

Beneficial Application of Facilities Management In Hotel Organizations in South-Western Nigeria

Olufemi Daniel Durodola

Caleb Abiodun Ayedun

Akinjare Omolade Adedoyin

Department of Estate Management, School of Environmental Sciences,
College of Science and Technology, Covenant University, Ota, Ogun State, Nigeria
E-mail: daniel.durodola@yahoo.com; caayedun@yahoo.com; omoladeogah@yahoo.co.uk

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Abstract A survey was conducted of probabilistically determined fifty-seven hotels of various 'stars' in South-Western geopolitical zone of Nigeria to investigate the beneficial applications of Facilities Management (FM) in the hotel organizations. Data were collected from hotel organizations through their general managers, staff and customers with the aid of questionnaires. A combination of stratified and cluster sampling techniques were used. Kothari's formula was adopted to determine the appropriate sample size while descriptive statistics, ranking and Spearman Correlation analysis were carried out. It was found that about thirteen benefits were common to all the stakeholders (Hotel organizations, Facilities Managers and Customers) while additional five benefits were just peculiar to the Facilities Managers and Customers only. Curiously, the flaunted benefit of FM as instrument of strategic management by literature was not reckoned with, thus affirming that receptivity to FM is at low-ebb in the hotel sector of Nigeria's economy and a pointer to ignorance of FM as instrument of strategic change. The study recommended that International Facilities Management Association (Nigeria Group), hotel organizations and Governments at all levels in Nigeria should be conscious of this development and put in place strategic actions to market and educate the gentries on the efficacy of FM in running hotel businesses.

Keywords: Facilities Management; Hotel; Strategic Management; Beneficial application

1. Introduction

An organization is composed of people, facilities and systems put in place to achieve specific objectives; one of which is to render service(s) in pursuit of money or in fulfilling social obligations. The people, the facilities and the systems interplay in order to achieve a set goal. The facilities are composed of buildings, infrastructure and support services. The system is the inter-link or a web that binds people and facilities together and turns them into a productive system. As a productive system, it is subject to wear and tear apart from the fact that both facilities and the people respond to the dictates of life cycle.

Smith (2003) averred that facilities are another major cost centre and in most cases, the second largest expenditure category regardless of whether space is owned or leased, ranking next to human resources. Facilities are not necessarily confined to buildings but preferably considered as infrastructure that supports people, either individually or collectively, to realize their goals. Facility Management is about empowering people through provision of infrastructure that adds value to the processes they support. Facility managers are charged with the responsibility of ensuring that infrastructure is available, operational, strategically aligned, safe and sustainable. Above all, it encourages higher productivity through continual search for ways to improve quality, reduce cost and minimize risk.

Thus, facilities have become dominant elements in organizational assets that cannot be dispensed with and its sustenance has gone beyond maintenance management or property management due to the need to meet the trinity of investment objectives which are to preserve capital, enhance its value, and earn net cash profit on the capital invested (Durodola and Oloyede, 2011). The trend now is Facilities Management which

Spedding (1999) defined as “the practice of coordinating the physical workplace with the people and work of the organization, integrating the principles of business administration, architecture, behavioral and engineering sciences”.

Facilities Management is not completely new. From British perspective, it is an offspring of maintenance management and property management whereas from the American perspective, Facilities Management incorporates maintenance and property management and the specialties have expanded and broadened to become an instrument of change. According to Owen (1995), Facilities Management became recognized as an identifiable management concept in the United States at the start of the eighties and has been practiced in the United Kingdom since 1983 with the main growth occurring in the nineties; all the functions, now incorporated under the Facilities Management umbrella existed prior to the recognition of Facilities Management. What Facilities Management has achieved, which is new, is the understanding that a coordinated and integrated approach to a range of business activities adds value to an organization's process. This is aptly captured by Alexander (1996) who defined Facilities Management as “the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs”.

Facilities Management has come to be a profession in Europe and developed nations of the world (Barrett, 2003). However, in Nigeria its practice is not sufficiently documented. There has been much argument as to whether it should be a distinct professional calling. Some British trained real estate practitioners do not see any difference between Facilities Management and Maintenance Management or Property Management while others doubt the practicability of its principles being applied in business circles in Nigeria (Ojo, 2002). European and American industrial and commercial organizations (including Hotels) have adopted Facilities Management as a strategic management instrument to improve the performance of their hotels (Telfer, 2005). Effective Facilities Management (FM) combines resources and activities to generate work environment that is vital to the success of any organization. At a corporate level, it contributes to the delivery of strategic and tactical objectives. On a day-to-day level, effective FM provides safe and efficient working environment, which is essential to the performance of any establishment, whatever its size and scope of works (Edum-Fotwe, Egbu and Gibb, 2003).

One major area of the Nigerian economy, which should attract investigation of beneficial application of Facilities Management, is the Hotel and Hospitality industry. This industry is crucial to the growth and development of tourism as a foreign exchange earner for many countries of the world, Nigeria inclusive. Hotel organizations are not immune to the influences of the economic and business cycles, so the difficulties that befall business in general during economic down-turns also affect hotel organizations (Rutherford, 2002). Downsizing, re-engineering, facilities management and strategic estate management are some of the strategic tools being used to describe the changes that occur amongst the hotel companies (Rutherford, 2002). The acclaimed benefits of Facilities Management in turning the fortune of organizations around for better appear to be generic, pedagogic, pervasive and non-specific to any individual sector of the economy.

Opaluwah (2005), Adewunmi and Ogunba (2006), Durodola, Ajayi and Oloyede (2011) asserted that the responsiveness of the Nigerian society to Facilities Management is extremely low particularly within the Hotel sector.

Suffice therefore to ask: could this attitudinal disposition to adoption of holistic FM be due to ignorance or non-elaboration of its benefits? It is against this background that this research aims to examine beneficial application of facilities management in the running of hotel organizations in south-western Nigeria. In order to achieve the aim, the paper is structured into five major segments namely introduction, literature review, the research method, analysis and discussion and finally conclusion and recommendations.

2. Literature Review

Spedding (1999), concurred with International Facilities Management Association (IFMA) definition of FM in

its early days as: - "the practice of coordinating the physical workplace with the people and work of the organization, integrating the principles of business administration, architecture and behavioral and engineering sciences". This definition focuses on unity in diversity that must necessarily be a concern to organizations. However, the real business area of FM was not highlighted which include space management and support service management among others.

Apart from Spedding (1999) and IFMA's concept of FM, there are other variances of FM definitions. This was corroborated by the Royal Institution of Chartered Surveyors (RICS) Research Report of 1999 which highlighted such definitions. Becker (1999) [In Cowan (2001)] defined facilities management as "being responsible for co-ordinating all efforts relating to planning, designing and managing buildings and their systems, equipment and furniture to enhance the organization's ability to compete in a rapidly changing world". This definition focuses on building and tries to make FM wider than necessary; although it could be compared with RICS definition, which regards it as "the total management of all services that support the core business of an organization".

A more detailed definition is offered by Engineering News-Record of April 4th, 1985 (In Hamer, 1988) as "the discipline of planning, designing, constructing and managing space – in every type of structure from office buildings to process plants. It involves developing corporate facilities' policy, long-range forecasts, real estate, space inventories, and projects through design, construction and renovation, building operation and maintenance plans and furniture and equipment inventories". This definition emphasizes space management, which was missing in IFMA's definition but ignored FM as one of the strategic tools that could be used in turning a company around. Jim Steinmann (In Hamer, 1988) opined that Facilities Management is the systematic approach to inventorying, planning, designing and maintaining space, equipment and furniture for general or special purpose facilities that are flexible to accommodate change. This definition added space inventory and recognition of FM as an instrument to sustain 'change' programme of an organization.

Alexander (1996) defines facilities management as 'the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contribute to achieving its strategic objectives in changing conditions. It focuses on meeting users' needs to support key role of people in organizations and strives to continuously improve quality, reduce risks and ensure value for money. It is clearly an important management function and business service. Major organizations worldwide use it as part of their strategy for restructuring to provide competitive edge. It also ensures that buildings and support services improve customer responsiveness and contribute to business objectives. Alexander (1996) emphasized the fact that facilities management is purely an instrument to support the core business of an organization with the aim of making it more efficient and more productive.

Regterschot (1988) (In Udo, 1998) described facilities management as "the integral management (planning and monitoring) and realization of housing, services and means that must contribute to an effective, flexible and creative realization of an organization's objectives in an ever changing environment". Furthermore it is an instrument for accounting for available space and services with the aim of reducing cost and increasing profit. Hamer (1988) described FM "as the process of planning, implementing, maintaining and accounting for appropriate physical spaces and services for an organization, while simultaneously seeking to reduce the associated total cost". This definition introduced workplace as an instrument of strategic management, and considered it as an instrument for accounting for available space and services with the aim of reducing cost and improving profit. From the total quality point of view, FM is the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs (Alexander, 1996). This definition is in tandem with total quality management's definition of service to the client from the perspective of the customers, employees, suppliers, investors or a community.

A recent attempt by Tay and Ooi (2001) (In Brochner, 2003), to harmonize eight current and influential definitions of FM led to the identification of Facilities Management as the integrated management of the workplace to enhance the performance of the organization. According to the study, Facilities Managers are responsible for ensuring cost efficient management of the building and related facilities, and creating an

environment that supports the activities of the building users, and their experience and knowledge would provide vital background to building related decisions. Maas and Pleunis (2001) (In Hassanien and Losekoot, 2002) sees FM as “the responsibility for co-ordinating efforts to ensure that buildings, technology, furniture and organizational trends are responded to, over time”. Furthermore, Barrett (1995) defines FM as “an integrated approach to operating, maintaining, improving, and adopting the buildings and infrastructure of an organization in order to create an environment that strongly supports the primary objectives of that organization”. However, neither definition refers to the process or activities, which are associated with facilities management. Also, they do not stress the positive contributions which well-managed facilities could make to an organization. It may therefore be deduced from the definitions that as many practitioners of FM as are available so are the scope and concept of FM. The varied definitions of FM implies that it is an evolving field whose nature is still somewhat fluid and thus portraying it as an all embracing and evocative tool that should normally be an aspect of the organization organogram of any going concern. Apart from this, it serves as a strategic tool deployable to reversing the downward trend of any ailing organization.

Thus, facilities management is an instrument of strategic change which in hotel circles is called re-engineering. Hammer and Campy (1993) (In Nebel, Rutherford and Schaffer, 2002) defined re-engineering as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed”.

How committed is the organization to this re-engineering? The four fundamental steps that are instrumental to re-engineering hotel operations according to Furey (1993) (In Nebel, Rutherford and Schaffer, 2002) involve identifying process objectives from customers’ perspective; understanding existing process; benchmarking; re-engineering the process and implementing the new process. There must be radical departure from the past and aggressive commitment to improvement, new ways of doing things and innovation. Thus, there must be differentiation and focus, adoption of on-going style, provision of a role model, wooing of the customers and re-assurance as far as support services are concerned in hotel business. Table 1 shows the features of a re-engineered hotel and the benefits of re-engineering.

Table 1. Features of Reengineered Hotel and Benefits of Reengineering.

Features of Re-engineered Hotel	Benefits of Re-engineering
<ul style="list-style-type: none"> • Fundamental work units change from functional, task-driven departments to process teams. • Organizational structures change from hierarchical (pyramids) to flat. • Jobs within process teams become multidimensional. • Workers become empowered to make decisions • Job preparation shifts from training to education. • Performance is measured by results that are customer-based rather than task-oriented • Executives change from checkers and arbitrators to leaders and facilitators • Advancement is based on ability rather than on past performance. • Employees and departments become less protective of their turf and more productive. 	<ul style="list-style-type: none"> • Employees are organized into teams where the work focuses exclusively on customer-driven outcomes • Team performance is measured by customer-based criteria. • Teams are able to coordinate their activities without the need for outside intervention • Decisions are made where the work is being performed • Executives become facilitators and leaders rather than checkers and arbitrators. • Dramatic improvements in output measures are possible, whereas traditional approaches after, at best, incremental gains.

Source: Nebel, Rutherford and Schaffer (2002: 63)

Okoroh, Jones and Ilozor (2003) dwelt on adding value to constructed facilities with emphasis on the hospitality industry with the aim of examining the impact of service contact on the perceived quality and nature of the accommodation package using survey questionnaire for data gathering and the personal construct theory for the analysis of the generated data. In their own opinion, a very large proportion of the product relates to the management of the core activities that center on built facilities. There is a need for life cycle planning of these facilities, their capacity, use and proactive maintenance policy, as well as the resources needed to cope with changing demands. Factors such as life cycle costing, productivity, performance values, and legislative change drive facilities management. In conclusion they opined that given the nature, characteristics, variety of components, and related economic aspects of hotels, it seems that there are benefits to be derived from the application of FM in hotel businesses. For instance, owners/owner managers in the sector and the location studied, who are more proactive in the management of their constructed facilities, achieved higher occupancy rates, profitability and repeat business. Proactive management becomes essential when it is realized that service products essentially propel hotel products. Thus, hotel accommodation package to be effective and satisfy customer needs must be accompanied by intangible services such as security and feeling of well-being.

From the definitions and for the purpose of this study, FM is construed to be a strategic management tool that seeks to exploit the dichotomy between workplace, people and the work of the organization by turning potentiality to reality through proactive management.

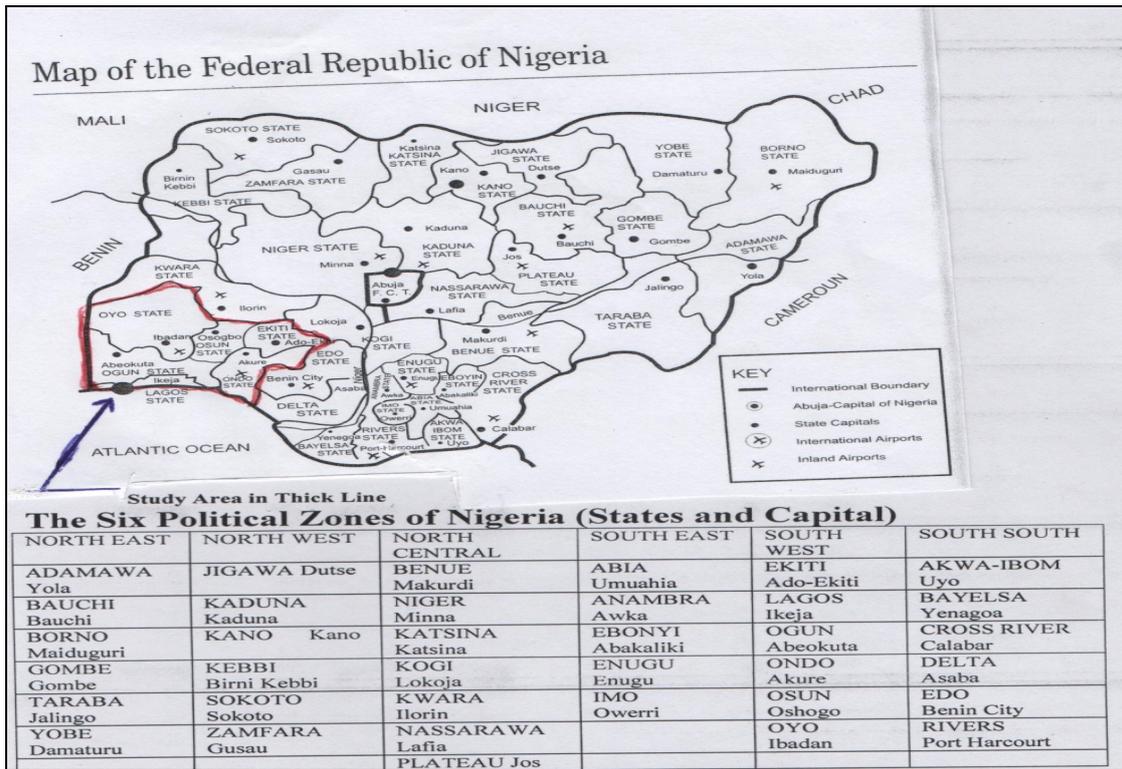
3. Research Method

An exploratory cross-sectional survey approach devoid of control and involving one-time observation of independent and non-manipulated variables was adopted in the study, which covers the South-Western geo-political zone of Nigeria. The zone consists of six States namely Lagos, Ekiti, Ogun, Oyo, Osun and Ondo with their capital city as Ikeja, Ado-Ekiti, Abeokuta, Ibadan, Oshogbo and Akure respectively as shown in Fig.1. The six States are contiguous and possess similar attributes that allowed easy comparability, improved homogeneity of the population and reduced the sampling errors.

In taking samples of the hotel, consideration was given to those that meet the National Classification and Grading of Hotels standard in consonance with the policy of Nigeria Tourism Development Corporation (2001). There are one hundred and eighty-two hotels out of which Ekiti accounted for 35 (19%), Lagos 42 (23%), Ogun 39 (21%), Ondo 22 (12%), Osun 18 (10%) and Oyo 26 (14%) respectively. Out of the total of one hundred and eighty-two hotels, a total of eighty hotels (44%) were located within the State capitals. The breakdown of the hotels in the capitals indicated that Ado-Ekiti had 13 (16%), Ikeja 29 (36%), Abeokuta 11 (14%), Akure 8 (10%), Oshogbo 3 (4%) and Ibadan 16 (20%). The State capitals were thus selected as a result of great concentration of the hotels and the capitals are seat of governance and tourist destinations.

In determining the acceptable sample size, Kothari's (1978) formula was adopted with confidence level set at 95% and a 0.02 probable error. By this method, the appropriate sample size of 57 was obtained and split based on the number of hotels within each State. Data collection instrument consisted of self-administered questionnaires which were administered on the hotel management and customers complemented with in-depth personal interview and physical survey of the constructed facilities. The questionnaire administered on the hotel management was divisible into three major sections namely the general information about the hotel; the general characteristics of the General Manager and then facilities management variables, while those administered on the customers was composed of the general characteristics of the respondents and the perception of support services' management by the customers. The number of questionnaires administered to customers was based on pilot survey carried out on customers' turnover for the past five years from which average monthly and daily averages were determined.

Figure 1. Map of Nigeria showing the Study Area in thick Line and the six Geo-Political Zones



Out of fifty-seven questionnaires administered on hotel management, twenty-eight (49%) were returned. In respect of customers, a total of six hundred and seventy-one questionnaires were distributed out of which three hundred and sixty (54%) were retrieved as shown in Table 2.

As Kerlinger (1973) puts it, content validity is the representativeness or sampling adequacy of the content of a measuring instrument. Kerlinger further explained that “other competent judges should judge the content of the items”. In order to achieve this for the study, experts’ opinion in environmental sciences, behavioural sciences, psychology, marketing and the hotel industry were sought and they assessed the relevance and appropriateness of the statements in the questionnaires.

Table 2. Summary of Distributed Customers’ Questionnaires

S/No	Hotels	Location	No of Questionnaires
1	Mainland	Lagos	49
2	Federal Palace	Lagos	50
3	Lagos Sheraton and Towers	Lagos	51
4	Niger Palace	Lagos	9
5	Hotel Plaza	Lagos	19
6	Le'Eko Meridien	Lagos	43
7	Excellence	Lagos	20
8	Kilo	Lagos	21
9	Oasis	Lagos	13
10	Hotel Newcastle	Lagos	21
11	Bluenet	Lagos	8

12	Lagos Airport Hotel	Lagos	32
13	West End	Ado-Ekiti	19
14	Olujoda	Ado-Ekiti	16
15	Owena	Akure	20
16	Lafia	Ibadan	36
17	Premier	Ibadan	64
18	Greenspring	Ibadan	11
19	K.S Motel	Ibadan	17
20	D'erovan Hotel	Ibadan	12
21	Kankanfo Inn	Ibadan	17
22	MicCom Golf	Oshogbo	13
23	Heritage	Oshogbo	18
24	Leisure Spring	Oshogbo	18
25	Universal	Abeokuta	7
26	Adesbar	Abeokuta	10
27	Dusmar	Abeokuta	22
28	Gateway	Abeokuta	35
		Total	671

Ghiselli and Brown (1978) in turn emphasized that 'test validation studies must be carried out on a group of testers, representative of those on whom the test eventually will be used'. This criterion was followed in this study. For the face and content validity, a superficial examination of the content of the instrument was carried out in order to ensure that questions that needed to be raised were asked. The reliability of the instruments was tested using the split-half method. A corrected coefficient of 0.76 was obtained and this was considered high enough for this type of study in line with Glass and Stanley (1970).

Data analysis was carried out with the aid of descriptive statistics, ranking and Spearman's Correlation Analysis. The Spearman Correlation Co-efficient was derived using the formula:

$$r = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

The Spearman's Correlation Co-efficient between a pair of data is denoted by r with property of $-1 \leq r \leq 1$ where

- $r = 1$ implies perfect correlation (in positive sense)
- $r = 0.5$ implies upward correlation in positive sense
- $r = -1$ implies correlation in negative sense
- $r = 0$ implies no correlation at all.

It is recognized that, in some ways, any research work would have limitations. For this research, there is little published work relating to hotels in Nigeria, and what is available mainly focused on the privatization of government hotels. Also, as highlighted by Asika (1991), there are various barriers to the collection and exchange of information, compounded by the location and the remoteness of some hotels and fears about commercial confidentiality. All these had been guided against in the sample frame and sample size selection.

However, geographical limitation as introduced above and the adoption of Tourism Board list may inevitably introduce limited bias into the survey, which could limit the application of the results to geographically dissimilar areas. It is anticipated that the results could at least form the framework for future research of other far away locations in the country.

4. Results and Discussion

In determining the benefits accruable to hotel organizations through the adoption of facilities management principles, reliance is placed on thorough examinations of operations of hotels identified as operating facilities management or facilities benchmarking as well as collating and sorting open-end questions put forward to the chief executives, general managers of the hotels, the facilities/maintenance managers and the customers. Table 3 shows the various identified benefits and their ranking from the organization perspective, Table 4 from Facilities' Managers perspective while Table 5 from customers' perspective.

Table 3. enefits Derivable from Holistic Adoption of Facilities Management from Hotel Organizations' Perspective

Benefits	Response Number	%	Rank
High hotel performance	13	46	3
Functional Hotel	16	57	2
Quality accommodation	5	18	9
Adequate and functional facilities	18	64	1
Meeting customers' needs	6	21	8
Effective security system in place	4	14	10
Neat environment	3	11	11
Improved tourism activities	0	0	12
Improved health and safety within hotels	4	14	10
Improved patronage of hotels	8	28	6
Extensive responsibilities & authorities for facilities managers	4	14	10
Quality services	11	39	5
Proactive maintenance	7	25	7
Improved exposure & interaction among hotel operators locally and internationally	5	18	9
Strategic planning and implementation all the way	5	18	9
Participatory decision making & implementation	3	11	11
National stock of hotels worthy of presentation	7	21	8
Qualitative and proactive management of hotels	14	42	4

The eighteen benefits that were identified by Chief Executives/General Managers of the hotel organizations are shown in Table 3. From the analysis, adequate and functional facilities were identified as prime advantage; this is followed by functional hotel, then high hotel performance while improved tourism was ranked twelfth. It could probably be said that facilities management would lead to a turnaround in facilities provision and sustenance.

Table 4. Benefits Derivable from Holistic adoption of Facilities Management: Facilities Managers' Perspective

Benefits	Response Number	%	Rank
High hotel performance	5	18	5
Functional Hotel	8	29	3
Quality accommodation	6	21	4

Adequate and functional facilities	8	29	3
Meeting customers' needs	4	14	6
Effective security system in place	1	4	8
Neat environment	3	11	7
Improved tourism activities	1	4	8
Improved health and safety within hotels	6	21	4
Improved patronage of hotels	6	21	4
Extensive responsibilities & authorities for facilities managers	11	39	1
Quality services	10	36	2
Proactive maintenance	6	21	4
Improved exposure & interaction among hotel operators locally and internationally	0	0	8
Strategic planning and implementation all the way	4	14	6
Participatory decision making & implementation	8	29	3
National stock of hotels worthy of presentation	8	29	3
Qualitative and proactive management of hotels	6	21	4

Similarly, Table 4 shows the benefits identified by the facilities/maintenance managers of the studies hotels. Out of the eighteen benefits that were identified by facilities/maintenance managers, extensive responsibilities and authorities for facilities managers was ranked as first, followed by quality services, then functional hotel and then quality accommodation with improved exposure and interaction among hotel operators locally and internationally coming was ranked eighteenth. Extensive responsibilities and authorities coming first might suggest that these are lacking presently and that adoption of facilities management would be a welcome development for facilities managers. Apart from this little deviation the facilities managers were just in tandem with the general managers in terms of functional facilities.

Table 5 shows the likely benefits suggested by customers of the studied hotels.

Table 5. Benefits Derivable from Holistic adoption of Facilities Management: Customers' Perspective

Benefits	Response Number	%	Rank
High hotel performance	65	18	8
Functional Hotel	29	8	14
Quality accommodation	54	15	11
Adequate and functional facilities	21	6	15
Meeting customers' needs	15	4	16
Effective security system in place	39	11	13
Good & neat environment	0	0	17
Improved tourism activities	93	26	4
Improved health and safety within hotels	42	12	12
Improved patronage of hotels	115	32	2
Extensive responsibilities & authorities for facilities managers	86	24	5
Quality services	106	29	3
Proactive maintenance	82	23	6
Improved exposure & interaction among hotel operators locally and internationally	73	20	7
Strategic planning and implementation all the way	0	0	17
Participatory decision making & implementation	60	17	9
National stock of hotels worthy of presentation	152	42	1
Qualitative and proactive management of hotels	56	16	10

From customers' perspective, national stock of hotels worthy of presentation ranked first, followed by improved patronage of hotels, the quality services while neat environment ranked seventeenth. There is perfect correlation between the views of organizations and facilities managers but no correlation between the views of either the organizations or facilities managers and the customers using Spearman's Correlation Coefficient analysis. It is also noteworthy to state that this independence of opinion reflects the general tendency of egoistic predilection in Nigeria. However, none of these benefits can be disregarded as they are directly or indirectly supported by literature such as Aakers (1984), Bevan (1991), Ahmad (1998), Barrett (2000), Brackertz & Kenly (2002) and Alexander (2003). Nonetheless, the greatest benefit is improvement in the quality of hotel stock nationally while the least of the benefits is good and neat environment.

5. Conclusion and Recommendation

It is noteworthy from the study that thirteen benefits were agglomerated from the points of view of the organizations, facilities managers and hotel customers with extensive responsibilities and authorities for facilities managers ranking first, followed by improved quality of services and then national stock of hotels worthy of presentation in that order. The use of Facilities Management as an instrument of strategic change was lowly rated, suggesting that the potentiality and pervasiveness of FM are not reckoned with. Non-postulation of FM as an instrument for rejuvenating tourism is a pointer to extreme ignorance of FM by hotel GMs.

This study also buttressed the assertion that application of facilities management principles in the management of hotels within the study area is at low ebb suggesting un-popularity among hotel stakeholders. Accelerated education of the populace through the print media, radio and television programmes, training and re-training of people in this field is considered as the way out. This can be achieved by government through Ministries of Education and National University Commission (NUC) encouraging and supporting training and research in this field. Furthermore, International Facilities Management Association, Nigeria Chapter (IFMANC) should pursue vigorously the enabling law establishing Nigeria Facilities Management Association (NFMAS) which once established should concentrate more on research, training, marketing and promotion of the profession. In addition, NFMAS should establish a standard of practice, code of conduct, standard of training and encouraging continuing professional development through seminars, workshop, in-service training and public lectures.

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