

ASSESSMENT OF FEATURES OF SUPPORT SERVICES IN SOUTH -WESTERN NIGERIAN HOTELS

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Abstract:

One of the major goals of facilities management is effective delivery and sustenance of support services to meet organizational objectives. Where this is lacking, goals are likely to be truncated. This research therefore aims at assessing support services management in South-Western Nigerian hotels. Data were collected on 28 hotel organizations based on stratified sampling technique and Kothari's formula used to determine the sample size. Data were analyzed using descriptive statistics, Karl Pearson Simple Linear Correlation, relative importance index and Chi-Square (χ^2). It was found that the hotels

are engrossed in in-house sourcing as against outsourcing a major instrument for accomplishing facilities management. This was found to be antithesis against growth and high business performance. It was recommended that time is ripe for hotel operators to imbibe outsourcing as an instrument of strategic change and be customer oriented if they were to make meaningful progress.

Keywords: Facilities Management, Hotels, Outsourcing, Support Service

Introduction

Alexander (1996) defined Facilities Management (FM) as "the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs". This essentially tallies with the Royal Institution of Chartered Surveyors' (RICS) Facilities Management Skill Panel's (cited in Amaratunga, 2000) assertion that facilities management consists of the management of support services; the management of property and the management of information technology. This points to the fact that in studying facilities management, the three components can be studied collectively or concurrently or individually with a view to establishing the impact of FM on corporate performance or assessing the degree of acceptability of FM as an instrument of strategic change; although it is realized that the synergy derivable from marrying the three components together gives FM the meaning and the direction it connotes. Nonetheless, laying emphasis on support services management is more needful and result oriented in this dispensation going by the emphasis

that Owen (1995), Barrett (2000) and Udechukwu (2012) placed on it and its corroboration by the RICS's definition of FM as 'the total management of all services that support the core business of an organization'.

This research touts this line of thought and as a strategic study of one of the three components of FM, focuses on support services management as it applies to hotel organizations in South-Western Nigeria. Riegel (2002) averred that in many respects, the hotel industry can be termed purchasing-intensive, essentially because the sheer quantity of goods and services being procured by hotels is staggering. At the same time, other services that are non-core services being rendered by hotels such as laundry services, wellness services, entertainment, catering, security, car park services, convention services, reception services among others are also awesome. What this is pointing to is the fact that hotel organizations must focus on efficient management of support services in accordance with facilities management principles in order to achieve the desired efficiency and profitability. This is one of the

ways to pre-empt the likely destructive impact of business cycles on hotel organizations. Thus, it behooves hotel organizations especially in this part of the world to imbibe the spirit of paradigm shift by focusing on business strategies that promote change in the management of support services which is exemplified by outsourcing.

According to Bode-Thomas (2003), Okungbowa (2005) and Olusola-Obasa (2005), Nigerian hotels are weighed down by poor services arising from their in-ability to re-invigorate and re-jig their services to meet the expectations of their customers who have been greatly influenced by western culture. One sure way of achieving the spirit of paradigm shift is through radical and effective management of services which according to Olusola-Obasa (2005) is lacking as customers groan under poor hotel services. In view of these pervasive poor services, there is the need to begin to assess the degree of commitment to the management of support services in hotel organizations in Nigeria. Thus, the aim of this research is to assess the features of support services in South-Western

Nigerian hotels. In order to achieve the aim, the following objectives are set: to establish the degree of availability and robustness of facilities in the hotels and to establish the effectiveness status of the operating support services in the hotels. Support services' management is thus examined from the perspective of availability, functionality, procurement system in place and the tendency towards in-house procurement as against commitment to outsourcing which is one of the cardinal principles of facilities management.

Katsanis (2003) and Smith (2003) averred that it is important that business organizations imbibe the spirit of paradigm shift by focusing on business strategies that promote change and one of such instruments of strategic change is effective management of support services' which is exemplified by outsourcing. Implementation of outsourcing in hotel businesses should have profound impact on service delivery effectiveness. Establishing the degree of commitment of the hotel organizations within the study area to outsourcing of their services is a

significant contribution this research is making as it establishes the hotels' commitment to change and fashions out the way forward.

Research hypothesis

H₀: Facilities Managers' perspective of appropriate support services procurement mode is not significantly different from that of the Hotel managers.

Literature review

Support services are functions that are accessories or adjunct to the core services in many organizations. For hotel businesses some are rendered as revenue yielding activities while some are part of the total package. Such support services include mail services, fleet cars, catering, reception, housekeeping, and office administration; refuse disposal, reprographics, car park management, horticulture and portage (Hayes and Ninemeier, 2005). This is in agreement with the schedule of support services as outlined by Owen (1995). Going by The Royal Institution of Chartered Surveyors' explanation of Facilities Management

(FM) as being composed of the management of support services; the management of property and the management of information technology, then support services management is an element of Facilities Management.

Facilities, in the context of hotels, include buildings, concourse, and industrial kitchen equipment, restaurant, halls of all categories, central air-conditioning system, fans, elevators, lifts, electrical installations, escalators, bakery equipment, and recreational facilities including golf courses. The outstanding property asset management style being used to run hotel facilities successfully as a business today according to Telfer (2005) and Durodola and Oloyede (2011) is facilities management. Facilities Management, as applied to the hospitality sector, is defined as the proactive management of constructed facilities and organizational assets to improve their efficiency and add value to their performance and services (Okoroh, Jones and Hozor, 2003). This is in tandem with Alexander's (1996) definition. This study borrows from these two definitions and proposes that facilities management, as applied to

the hotel business, is the proactive management of facilities, support services and organizational assets to improve their efficiency and add value to the core accommodation they provide for their customers to meet organizational strategic objectives. This is strategic change management which Hamermesh (1992) regarded as a way of managing a company whereby the overall strategy and purposes of the firm dominate decision making at all levels and in all functions of the company.

Facilities management is an instrument of strategic change which in hotel circles is called reengineering. Nebel, Rutherford and Schaffer (2002) defined reengineering as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of business performance, such as cost, quality, service and speed". In essence, there must be radical departure from the past and aggressive commitment to improvement, exploring new ways to do things and implementing innovations. Thus, there must be differentiation and focus, adoption of on-going style, engagement of role

models, wooing of the customers and re-assurance as far as support services are concerned in hotel business.

The hallmark of effective support services management is total outsourcing of all non-core activities or services of the organization in order to give room for the management to pay un-alloyed attention to the core activities so as to realize the goal of the organization (Owen, (1995); Alexander, (1996) and Spedding, (1999). According to Best, Langston and Valence (2003), outsourcing refers to any situation where an organization contracts with another organization for the provision of a service that could equally be provided by a person, unit or department within the organization that requires the service. It was further averred that a large part of the functions of many facilities managers is the management of outsourced services. Barrett and Baldry (2003) pointed out that from a contractual perspective, outsourcing is service commissioned from an external supply organization; particularly, on the basis of a formal contractual arrangement based upon the terms and conditions derived from a service level agreement.

Katsanis (2003) opined that outsourcing gives room for the formation of alliances and partnership. It offers the potential for value enhancement and enables workplace strategies to concentrate on core business with a view to increase market share by not being distracted by other non-critical activities. Where it could be reasonably ascertained that the quality of the delivered services is higher and the cost relatively competitive to in-house provision, the decision to outsource would be an excellent one. The high point of Katsanis (2003) discourse on outsourcing is the excellent exposition on innovation brought into the FM industry by network organizations. Outsourcing has been triggered by the need for resources not available within the traditional bounds of the organization, the favorable transaction costs of employing 'outside' resources and the strategic advantages that ensue from the ability to focus on the development of core competencies. Katsanis (2003) was of the opinion that the benefits of outsourcing were very significant and include prodding companies up to re-examine their mission and strategic aspects of their activities based on organizational

strengths and existing competence, allowing companies to focus on the development of core competences and develop best-in-world expertise, and affording companies access to intuitive expertise.

The views canvassed by Katsanis (2003) were supported by Onukwube (2006) who also added that outsourcing accelerates re-engineering benefits, make capital funds available; share risks and aids cash infusion. Nonetheless, Onukwube (2006) advocated for caution in deployment of outsourcing as it might not be the right decision nor in the interests of an organization in the long term. Specifically, potential problems associated with outsourcing were identified as lack of an adequate supply of needed expertise, likely loss of competitive advantages that arise from patents, copyrights and lack of leverage traditionally accruing to firms as a result of their position in the supply and demand chain among others. This view was also canvassed in Durodola, Ajayi and Oloyede (2011) where it was averred that there was quite a deep dependence and inter-relationship between the quality and quantity of accommodation

packages and support services in the hospitality sector of an economy. By inference, the success of accommodation packages influences the success of support services and vice versa.

Kamarazaly (2007) identified three approaches that exist for the provision of part or whole of FM services, which are out-sourcing, in-house procurement and hybrid of both. Barrett and Baldry (2003) opined that some organizations favour a totally in-house option while others totally outsource every service possible, yet others use a combination of both. However, Atkin and Brooks, (2005) argued that the approach taken depends on the priority set by the organization for the services to be provided. In the opinion of Kamarazaly (2007), investment in the physical infrastructure and the provision of FM services should be geared towards achieving the strategic objectives of an organization, which largely is aimed at value creation. Sole focus on the financials while choosing between outsourcing and in-house FM options excludes other non-financial measures such as the extent to which the FM route contributes to improving

internal business processes and the overall strategic health of the organization.

Katsanis (2003)'s assertion that while outsourcing intrinsically affords firms the ability to concentrate on core business, the adoption of outsourcing is often stimulated to some extent by exposure to outsourcing practices in endeavors that cross industry boundaries, and this is largely true of the construction industry. Seeley (1984) averred that main contractors in the construction industry, make use of specialist nominated sub-contractors, domestic sub-contractors and suppliers and through their efforts the cash-flows of the main contractors are boosted and qualities of output improved. The tendency to contract and subcontract, however, is the root of dispute in the construction industry. Ashworth and Hogg (2002) averred that disputes are a common feature of the construction industry. The number of reported legal cases confirms the litigious nature of the industry and this is due to the adversarial nature of the construction contracts; poor communication between the parties concerned; proliferation of forms of contract and warranties;

fragmentation in the industry and tendering policies and procedure. These facts are in tune with Thomas-Mobley (2003) predisposition as he averred that 'due in part to the labyrinthine nature of the construction industry, conflict is as much a part of a project as bricks and mortar'; by inference, emphasis on outsourcing would go the way of construction contracts bedeviled with disputes and litigations arising from innumerable claims. This litigious trait would be emboldened by multitudes of employers, consultants, contractors, subcontractors, manufacturers and suppliers. But then this should not weigh down the beauty of facilities management as exemplified by strategic support services management. This assertion corroborates Owen (1995)'s statement that 'all the functions, which are incorporated in facilities management, existed prior to the recognition of FM; while emphasizing that FM has brought in a coordinated and integrated approach to a range of business activities adding value to an organization's process. Similarly, Cotts, Ropper and Pavant (2010) opined that when FM is practiced the way it should be, many benefits would

follow amongst which are that facilities strategic plans would match corporate strategic plans. It would ensure the success of FM initiatives to achieve corporate objectives; space would be available when and where needed; capital expenditures would be planned, controlled, and costs would be minimized and sometimes avoided.

Hayes and Ninemeir (2005) believe that services procurement and purchasing in hotels today is horrendous, necessitating direct management under a department headed by a line manager or director depending on the size of the hotel. This has brought about economies of scale for support areas, which include marketing, accounting, purchasing and reservation systems. Such an arrangement allows for negotiation terms that are executable, practical and intrinsically beneficial among contracting parties. The idea behind this is to be customer oriented in a demand led economy (Evans, 2007). This opinion was buttressed by Zia Brown, Deu and Agarwal (2007) studying the effect of customer competitor orientations on performance. It was found that customer orientation works better

economically developed markets, as well as in markets that have good local business conditions, greater resource availability, and customers that are demanding. In contrast, a competitor orientation is more effective in markets that are economically developing, having poor local business conditions, and face resource scarcity. However, in today's business thinking, neglecting the needs of the customer is suicidal hence the appellation 'customer is the king'.

Otegbulu and Tenigbade (2011) assessed lodgers' value perception of hotel facilities and services with the aim of investigating attributes of support services that affect hotel room pricing based on customers' perception. Twenty-one services were identified amongst which are basic services, shuttle services, swimming pools, and laundry services amongst others. Hedonic model was used for the analysis which included the

identified significant attributes and it was found that regular power and water supply, closeness to the city center, and good room service are some of the attributes that lodgers find most important in a hotel accommodation, while the quality of income achieved by the investment was found to be a function of the availability and pricing of services in the facility.

From the foregoing, the importance of effective support service management in hotel organizations was identified. It could be deduced that without support services there would not be exquisite hotels as their allure is in the quality and intrinsic enjoyment that they provide. The question that has agitated the mind of this researcher is to what extent have the South Western Nigerian hotels gone in implementing effective support service management so as to benefit from productive support services management?

Research method

This is a survey research covering

South-Western States of Nigeria as shown in Figure 1.

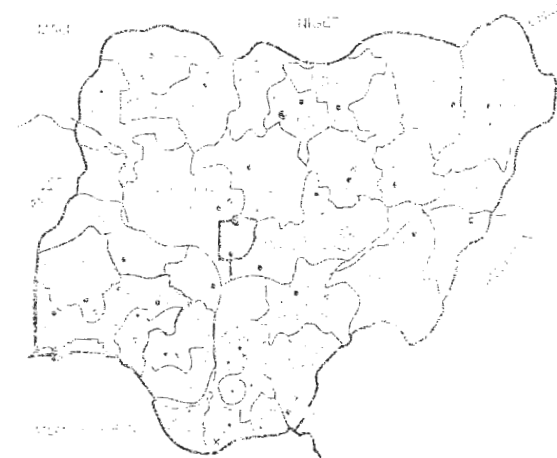


Figure 1: South-Western States of Nigeria (in Thick Line)

There are one hundred and eighty-two hotels in the zone with eighty (44%) of the hotels concentrated in the state capitals, prompting selection of the samples from the state capitals. The sample frame is composed of the hotels that meet the National Classification and Grading of Hotels as stipulated by the Nigerian Tourism Development Corporation (2001). A sample size of 57 hotels was arrived at using Kothari's (1978) formula with confidence level set at 95% and a 0.02 probable error. Hotel selection was

based on randomization principle by writing all the names of the hotels in each State Capital on cards and shuffling the cards and taking the top card each time the cards were shuffled continuously until the required sample size was met. Each hotel selected and willing to participate was given one organizational questionnaire; one Facilities Manager Questionnaire and a slip on customer turnover and a set of customers' questionnaire. The number of customer questionnaires was based on information supplied on customers'

turnover for the past five years from which the mean, monthly and daily averages were determined. In collaboration with the front line desks staff, customers given the questionnaires were amongst the gentry forming the sample frame.

Out of the fifty-seven questionnaires administered on hotel management, twenty-eight (49%) were retrieved while in respect of customers, six hundred and seventy-one questionnaires were distributed from which three hundred and sixty (54%) were retrieved.

Expert opinions from environmental sciences, behavioral sciences and tourism industry were sought to ensure content validity of the questionnaires. Data analysis was carried out using descriptive statistics, Karl Pearson Simple Linear Correlation analysis, Relative Importance Index (RII) and Chi-Square (χ^2).

Findings and discussion

Diversity and availability status of support services in the hotels

From the organizational perspective, the facilities and services available in the hotels are shown in Table 1. For proper understanding of Table 1, it should be noted that Fire Fighting aids are limited to portable fire extinguishers only; reception hall refers to concourse for bigger hotels or marquee for smaller hotels; seminar halls are small halls that cannot accommodate more than 40 guests without audio-visual aids; training centers are a little bigger and can accommodate up to 100 guests with audio visual aids like projector and banqueting halls are serve yourself hall with attached kitchen different from the main dining hall with attached kitchen. The fitness centers usually contain various fitness tools that users pay for their use while gymnasiums are just miniature rooms where aerobic activities at small scale could be carried out.

Table 1: Degree of Facilities/Services Availability in investigated Hotel from

Organizations' Perspective					
S/No	Facilities/Services	Availability Frequency	Non-Availability Frequency	Availability	Non-Availability
1	Mains Electricity	28	0	100	0
2	Stand-by Generators	27	1	96	4
3	Audio-Visual Aids	7	21	25	75
4	Shopping Facility	8	20	29	71
5	Computer System	16	12	57	43
6	Close Circuit Television	9	19	32	68
7	Public Telephone	17	11	61	39
8	Intercom	28	0	100	0
9	Fire Fighting aids	28	0	100	0
10	Tennis Courts	11	17	39	61
11	Swimming Pool	15	13	54	46
12	Horticulture	28	0	100	0
13	Catering	28	0	100	0
14	Bar services	28	0	100	0
15	Reception Hall	21	7	75	25
16	Seminar Hall	18	10	64	36
17	Banqueting Hall	15	13	54	46
18	Training Center	9	19	32	68
19	Gymnasium	4	24	14	86
20	Golf	1	27	4	96
21	Fitness Centre	2	26	8	92
	Sum			1234	856
	Mean			59	41

Out of the 28 hotels that responded, all of them have Mains electricity supply, (100%); 27 have stand-by generators, (96%); 16 have computers, (57%); 17 have public telephone, (61%); all of them have intercom, (100%); firefighting equipment, (100%); catering service, (100%); bar services (100%), Reception Hall, (75%); Seminar Hall, (64%); and Banqueting/Conference Hall, (54%). However, for wellness facilities like

Tennis Courts, only 11 possess this representing (39%); Swimming Pools, 15 only representing (54%); Gymnasium 4 hotels only, (14%); Golf Course 1 hotel only, (4%) and Fitness Centers 2 hotels only, (8%); thus, there is glaring deficiency in these areas. The same is true of security like close circuit television system with only 9 hotels having this installed, representing (32%) as well as training centers only 9 hotels,

representing (28%); and shopping mall only 8 hotels, representing (29%). As far as support services are concerned robustness and diversity are not there. It thus appears that the attitudinal disposition of hoteliers is to provide common and basic facilities while value enhancing facilities are not given serious attention.

Level of Support Services Management in the Hotels.

Table 2 summarized the availability and functionality status of support services from customers' perspective. Five options were given to guide

respondents' opinion. By assigning 5 to available, functional and efficient, 4 to available, partially functional and efficient, 3 to available, partially functional but not efficient, 2 to available but un-functional and 1 to not available in line with Likert Scale, opinion of respondents were established. It should be noted that 'functional' here means 'operational' while 'effective' means 'producing result'.

Catering service is available but partially functional and efficient. The plausible reason perhaps for lack of response for 2 above is the fact that 'functionality' means 'operational' and

Table 2: Status of Support Services in the Hotels

S/No	Support Services	FREQUENCIES				
		A 5	B 4	C 3	d 2	E 1
1	Mail Services	15	3	11	0	331
2	Fleet Cars	22	3	24	0	311
3	Catering Services	198	0	159	0	0
4	Reception	314	1	41	0	4
5	Office Administration	281	0	71	0	8
6	Refuse Disposal	191	1	163	0	5
7	Reprogrtaphics	66	80	0	0	214
8	Travel Arrangement	73	0	131	0	156
9	Vending	58	0	88	0	214
10	Security	259	0	84	0	17
11	Furniture	171	1	175	0	0
12	Purchasing	81	0	151	0	128
13	Car Park Management	127	0	214	0	19
14	Horticulture	128	1	152	0	19

hotel operators might have done everything within their power to ensure that whatever is available is operational.

However, Table 3 shows a combination of availability, functionality and effectiveness of the facilities. Clearly, the problem of support services is not that of provision but quality and functionality. Out of fifteen support

services, only two were un-available; representing 13.33% of the total. The degree of availability of support services stood at 86.67% only. Two (2) items were regarded as functional; the remaining is either un-functional or partially functional. Functionality of support services is thus 13.33%. In terms of efficiency however, six were regarded as efficient but this is just 40%.

Table 3: Combination of Findings on Support Services' Availability, Functionality and Efficiency

S/No	Support Services	Availability Status	Functionality Status	Effectiveness Status
1	Mail services	Not Available	Not-functional	In-effective
2	Fleet Cars	Not Available	Not-functional	In-effective
3	Catering Services	Available	Partially-functional	Effective
4	Reception	Available	Functional	Effective
5	Office Administration	Available	Functional	Effective
6	Refuse Disposal	Available	Partially-functional	In-effective
7	Reprographics	Available	Not-functional	In-effective
8	Travel Arrangement	Available	Partially-functional	In-effective
9	Vending	Available	Partially-functional	In-effective
10	Security	Available	Partially-functional	Effective
11	Furniture	Available	Partially-functional	Effective
12	Purchasing	Available	Partially-functional	In-effective
13	Car Park management	Available	Partially-functional	Effective
14	Horticulture	Available	Partially-functional	In-effective
15	Portage	Available	Partially-functional	In-effective

Support Services Procurement Mode in Studied Hotels.

With respect to procurement methods, the respondents were asked to identify the procurement method that is most suitable for each support service. Table 4, shows the frequency distribution for support services procurement from the general manager and facility managers' perspectives. There appears to be variability of thought going by result in Table 4. From the General

Managers' perspective, fleet of cars for hire (96%), catering (89%), reception (71%), housekeeping (64%), office administration (57%), security (92%), stationery (100%), travel arrangement (100%), vending (100%), car park management (79%), horticulture (100%) and portage (100%) should be in-house sourced. On the other hand, mail service (79%), refuse disposal (89%), reprographics (86%), furniture (92%) and purchasing (89%) should be outsourced.

Table 4: Support Services Procurement Frequency Analysis

Support Services	In-House Procurement HGM Persp.	In-House Procurement FM Persp.	Outsourcing HGM Persp.	Outsourcing FM Persp.
Mail services	6	8	22	20
Fleet Cars	27	27	1	1
Catering	25	28	3	0
Reception	20	28	8	0
House Keeping	18	28	9	0
Office administration	16	20	12	8
Refuse Disposal	3	8	25	20
Reprographics	4	16	24	12
Security	26	28	2	0
Stationery	28	4	6	24
Travel arrangement	28	7	0	21
Vending	28	15	0	13
Furniture	2	26	26	2
Purchasing	3	25	25	3
CarPark Management	22	9	6	19
Horticulture	28	12	0	16
Portage	28	11	0	17

HGM: Hotel General Managers Perspective; FM: Facilities Managers Perspective

From facilities/maintenance managers perspective fleet of cars for hire (96%), catering (100%), reception (100%), housekeeping (100%), office administration (71%), reprographics (57%), security (100%), vending (54%), furniture (93%) and purchasing (89%) should be in-house sourced. On the other hand, mail services (71%), refuse disposal (71%), stationery (86%), travel arrangement (75%), car park management (68%), horticulture (57%) and portage (61%) should be outsourced.

In determining the correlation between the two views as expressed by the General Managers and the Facilities/Maintenance Managers, the Karl Pearson Simple Linear Correlation (KPSLC) analysis was used.

The tabular r- value obtained from the Standard Table of Simple Linear Correlation Coefficient r with 15 degrees of freedom for α 0.05 (5% level of significance) is 0.482. The computed r - value [i.e -0.06(for General Managers view) and - 0.0666(for Facilities Managers view)] are less than the tabular value, it could be concluded then, that the Simple

Linear Coefficient of Correlation is not significantly different from zero at 5% probability level. Thus, there is no strong evidence that both propositions from both the General Managers and Facilities Managers are associated or related with one another in a linear way and this translates to the fact that both perspectives are independent and could be treated as such. Then, the frequency of outsourcing obtained from the perspectives of Organization and Facilities Managers could be treated as observed frequency (X_1 and X_2) which aided the calculation Chi-Square (χ^2). Since facilities management disposition is towards outright outsourcing of support services, the expected frequency distribution for all the variables should then be 28.

In testing the null hypothesis earlier propositioned to the effect that "Facilities Managers' perspective of appropriate support services procurement mode is not significantly different from that of the Hotel managers" the table value of Chi-Square χ^2 for 16 degree of freedom at 5% level of significance is 26.30. Calculated value of Chi Square χ^2 is 1.72 which is less than the table value

and hence can be ascribed to have taken place by chance. This supports the null hypothesis that support services procurement within the study area is not in conformity with facilities management mode. From Table 4, outsourced support services from General Managers' perspective are 5 out of 17, that is 29.41% and Facilities Managers' perspective, outsourced services are 7 out of 17, that is 41.18%. Areas of agreement for both perspectives for outsourcing are mail services, refuse disposal and reprographics. Areas of agreement for both perspectives for in-house procurement are fleet cars, catering, reception, housekeeping, office administration, security, vending and horticulture. There are disagreements on procurement mode for stationery, travel arrangement, furniture, purchasing, car park management and portage. The disagreement might probably be due to consideration for return on investment or profitability, logistic considerations or professional leaning. The prevalence of in-house procurement as against outsourcing is not in consonance with facilities management leaning as propounded by Owen (1995) and Spedding (1999).

Conclusion and recommendation

Specifically, as far as the support services are concerned, variety, robustness and diversity are not available within the hotels' operations. This is more glaring in areas of wellness facilities. The hoteliers appear to be more concerned in providing only basic facilities while value enhancing, prestigious and customers' inducing facilities are not provided. This development might mean that hoteliers are myopic in the way they view facilities and not as element of change. There is no agreement as to the appropriate method being used in procuring any of the support services between the General Managers and the Facilities Managers but one thing is clear and that is the fact that the bulk of the support services are in-house sourced as against outsourcing a variable of facilities management that indicates its adoption in running a business. This serves as a pointer to the fact that the sector response to FM as element of change is still low and that the sector would not grow at a geometric rate if new and strategic ways of doing things are consistently neglected or responded to sluggishly. The way forward for the hotels is to imbibe the

spirit of outsourcing vigorously and be customers' oriented in order to boost business performance.

It is recognized that, in some ways, any research work would have limitations and this work cannot be an exception. Amongst such limitations are the facts that the research covers the South-Western Nigeria only and that 28 Hotels responded to the enquiry. Nonetheless, the results could at least form the framework for future research covering larger areas with larger samples.

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Doi: 10.1057/palgrave.jbs.8400259.