



**ASSESSMENT OF FACILITY MANAGEMENT
PRACTICE -THE CASE OF COOPERATIVE BANK OF
OROMIA S.C.**

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Examiner (Internal)	Signature

Acronyms

FM Facilities Management

IT Information Technology

SAFMA South African Facilities Management Association

BIFM British Facilities Management Association

IFMA International Facilities Management Association

EuroFM European Facilities Management Network

CBO Cooperative Bank of Orom

Abstract

Facilities management (FM) has significant contribution for success of an organization. Irrespective of the size, whether in the private or public sector, the aim should be to manage facilities to enable organizations to better achieve their operational objectives. Effective FM leads and should lead to the reduction of costs, a better quality of products and services, an effective organization, customer satisfaction and competitive advantage. Facilities Management is varied and multi disciplinary, it may cover Property Portfolio Management, Building Fabric Maintenance, Managing Building Services, Managing Support Services, Project Management, Space Management, Procurement ,and Information Management among others. Facilities management of a bank may comprises procurement, service provision to branches, properties portfolio management, HR management and Information management. The purpose of the study was to assess FM practice of Cooperative Bank Of Oromia Share Company. In this study adopting the descriptive research method of quantitative as well as qualitative research the data were collected through administration of structured questionnaire complemented with interviews. Branch managers rate and express their level of agreement on effectiveness of FM Effectiveness of the factors, such as procurement, service provision, property administration, HR capacity and IT support as well as to what extent they are contributing to the overall effectiveness of FM of the bank has been analyzed and some drawbacks have been identified in procurement, service provision to branches, properties management and IT support.

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CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Fierce competition, variable trading conditions, high energy costs and other economic elements have forced companies to look at all means of reducing costs and maintaining a market edge (Jones & Jowett, 1998). In these circumstances, facilities management has become established in all five continents, though it has traditionally been seen as a poor relation of the property and construction professions (Grimshaw, 2002). The discipline deals in property management, financial management, change management, human resources management, contract management as well as health and safety in buildings, engineering services, maintenance, domestic services and utilities supplies (Atkin& Brooks, 2000).

The definition of Facilities Management is always evolving and many people and Organizations have different views. They are commonly regarded as supporting services. However, this is only one of the characteristics of FM services. It does not describe FM services in a comprehensive manner. Supporting service is mentioned with regard to core business. The current role of FM services in an organization is more than periphery operations. As the scope of FM services expands, FM services are playing a role of adding strategic value to the organization (O'Sulclivan et al. 2002).

The British Institute of Facilities Management (BIFM) defines FM as "the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace"(Kumagai, 2001).

Some educators define FM as “a strategically integrated approach to maintaining, improving and adapting the buildings and supporting services of an organization in order to create an environment that strongly supports the primary objectives of that organization.” (Peter Barret, 1995).The International Facility Management Association (IFMA), the World’s leading FM professional body, defines FM as, ‘A profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology. That sounds a bit long winded but it accurately identifies the management of multi-disciplines through people, process and technology. (Kumagai, 2001).

Facility management is important to the growth and survival of organization, particularly in the current dynamic society (Dell, 2008). The effectiveness and the survival of organization are

largely enhanced by the ability of management to ensure that there is functional equipment, lands and building, infrastructure, fixtures etc. Ejiofor observed that companies have lost their effectiveness and productivity, because of poor facilities management. He further explained that poor attitude towards facilities management hamper business' operation. To him, management operates below capacity as a result of facilities management (Ejiofor, 2004)

Although FM offers a wide range of FM services, different organizations have different sets of combination; in other words, there is no uniform service package which works perfectly to any organization (Atkin and Brooks, 2009).

Hence, Cooperative Bank of Oromia S.C. (CBO S.C.) was established to fulfill the demand and supply gap observed in the financial sector among cooperatives and other operators in Ethiopia. CBO S.C. was registered commercially on October 29, 2004 in accordance with article 304 of commercial code of Ethiopia. It was established in line with proclamation No. 84/1994 with authorized capital of Birr 300 million. It started operation on March 8, 2005, with paid up share capital of birr 112 million. Currently the bank has 230 branches. The Facilities Management team of Cooperative Bank of Oromia comprises four sub teams, General Service, Procurement, Property Administration & construction project management. An increase in operational cost will decrease profit. Any for profit organization needs FMs to deliver 'more for less' and to reduce operating costs. This study, therefore, intends to assess the facility management practice of Cooperative Bank of Oromia S.C.

1.2. STATEMENT OF THE PROBLEM

In the last years, the continuous increase in operating costs, the need to use not only spaces, but also a wide range of services, to make the space appropriate to the needs of the paperwork, have rendered more difficult and costly the real estate management. Organizations, therefore, express a strong need for quality spaces (equipped with all the traditional and innovative necessary equipment : the reference model becomes the intelligent building) and dynamic: that is, capable to transform themselves, adapting themselves to (a new computer, connection to the corporate LAN, a new phone, a new desk, etc..) the needs of the organization. This is not easy and immediate to obtain from a building. In this context, the Facility Management is introduced and can be considered a great way, for large organizations, to reduce operating costs, giving more attention to the main mission and to improve their competitive position.(Timothy Maechling, 2005).

Over the last fifteen to twenty years, facility management has become accepted as one of the basic functions that all organizations need and it has been adopted and developed widely around the world (FMA, 2003, Reeves, 2000). Facilities management is of significance to organizations of all kinds and, as an emerging discipline, it has become the focus for the important issues of best value and customer satisfaction within the management of supporting services.(Facilities Society,2014). Well-managed services enable an organization to function at its most efficient and effective level, offering real added values (Khan, 2015). Most FM practices share a common aim of providing support services to the organization to sustain its business operations and to underpin its strategy. The responsibilities of every good management of an organization should include maintaining a good level of facility management to ensure efficiency and productivity. However, result from studies revealed that many companies have failed in the area of facilities management. (Chotipanich,2006).

Studies carried out by researchers revealed that there is a link between facilities management and organization effectiveness; for example, (James, 2000), revealed that there is link between facilities management and effective operations of business firm. Similarly a study conducted by (Johnson,2004) revealed that good facilities management enhanced productivity. Despite these findings and suggestions, organizations still find it hard to manage their facility effectively and this has resulted into losses. (Bagshaw & Peters, 2015)

As cited by the literature there is a positive relationship between facility management of an organization and its productivity. In the same token banks to be profitable they should manage their facilities effectively.FM activity incurs large costs and most organizations see and manage FM as just that; a cost. FM budgets therefore inevitably attract pressure to save money and produce ‘more-for-less’. (Dan Weiss, 2014) Expenditure report of Cooperative Bank of Oromia S.C. at different fiscal year reveals that vehicle repair cost is highly increasing from time to time for the same number of vehicles the bank owns. For example let us see the vehicle repair expense of the fiscal year 2015/16, 2016/17 and the eight months from July-February of the fiscal year 2017/18 from the following table

Table 1.1. Vehicle repair expenditure report

2015/16	2016/17	Eight Months of 2017/18 from July to February
3,167,000.00	8,415,000	9,896,000.00

Source: Facilities Management Expenditure reports

As it can be seen from the table above one can easily observe huge increase in vehicle repair cost. In addition on annual and semiannual meetings of the bank branch managers complain about reliability and durability of some office items. This also makes the bank to incur frequent replacement cost. These costs will have negative impact on profitability of the bank.

Thus this is that drew the attention and enthusiasm of the researcher to assess facilities management practices in Cooperative Bank of Oromia Share Company.

1.3. Research questions

The research questions which triggered this study include

- ❖ How effective is FM of the bank in procurement and property administration practices.
- ❖ Is FM of the bank responsive to branch requests?
- ❖ How is HR capacity of the FM of the bank?
- ❖ Does FM supported by use information ICT?

1.4. Research Objectives

1.4.1. General Objective

The general objective of the study is to examine the effectiveness of facilities management practice of Cooperative Bank of Oromia Share Company.

1.4.2. Specific Objectives

The specific objectives of the study comprise the following;

1. To examine the effectiveness FM of the bank in procurement and property administration practices.
2. To investigate responsiveness of FM of the bank to requests of branches.
3. To identify the human resource capacities of the FM.
4. To access FM is supported by ICT

1.5. Significance of the Study

This study will contribute meaningfully to the understanding of the concept of Facilities Management. In this study the researcher will reveal the demand for further research on related issues to fill the knowledge gap of the sector, as such, the study can serve as a stepping stone for further studies on the same or related subject.

1.6. Scope of the study

The subject of Facilities Management is a broad concept and its activities package also vary from organization to organization. However, the study was restricted to assessing the Facilities Management practice of Cooperative Bank of Oromia S.C. In addition the respondents considered were only 144 branch managers of Cooperative Bank of Oromia S.C. The time period for assessment was the six consecutive months of 2009 E.C, from August to January.

1.7. Limitation of the study

The study will examine the case of a single company and this may not show the real picture of the Facility Management practices of the bank industry. The questionnaire designed to assess the Facility Management practices of Cooperative Bank of Oromia S.C., nevertheless it might not provide sufficient evidence about FM. The time period of the assessment will be short which may affect the true picture of the result of the study.

1.8. Definitions of Terms and Concepts

- **Asset management:** A process of proactively managing a buildings assets to ensure maximum efficiency and return on capital investment.
 - **Benchmarking:** A continuous, systematic process for evaluating the products, services or work processes of organizations that are recognized as representing the best practices for the purpose of organizational improvement.
 - **Emergency maintenance:** Immediate corrective work to be carried out to restore correct function and to avoid consequences of failure.
 - **Maintenance audit:** Process in which a competent person surveys all assets to determine maintenance requirements so that the assets continue to perform their intended function. (BIFM Glossary)
 - **Built Environment:** refers to the man-made surroundings that provide the setting for human activity, ranging in scale from buildings and parks. It has been defined as "the humanitarian-made space in which people live, work, and recreate on a day-to-day basis.
- EuroFM** is the European FM platform organization that brings educators, researchers and practitioners in the field of Facility Management together.

CHAPTER TWO

Review of Related Literature

Started in the 1980s, a new and more incorporating management specialty has developed, focusing on facilities that, people increasingly recognized the importance of managing not only buildings but also such buildings in connection with people, integrating with the principles of administration and development process. Current developments in information technology, advancements in telecommunications and the removal of trade barriers, are among the factors transforming the world of facilities management all over the world. Facilities management over the past thirty years has been established as a profession with a number of worldwide professional bodies supporting and accepting a significant number of facilities management practitioners. Since then, the understanding of facilities management is varied as different professions interpreted it differently (Rozilah Kasim (2011)).

Facilities Management, as one of the fastest growing professional disciplines, continues to expand and develop in terms of volume and diversity of commercial activity (Barrett and Baldry 2003) and appears to be gaining greater recognition and acceptance as a significant influence upon organizational success and goal achievement. Hence, it is widely accepted that FM covers a wide range of facility services and the management of which can contribute to the relative success or the partial failure of an organization's business (Chotipanich 2004). Further, FM is increasingly being considered as a strategic and commercially orientated discipline with the severe commercial and competitive pressures exerted on business in both private and public sector, to seek some form of competitive advantage from every part of their organization. Yet, literature reveals many definitions of FM may be due to diversity of the discipline. In broader sense, FM is concerned with the dynamic interaction between an organization's personnel, process and place (Laird 1994). Yet, within the diversified definitions of FM, as Tay and Ooi (2001) argued few common recurring themes could be identified. Most commonly FM is defined as a practice consist of place or facility, people or user of the building, and process or activities within the facility, as highlighted by several definitions in the past. As Douglas (1996) asserts FM is considered to be the coordinating management function that concentrates on the interface between the physical workplace (in the context of commercial property) or physical "use-place" (in relation to noncommercial, property) and people. In a similar vain, the British Institute of

Facilities Management (1999) defines FM as “the practice of coordinating the physical, workplace with the people and work of an organization”. Both these simple definitions stress work place orientated practice of FM. Yet, according to Chotipanich (2004), the primary function of FM is to handle and manage support services to meet the needs of the organization, its core operations and employee. Hence, FM is the support function coordinating physical resources and workplace, and support services to user and process of works to support the core business of the organization, which highlights the support function of FM practice. But both these, work place focused and support service orientated definitions fails to stress the contribution that well managed facilities can make to an organization. As the practice of FM gradually matured some apparent shifts in the focus was evident. According to Shiem and Then (1999), a shift has been towards resource integration in FM. Highlighting this apparent shift, Atkin and Brooks (2000) define 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”. According to this, the aim of FM should be not just Key knowledge variables for facilities management organizational effectiveness to optimize running costs of buildings, but to raise the effectiveness of the management of space and related assets for people and processes in order that the mission and goals of the organization may be achieved at the best combination of FM suggests that FM is essentially demand driven and should be closely related to strategic planning in an organization. As Alexander (1996) defines, FM is the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contributing to achieve its strategic objectives in changing conditions. Further this outlines two major aspects of FM i.e operational and strategic level. FM involves the management of organization’s facility resources and support services in two levels: operational and strategic (Barrett 1995; Nutt 2002). Nutt (2004) defines FM as the management of infrastructure resources and services to support and sustain the operational strategy of an organization over time, which highlights the importance of operational strategy within FM. However, as the nature and characteristic of organizations are likely to vary too, different organizations are differently reliant on their facilities and support services, and affected by environment and context. Some organizations may focus very much on business strategic issues, while other organizations may only emphasize

on their operational process and short-term outputs. The way FM is managed during past and present is underlined in recurrent trends in FM domain.

Tay and Ooi (2001) summarises facilities management as;

- That which focuses on the workplace, the workplace being a place where work of any nature is carried out; be it commercial, private or public building.
- That which is applicable to all organizations because they occupy a place for their work.
- That which places a supporting role to enhancing the performance of a firm
- That which requires an integrated approach is required in its practice

2.1. Definitions of Facilities Management

⇒ Facilities management as an emerging profession has been described by Yiu (2008) as one faced with a serious identity crisis. This is because there seem to be no consensus yet on what could be regarded as a clear and acceptable definition of facilities management. Instead, many of the definitions provided by authors shows widespread variance on the understanding of what facilities management is, how it operates and to what extent it offers sustainable opportunities for businesses (Noor and Pitt, 2009a). However for this study the definition of IFMA is used, IFMA – International Facility Management Association (2003): defined FM as a profession that includes multiple disciplines to ensure functionality of the physical environment through the integration between people, places, processes and technology.

2.2. Essence of Facilities Management

Facilities Management practice has long been in existence before its formation into professional association. In the formative years, it was viewed as mere „janitorial“ promoted the profession “from the basement to board room” (Becker, 1990; Lunn and Stephenson, 2000: 314).

In any organization, the realization of their corporate objectives and strategy will rely on the support of four primary types of resources, their Financial Resources, Human Resources, Physical Resources and Intangibles (Johnson and Schols 1999, Lynch, 2003). Acquiring and managing these corporate resources is a crucial concern of organizations’. The responsibility for managing these resources normally falls on a set of 'support functions' within the organization and can affect their competitive advantage (Daft, 2000; Porter, 1985).

Over the last twenty years the management of support activities has been developed and integrated due to the increasing recognition of the important contribution of facility resources and support services to organizational operations, as discussed above. Increasingly they have been consolidated into a group that is formally recognized as facility management (Rondeau et. al., 1995). The Facilities Management title originated in the USA in the early 1980s (Price, 2003; Thomson, 1990), but the history of facilities management definitions can be traced back to the late 1970s (Price, 2003; Rondeau et. al., 1995). The National Facilities Management Association (NFMA) was first to be formed. It was established in the USA in 1980, and has become known as the International Facilities Management Association (IFMA), since 1982. IFMA has grown globally through the establishment of local chapters in many countries.

Despite the variety of definitions and the diversity of FM practices, there seems to be a common consensus that facility management is primarily a support function, managing property, facility resources and services to meet the needs of organizations at various levels (Nutt, 2002a). Most authors agree that the overriding purpose of facility management is its support role which is able to co-ordinate and integrate disparate operations and tasks to make an effective and holistic contribution to core business processes and operations (Grimshaw and Cairns, 2000). It should be noted however, that some authors consider that FM could be seen as a part of core business functions (De Valence et. al., 2003) Alexander, 1994). A more ambitious viewpoint is that FM is a function that can manage all of the physical resources, support services and working environments for an organization to support all of its core operations and strategies, within an integrated management approach (BIFM, 2003; Atkin and Brooks, 2000; Alexander, 1996). FM provides continuous support and service delivery throughout the life cycle of the physical facilities and the business lifecycles of the organization.

The most widely held view of FM is that it is responsible for 'workplace support services' for the upkeep and servicing of the working environment (Cotts, 1999; Rondeau et.al., 1995), A number of more extensive concepts for organizational support have been advanced recently. One trend is towards total 'corporate infrastructure management' (Varcoe, 2000a; Goulet, 1999; BIFM, 2003). In this view, FM could potentially encompass business infrastructure supports of all kinds, including IT, corporate real estate and asset management, HR management and business services within its integrative management approach. However, there have been challenges to this viewpoint, especially from academics such as (Grimshaw and Cairns,2000) and Nutt, 2004),

Finally, the most recent concept of organizational support regards FM as the management of the business 'Support Environment'. From this perspective, FM should provide a comprehensive support environment to the entire organization, coordinating and integrating people, place and processes to create competitive advantage for the organization (Green, A. and Jack, A.,2004). The challenge here is to manage the business support environment to consistently meet the changing needs of the organization, with an optimum use of resources (Green, A. and Jack, A.,2004). In any circumstance and at any level, the support environment should be directed and managed to fulfill its functions, to achieve desirable outcomes, and to avoid risks and failures of all kinds (Nutt, 2004). This view shares many common ideas with other viewpoints, particularly those of resource management. This study is also anchored on this concept of FM.

2.3. Facilities Management In the Past

Facilities management was formerly regarded as strictly an overhead or maintenance function. Facilities managers oversaw operation of the boilers, handled equipment failures, changed light bulbs, moved furniture, and swept and vacuumed the floors. Facilities were considered cost centers rather than assets to be managed carefully. As such, facilities management was seldom regarded as a strategic planning function, critical to an organization's competitive advantage. The building systems were less complex and easier to maintain. Energy was cheap. Building codes were not as stringent. Occupational Safety & Health Administration (OSHA) and Environmental Protection Agency (EPA) Requirements were nonexistent. We were less sensitive to the impact of the building environment on human needs. Worker comfort was not important because it was thought that people could adjust. Facilities were erected to "contain work" rather than "support work". (Sievert,1998)

2.4. Facilities Management Today

Today, facilities are viewed as strategic business resources. The position of the facilities manager has been elevated to a higher level in the business organization. The facilities manager is considered an asset manager, responsible for supporting the overall organizational objectives. The new attitude calls for a company to adjust the work space to fit the occupants' needs- not the reverse. In our competitive and uncertain environment, with emphases on quality, cost reduction and profitability, owners are concerned with getting a better return from investments already made by the organization in facilities and equipment. The emphasis is on maintaining, replacing, renewing and managing existing facilities, rather than building a lot of new facilities. Many

facilities managers lack sufficient time and funds to perform their many duties properly. Moreover, facilities managers are often overpowered by interrelated and conflicting objectives, and pressure to improve working conditions within buildings while reducing capital and operating cost – all at the same time.(Drucker,1992). Facilities professionals must develop a keen business sense and well-honed leadership, communications, team-building, and problem-solving skills. Since many senior executives neither understand nor are interested in learning more about building operations and maintenance, it is necessary to translate facilities requirements in to terms they can understand, such as capital budgets, return on assets, pay back period, return on investment, life cycle costs and strategic business planning, as well as legal productivity issues, including life safety and exposure to liability. It is critical to demonstrate how facilities management expertise and services support financial, production, distribution, marketing, environmental compliance, quality and other strategic plans of an organization's business. The facilities department's ability to serve as a financial asset and a profit center must be emphasized (Covey,1989).

2.5. Integrating Facility Management in an Organization

Facility Management activities are relevant to the various aspects and dimensions of organizations. This means that managers need to have an intimate understanding of how the organization works (Kincaid, 1994). To create and implement facility management strategy, managers NEED to understand all dimensions of the organization. Four basic dimensions according to Nutt, (2002) are:

- 1) The purpose of the organization, its vision, mission, objectives, core competency and goals.
- 2) The processes of work, operations and projects.
- 3) The environmental context, organizational behaviour, culture and market.
- 4) The product(s), infrastructure, property and facilities.

A clear understanding helps shape appropriate facility management strategy and plans, and supports the use of the processes and operations most suited to each organization in its existing property and facilities. (Johnson & Scholes,2002) emphasize that each aspect in itself is important, but none is adequate alone. The manager who aspires to manage or influence strategy must be able to see a larger picture. A perception of the whole rather than just the parts is critical.

2.6. Scope of Facilities Management

In a business context, Facilities Management (FM) helps to align the organizational objectives and missions so they can be achieved successfully. FM is a key function in managing facility resources, support services and working environment to support the core business of the organization in both the long- and short-term (Chotipanich, 2004b). Although FM offers a wide range of FM services, different organizations have different sets of combination; in other words, there is no uniform service package which works perfectly to any organization (Atkin and Brooks, 2009).

FM has become significant to various kinds of organizations, as an emerging service that can support and enhance their business value. An efficient FM is a contributing factor of a total organization success. It contributes to the delivery of both strategic and operational goals. On a daily basis, FM is a service that can provide a safe and cohesive working environment, contributing to the overall work performance and business success. (Myeda *et al.*,2011) also signified the importance of a good coordination of support service and system to ensure a smooth operation of a business. The role of FM in facilitating organizational performance, and thereby in providing competitive advantage, is widely acknowledged (Amaratunga and Baldry, 2000).The benefits of Fm to the business and organizations include raise standards and skills, quality driven, resource optimization, enhance corporate image, increase asset and property value, drive high performance outcome, and continuous approach to meet objectives (Myeda NikElyna ,2014) “Facilities management is the integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities”. Facilities management encompasses multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace. Effective facilities management, combining resources and activities, is vital to the success of any organization.

2.7. Conceptual Framework

Facilities management is of significance to organizations of all kinds and, as an emerging discipline, it has become the focus for the important issues of best value and customer satisfaction within the management of supporting services. Well-managed services enable an organization to function at its most efficient and effective level, offering real added value improvements to the organization’s core business. Facilities management is being elevated to a strategic level of importance and is therefore being given the task and opportunity to contribute

to business success and to aid the delivery of competitive advantage. Indeed, in recent years, the range of services covered within the remit of facilities management has become more complex, as facilities management has moved into the core operational functions of client organizations. (The Facilities Society , 2014).The study is therefore investigates the effectiveness of FM of the bank with respect to procurement, Service provision, property management, HR capacity and use of IT

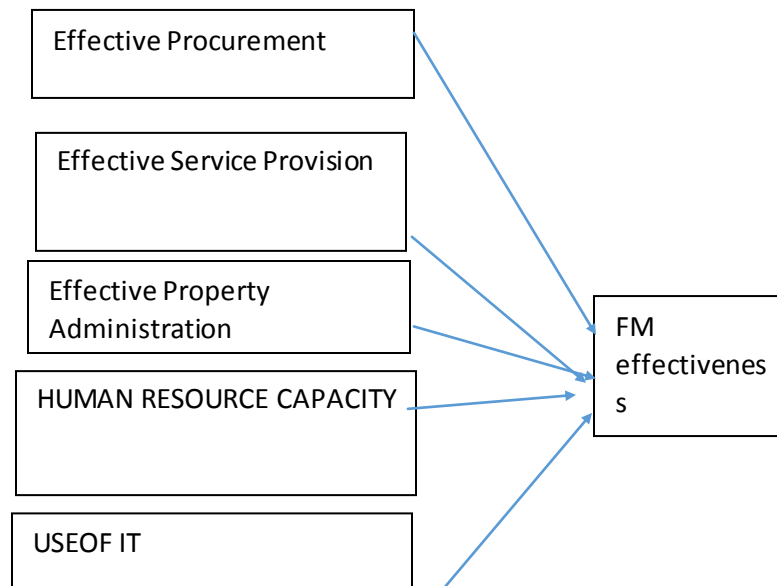


Fig 1. 2 Conceptual Framework

2.8. Procurement

Procurement is the act of obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment. It often involves purchase planning, standards determination, specification development, supplier research and selection, value analysis, financing price negotiation, making the purchase, supplier contract administration, inventory control & stores and disposal and other related functions. The process of procurement is often part of company’s strategy because the ability to purchase certain materials will determine if operation will continue. A business will not be able to survive if its price of procurement is more than the profit it makes on selling the actual product.

According to CIPS (Chartered Institute of Procurement And Supply), 2013 “Procurement is the business management function that ensures identification, sourcing, access and management of

the external resources that an organization needs or may need to fulfill its strategic objectives”.(<https://www.cips.org/>)

Procurement is more than just buying goods and services at the best price but should be seen as a fundamental part of the overall organizational goal and must be built in. According to (Juma,2010), procurement process efficiency is the backbone of a firm’s success since it contributes to competitive purchase and acquisition of quality goods that puts its products or services in the competitive edge in the market. However, poor procurement performance has caused financial loss due to delivery of poor quality work materials, loss of value for money and inflated prices and thus has also contributed to decrease of profitability (Juma, 2010). Similar studies by (Migai,2010), found poor procurement performance is a major hindrance to organizations growth since it causes the delay of delivery, increase of defects, delivery of low quality goods or non-delivery at all.

2.9. FM Service provision

The Facility Management (FM) function has been gaining increasing recognition for the important role it can play to create cost savings and efficiency of the workplace. The primary task of FM is to manage support services to meet the needs of the organization, its core operations and employees. It deals with the maintenance, management of the physical assets and incorporates controlling services necessary for successful business (S. Lavy, J.A. Garcia, and M.K. Dixit,2010). FM is a service that can provide a safe and cohesive working environment, contributing to the overall work performance and business success. Myeda et al. (2011) also

2.10. Property Management:

It is the general description for overseeing and executing the day-to- day tasks required for real estate assets to function properly. The tasks performed may include administrative management in forms of collections, record keeping, reporting, marketing management in forms of marketing strategy, tenant selection, rent schedules; security management, physical management in forms of maintenance, rehabilitation and renovation, space management, and acquisition and disposal. (Noor *et al.*, 2010). Property management also includes asset management which deals with issues pertaining to the buying, selling and portfolio management of the real estate entity. The target of a well carried out asset management is to create real estate profits. Tuomela and Puhto (2001) define asset management as the general process of managing all aspects of real estate

assets, including acquisition and disposition, devising management strategies, management of building and real estate operations, financial management and all aspects of accounting and reporting on real estate held.

2.11. HR Capacity

Success does not depend primarily on the size of the budget or the products supporting technologies, it really depend on employees' attitude, competencies, their ability to generate commitment and trust, communicate aspirations and work in complex relationships.

2.12. Information Technology

The expanding scope of facilities management (FM) in today's businesses means that organizations can no longer view the FM function as strictly a cost of doing business. Even incremental improvements in FM can have dramatic effects on the bottom line. Earlier research conducted by the American Productivity and Quality Center (APQC) reveals that "best-practice" organizations treat FM as an investment—an asset that adds value, yields a return, links to strategy, and enables the organization to achieve its goals and objectives. The quality of the facilities management program is crucial to its ability to have an impact on the bottom line. To do so, it takes more than just numbers. It takes knowing both why and how organizations use technology, outsourcing relationships, space utilization strategies, and preventive maintenance programs to affect the quality of the FM function. Information technology (IT) is becoming an especially prominent component of a quality FM function. Recent technology developments have allowed organizations to maximize the value of FM by simplifying key FM activities such as responding to service requests, managing property portfolios, creating the FM strategic plan, searching for information, verifying data, and interacting with other organizational systems.

This multi-organization benchmarking study is designed to identify and examine innovations, best practices, and key trends in the area of improving facilities management through information technology and to gain insights and learnings about the process. This report highlights ways in which information technology is used to support the facilities management function. It covers such issues as:

- ◆ how to leverage computer-aided FM technologies for maximum return;

- ◆ merging existing technologies to add value to FM;
- ◆ use of Internet, intranet, and other Web technologies to gain accessibility and communication advantages;
- ◆ addressing technology migration issues; and
- ◆ continually improving FM systems and the use of those systems. American (Productivity & Quality Center, APQC,1998)

2.13. Literature gap on bank's FM

Facilities Management being an emerging profession, there is limited literature specifically on the practice of Facilities Management in banks. Even the available literature shows management of functions of FM separately such as maintenance management, space management. In developed countries organizations employ FM service companies and the existing literature deals with how these companies deliver the service efficiently and effectively rather than in-house FM service, FM established by the organization for the organization. However in this study in-house FM is considered.

3.14. Facilities Management practice in banks

Broadly speaking, the FM sector is segmented into three parts: contracted-out projects, in-house projects and total facilities management (TFM). And it's growing, as banks increasingly out-source non-core activities, such as cleaning, reception duties, manned security and catering, to allow them to focus on core strategic activities. The FM sector has responded rapidly to this growing requirement and has delivered an effective solution, which typically provides for enhanced service delivery at a lower cost. Despite the challenging economic outlook, this trend is expected to help support future growth potential for FM providers, with a particular focus on the bundled and integrated FM solutions.(BIFM,2013). Most banks in Ethiopia outsourced the security and cleaning services and provide the remaining services through in-house FM.

3.15. Challenges of FM in banks

Facility managers in are faced with diverse issues, particularly as the number of locations they're responsible for increases. Within the banking industry, managing multi-site retail locations can often present distinct facility issues. Specifically, with a distributed portfolio of locations, facility managers are faced with the challenge of providing quality services to small, frequently remote sites outside major city hubs.

2.16. Success Factors For (Banks) Facilities Management

The following critical success factors helps to implement facility strategy and determine whether or not the strategy of the facilities department can be achieved. According to Herman B. Kok (1999), there are eight success factors to be mentioned for facility management strategy, namely:

- Cost control management;
- Integrated services;
- Integrated quality management;
- Professionalism;
- Customer Focus;
- Customized work;
- Flexibility;
- Market conformity.

CHAPTER THREE

METHODOLOGY

3.1. Description Of The Bank

Cooperative Bank of Oromia Share Company (CBO S.C.) was established to fulfill the demand and supply gap observed in the financial sector among cooperatives and other operators in Ethiopia. CBO S.C. was registered commercially on October 29, 2004 in accordance with article 304 of commercial code of Ethiopia. It was established in line with proclamation No. 84/1994 with authorized capital of Birr 300 million. It started operation on March 8, 2005, with paid up share capital of birr 112 million. Currently the bank has 230 branches dispersed throughout Ethiopia. The organizational structure of CBO S.Co is as shown under.

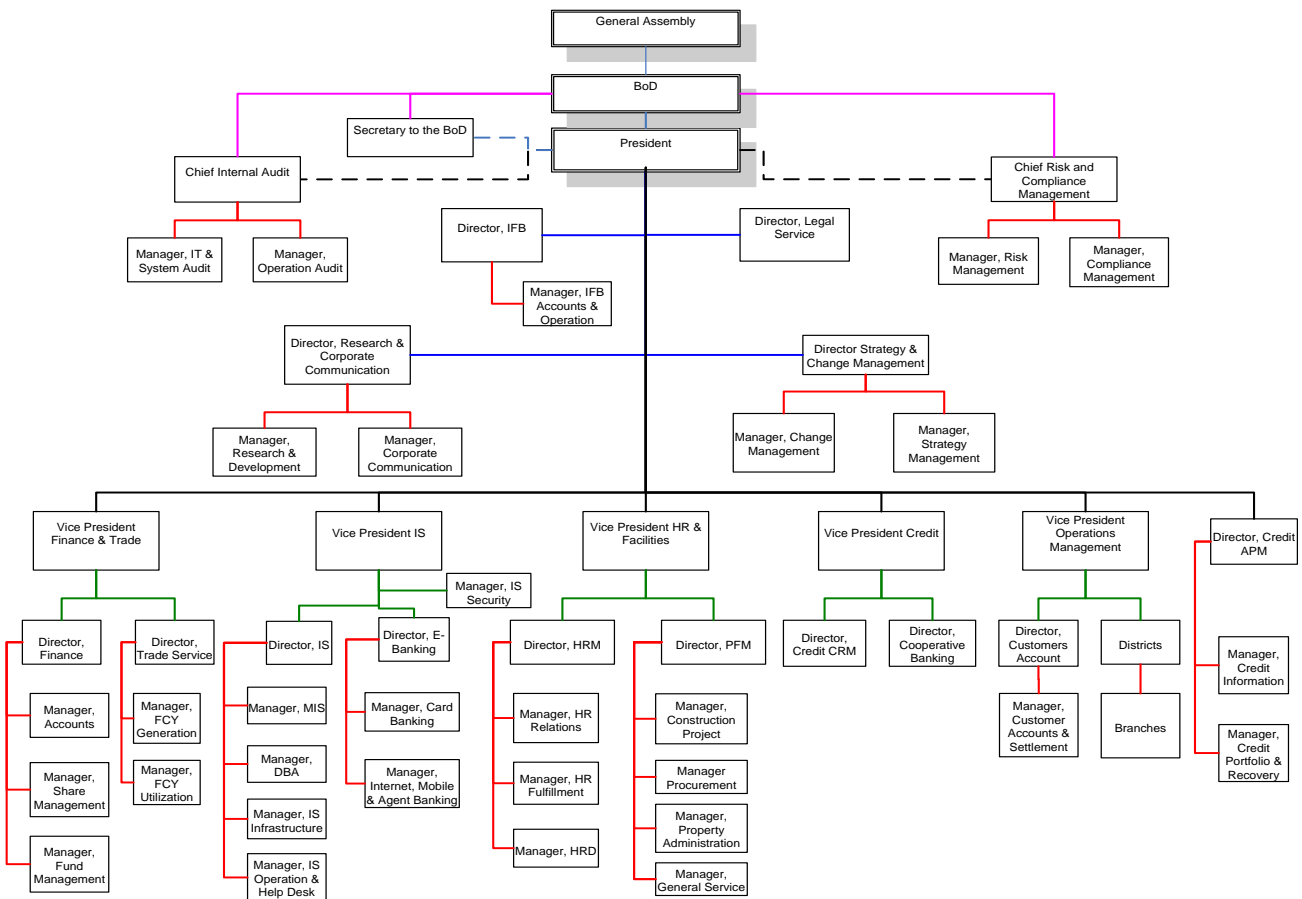


Fig 3.1 Organizational structure of Cooperative Bank of Oromia Shate Company

As it can be seen from the organizational structure of CBO S. Co. Facilities Management is led by a director under vice president of HR and facilities. Under the director there are four teams led by team managers. These teams include construction project, procurement, property administration and general service. The construction project team is responsible for follow-up of the construction project work, such as cost, on time completion and quality of materials used. w, The procurement team concerns about procurement of supplies, printing service, equipment, vehicles, generators and furniture. The property management team is responsible for receiving , storing, maintaining and distributing to branches the purchased items, administering the physical assets of the bank such as vehicles and buildings owned by the bank, repairing and maintenance of office furniture and equipment ,while the general service is responsible for providing services such as transport, security, cleaning, vehicle and generator maintenance and repair, follow-up of insurance & annual vehicle inspection cases. The bank owns seventy two acquired houses and one five floor and another seven floor apartments constructed by the bank.

The vehicles the bank has are shown in the table below

Table3:1 Vehicle type and quantity

Vehicle Type	Brand Name	Country Of Origin	Year Of Manufacture	Quantity
Pick up	Bishoftu	China	2014/15	5
Automobile	Jilly	China	2015/16	27
Automobile	Lifan	China	2014/15	35
Automobile	toyota	Japan	2013/14	9
Hilux pick up	Toyota	Japan	Various years	22
Pick up	Mitsubishi	Japan	Various years	7
Station wagon	Nissan	Japan	2006/7	1

3.2. Research Approach

The study employed mixed research approach, that is, qualitative as well as quantitative research approaches.

3.3. Research Design

Belaynesh Nibret (2015) conducted a research on Building Facility Management Practices in Higher Education Institutes using descriptive research design. Descriptive research design was believed to be suitable and has been deployed for describing Facilities Management Practice of Cooperative Bank of Oromia Share Company. Moreover, descriptive research is a scientific

method of investigation where data is collected and analyzed in order to describe the conditions, terms or relationships concerning a problem (Mugenda and Mugenda, 2003).

3.4.1. Population and sample

The sample frame of the study was 230 branch managers of Cooperative Bank of Oromia Share Company. Out of these 230 potential respondents sample size of 144 managers were selected using simple random sample/probability sampling method.

The sample size was determined using the formula developed by C.R. Kothari (2004) as shown here under.

The issues of precision (how close the estimate is to the true population characteristics) and confidence (How certain the researcher is that the estimate will really hold true for the population) were addressed by calculating the sample size.

The sample size needed is a function of precision of $\pm 5\%$, confidence level of 95%, the sampling frame consists two hundred thirty (230) branch managers.

According to Kothari (2004) determining sample size for finite population can be determined by using this formula. Hence for population of 230, the sample size, will be

$$n = \frac{Z^2 pqN}{E^2 (N-1) + Z^2 pq}$$

Where: N = Population Size

E = the desired level of precision,

p = the estimated proportion of an attribute that is present in the Population and

$$q = 1-p$$

Z = statistic for a level of confidence,

$$n = \frac{1.96^2 * 0.5 * 0.5 * 230}{0.05^2 * (N-1) + 1.96^2 * 0.5 * 0.5}$$

$$n = 144$$

The researcher could reached all the 144 branches through their districts on their regular monthly meeting.

3.4.2. Data Sources and Type

The sources of data the researcher deployed were primary as well as secondary data sources. The primary data was gathered from the respondents using questionnaire and interview while the secondary data has been collected from written materials of the bank like magazines and brochure.

3.4.3. Ethical consideration

The research conducted based on the following ethical principles

i. Honesty

In this research the researcher communicate and report data and results with honesty

ii. Objectivity

Bias was avoided in data analysis, data interpretation,

Integrity

While conducting the research the researcher act with sincerity for consistency of thought and action.

iii. Carefulness

The researcher has tried to avoid careless errors and negligence;

Openness

The researcher, regarding to the study, is open to criticism and new ideas ,respect for Intellectual Property, honor patents, copyrights, and other forms of intellectual property.

Confidentiality

The researcher protect confidential communications,

iv. Social Responsibility

The researcher strive to promote social good and prevent or mitigate social harms through research,

3.4.4. Method of Data Analysis

The study will employed descriptive statistics methods for data analysis. The descriptive statistics are methods of analysis that provides general overview of the results and used to analyze the result of questions. Rating scale is one of the most common formats for questioning respondents on their views or opinions of an event or attribute. In this regard, participants were asked to indicate the effectiveness of the components of facility management in Cooperative

Bank of Oromia Share Company and rating them on Likert Scale, 1 = strongly disagree, 2 = disagree, 3 = neither agree or disagree, 4 = agree, 5 = strongly agree,, 1. poor , 2 = fair , 3 = good , 4 = better , 5 = best and no extent, 2 = slight extent, 3 = moderate extent, 4 = great extent 5 = very great extent.

CHAPTER FOUR

4.1. DATA ANALYSIS AND TRANSLATION

The presiding chapter presented some principles of research methodology and the adopted research method for the study. In this section the result and discussion of finding was organized by using descriptive statistics, such as frequency, percentage, mean, and standard deviation. The data obtained through interview and questioners were analyzed by using quantitative and qualitative method. Hence this section of the study deal with data analysis and translation. The quantitative data gathered through questionnaire were analyzed by employing the computer software known as Statistical Package for Social Science (SPSS version 17). The evaluation of Facilities management practice of cooperative Bank of Oromia and the results were described by using descriptive statistical methods such as frequency, percentage, arithmetic mean standard deviation. The data obtained through interview were analyzed qualitatively. Likert type questionnaire was distributed to 144 respondents. The data was analyzed as shown below. This section has six parts; Part 1 which deals with socio demographic characteristics of respondents, Part 2 with procurement effectiveness, Part 3 with service provision effectiveness, Part 4 with property administration effectiveness, Part 5 with human resource capacity, Part 6 with make use of IT . The result is presented as follows.

4.2. Factors Designed To Assess FM Effectiveness

Table 4.1. Portrays the five factors designed to assess and describe FM practice for organizational success

Table 4.1 five factors used to assess FM effectiveness

Factors	Mean F(%)	SD
Procurement Effectiveness		
With respect to quality dimension of reliability, durability , performance and fuel efficiency how do you rate the car you are using at your branch	1.493	.961

Wobbly desks, drawers that stick and chairs that no longer function appropriately can cause a loss of focus and productivity. Rate the tables and chairs at your branch with respect to durability strength and stability	1.326	.0783
How do you rate computers your branch currently using with respect to reliability and performance	2.694	.586
Ups can be a life saver when the power goes off, rate the ups your branch currently using with respect to reliability and performance	1.32	.626
Rate filing cabinet your branch currently using strength, stability and durability	2.699	.904
Rate cash note counting machine your branch currently using with respect to speed, accuracy of counting reliability and durability.	2.958	.698
Rate printer your branch currently using with respect to reliability durability and efficiency	3.549	.774
Rate scanner your branch currently using with respect to reliability performance and durability	3.667	.738
overall	2.46	
Service Provision Effectiveness		
prompt response to branch's	2.64	.853

emergency procurement request		
On time preventive and corrective maintenance of office equipment	1.813	.908
Timely maintenance and repair of vehicles	3.340	.593
Timely insurance case process when accident occurs to bank's vehicle	3.81	.626
Timely completion of annual vehicle inspection process	3.563	.633
Proper follow up of the cause of vehicles at garage	3.097	.651
Timely provision of transportation service when requested	2.9993	.653
Messenger service	3.472	.602
Cleaning service	3.488	.576
Security service	3.521	.614
Mail office service	3.201	.598
Timely taking of vehicles for service and proper follow up for fast service completion	3.097	.629
Timely response to generator repair request	3.096	.602
Timely response to emergency request	1.597	.991
PM performs periodic preventive maintenance of generators, office equipment and turnover	1.694	1.005
FM remove old and broken furniture	1.486	1.251

and equipment form branches and sale		
Overall	2.86	
Property Management Effectiveness		
Factors	Mean	SD
FM of he bank has appropriate date base for stockers control and reporting system.	2.47	.860
All the properties under FM have got insurance converge to mitigate risk of damage	2.868	.731
Record of each property of the bank appropriately main trained	2.736	.738
There is safety precaution system in the ware house of the bank	1.632	1.069
Space of the ware house are efficiently used without wastage	2.791	.737
FM regularly review the economic performance of properties owned by the bank increase rental income	1.451	.899
FM usually maintains minimum level of inventory to save carrying cost and avoid deterioration and obsolescence	2.791	.737
Building owned by the bank efficiently managed to generate income for the bank	2.534	.819
FM properly follows up timely completion of construction projects	3.493	.699

Overall	2.53	
FM HR Capacity		
Factor	Mean	SD
FM of the bank has policies and procedure that guide its employees	3.125	1
Employees working in FM have the required skill and knowledge	3.736	.79
Overall	3.43	
Make use of IT by FM		
Factor	Mean	SD
FM of the bank make use of use information	2.263	.719
Overall	2.263	
OVER ALL	2.7	

As shown in the table above among the five factors, procurement effectiveness with mean score 3.6673 & 3.493, followed by service provision effectiveness with mean score 3.340, 3.81, 3.563, 3.521, 3.488,3.472, 3.201, 3.097,3.097 and 3.096 as well as property management with mean score of 3.493; and FM HR capacity were found to be more important.

4.3. Socio Demographic Characteristics of Respondents

Under the topic socio demographic characteristics of respondents, sex, age, and educational level, work experience in CBO and work experience in other organization are included and the result is presented as under

Table 4.2: Socio Demographic Characteristic of Respondents

Item	Category	F	Valid percent
Sex	Male	32	91.7
	Female	12	8.3
	Total	144	100
Age	26-30	78	54.2
	31-35	62	43.1

	36-40	3	2.1
	>40	1	0.7
	Total	144	100
Educational level	First degree	141	97.9
	Second degree	3	2.1
	Total	144	100
Work experience in CBO	1-3 years	1	0.7
	4-6 years	48	33.3
	7-9 years	74	51.4
	>=10	21	14.6
	Total	144	100
Work Experience In Other Organization	1-3 years	49	34
	4-6 years	63	43.8
	7-9 years	30	20.8
	>=10	2	1.4
	Total	144	100

As it could be observed from the table of demographic characteristics of respondents 132(91.7%) of the respondents were male while 12(8.3%) of the respondents were female . From the above information it is possible to conclude that the majority of the participants of the study were in male sex category. In general the branch managers response indicates that the number of female managers in the bank is very small and it will be better if the bank will develop affirmative action program to create opportunities for women capacitate and empower them to have managerial position

The second item was age, with regard to age, 78(54.2%) of the respondents were in the age category of 26-30 years while 62(43.1%) of the respondents were in the age category of 31-35 years. Form the above information, it is possible to suggest that the majority of the respondents were in the age category of 26-30 years.

The third item was educational level, 141(97.9%) of the respondents were first degree holders while 3(2.1%) of the respondents were second degree holders. Thus, it is possible to infer that the majority of the respondents were first degree holders

The fourth item was work experience in CBO. Pertaining to work experience 74(51.4%) of the respondents were in work experience category of 7-9 years while 48(33.3%) of the respondents were in work experience category of 4-6 years and 21(14.6%) of the respondents were in work experience category of >=10 years. From the above information it is possible to infer that the majority of the participants of the study have were work experience of 7-9 years in CBO.

The final item of socio demographic characteristics of respondents was work experience in another/other organization/s. to which 63(43.8%) of the respondents responded 4-6 years while 49(34%) of the respondents responded 1-3 years in other organizations. Therefore we can say that majority of the respondents have 4-6 years work experience in another/other organization/s.

4.4 .Procurement Effectiveness

One of the five factors to assess FM practice of CBO is procurement effectiveness. Regarding to this factor eight hypothetical statements were designed to describe the procurement effectiveness. The respondents' response was summarized in the following table. The result is also presented as here under.

Table 4.3: respondents report on procurement effectiveness.

Statement	Poor F(%)	Faire F(%)	Good F(%)	Better F(%)	Best F(%)	Mean	SD
With respect to quality dimension of reliability, durability, performance and fuel efficiency how do you rate the car you are using at your branch	109(75.7)	9(63.32)	18(12.5)	6(4.2)	2(1.4)	1.493	.961

Wobbly desks, drawers that stick and chairs that no longer function appropriately can cause a loss of focus and productivity. Rate the tables and chairs at your branch with respect to durability strength and stability	119(82.6)	9(6.3)	10(6.9)	6(4.2)		1.326	.0783
How do you rate computers your branch currently using with respect to reliability and performance	23(16)	11(7.6)	98(68.1)	11(7.6)	1(0.7)	2.694	.856
Ups can be a life saver when the power goes off, rate the ups your branch currently using with respect to reliability and	119(5.6)	11(7.6)	8(5.6)	6(4.2)		1.32	.761

performance							
Rate filing cabinet your branch currently using strength, stability and durability	21(14.6)	23(16)	82(56.9)	16(11.1)	2(1.4)	2.669	.904
Rate cash note counting machine your branch currently using with respect to speed, accuracy of counting reliability and durability.	9(6.3)	10(6.9)	104(72.2)	20(13.9)	1(0.7)	2.958	.698
Rate printer your branch currently using with respect to reliability durability and efficiency	5(3.5)	6(4.2)	42(29.2)	87(60.4)	4(2.8)	3.549	.774

Rate scanner your branch currently using with respect to reliability performance and durability.	4(2.8)	5(3.5)	32(22.2)	97(67.4)	6(4.2)	3.667	.0738
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Scale 1=poor,2= Fair, 3=Good 4=better, 5=best

It can easily be observed from Table 4.3 the respondents report on procurement effectiveness. Each statement represents each question in the questionnaire.

Statement 1: *with respect to quality dimension of reliability, durability, performance and fuel efficiency how do you rate the car you are using at your branch.* As shown in the table 4.3. above 109(75.7%) of the respondents indicate the cars they are using at their respective branches are poor with respect to quality dimension of reliability, durability while 18(12.5%) of the respondents responded good. Thus from the above information, it is possible to conclude that the greater number of the branch cars are of poor quality.

Statement: 2 *Wobbly desks, drawers that stick and chairs that no longer function appropriately can cause a loss of focus and productivity, rate the tables and chairs that you currently using at your branch with respect to durability, strength and stability.*

Regarding to this statement 119(82.6%), which is the predominant part of the respondents responded poor

Statement:3 *How do you rate computers your branch currently using with respect to reliability and performance.* Table 4.3 depicts that, 98(68.1%) of the respondents responded good while 23(6%) of the respondent responded poor. Thus, form the above information it can be deduced that the computers currently used by branches are good with respect to reliability and performance..

Statement: 4 *UPS can be a life saver when the power goes off rate the UPS your branch currently using with resects to reliability and performance.* As shown in the table 4.3. 119 (82.6%) of the respondents reported poor while 11(7.6%) of the respondents reported fair, from this it can easily be inferred that the UPS used at branches are of poor with respect to reliability and performance.

Statement: 5 *Rate filing cabinets you branch currently using in strength stability and durability.* The table displayed that 82(56.9%) of the respondents responded good while 23(16%) of the respondents reported fair and 21(14.6%) of the respondents said poor. From this one can infer that majority of filing cabinets used by branches are of poor in quality.

Statement: 6 *Rate cash note counting machine your branch currently using with respect to speed, accuracy of counting, reliability and durability.* Regarding this statement 104(72.2%) of the respondents reported that cash note counting machine at branches with respect to the aforementioned factors were good while 20(13.9%) of the respondents' reported they were better. Thus, form the above information it is possible to infer that the cash note counting machine the bank currently using with respect to speed, accuracy of counting, reliability and durability was good.

Statement : 7, *Rate printer your branch currently using with respect to reliability performance and durability.* 87(60.4%) of the respondents responded better while 42(29.2%) of the respondents reported good. So it can be deduced that the brinters used by branches are better in terms of reliability, performance and durability.

4.5. Service Provision Effectiveness

To assess the service delivery effectiveness of the bank 16 hypothetical statements were designed the result presented as follows.

Table 4.3: Respondents report on service provision effectiveness

Statement	Poor F(%)	Faire F(%)	Good F(%)	Better F(%)	Best F(%)	Mean F(%)	SD
prompt response to branch's emergency procurement request	15(10.4)	99(68.8)	7(4.9)	23(16)		2.64	.853
On time preventive and corrective maintenance of office equipment	62(43.1)	59(41)	12(8.3)	10(6.9)	1(0.7)	1.813	.908

Timely maintenance and repair of vehicles	1(0.7)	6(4.2)	80(55.6)	57(39.6)		3.340	.593
Timely insurance case process when accident occurs to bank's vehicle	1(0.7)	6(5.6)	70(48.6)	65(45.1)		3.81	.626
Timely completion of annual vehicle inspection process	1(0.7)	5(3.5)	53(36.8)	82(56.9)	3(2.1)	3.563	.633
Proper follow up of the cause of vehicles at garage	1(0.7)	19(13.2)	91(63.2)	31(21.5)	2(1.4)	3.097	.651
Timely provision of transportation service when requested	4(2.8)	17(11.8)	101(70.1)	20(13.9)	2(1.4)	2.9993	.653
Messenger service	6(4.2)		66(45.8)	70(48.6)	2(1.4)	3.472	.602
Cleaning service		3(2.1)	78(54.2)	60(41.7)	3(2.1)	3.488	.576
Security service		5(3.5)	63(43.8)	72(50)	4(2.8)	3.521	.614
Mail office service	2(1.40)	7(4.9)	96(66.7)	38(36.4)	1(0.7)	3.201	.598
Timely taking of vehicles for service and proper follow up for fast service	2(1.4)	15(10.4)	95(66)	3(21.5)	1(0.7)	3.097	.629

completion							
Timely response to generator repair request	4(2.8)	7(49)	106(73.6)	26(18.1)	1(0.7)	3.096	.602
Timely response to emergency request	98(68.1)	17(11.8)	20(13.9)	7(4.9)	2(1.4)	1.597	.991
FM performs periodic preventive maintenance of generators, office equipment and furniture	85(59)	32(22.2)	15(10.4)	10(6.9)	2(1.4)	1.694	1.005
FM remove old and broken furniture and equipment form branches and sale	112(778)	12(8.3)	12(8.3)	5(3.5)	1(0.7)	1.486	1.251

Scale 1=poor, 2=fair, 3=good, 4=better, 5=best

Source : field survey,2017

Table 3 depicts respondents report on service provision effectiveness. Regarding to this the hypothetical statements designed and the result presented as follows.

Statement 1:*prompt response to branch's emergency procurement request.* Against this statement 99(68.8%) of the respondents responded fair, 23(16%) of the respondents responded very good and 15(104%) of the respondents responded poor. From the above information, it is possible to conclude that the prompt repose to ranch's emergency procurement request was fair.

Statement 2:*on time provocative and corrective maintenance of office equipment* pertaining to this statement, 62(43.1%) of the respondents reported that poor while 59(41%) of the

respondents reported fair. Thus from the above finding it is possible to suggest that on time preventive and corrective maintenance of office equipment was poor.

Statement 3:*timely maintenance and repair of vehicles.* Regarding to this statement 80(55.6%) of the respondents reported that timely maintenance and repair of vehicles was good while 57(39.6%) of the respondents reported that timely maintenance and repair of vehicles was good. Thus from the above information it is possible to conclude that timely maintenance and repair of vehicles was good.

Statement 4:*timely insurance case processing when accident occurs to banks vehicle.* Against this statement 70(48.10%) of the respondents said good while 65(45.2%) said better. Thus it is possible to deduce that that timely insurance case processing when accident occurs to the banks' vehicle was good.

Statement 5: *timely completion of annual vehicle inspection process.* Regarding to this statement, 82(56.9%) of the respondents reported it is better. Thus, from the above finding it is possible to suggest that timely completion of annual vehicle inspection process was better.

Statement 6:*proper follow up the case of vehicles at garage,* regarding to this statement, 91(63.2%) of the respondents said good while 31(21.5%) of the respondents said better. Thus it is possible to infer that the proper follow up the case of vehicles at garage was good.

Statement 7:*timely provision of transportation service when requested.* Regarding to this statement 101(70.1%) of the respondents reported good while 20(13.9%) of the respondents said very good. This implies that timely provision of transportation service when requested was good.

Statement 8:*messenger service,* regarding to messenger service 70(48.6%) of the respondents said very good while 66(45.8%) of the respondents' better. Thus, the messenger service was better.

Statement 9:*cleaning service* regarding to this statement 78(54.2%) of the respondents responded good while 60(41.7%) of the respondents responded better. This implies that cleaning service of the bank is very good.

Statement 10:*security service.* Regarding to security service 72(50%) of the responders said better while 63(43.8%) of the respondents responded good. This implies that security service of the bank was better.

Statement 11: *Mail office service.* Regarding to this statement, 96(66.7%) of the respondents reported that mail office service was good while 38(26.4%) of the respondents said better. This implies that mail office service was good.

Statement 12: *timely taking of vehicles for service and proper follow up for fast service completion.* Regarding to this statement, 95(66%) of the respondents said good while 31(21.5%) of the respondents said better.

Thus, timely taking of vehicles for service and proper follow up for fast service completion was good.

Statement 13: *Timely response to generator repair request,* regarding to this statement, 106(73.6%) of the respondents said good while 26(18.1%) of the respondents said better. This implies that timely response to generator repair request was good.

Statement 14: *Timely response to emergency request* to this 98(68.1%) of the respondents said poor while 20(13.9%) of the respondents said good. This implies that timely response to emergency request was poor.

4.6. Property Management Effectiveness

Table 4.4 : Respondents report on property management effectiveness

Statement	No extent F(%)	Slight extent F(%)	Moderate extent F(%)	Great extent F(%)	Very great extent F(%)	Mean F(%)	SD
FM of the bank has appropriate data base for stockers control and reporting system.	1(0.7)	104(72.2)	13(9)	22(15.3)	4(2.8)	2.47	.860
All the properties under FM have got insurance converge to mitigate risk of damage	4(2.8)	35(24.3)	83(57.6)	20(13.9)	2(1.4)	2.868	.731
Record of each property of the bank appropriately maintained	6(4.2)	44(30.6)	77(53.5)	16(11.1)	1(0.7)	2.736	.738
There is safety precaution	99(68.8)	16(11.1)	14(9.7)	13(9)	2(1.4)	632	1.06

system in the ware house of the bank							9
Space of the ware house are efficiently used without wastage	7(4.91)	34(23.8)	87(60.4)	14(9.7)	2(1.4)	2.791	.737
FM regularly review the economic performance of properties owned by the bank increase rental income	111(77.1)	9(6.3)	16(11.1)	8(5.6)		1.451	.899
FM usually maintains minimum level of inventory to save carrying cost and avoid determation and obsolescence	10(69)	26(18.1)	93(64.6)	14(9.7)	1(0.7)	2.791	.737
Building owned by the bank efficiently managed to generate income for the bank	10(69)	64(44.4)	56(38.9)	11(7.6)	3(2.1)	2.534	.819
FM properly follows up timely completion of construction projects	3(2.1)	6(4.2)	54(37.5)	79(54.9)	2(1.4)	3.493	.699

Scale 1=no extent, 2=slight extent, 3=moderate extent, 4= great extent, 5=very great extent

Source: Field Survey,2017

Table 4.4. portrays respondents' report on property management effectiveness. And the result presented as under.

Statement 1: *FM of the bank has appropriate database for stocks, control and reporting system.*

Regarding to this statement, 104(72.7%) of the respondents said slight extent while 22(15.3%) of the respondents said great extent. The FM of the bank has appropriate data base for stocks, control and reporting system at lower level.

Statement 2: *all properties under FM have got insurance courage to mitigate risk of damage.*

Regarding to this statement (83(57.6%) of the respondents reported moderate extent while

35(24.3%) of the respondents reported slight extent. This implies that all properties under FM have got insurance coverage at moderate extent.

Statement 3:*record of each property of the bank appropriately maintained.* Concerning this statement 77(33.5%) of the respondents reported moderate extent while 44(30.6%) of the respondents reported slight extent. Therefore it can be concluded that record of each property of the bank appropriately maintained at average level.

Statement 4:*there is safety precaution system in the ware house of the bank.* To this 99(68.8%) of the respondents reported no extent while 16(11.1%) of the respondents reported slight extent. Thus, it can be deduced that there is no safety precaution system in the ware house of the bank.

Statement 5:*spaces of the ware house are efficiently used without waste.* Regarding to this statement 87(60.4%) of the respondents said moderate extent while 34(23.8%) of them said slight extent. Thus it is possible to suggest that spaces of the ware houses are efficiently used without wastage to average extent

Statement 6:*FM regularly review the economic performance of properties owned by the bank increase rental income.* Regarding to this statement, 111(77.1%) of the respondents reported no extent while 16(11.1%) of them said moderate extent. Hence, from the above information it is possible to suggest that there is no FM regular review of the economic performance of properties owned by the bank to increase rental income

Statement 7: FM usually maintains minimum level of inventory that save carrying cost and avoid deterioration and obsolesce. Regarding to this statement 93(64.6%) of the respondents said moderate extent while 26(18.1%) of them said slight extent.

Thus it can be inferred that FM usually maintains minimum level of inventory to save carrying cost and avoid deterioration and obsolesce at moderate extent.

Statement 8:*buildings owned by the bank efficiently managed to generate income for the bank,* regarding to this statement 64(38.9%) of the respondents reported slight extent while 56(38.9%) of the respondents said moderate extent. Thus, building owned by the bank managed to generate income for the bank at slight extent.

Statement 9:*FM properly follows up timely completion of construction projects.* Regarding to this statement 79(54.9%) of the respondent said great extent and 54(37.5%) of the respondent reported moderate extent. Thus, from the above information FM properly follows up timely completion of construction projects in greater extent.

4.7. Human Resource Capacity

Under this section two hypothetical statements were designed. The result is presented as follows

Table 4.5: respondents report on human resource

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Mean	DS
	F(%)	F(%)	F(%)	F(%)		
FM of the bank has policies and procedure that guide its employees	7(4.9%)	43(29.9)	19(13.2)	75(52.1)	3.125	1.00
Employees working in FM have the required skill and knowledge	1(0.7)	13(9)	12(8.3)	115(79.0)	3.736	0.79

Scale, 1= no extent, 2 = slight extent, 3 = moderate extent, 4 = great extent 5 = very great extent
Field Survey 2017

Table 4.5. displays respondents report on FM HR capacity.

1. *FM of the bank has policies and procedure that guide its employees*, regarding to this statement 75(52.1) of the respondents reported agree while 43(29.9%) of the respondents responded disagree and 19(13.2%) of the respondents responded neutral. Hence it can be concluded that FM of the bank has policies & procedures

The second statement in table 4.5. *Employees working in FM have the required skill and knowledge*, concerning this statement 115(79.9%) of the respondents reported agree to the statement. Therefore it is possible to conclude that employees working in FM have the requested skill & knowledge.

4.8. Make us of IT

Table 4.6: respondents report on make us of IT

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Mean	DS

	F(%)	F(%)	F(%)	F(%)		
FM of the bank make use of use information	7(4.9)	108(75)	13(9)	16(11.1%)	2.263	.719

Table 4.6 deal with respondents report on make use of IT. Regarding to this 108(75%) of the respondents said disagree to FM of the bank make use of IT while 16(11.1%) of the respondents said agree. The calculated mean was 2.263 which was less than the liker scale mean. Thus, form the above information the bank does not make use of IT.

Table 4.6 deal with respondents report on make use of IT. Regarding to this 108(75%) of the respondents said disagree to FM of the bank make use of IT while 16(11.1%) of the respondents said agree. The calculated mean was 2.263 which was less than the liker scale mean. Thus, form the above information the bank does not make use of IT.

4.9. Regression analysis

In this study, a linear regression analysis was conducted to test the influence of predictor variable. The research used **Statistical Package For Social Science (SPSS)** to code, enter and compute the measurement of the regressions.

Determining how well the model fits

Table 4.7 is the **Model Summary** table. This table provides the R , R^2 , adjusted R^2 , and the standard error of the estimate, which can be used to determine how well a regression model fits the data:

Table 4.7: Result of Linear Regression of Model summery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.797 ^a	.635	.622	.22194	.635	48.078	5	138	.000

- a. Predictors: (Constant), Procurement effectiveness, Service Provision effectiveness, Property Management effectiveness, FM HR capacity, FM make use of IT.
- b. Dependent Variable: FM Effectiveness

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.797 ^a	.635	.622	.22194	.635	48.078	5	138	.000

- a. Predictors: (Constant), Procurement effectiveness, Service Provision effectiveness, Property Management effectiveness, FM HR capacity, FM make use of IT.
- b. Dependent Variable: FM Effectiveness
- c. Dependent Variable: FM Effectiveness

The "**R**" column represents the value of *R*, the *multiple correlation coefficient*. *R* can be considered to be one measure of the quality of the prediction of the dependent variable; in this case, **FM Effectiveness**. A value of 0.797, indicates a good level of prediction. The "**R Square**" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. The higher the R-squared statistic, the better the model fits our data. . As we can see from table 4.7, $R^2 = 0.635$, that our independent variables explain 63.5% of the variability of our dependent variable.

R^2 (R-square) can increase with increase of independent variables irrespective of how well they are correlated to the dependent variable, this isn't a desirable property of a goodness-of-fit statistic. Conversely, adjusted **R-squared** provides an adjustment to the R-squared statistic such that an independent variable that has a correlation to dependent variable increases adjusted R-squared and any variable without a strong correlation will make adjusted R-squared decrease. That is the desired property of a goodness-of-fit statistic.

Statistical significance

Table 4.8.: Analysis of variance of the regression Factors and predictor variables.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.841	5	2.368	48.078	.000 ^a
	Residual	6.798	138	.049		
	Total	18.639	143			

- a. Predictors: (Mean), Procurement effectiveness, Service Provision effectiveness, Property Management effectiveness, FM HR capacity, FM make use of IT.
- b. Dependent Variable: FM Effectiveness

The *F*-ratio in the ANOVA table 4.8 tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable. FM Effectiveness differed significantly among the five predictors, (Procurement effectiveness, Service Provision effectiveness, Property Management effectiveness, FM HR capacity, FM make use of IT) , $F(5,138) = 48.078, p < .05$ (or: $F(5,138) = 48.078, p = .000$ with an R^2 of .635

Table 4.9. Coefficient table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.148	.185		.800	.425
	Mean Procurement Eff.	.145	.047	.173	3.051	.003
	Mean Service Provision	.211	.069	.204	3.075	.003
	Mean Property Management	.167	.056	.201	2.970	.004
	Mean FM HR Capacity	.027	.027	.052	1.008	.315
	FM make use of IT	.242	.029	.482	8.427	.000

- a. Dependent Variable: FM Effectiveness
- Source: Field survey, 2016 computed by SPSS

Estimated model coefficients

The coefficient table 4.9 indicates that the general form of the equation to predict *FM effectiveness from Procurement Effectiveness, Service Provision Effectiveness, Property Management Effectiveness, FM HR capacity And Make Use Of IT* is:

FM Effectiveness = .148+ .145X1+.211X2+ .167X3+ .027X4+ .242X5, where X1=procurement effectiveness, X2= Service Provision Effectiveness, X3=Property Management Effectiveness, X4 = HR Capacity, X5= Make Use Of IT

4.10. correlation

Table 4.10. Correlation Analysis

		Correlations				
		FM of the bank make use of use of IT	Mean procurement eff	Mean Service Provision	Mean property management	Mean HR capacity
FM of the bank make use of uses IT	Pearson Correlation	1	.247**	.383**	.385**	-.026
	Sig. (2-tailed)		.003	.000	.000	.755
	N	144	144	144	144	144
Mean Procurement Eff.	Pearson Correlation	.247**	1	.349**	.385**	.030
	Sig. (2-tailed)	.003		.000	.000	.717
	N	144	144	144	144	144
Mean Service Provision Eff.	Pearson Correlation	.383**	.349**	1	.598**	.000
	Sig. (2-tailed)	.000	.000		.000	.996
	N	144	144	144	144	144
Mean Property Management Eff	Pearson Correlation	.385**	.385**	.598**	1	-.079
	Sig. (2-tailed)	.000	.000	.000		.348
	N	144	144	144	144	144
Mean HR Capacity	Pearson Correlation	-.026	.030	.000	-.079	1
	Sig. (2-tailed)	.755	.717	.996	.348	
	N	144	144	144	144	144

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.10 shows that correlation of variables. The correlation coefficient can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation,

and 0 indicating no correlation at all. The .247 is the numerical description of how tightly around the imaginary line the points lie. If the correlation was higher, the points would tend to be closer to the line; if it was smaller, they would tend to be further away from the line. By definition, any variable correlated with itself has a correlation of 1. **Sig. (2-tailed)** – This is the P-value associated with the correlation. There is also an associated test of significance P-value. If the value (P) is $\leq .05$, then the correlation is deemed to be statistically significant. The footnote under the correlation table explains what the single and double asterisks signify.

From Table 4.10 we can observe that **HR capacity** has no correlation with **Procurement effectiveness**, **Service provision**, **Property Management**, and **Make use of IT**.

Procurement effectiveness statistically significantly associate with Service provision effectiveness at .349, (P <0.05), with property management effectiveness at .385, (P < 0.05). with Make Use of IT at .247, (p<0.05) and not significantly associate with HR capacity, (P>0.05).

Service provision effectiveness is positively associated with procurement effectiveness at .349, (P<0.05), with property management effectiveness at .598, (P<0.05), with Make use of IT at .247 (P<0.05) and not negatively correlated with HR capacity at -.027, (P>0.05).

Property administration effectiveness is positively associated with procurement effectiveness at .385, (P<0.05), with service provision effectiveness at .598 (P<0.05), with Make use of IT at .385, (P>0.05) and negatively correlated with HR capacity effectiveness at -.079 (P>0.05).

Human resource capacity is not significantly and statistically associated] with procurement effectiveness at (P>0.05), with service provision effectiveness at (P>0.05), with property administration effectiveness at (P>0.05) and with Make use of IT at .032 (P<0.05).

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

The goal of FM should be to manage facilities to enable organizations to better achieve their operational objectives. FM department naturally needs to develop its own strategies that have to align with its corporate strategy to cope with both strategic and operational challenges of the facilities it is responsible to. In line with this. Effectiveness of FM factors of Procurement, service provision, and property management, FM HR capacity and Make Use Of IT result in effectiveness of Facilities management in general. Effectiveness of FM in turn contributes a lot to the success of the bank. In this study effectiveness of facilities management of CBO was assessed using the aforementioned factors. However the study revealed that there are performance gaps in some areas of procurement, service provision, property administration and use of IT.

5.2. Conclusion

Based on findings of the study, the researcher concluded the following:

- ⇒ With regard to procurement there is discrepancy in quality of cars and furniture which branches are using, problem of responding promptly to branch's emergency procurement request.
- ⇒ On the other hand service provision of FM is poor regarding to on time preventive and corrective maintenance of office equipment, timely response to emergency request, periodic preventive maintenance of generators, office equipment and furniture , removal of old and broken furniture and equipment form branches and reselling it to generate income for the bank
- ⇒ When we come to property administration effectiveness, FM of the bank didn't establish appropriate data base for stocks control and reporting system, there isn't safety precaution system in the ware house of the bank, FM doesn't regularly review the economic performance of properties owned by the bank to increase rental income
- ⇒ Building owned by the bank were not efficiently managed to generate income for the bank and
- ⇒ FM of the bank did not make use of IT.

5.3 Recommendation

⇒ Vehicles procured for branches' use, since they have several duties should be strong, durable, reliable, should have good performance. Cheap and lower standard vehicles are costly in the long run due to repeated maintenance and repair cost. Better branded cars reduce repair and maintenance cost. From table 5.1 below it can easily be observed that the repair cost of Lifan and jilly brand cars are highly inflated than the remaining brands.

⇒ Table 5.1 Vehicle Repair cost

Vehicle Type	Brand Name	Country Of Origin	Year Of Manufacture	Quantity	Repair Cost		
					2015/16	2016/17	Eight Months 2017/18
Pick up	Bishoftu	China	2014/15	5	136,181.00	361,845.00	425,528.00
Automobile	Jilly	China	2015/16	27	655,277.00	3,267,585.00	3,230,524.00
Automobile	Lifan	China	2014/15	35	1,696,434.00	3,416,130.00	4,056,592.00
Automobile	toyota	Japan	2013/14	9	47,026.00	98,370.00	171,880.00
Hilux pick up	Toyota	Japan	Various years	22	201,730.00	998,850.00	1,000,240.00
Pick up	Mitsubishi	Japan	Various years	7	50,020.00	104,900.00	293760.00
Station wagon	Nissan	Japan	2006/7	1	28,503	75,735.00	89,064.00

⇒ Furniture bought by the bank should have the required strength, should be durable, stable and comfortable for employees and customers as well. Therefore FM should have quality standard for furniture it procures.

⇒ on time preventive and corrective maintenance of office equipment, timely response to emergency request, on time periodic preventive maintenance of generators, office equipment and furniture are very important for a bank's branch to continue its operation without disruption and to satisfy customers in service delivery. Therefore FM should establish strategy to enhance its performance with this regard.

⇒ FM has also has shortcomings in removal of old and broken furniture and equipment from branches and reselling it to generate income for the bank. If broken and old items are not picked up on time they will be destroyed to the extent that they cannot be sold. Nevertheless if they are collected on time they can be converted in to cash easily. This increases the income of the bank.

⇒ Pertaining to property administration FM of the bank didn't establish appropriate date base for stockers control and reporting system. Basically having database reduce the

amount of time spent in managing data, gives the ability to analyse data in a variety of ways, promotes a disciplined approach to data management, turn disparate information into a valuable resource, & improves the quality and consistency of information. Hence FM to be able to extract all these benefits should establish database.

- ⇒ When we come to warehouse safety there are many benefits that are often overlooked. Safety procedures are frequently disregarded in a variety of workplaces due to insufficient time, inadequate resources or an opportunity to cut corners in an attempt to save money. However, when safety procedures are soundly implemented there are major benefits such as higher employee satisfaction as well as increased productivity. By minimizing the risk of injury, fewer workplace disruptions take place and absenteeism associated with injury is also reduced.
- ⇒ Building owned by the bank should be efficiently managed to generate more income for the bank. Rental income should be revised from time to time and should be increased with demand for space to increase income of the bank.
- ⇒ Information technology (IT) benefits the business by allowing organizations to work more efficiently and to maximize productivity. Faster communication, electronic storage and the protection of records are advantages that IT can have on organizations. Therefore the researcher suggest that FM to make use of IT.

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Appendixes

ADDISABABA UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT QUESTIONRIE

Dear Respondent

The purpose of the paper is to assess Facility Management Practice - the case of Cooperative Bank of Oromia S.C.

All the information collected through the questionnaire will be used only for contribution to knowledge and will be kept confidential.

Therefore, your genuine, honest and prompt response is a valuable input for the quality and successful completion of the project research paper. There is no need of writing your name.

I. DEMOGRAPHIC INFORMATION

Please put a (X) mark of your choice against each question.

1.1. Gender (1) Male (2) Female

1.2. Age: (1) 20-25 (2) 26-30 (3) 31-35 (4) 36-40 (5) Above 40

1.3. Educational status: (1) High School Diploma (2) College Diploma (3) 1st Degree (4) 2nd Degree

1.4. How many years of service do you have in the bank

(1) 1-3 years (2) 4- 6years (3) 7- 9years (4) 10years and above

1.5. Your service year in other organization/s

(1) 1-3 years (2) 4- 6years (3) 7- 9years (4) 10years and above

III. PROCUREMENT EFFECTIVENESS

Procuring durable, reliable, good performance and fuel efficient cars, the right office machine and office furniture is vital in reducing repair and replacing cost which in turn boosts business organization's success.

II. Please rank the following with respect to quality dimensions

Where 1 = poor , 2 = fair, 3 = good , 4 = better , and 5 = best					
1. With respect to quality dimension of reliability durability, performance and fuel efficiency how do you rate the car you are using at your branch	1	2	3	4	5
2. Wobbly desks, drawers that stick and chairs that no longer function appropriately can cause a loss of focus and productivity, rate the tables and chairs at your branch with respect to durability, strength & stability.	1	2	3	4	5
3. How do you rate computers your branch currently using with respect to reliability and performance?	1	2	3	4	4
4. UPS can be a life saver when the power goes off, rate the UPS your branch currently using with respect to reliability and performance.	1	2	3	4	5
5. Rate filing cabinet your branch currently using in strength, stability, and durability.	1	2	3	4	5
6. Rate cash note counting machine your branch currently using with respect to speed, accuracy of counting reliability and durability	1	2	3	4	5
7. Rate printer your branch currently using with respect to reliability durability and efficiency.	1	2	3	4	5
8. Rate scanner your branch currently using with respect to reliability, performance & durability.	1	2	3	4	5
9. Rate overall FM effectiveness of the bank	1	2	3	4	5

III. SERVICE DELIVERY EFFECTIVENESS

Services delivered by FM of an organization provide support to core operations, enabling the organization to better achieve its stated objectives. Hence it is crucial to organization's success.

Please rank the following points

1= Poor, 2= Fair 3=Good 4= Very Good 5= Excellent					
1. Prompt response to branch's emergency procurement request	1	2	3	4	5
2. On time preventive and corrective maintenance of office equipments	1	2	3	4	5
3. Timely maintenance and repair of vehicles	1	2	3	4	5
4. Timely insurance case processing when accident occurs to the bank's vehicle	1	2	3	4	5
5. Timely completion of annual vehicle inspection process	1	2	3	4	5
6. Proper follow up of the case of vehicles at garage	1	2	3	4	5
7. Timely provision of transportation service when requested	1	2	3	4	5
8. Messenger service	1	2	3	4	5

9. Cleaning service	1	2	3	4	5
10. Security service	1	2	3	4	5
11. Mail office Service	1	2	3	4	5
12. Timely taking of vehicles for service and proper follow up for fast service completion	1	2	3	4	5
13. Timely response to generator repair request	1	2	3	4	5
14. Timely response to emergency request	1	2	3	4	5
15. FM performs periodic preventive maintenance of generators, office equipment and furniture	1	2	3	4	5
16. FM timely remove old And broken furniture and equipment from branches and sale	1	2	3	4	5

III. EFFECTIVE PROPERTY MANAGEMENT

Effective property management which is crucial to ensuring the success of a business organization, involves maximize the financial return of the company's asset, efficient use of space, risk avoidance, cost control & disposal of used asset among others.

Please rate the following points

1 = no extent, 2 = slight extent, 3 = moderate extent, 4 = great extent 5 = very great extent					
1. FM of the bank has appropriate database for stocks, control and reporting system	1	2	3	4	5
2. All the properties under FM have got insurance coverage to mitigate risk of damage	1	2	3	4	5
3. Record of each property of the bank appropriately maintained	1	2	3	4	5
4. There is safety precaution system in the warehouse of the bank	1	2	3	4	5
5. Spaces of the ware house are efficiently used without wastage	1	2	3	4	5
6. FM regularly review the economic performance of properties owned by the bank to increase rental income	1	2	3	4	5
7. FM usually maintains minimum level of inventory to save carrying cost & avoid deterioration & obsolescence	1	2	3	4	5
8. Buildings owned by the bank efficiently managed to generate income for the bank	1	2	3	4	5
9. FM properly follows up timely completion of construction projects	1	2	3	4	5

IV. HR CAPACITY of FM

HR capability maximizes organizational effectiveness and success

Please indicate your level of agreement

Where 1 = strongly disagree, 2 = disagree, 3 = neither agree or disagree, 4 = agree, and 5 = strongly agree					
1. FM of the bank has policies and procedures that guide its employees	1	2	3	4	5
2. Employees working in FM have the required skill and knowledge	1	2	3	4	5

V. MAKE USE OF INFORMATION TECHNOLOGY

Using IT allows business firm to communicate quickly, increase efficiency, enables to process a greater level of work in a shorter period of time and allows companies to maintain a competitive advantage over their rivals.

VI. Please indicate your level of agreement.

Where 1 = strongly disagree, 2 = disagree, 3 = neither agree or disagree, 4 = agree, and 5 = strongly agree					
1) FM of the bank makes use of information technology in its all processes.	1	2	3	4	5

VII. Facilities Management effectiveness

Where 1= Poor, 2= Fair 3=Good 4= Very Good 5= Excellent					
1) Rate FM effectiveness in general	1	2	3	4	5