5	2.23	1.362
CF3	180	1	4	1.74	.792
CF4	180	1	4	1.67	.740
CF5	180	1	4	1.69	.772
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on success factors of a Customer Focus listed above in table 4.23, and it result in the following manner. In case of CF1 (the process enables to identify the needs and expectations of facility users and has a place to measure success in meeting those expectations), the majority respondents 52.8 percent (95) have a strong disagreement on this argument while 38.9 percent (70) respondents disagree with the argument. Other 3.9 percent (7) respondents agree while 3.3 percent (6) disagree followed by 1.1 percent (2) neutral respondents. In case of CF2 (the current process is capable of providing level of services that meets user needs and expectations), 48.3 percent (87) respondents has shown disagreement followed by 30.6 percent (55) respondents strong disagreement on this argument. Other 18.9 percent (34) respondents strongly agree while 1.7 percent (3) respondents remain neutral and 0.6 percent (1) respondent agrees with the argument. In case of CF3 (the process enables end users to obtain services and monitor progress or status), 48.3 percent (87) respondents has shown disagreement followed by 34.4 percent (62) respondents strong disagreement on this argument. Other 9.4 percent (17) respondents agree while 5 percent (9) respondents remain neutral and 2.8 percent (5) respondents have a strong agreement with the argument. In case of CF4 (the process encourages end users to provide feedback and or perceptions of quality & value), 41.7 percent (75) respondents disagree with this argument while 41.1 percent (74) has a strong disagreement. Other 7.8 percent (14) respondents remain neutral while 6.1 percent (11) respondents agree followed by a 3.3 percent (6) respondent's strong agreement on the argument. In case of CF5 (there exists a good practice on evaluating the extent to which both leadership of the organization and its facility staffs meet customer needs and expectations), 44.4 percent (80) respondents put their disagreement followed by 39.4 percent (71) strong disagreements, 8.9 percent (16) agreement, 3.9 percent (7) neutral responses and 3.3 percent (6) disagreements.

This result shows that the critical success factors of a customer focus are not considered in facility management of CBE which in turn affects effectiveness of facility management.

4.3.4. Assessment & Information Analysis as a Factor

Table 4.24 Effect of Assessment and Information Analysis on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
AIAF	4	2.2%	17	9.4%	32	17.8%	67	37.2%	60	33.3%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AIAF	180	1	5	3.91	1.021

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Assessment & Information Analysis as a factor influencing effectiveness of facility management as shown in the table 4.24, the study identifies that 37.2 percent (67) respondents believe that it affects effectiveness of FM to a great extent while 33.3 percent (60) respondent's beliefs extended to a very great extent. Other 17.8 percent respondents remain neutral while 9.4 percent (17) respondents argues that it affects to little extent and the rest 2.2 percent (4) respondents argues that it does not affect at all. Taking the majority responses, the researcher concludes that Assessment & Information analysis Factor affects effectiveness of FM.

Table 4.25 Success Factors of Assessment and Information Analysis

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
AIAF1	66	36.7%	74	41.1%	19	10.6%	16	8.9%	5	2.8%
AIAF2	36	20.0%	72	40.0%	54	30.0%	12	6.7%	6	3.3%
AIAF3	42	23.3%	59	32.8%	66	36.7%	7	3.9%	6	3.3%
AIAF4	60	33.3%	87	48.3%	16	8.9%	13	7.2%	4	2.2%
AIAF5	31	17.2%	84	46.7%	14	7.8%	17	9.4%	34	18.9%
AIAF6	39	21.7%	85	47.2%	12	6.7%	7	3.9%	37	20.6%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AIAF	180	1	5	3.91	1.021
AIAF1	180	1	4	1.73	.790
AIAF2	180	1	4	2.23	.790

AIAF3	180	1	3	2.18	.771
AIAF4	180	1	4	1.73	.706
AIAF5	180	1	5	2.73	1.449
AIAF6	180	1	5	2.58	1.464
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on success factors of Assessment & Information Analysis listed above in table 4.25, and it result in the following manner. In case of AIAF1 (processes in the facility sub process enable to identify & collect key performance indicators/benchmarking for most critical areas), 41.1 percent (74) respondents disagree with this argument followed by 36.7 percent (66) respondents strong disagreement. Other responses accounts for 10.6 percent (19) neutral response followed by 8.9 percent (16) agreement and 2.8 percent (5) strong disagreement. In case of AIAF2 (There exists a key performance measure in Facility sub process determined to be critical to the organization), the result accounts for 40 percent (72) disagreement followed by 30 percent (54) neutral responses, 20 percent (36) strong disagreement, 6.7 percent (12) agreement and 3.3 percent (6) strong agreements from the respondents.

In case of AIAF3 (There exists process that is used to incorporate the results key performance metrics in to systematic evaluation), the result accounts for 36.7 percent (66) neutral responses followed by 32.8 percent (59) disagreements, 23.3 percent (42) strong disagreements, 3.9 percent (7) agreement and 3.3 percent (6) strong agreements in this argument. In case of AIAF4 (the performance measures being used in the process are current and valid), the result accounts for 48.3 percent (87) disagreements followed by 33.3 percent (60) strong disagreements,8.9 percent (16) neutral responses, 7.2 percent (13) agreements and 2.2 percent (4) strong agreements on this argument. In case of AIAF5 (There exists a procedure in facility sub process to communicate the results of the performance indicators and benchmarking to key decision makers and interested stakeholders), 46.7 percent (84) respondents disagree with this argument while 18.9 percent (34) respondents have a strong agreement.

Other 17.2 percent (31) respondents have a strong disagreement followed by 9.4 percent (17) agreements and 7.8 percent (14) neutral responses. In case of AIAF6 (There exists effective communication process in the management of facility sub process), the major respondents 47.2

percent (85) disagree with this argument followed by 21.7 percent (39) strong disagreements. Other 20.6 percent (37) respondents have strong agreement followed by 3.9 percent (7) agreements and 6.7 percent (12) neutral responses.

The result of this survey on critical success factors of Assessment & Information analysis factor shows that FM has a gap in information assessment and analysis which in turn affects their effectiveness.

4.3.5. Development & Management of Human Resources as a Factor

Table 4.26 Effect of Development and Management of Human Resources on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
DMHRF	3	1.7%	22	12.2%	32	17.8%	69	38.3%	54	30.0%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DMHRF	180	1	5	3.84	1.037
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Development & Management of Human Resources as a factor influencing effectiveness of facility management as shown in the table 4.26, the study identifies that 38.3 percent (69) respondents believe that it affects to a great extent while 30 percent (54) believe to a very great extent. Other 17.8 percent (32) respondents argue that it affects to a moderate extent, 12.2 percent (22) little extent, and the rest 1.7 percent (3) argues that it does not affect at all. This result indicates that Development & Management of Human Resources has an effect on effectiveness of FM.

Table 4.27 Success Factors of Development and Management of Human Resources

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
DMHRF1	77	42.8%	84	46.7%	7	3.9%	9	5.0%	3	1.7%
DMHRF2	77	42.8%	84	46.7%	4	2.2%	12	6.7%	3	1.7%
DMHRF3	62	34.4%	113	62.8%	0	0.0%	3	1.7%	2	1.1%
DMHRF4	50	27.8%	96	53.3%	0	0.0%	2	1.1%	32	17.8%
DMHRF5	33	18.3%	105	58.3%	0	0.0%	1	0.6%	41	22.8%
DMHRF6	71	39.4%	104	57.8%	0	0.0%	4	2.2%	1	0.6%
DMHRF7	37	20.6%	89	49.4%	0	0.0%	1	0.6%	53	29.4%
DMHRF8	40	22.2%	106	58.9%	29	16.1%	4	2.2%	1	0.6%
DMHRF9	47	26.1%	97	53.9%	31	17.2%	4	2.2%	1	0.6%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DMHRF1	180	1	4	1.66	.734
DMHRF2	180	1	4	1.70	.790
DMHRF3	180	1	2	1.64	.480
DMHRF4	180	1	5	2.29	1.377
DMHRF5	180	1	5	2.59	1.464
DMHRF6	180	1	2	1.61	.490
DMHRF7	180	1	5	2.77	1.589
DMHRF8	180	1	3	1.96	.624
DMHRF9	180	1	3	1.92	.664
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on success factors of Development & Management of Human Resources listed above in table 4.27, and it result in the following manner. In case of DMHRF1 (Facility sub process ensures continuous learning environment and a positive & progressive work place), the major respondents 46.7 percent (84) respondents have disagreements and 42.8 percent (77) show a strong disagreement. Other 5 percent (9) respondents agree while 3.9 percent (7) respondents remain neutral and 1.7 percent (3) strong agreements with the argument. In case of DMHRF2 (The process identifies & develops position responsibilities, determine competencies required, develop job descriptions to ensure these all align with work unit and department roles & responsibilities), the result accounts for 46.7 percent

(84) disagreements followed by 42.8 percent (77) strong disagreements, 6.7 percent (12) agreements, 2.2 percent (4) neutral responses and 1.7 percent (3) strong agreements.

In case of DMHRF3 (There exist employee recognition programs & practices to encourage, recognize and reward improved performance), the major respondents 62.8 percent (113) had shown disagreements on this argument while 34.4 percent (62) respondents strongly disagree. Other 1.7 percent (3) respondents gave their agreement followed by 1.1 percent (2) respondents' strong agreement. In case of DMHRF4 (The process set individual goals and how they promote innovation in the department), the result accounts for 53.3 percent (96) disagreements followed by 27.8 percent (50) strong disagreements, 17.8 percent (32) strong agreements and 1.1 percent (2) agreements. In case of DMHRF5 (Facility sub process fosters an organizational culture that rewards cooperation, communication and skill sharing across work units), the result accounts for 58.3 percent (105) disagreements followed by 22.8 percent (41) strong agreements, 18.3 percent (33) strong disagreements and 0.6 percent (1) agreement. In case of DMHRF6 (There exists assessment, provision and monitoring of career development needs), the result accounts for 57.8 percent (104) disagreements followed by 39.4 percent (71) strong disagreements, 2.2 percent (4) agreements and 0.6 percent (1) strong agreement by the respondents regarding this argument. In case of DMHRF7 (Facility sub process has a system to promote organizational diversity both in its workforce & leadership), the majority respondents 49.4 percent (89) disagree with this argument while 29.4 percent (53) respondents gave their strong agreement.

The rest result accounts for 20.6 percent (37) strong disagreement and 0.6 percent (1) agreement with the argument. In case of DMHRF8 (Facility sub process utilizes both formal & informal assessment methods and measures to determine employee well-being, employee satisfaction and motivation), this result accounts for 58.9 percent (106) disagreements followed by 22.2 percent (40) strong disagreements, 16.1 percent (29) neutral responses, 2.2 percent (4) agreements and only 0.6 percent (1) agreement with this argument. In case of DMHRF9 (There exists appropriate staff training and development to increase operational performance of staffs), 53.9 percent (97) respondents put their disagreement while 26.1 percent (47) strongly disagree, 17.2 percent (31) remain neutral, 2.2 percent (4) agree and only 0.6 percent (1) respondent strongly agrees with the argument.

Based on the above results, the researcher conclude that in Facility sub process, there is little/no culture of developing & managing human resources which in turn has some effect on effectiveness of facility management.

4.3.6. Process Management as a Factor

Table 4.28 Effect of Process Management on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
PMF	8	4.4%	20	11.1%	24	13.3%	66	36.7%	62	34.4%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PMF	180	1	5	3.94	1.079
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Process Management as a factor influencing effectiveness of facility management as shown in the table 4.28, the study identifies that 36.7 percent (66) responded that it affects to a great extent while 34.4 percent (62) responded to a very great extent. Other respondents of 13.3 percent (24) remain neutral while 11.1 percent (20) it responded it affects to a little extent and the remaining 4.4 percent (8) respondents argue that it does not affect at all. This indicates that the major respondents agree on the statement that process management has an effect on effectiveness of FM.

Table 4.29 Success Factors of Process Management

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
PMF1	15	8.3%	92	51.1%	39	21.7%	24	13.3%	10	5.6%
PMF2	63	35.0%	57	31.7%	39	21.7%	12	6.7%	9	5.0%
PMF3	46	25.6%	59	32.8%	18	10.0%	49	27.2%	8	4.4%
PMF4	10	5.6%	84	46.7%	21	11.7%	53	29.4%	12	6.7%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PMF1	180	1	4	2.18	.835
PMF2	180	1	3	2.03	.845
PMF3	180	1	4	2.48	1.189
PMF4	180	1	4	2.64	.931
Valid N (listwise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on success factors of Process Management listed above in table 4.29, and it results in the following manner. In case of PMF1 (Facility sub process established measurements for process inputs & outputs required to achieve efficiency & effectiveness), the result accounts for 51.1 percent (92) disagreements followed by 21.7 percent (39) neutral responses, 13.3 percent (24) agreements, 8.3 percent (15) strong disagreements and 5.6 percent (10) strong agreements. In case of PMF2 (Facility sub process has a system established to determine opportunities for improving efficiency, effectiveness and value to the success of the organization), 35 percent (63) respondents strongly disagree with the argument while 31.7 percent (57) respondents disagree. Other 21.7 percent (39) respondents remain neutral while 6.7 percent (12) agree and 5 percent (9) strongly agree with the argument.

In case of PMF3 (The management of facility process greatly understand its core competencies and how they relate to the mission, environment and strategic goals in the area of administration, operations & maintenance, planning, design & construction, utilities & energy), the result accounts for 32.8 percent (59) disagreements followed by 27.2 percent (49) agreements, 25.6 percent (46) strong disagreements, 10 percent (18) neutral responses and 4.4 percent (8) strong agreements with the argument. In case of PMF4 (The currently held core competencies of facility sub process contribute to the delivery of customer value, organizational success and stewardship in the organization), the major respondents 46.7 percent (84) disagree with the argument while 29.4 percent (53) gave their agreement. Other 11.7 percent (21) respondents

remain neutral while 6.7 percent (12) respondents strongly agree and the rest 5.6 percent (10) respondents strongly disagree with the argument.

This indicates that Facility management of CBE is weak in process management which is reflected on its effectiveness.

4.3.7. Performance Result as a Factor

Table 4.30 Effect of Performance Result on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
PRF	3	1.7%	81	45.0%	31	17.2%	38	21.1%	27	15.0%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PRF	180	1	5	3.01	1.163
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Performance Result as a factor influencing effectiveness of facility management as shown in the table 4.30, the study results 45 percent (81) respondents who believe that performance result affects FM effectiveness to a little extent followed by 21.1 percent (38) great extent, 17.2 percent (31) moderate extent, 15 percent (27) a very great extent and 1.7 percent (3) not at all. This result indicates that performance result has some effect on effectiveness of facility management.

Table 4.31 Success Factors of Performance Result

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
PRF1	23	12.8%	86	47.8%	61	33.9%	9	5.0%	1	0.6%
PRF2	3	1.7%	97	53.9%	45	25.0%	33	18.3%	2	1.1%
PRF3	3	1.7%	93	51.7%	48	26.7%	33	18.3%	3	1.7%
PRF4	1	0.6%	94	52.2%	61	33.9%	23	12.8%	1	0.6%
PRF5	18	10.0%	94	52.2%	57	31.7%	10	5.6%	1	0.6%

PRF6	52	28.9%	72	40.0%	45	25.0%	9	5.0%	2	1.1%
PRF7	59	32.8%	53	29.4%	57	31.7%	10	5.6%	1	0.6%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PRF1	180	1	3	2.23	.692
PRF2	180	1	5	2.86	.922
PRF3	180	1	5	2.92	.896
PRF4	180	2	4	2.66	.654
PRF5	180	1	3	2.24	.674
PRF6	180	1	3	1.82	.785
PRF7	180	1	3	1.81	.889
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on success factors of Process Management listed above in table 4.31, and it results in the following manner. In case of PRF1 (The appearance of the buildings and grounds is in keeping with the surrounding community as well as the desired image of the bank), the result accounts for 47.8 percent (86) disagreement followed by 33.9 percent 61) neutral response, 12.8 percent (23) strong disagreement, 5 percent (9) agreement and only 0.6 percent (1) strong agreement. In case of PRF2 (Facility sub process determines that the condition and cleanness of facilities are in keeping with the image and standards adopted by CBE as well as activities associated with its mission & programs), the results accounts for 53.9 percent (97) disagreements followed by 25 percent (45) neutral response, 18.3 percent (33) agreement, 1.7 percent (3) strong disagreement and only 1.1 percent (2) strong agreement.

In case of PRF3 (Facility sub process frequently assesses that building systems, infrastructure systems, and utility systems are maintained and operated at a level of reliability and efficiency), the result accounts for 51.7 percent (93) disagreements followed by 26.7 percent (48) neutral responses, 18.3 percent (33) agreements, 1.7 percent (3) strong agreement and strong

disagreement each. In case of PRF4 (In facility sub process, funding resources are effectively used and are adequate to support a level of facilities maintenance that prevents the deferral of major maintenance & repairs), the result accounts for 52.2 percent (94) disagreements followed by 33.9 percent (61) neutral responses, 12.8 percent (23) agreements and 0.6 percent (1) strong agreement and strong disagreement each.

In case of PRF5 (Facility sub process has tools that is used to assess whether the staffs are highly motivated and productive, taking pride in the accomplishment of their duties), the result accounts for 52.2 percent (94) disagreements followed by 31.7 percent (57) neutral responses, 10 percent (18) strong disagreements, 5.6 percent (10) agreements and only 0.6 percent (1) strong agreement. In case of PRF6 (The level of service provided by facility sub process are consistent with customer or users' needs and requirements and within the facilities process capability), the results accounts for 40 percent (72) disagreements followed by 28.9 percent (52) strong disagreements, 25 percent (45) neutral responses, 5 percent (9) agreements and only 1.1 percent (2) strong agreements. In case of PRF7 (Facility users are satisfied with current performance of Facility sub process), the result accounts for 32.8 percent (59) strong disagreements followed by 31.7 percent (57) neutral responses, 29.4 percent (53) disagreements, 5.6 percent (10) agreements and only 0.6 percent (1) strong agreement.

This shows that FM of CBE is weak both in managing and controlling these critical success factors of performance results in a way that benefit the process.

4.3.8. Supply Chain Management as a Factor

Table 4.32 Effect of Supply Chain Management on Effectiveness of FM

	Not at All		Little Extent		Moderate Extent		Great Extent		A very Great Extent	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
SCMF	0	0.0%	17	9.4%	21	11.7%	77	42.8%	65	36.1%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SCMF	180	2	5	4.06	.926
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

Following the analysis of data collected on Supply Chain Management as a factor influencing effectiveness of facility management as shown in the table 4.32, the study results 42.8 percent (77) respondents who agree that it affects to a great extent, 36.1 percent (65) agree to a very great extent, 11.7 percent (21) agree to moderate extent and the rest 9.4 percent (17) agree to a little extent. This indicates that Supply chain management majorly affects effectiveness of FM.

Table 4.33 Success Factors of Supply Chain Management

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
SCMF1	1	0.6%	175	97.2%	0	0.0%	2	1.1%	2	1.1%
SCMF2	1	0.6%	83	46.1%	92	51.1%	2	1.1%	2	1.1%
SCMF3	70	38.9%	103	57.2%	3	1.7%	2	1.1%	2	1.1%
SCMF4	1	0.6%	173	96.1%	2	1.1%	2	1.1%	2	1.1%
SCMF5	156	86.7%	17	9.4%	3	1.7%	3	1.7%	1	0.6%
SCMF6	92	51.1%	82	45.6%	3	1.7%	2	1.1%	1	0.6%
SCMF7	92	51.1%	82	45.6%	3	1.7%	2	1.1%	1	0.6%
SCMF8	1	0.6%	173	96.1%	3	1.7%	2	1.1%	1	0.6%
SCMF9	1	0.6%	105	58.3%	71	39.4%	2	1.1%	1	0.6%
SCMF10	63	35.0%	20	11.1%	94	52.2%	2	1.1%	1	0.6%
SCMF11	1	0.6%	172	95.6%	4	2.2%	2	1.1%	1	0.6%
SCMF12	92	51.1%	81	45.0%	4	2.2%	2	1.1%	1	0.6%
SCMF13	1	0.6%	21	11.7%	7	3.9%	2	1.1%	149	82.8%

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SCMF1	180	2	2	2.00	.000
SCMF2	180	2	3	2.51	.501
SCMF3	180	1	2	1.51	.501
SCMF4	180	2	2	2.00	.000
SCMF5	180	1	1	1.00	.000
SCMF6	180	1	2	1.49	.501
SCMF7	180	1	2	1.49	.501

SCMF8	180	2	2	2.00	.000
SCMF9	180	2	3	2.49	.501
SCMF10	180	1	3	2.01	1.003
SCMF11	180	2	2	2.00	.000
SCMF12	180	1	2	1.49	.501
SCMF13	180	5	5	5.00	.000
Valid N (list wise)	180				

(Source: Researcher's Survey Result 2016)

The respondents were asked to give their level of agreement on success factors of Process Management listed above in table 4.33, and it results in the following manner. In case of SCMF1 (The current performance of FM ensures that there exists an excellent supplier and customer relationship), the result accounts for 97.2 percent (175) disagreements followed by 1.1 percent (2) agreement & strong agreement, and only 0.6 percent (1) strong disagreement. In case of SCMF2 (The current performance of FM ensures that there exists no compliance with customers (user departments) in fulfilling their requirement on the right time), the results accounts for 51.1 percent (92) neutral responses followed by 46.1 percent (83) disagreements, 1.1 percent (2) agreement & strong agreements, and only 0.6 percent (1) strong disagreements.

In case of SCMF3 (The level of cooperativeness of facility process staffs with user departments (customers) is excellent), the results accounts for 57.2 percent (103) disagreement followed by 38.9 percent (70) strong disagreements, 1.7 percent (3) neutral responses and 1.1 percent (2) agreement & strong agreements each. In case of SCMF4 (The level of cooperativeness of facility process staffs with suppliers is excellent), the result accounts for 96.1 percent (173) disagreements, 1.1 percent (2) neutral responses, agreements & strong agreements each, and only 0.6 percent (1) strong disagreement. In the case of SCMF5 (The current performance of FM ensures that there exists a good management know-how regarding supply chain effectiveness in facility process), the results accounts for 86.7 percent (156) strong disagreements followed by 9.4 percent (17) disagreements, 1.7 percent (3) neutral responses & agreements each, and only 0.6 percent (1) strong agreement in the argument. In case of SCMF6 (The management of facility process establishes a good internal logistics flow), the result accounts for 51.1 percent (92) strong disagreements followed by 45.6 percent (82) disagreements, 1.7 percent (3) neutral responses, 1.1 percent (2) agreements and only 0.6 percent (1) strong agreement with the

argument. In case of SCMF7 (The current performance of FM shows that there exists adequacy and quality of information sharing throughout the supply chain), the result accounts for the same result as SCMF6. In case of SCMF8 (The overall efforts of inter-organizational information coordination and sharing is very high), the result accounts for 96.1 percent (173) disagreements followed by 1.7 percent (3) neutral responses, 1.1 percent (2) agreements, and 0.6 percent (1) strong agreement & strong disagreement each. In case of SCMF9 (There is adequate employees training & development in Supply Chain concept and management), the result accounts for 58.3 percent (105) disagreements followed by 39.4 percent (71) neutral responses, 1.1 percent (2) agreements and 0.6 percent (1) strong agreement & strong disagreement each. In case of SCMF10 (There is high level of strategic partnership with suppliers), the results accounts for 52.2 percent neutral responses followed by 35 percent (63) strong disagreements, 11.1 percent (20) disagreements, 1.1 percent (2) agreements and only 0.6 percent (1) strong agreement. In case of SCMF11 (Facility process establishes quick ordering system and high level of accuracy of order processing for user departments), the results accounts for 95.6 percent (172) disagreements followed by 2.2 percent (4) neutral responses, 1.1 percent (2) agreements, and 0.6 percent (1) strong agreements & strong disagreements each. In case of SCMF12 (The current performance of FM shows that there is high level of effectiveness & flexibility in meeting user departments' requirement), the results accounts for 51.1 percent (92) strong disagreements followed by 45 percent (81) disagreements, 2.2 percent (4) neutral responses, 1.1 percent (2) agreements and only 0.6 percent (1) strong agreement. In case of SCMF13 (Facility process needs a Supply Chain Specialist to increase its effectiveness), the result accounts for 82.8 percent (149) strong agreements followed by 11.7 percent (21) disagreements, 3.9 percent (7) neutral responses, 1.1 percent (2) agreements and only 0.6 percent (1) strong disagreement with the argument.

These results show that FM has given little/no concern for supply chain management and it really needs a supply chain specialist.

4.3.9. Critical Success Factors

Previously identified success factors of Facility Management from an intensive literature review had been evaluated through the questionnaire survey if they have an effect of effectiveness of facilities management of CBE. As a result, all factors namely; Leadership, Facility Strategic &

Operational Planning, Customer Focus, Process Management, Assessment & Information Analysis, Development & Management of Human Resources, Performance Result and Supply Chain Management are found as Critical Success Factors of Facilities Management of CBE. If they are not controlled and managed well, they will become Critical Failure Factors.

Chapter Five
Summary, Conclusions and Recommendations

5.1 Summary of Findings

The purpose of this study was to assess effectiveness of the existing Facility Management and to determine factors influencing effectiveness of FM. The level of effectiveness of FM of CBE was evaluated through four perspectives of BSC measurement. In addition, the root causes for the current level of effectiveness was examined through those factors affecting its effectiveness.

Regarding the existing level of effectiveness of Facility Management, the study data results in the following findings;

- Based on the survey data analysis result, majority of the respondents believed that FM has a major contribution to organization's core process and the existing FM needs improvement for its process efficiency & effectiveness.
- The overall performance of FM in using its financial resources is moderate whereas the specific financial measurement results show that FM has problems
  - ✓ In obtaining goods and services giving due regard to cost effectiveness & quality
  - ✓ In getting cost saving from implementing & managing effective and efficient logistics services
  - ✓ In getting cost effectiveness in fleet management & vehicle assets
  - ✓ With provision of systematic inspection, detection, and correction of incipient failures to increase revenue from cost saving

- ✓ It lacks proper warehouse management that results in maximum efficiency and customer satisfaction and
- ✓ Unable to determine the most effective and efficient use of office space based on aesthetic requirements and financial limitations

❖ Concerning the customer service level performance of FM, study results indicate that FM in general fails to fulfill customers' (User departments') expectations. The reasons behind this major problem are;

- ✓ FM has no an effective means of response at both the strategic & operational level
- ✓ FM is unable/little ability to forecast and match demand and supply of facilities
- ✓ FM has no consistency in ensuring demand will be met satisfactorily and economically
- ✓ FM is not able to build strong relationships with user departments as well as buyer-supplier relationships
- ✓ FM do not have an effective supplier database that ensures service availability of information about vendor relationships and their pricing practices

❖ Internal processes under Facility sub process in general are less effective in meeting process level objectives as well as organizational objectives as a whole. In support of this, the study result under various variables shows that;

- ✓ FM has less effective archive management that does not ensure efficient storage and retrieval as and when required
- ✓ Processes in contract administration fails to ensure shortest cycle time
- ✓ Processes under contract administration & management does not ensure contract objectives are accomplished within specified timelines
- ✓ Processes under warehouse operations management does not ensure maximum efficiency for minimum cost & overall customer satisfaction
- ✓ FM does not have a systematic measurement for its internal processes to check and ensure quality outputs
- ✓ There exists low information flow between internal processes under Facility sub process

- Based on the study result, FM in general has low performance in learning and growth perspective. In support of this, the researcher gets the following findings from the survey result.
    - ✓ FM does not have a disciplined organizational learning system that effectively captures internal & external best practices & lessons learned from operations
    - ✓ FM does not enable and encourage employees to contribute their expertise effectively to the organization
    - ✓ Staffs of facility sub process did not take enough training & development which enables them to do their job effectively & efficiently
    - ✓ FM does not have an excellent composition of human capital who are capable of achieving the desired results
    - ✓ FM unable to create high performance work place and learning environment which sustains employees well-being and satisfaction
    - ✓ Strategies, policies and procedures developed relating to the protection of the banks human and capital assets are not practiced well

Regarding the factors affecting effectiveness of Facility Management, the study data results in the following findings;

- Based on the study result, Leadership heavily affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing leadership had been studied and we get the following findings.
    - ✓ Leadership roles & responsibilities and decision making are not well defined & understood by top management
    - ✓ Strategic alignment of mission, vision and values is not reflected in existing performance of facility process
    - ✓ FM fails to promote and ensures ethical behavior in all interactions
    - ✓ FM does not emphasize the importance of operational excellence
    - ✓ There exists less leadership and succession planning that ensures continuity of leadership
- Based on the study result, Facility Strategic & Operational Planning strongly affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing

Facility Strategic & Operational Planning had been studied and we get the following findings.

- ✓ Goals & objectives of FM are not well communicated to staffs
- ✓ Principles of sustainability, Total cost of ownership & overall facilities renewal are not reflected in the master plan
- ✓ FM does not use relevant technologies to improve its process effectiveness
- ✓ Current strategies & processes do not ensure continuity of functions during unanticipated disruptions
- ✓ There exists no emergency response plan in facility sub process
- ✓ There exists little/no regular and periodic review of facilities strategic plan
- ✓ FM has shown low performance in addressing needs for renovation, major repairs & or upgrades.
- ✓ There is less effectiveness in allocation of available resources

❖ Based on the study result, a Customer Focus strongly affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing level of Customer Focus had been studied and we get the following findings.

- ✓ FM is unable to identify the needs & expectations of facility users
- ✓ FM has no place to measure success in meeting those expectations
- ✓ FM has less capability of providing the level of services that meets user needs and expectations
- ✓ Processes under FM do not enable end users to monitor the progress of their requests
- ✓ The process does not encourage end users to provide feedback and or perceptions of quality & value
- ✓ There exists less practice of evaluating customer satisfaction on the given service level

❖ Based on the study result, Assessment & Information Analysis moderately affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing level of Assessment & Information Analysis had been studied and we get the following findings.

- ✓ There is no specified measurement in facility process which enables to identify & collect key performance indicators/benchmarking for most critical areas
- ✓ There exists no key performance measures determined to be critical to the organization
- ✓ Neither of the processes under facility sub process enables to use key performance metrics in to a systematic evaluation
- ✓ The existing performance measures being used in the process are not current & valid
- ✓ There exists less effective communication process in FM

❖ Based on the study result, Development & Management of Human Resources moderately affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing level of Development & Management of Human Resources had been studied and we get the following findings.

- ✓ FM does not ensure continuous learning environment and a positive progressive work place
- ✓ No proper determination of positional responsibilities and competencies required
- ✓ There exists neither employee recognition program nor practices to encourage, recognize & reward improved performance
- ✓ Individual goals are not properly set
- ✓ The existing organizational culture does not reward cooperation, communication and skill sharing across work units
- ✓ There exists no assessment, provision and monitoring of career development needs
- ✓ Facility sub process does not have a system to promote organizational diversity both in its workforce and leadership
- ✓ Both formal & informal assessment methods are not clearly set to determine employee well-being, employee satisfaction and motivation
- ✓ There exists no appropriate training & development to increase operational performance of staffs

- Based on the study result, Process Management highly affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing level of Process Management had been studied and we get the following findings.
  - ✓ Measurements for process inputs and outputs are not clearly established
  - ✓ There exists a weak system established to determine opportunities for improving efficiency, effectiveness and value to the success of the organization
  - ✓ There is less understanding of core competencies in the management of facility sub process
  - ✓ Currently held core competencies does not contribute to the delivery of customer value, organizational success and stewardship in the organization
- Based on the study result, Performance Results less affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing level of Performance Results had been studied and we get the following findings.
  - ✓ The appearance of the buildings & grounds are not in keeping with the surrounding community as well as the desired image of the bank
  - ✓ The condition and cleanness of facilities are not in keeping with the image & standards adopted by CBE as well as activities associated with its mission & programs
  - ✓ There exists little/no frequent assessment of building systems, infrastructure systems and utility systems
  - ✓ Funding resources are not effectively used and are not adequate to support a level of facility maintenance
  - ✓ There is no assessment tool to know employees motivation and productivity
  - ✓ The existing facility service levels are not consistent with user needs and requirements
  - ✓ Facility users are not satisfied with the current facility service level
- Based on the study result, Supply Chain Management highly affects effectiveness of FM. Taking this in to account, the level of effectiveness of existing level of Supply Chain Management had been studied and we get the following findings.
  - ✓ There exists poor customer and supplier relationships

- ✓ There exists compliance with user departments in fulfilling their requirement on the right time
- ✓ There exists poor level of cooperativeness between facility process staffs and user departments and suppliers
- ✓ There is no good management know-how regarding supply chain effectiveness in facility sub process
- ✓ There is no good internal logistics flow
- ✓ There exists little/no adequacy and quality of information sharing throughout the supply chain
- ✓ There exists very low efforts of inter-organizational information coordination and sharing
- ✓ There is no adequate employee training and development in supply chain concept
- ✓ There exists low level of strategic partnership with suppliers
- ✓ Quick ordering system and high level of accuracy of order processing for user departments are not well established
- ✓ There is low level of effectiveness and moderate level of flexibility in meeting user departments
- ✓ Facility sub process needs a Supply Chain Specialist to increase its effectiveness

5.2 Conclusions

This research mainly aimed to determine factors affecting effectiveness of facility management in commercial Bank of Ethiopia. In addition to this, it tried to assess the current level of effectiveness of Facility Management, Determine factors influencing effectiveness of Facility Management, Identify critical success/failure factors that influence effectiveness of Facility Management of CBE and finally make recommendations based on the findings of the research.

In order to meet these objectives, this research employed a descriptive research design and gathered data through a questionnaire survey distributed to 180 respondents. The data analysis had been made through SPSS 20.

According to this study findings, the most important issues in assessment of the level of effectiveness of existing facility management and determination of those factors affecting FM effectiveness is to streamline the root causes for this level of effectiveness. In order to study

Facility Management of CBE, the researcher considered Facilities performance indicators which are: Organization's financial performances, Effectiveness of its primary processes, Readiness of employees to embrace the future and Ability to delight customers, and used a Balanced Score Card measurement tool to develop the survey questionnaires.

Based on the survey result, all perspectives of BSC measurements with regard to facility management of CBE indicate that it attains less effectiveness in its all performances. In support of this results, the study results on those factors affecting its effectiveness also shows that it has low performance in both managing and controlling those factors which in turn reflected in ineffective facility management as a whole.

Therefore, in order to revive and be effective in all aspects, FM of CBE should properly manage and control those factors identified as Critical success Factors of Facility Management, namely; Leadership, Facility Strategic & Operational Planning, Customer Focus, Assessment & Information Analysis, Development & Management of Human Resources, Process Management, Performance Results and Supply Chain Management effectively and efficiently.

5.3 Recommendations

Based on the findings of the study, the researcher forwards the following recommendations.

- To manage the resources effectively in maintaining the facilities, the managements of Facility sub process must be pro-active in identifying the existing condition
- To gauge the effectiveness of facility management, the management of facility sub process should understand the current conditions of the facility and postulate changes in facility management practices in order to achieve the desired performance.
- Facility Managers should think and work innovatively and identify the needs of strategic facility management
- Top management should provide support in terms of supplying adequate resources, ample working space and practical guidelines to their facility managers.
- The Supply Chain Management main concept is creating relationships with other partners through the supply chain to provide products and services in order to satisfy the

customer. The relationship of facility sub process of CBE with its facility user departments and suppliers is not strong. Therefore, the management of facility sub process is recommended to build strong buyer-supplier relationships as well as inter-departmental relationships for improved performance in their customer service level.

- Effective facilities management could be resulted through coordinated effort of different sections under facility sub process. Therefore, the management of facility sub process should build a strong communication network and cooperativeness through system thinking for improved performance.
- The management of facility sub process should properly manage and control critical success factors of facility management for better effectiveness
- It is highly recommended that facility sub process has to have a base line assessment, to measure a well established continuous improvement in its performance
- Senior leaders in an effective facility processes set directions, and establish customer focus, clear and visible values, and high expectations in line with organizational mission, vision and core values. The management of facility process should practice these activities in order to establish effective facility management.
- As a leader the management of facilities should inspire their employees and create an environment that stimulates personal growth.
- The successful facilities management anticipates many factors in its strategic planning efforts: changing customer expectations, business & partnering opportunities, technological developments, and so many others. The management of facility should incorporate these kinds of relevant factors in its facility strategic & operational planning.
- Customer Focus is a key component of effective facilities management. To be successful, FM needs to put match effort on its customer service level.
- FM should implement assessment & analysis of information to evaluate & drive performance improvements.
- An organization's success depends increasingly on the knowledge, skills, innovation, creativity, and motivation of its employees and partners. Therefore, the management of facility process should think about it to increase their effectiveness and get the desired results.

- Effective process management addresses how the facility process manages key product and service design, delivery processes, and continuous improvement. It has been found from the study result that FM has problems with these critical points. Therefore, it should work on them and get improvements.
- Having measurement tools in place to assess performance results is critical in an environment of continuous improvement. Therefore, FM should try to establish its own measurement tool for its sustainable process improvement.
- Improved logistics performance via FM and maintenance services is a significant factor to achieve continued competitive advantage. Therefore, the management of facility sub process should build an efficient internal logistics flow.
- Facility sub process needs a Supply Chain Specialist in order to solve supply chain related problems.

5.4 Suggestions for Further Research

Issues discussed throughout this thesis paper have focused on the factors affecting effectiveness of facility management in the case of CBE. In order to address the research objectives, only one research instrument, questionnaire survey was developed with integration of BSC measurement tool and is used to drive the results. Hence, the researcher suggest the need for further research using focus group discussion and interview instruments along with the questionnaire survey to increase the reliability and consistency of results drawn from facility related researches.

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Appendix

Addis Ababa University

School of Commerce

Department of Logistics and Supply Chain Management

Questionnaire to be filled by Facility Staffs and Facility User Departments (Head Office Staffs)

Dear Respondents;

The purpose of this questionnaire is twofold. On one hand it is designed to complete the research paper for partial fulfillment of a Master Degree in Logistics and supply chain management. On the other hand information gathered through this questionnaire will help to identify factors affecting effectiveness of Facility Management so that Facility sub process of Commercial Bank of Ethiopia will use the results to see their current performance and improve their process efficiency & effectiveness as well.

Please be assured that any information you provide in the questionnaire will be treated in the strictest confidence. Only generalized and anonymous data will be used in any reporting of the results of the research.

So, you hereby requested to provide your responses by putting a tick mark **(√)** on any of the boxes provided and if you have any additional information you are invited to write down on the space provided below.

The researcher forwards his gratitude for your willingness and devotion in filling the questionnaire.

Section-A: General Information

1. Gender

☐ Male ☐ Female

2. Age

☐ 20 -30 years ☐ 30-40 years ☐ 40 -50 years

☐ 50 -60 years ☐ Above 60 years

3. Educational Qualification

☐ Diploma ☐ Masters Degree ☐ Other

☐ Bachelor Degree ☐ PhD If Other Please Specify_____

4. How long have you been working for CBE?

☐ Less than 1 year ☐ 1-5 years ☐ 5-10 years

☐ 10-15 years 15-20 years Above 20 years

5. Field of your Specialization ☐

6. Your current Job Title

☐ VP-Facilities Management ☐ District Operation Manager ☐ Archive Manager

☐ Procurement Director ☐ Warehouse Manager ☐ Manager-Transport Management

☐ Purchasing Manager ☐ Facility Clerk ☐ Branch Manager

☐ Manager-Acquired Asset Administration ☐ Manager-Building Maintenance & Administration

☐ Building Construction & Contract Administration Manager ☐ Director-Building Construction

Other (Please write in) ☐

Section-B: Information about Factors affecting Effectiveness of Facilities Management

7. Working Experience on Your Current Position

☐ Less than 1 year ☐ 1-5 years ☐ 5-10 years

☐ 10-15 years 15-20 years Above 20 years

8. What contribution do you think facilities management makes to your organization's core process?

☐ No Contribution ☐ Minor Contribution ☐ Some Contribution

☐ An Important Contribution ☐ A very Major Contribution

9. Do you believe that Facilities Management needs to improve its Process Efficiency & Effectiveness?

☐ Yes I do ☐ No I don't' ☐ Neutral

1. Leadership as a Factor

1. To what extent does Leadership affect effectiveness of Facility Management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Leadership that affects effectiveness of facility management?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Leadership roles & Responsibilities and Decision making structure are well defined & understood by Top Management of Facility sub process					
There exists Strategic alignment of Mission, Vision & Values with in Facility sub Process					
Leadership of Facilities sub process promotes and ensures ethical behavior in all interactions					
Leadership of Facilities sub process emphasizes the importance of operational excellence					
There exists Leadership Development & Succession Planning in Facilities sub process to ensure continuity of Leadership					

2. Facilities Strategic & Operational Planning as a Factor

2. To what extent does Facilities Strategic & Operational Planning affect effectiveness of Facilities Management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Facilities Strategic & Operational Planning that affects effectiveness of Facility Management?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Goals and Objectives of Facility Management are well defined & understood by all facility staffs					
Master Plan of Facility sub process & CBE as a whole incorporate and reflect principles of sustainability, total cost ownership and overall facilities renewal					
Changing customers expectations do affect effectiveness of facilities management					
Facility sub process currently uses relevant technologies to improve its process effectiveness					
The Facility sub process allows to ensure strategic goals and key performance measures are understood by all facility staffs					
The current strategies and processes of facility management ensures continuity of functions in the event of staff turnover, contractor					

failure, or other unanticipated disruptions					
Considering the current service level of Facility sub process, we can say that there exists an emergency response plan which are communicated to facility employees					
The current Facility Performance shows that there exists a regular periodic review of facilities strategic plan					
The Facility sub process enables to develop the capital plan, addressing needs for renovation, major repairs & or upgrades					
The process in Facility Management allows effective allocation of available resources to support the organization goals & objectives while seeking new & innovative measures to leverage resources					
There exists a good practice in Facility sub process that helps to ensure the work place environment optimizes staff performance					

3. Customer(Facility User) Focus as a Factor

3. To what extent a Customer (Facility User) focus does affect effectiveness of facility management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of a Customer (Facility User) focus that affects effectiveness of facility management?	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly**
The process enables to identify the needs and expectations of facility users and has a place to measure success in meeting those expectations					
The current process is capable of providing level of services that meets user needs and expectations					
The process enables end users to obtain services and monitor progress or status					
The process encourages end users to provide feedback and or perceptions of quality & value					
There exists a good practice on evaluating the extent to which both leadership of the organization and its facility staffs meet customer needs and expectations					

4. Assessment and Information Analysis as a Factor

4. To what extent an assessment and information analysis do affect effectiveness of facility management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Assessment and Information analysis that affects effectiveness of facility management?	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly**
Processes in the Facility sub process enable to identify & collect key					

performance indicators/benchmarking for most critical areas					
There exists key performance measures in Facility sub process determined to be critical to the organization					
There exists a process that is used to incorporate the results key performance metrics in to a systematic evaluation that supports improvement of key processes, decision making & innovation, and achieving continuous improvement within the facilities process					
The performance measures being used in the process are current and valid					
There exists procedures in Facility sub process to communicate the results of the performance indicators and benchmarking to key decision makers and interested stakeholders					
There exists effective communication process in the management of Facility sub process of CBE					

5. Development & Management of Human Resources as a Factor

5. To what extent Development and Management of Human Resources do affect effectiveness of facility management?

☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Development and Management of Human Resources that affects effectiveness of facility management?	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly**
Facility sub process ensures continuous learning environment and a positive & progressive work place					
The process identifies & develops position responsibilities, determine competencies required, develop job descriptions to ensure these all align with work unit and department roles & responsibilities					
There exists employee recognition programs & practices to encourage, recognize and reward improved performance					
The process set individual goals and how they promote innovation in the department					
The facility sub process fosters an organizational culture that rewards cooperation, communication and skill sharing across work units					
There exists assessment, provision and monitoring of career development needs					
Facility sub process has a system to promote organizational diversity both in its workforce and leadership					
Facility sub process utilizes both formal & informal assessment methods and measures to determine employee well being, employee satisfaction and motivation					
There exists appropriate staff training & development to increase operational performance of staffs					

6. Process Management as a Factor

6. To what extent Process Management do affect effectiveness of facility management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Process Management that affects effectiveness of facility management?	Strongly Disagree	Disagree	Neutral	Agree	S
Facility sub process establish measurements for process inputs and outputs required to achieve efficiency & effectiveness					
Facility sub process has a system established to determine opportunities for improving efficiency, effectiveness and value to the success of the organization					
The management of facility process greatly understand its core competencies and how they relate to the mission, environment and strategic goals in the areas of administration, operations & maintenance, Planning, design & construction, utilities and energy					
The currently held core competencies of facility process contribute to the delivery of customer value, organization success and stewardship in the organization					

7. Performance Results as a Factor

7. To what extent Performance Results do affect effectiveness of facility management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Performance Results that affects effectiveness of facility management?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The current performance of facility sub process ensures that the appearance of the buildings and grounds is in keeping with the surrounding community as well as the desired image of the bank					
Facility sub process determines that the condition and cleanness of facilities are in keeping with the image and standards adopted by CBE as well as activities associated with its mission and programs					
Facility sub process frequently assesses that building systems, infrastructure systems, and utility systems are maintained and operated at a level of reliability and efficiency					
In Facility sub process, funding resources are effectively used and are adequate to support a level of facilities maintenance that prevents the deferral of major maintenance and repairs					
Facility sub process has tools that is used to assess whether the staffs are highly motivated and productive, taking pride in the accomplishment of their duties					
The levels of service provided by facility sub process are consistent with customer/users need and requirements and within the facilities process					

capability					
Facility users are satisfied with current performance of Facility sub process					

8. Supply Chain Management as a Factor

8. To what extent Supply Chain Management do affect effectiveness of facility management?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following success factors of Supply Chain Management that affects effectiveness of facility management?	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The current performance of facility management ensures that there exists an excellent suppliers and customers relationship					
The current performance of facility management ensures that there exists no compliance with customers (user departments) in fulfilling their requirement on the right time					
The level of cooperativeness of facility process staffs with user departments (customers) is excellent					
The level of cooperativeness of facility process staffs with Suppliers is excellent					
The current performance of facility management ensures that there exists a good management know-how regarding supply chain effectiveness in facility process					
The management of facility process establishes a good internal logistics flow					
The current performance of facility management shows that there exists adequacy and quality of information sharing throughout the supply chain					
The overall efforts of inter-organizational information coordination and sharing is very high					
There is adequate employees training and development in Supply Chain concept and Management					
There is high level of strategic partnership with suppliers					
Facility process establishes quick ordering system and high level of accuracy of order processing for user departments					
The current performance of facility management shows that there is high level of Effectiveness and Flexibility in meeting user departments' requirement					
Facility process needs a Supply Chain Specialist to increase its effectiveness					

Section-C: Information about the Level of Effectiveness of Facilities Management of CBE

I. Financial Perspective-Level of Effectiveness Based on Financial Performance

1. To what extent do you think facility sub process effectively utilizes its financial resources?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following statements regarding the level of effectiveness of facility sub process in using its financial resources effectively & efficiently?	Strongly Disagree	Disagree	Neutral	Agree	Strongly
The current performance of facility sub process shows that the management of procurement under facility sub process obtains goods and services required by the bank to achieve bank goals, giving due regard to cost effectiveness and quality					
The current performance of facility sub process shows that the management of facility sub process plans, implements and manages the effective and efficient movement of materials, equipments, services and people from an originating point to final destination point which results in cost saving					
The current performance of facility sub process shows that Transport management under facility sub process employs operations data consistently to manage fleet cost, manages vehicle assets throughout their life cycle; determines, manages and justifies the budget for fleet needs to increase profitability					
The current performance of facility sub process shows that Building construction & contract administration under facility sub process provides strategic advice on the cost & benefits of various courses of action on construction projects; conducts economic and financial analyses for the life of the construction project; conducts management and compliance analyses which results in higher return on investment					
The current performance of facility sub process reflects that there exists a good practice of managing the care and servicing of equipment and facilities, ensuring they are kept in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects to increase revenue from cost saving					
The current performance of facility sub process shows that the existing Warehouse Operations Management improves the performance and productivity of warehouse operations to gain maximum efficiency for minimum cost and overall customer satisfaction					
The management of facility sub process Determines the most effective and efficient use of office space based on operational and aesthetic requirements and financial limitations					

II. Customer Service Perspective-Level of Effectiveness Based on Customer Service Level

2. To what extent do you think facility sub process tried to meet customers/User Departments' Expectations?

☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
☐ Little Extent ☐ Not at all

What is your level of agreement on the following statements regarding the level of effectiveness of facility sub process on Customer Service?	Strongly Disagree	Disagree	Neutral	Agree	Strongly
The management of facility sub process has a clear understanding of their customer's identity and their key needs, and an effective means of response at both the strategic and operational level					
In CBE, the service level of facility sub process meets user departments'/customers' expectations					
The current service level of facility management achieves high level of customers/user departments' satisfactions					
The management of facility sub process manages the timing and the quantities of stock, able to forecast demand and control inventory levels ensuring demand will be met satisfactorily and economically					
The current performance of facility management ensures that there exists an excellent level of relationships between facility staffs and user departments as well as facility sub process and suppliers					
The management of facility sub process has a thorough knowledge of suppliers as well as their pricing practices; takes responsibility for managing the bank's vendor relationships, ensuring that third party suppliers provide goods and services in accordance with contractual obligations and commitments; develops and manages a supplier database					

III. Internal Process Perspective-Level of Effectiveness based on Internal Business Process Performance

3. To what extent do you think internal business processes in facility sub process are effective?
   ☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
   ☐ Little Extent ☐ Not at all

What is your level of agreement on the following statements regarding internal business processes performance of facility sub process?	Strongly Disagree	Disagree	Neutral	Agree	Strongly
The current performance of facility sub process shows that there exists an excellent Archives management that ensures efficient storage and retrieval as and when required					
The current performance of facility sub process shows that the processes involved in organizing, scheduling, mobilizing equipment, material and personnel in the performance of a construction contract are in a manner that ensures shortest cycle time.					
The current performance of facility sub process shows that processes under Contract Administration and Management section are properly managed in which performers are able to actively interact with the contractor to ensure contract objectives are accomplished within specified timelines.					
The current performance of facility sub process shows that the existing processes under Warehouse Operations Management improves the performance and productivity of warehouse operations to gain maximum					

efficiency for minimum cost and overall customer satisfaction					
The management of facility sub process Conducts systematic processes (measurement, comparison and monitoring) to check whether the processes involved in the development and/ or management of a product or service adheres to specified requirements to ensure quality outputs					
The management of facility sub process Plans, organizes, and controls the administrative functions specific to an office in a specific location, unit or department; able to manage specified communication, purchasing, personnel, records management and other ancillary functions					

IV. Learning & Growth Perspective-Level of Effectiveness based on Learning and Growth Performance

4. To what extent do you think facility sub process works towards Learning and Growth for process efficiency & effectiveness?

☐ Very Great Extent ☐ Great Extent ☐ Moderate Extent
☐ Little Extent ☐ Not at all

What is your level of agreement on the following statements regarding facility sub process efforts on Learning and Growth?	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly**
The current performance of facility sub process shows that the management of facility sub process in CBE has a disciplined organizational learning system that effectively captures internal and external best practices and lessons learned from operations					
The current performance of facility process indicates that the management of facility sub process enables and highly encourages employees to contribute their expertise effectively to the organization					
The current performance of facility sub process reflects that most staffs of facility sub process had gone through enough training and development which enables them to do their job effectively & efficiently					
The current performance of Facility sub process shows that it has an excellent composition of human capital who are capable of achieving the desired results					
The current performance of facility sub process shows that the management of facility sub process creates a high performance work place and learning environment which sustains employees well being and satisfaction					
The current performance of facility sub process indicates that the management of facility sub process developed strategies, policies and procedures relating to the protection of the banks human and capital assets.					

If you have any additional information that will maximize the quality of the research, please write down here.

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Thank You!!