A REVIEW OF FACILITIES MANAGEMENT SERVICES FOR ENHANCING AND PROVISIONING OF OPTIMAL QUALITY MUNICIPAL SERVICES FOR LOCAL GOVERNMENT IN MALAYSIA

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ABSTRACT

Facilities Management services are very significant for effective and efficient service delivery. Facilities Management services is not just to optimise running costs of buildings, but to raise efficiency of the management of space and related assets for people and processes, in order that the mission and goals of the organisation may be achieved at the best combination of efficiency and cost. Valuable as the FM services are, for any local government to provide adequate and sufficient services to its local community, the process for the deliverance has to be coordinated which the FM services can provide. FM services are significant for project management, facilities sustainability, facilities maintenance, financial management, space management, building services and generally customer satisfaction. The need for improvement of service delivery cannot be achieved as required in any level of
government, especially local authorities were the local community to be served are in closed range to the officials that are running their developmental affairs. Provisioning of services to local communities are the main function of LAs. This study reviewed the FM Services for the enhancing and provisioning of optimal quality municipal services of local government in Malaysia. This study shows that FM services are paramount for effective service delivery most especially in local government. But FM services are not much recognised in Malaysia which makes many local government service delivery inefficient. Until of recent where government play significant role in the development of FM services to tackle lack of maintenance in public buildings, ineffective service delivery. Indeed, in recent years, the series of services covered within the context of facilities management has been visible as more complex, facilities management has turned into the main operational functions of an organisations. A way forward is that local government authorities should embark on using the FM services by employing staffs that are FM professionals in terms of in-house service delivery and outsourcing for the services that are detriment for the development of local communities. Services to be outsource should be based on the need and wants of local community, Community participation should be enhance in terms of decision making for any services to be rendered to the populace, local authorities should make sufficient fiscal effort to obtain all the resources that are potentially available to them and accountability should be employ for judicious utilisation of financial resources. Conclusively, on that strives to strike a balance between the environmental, economic and social benefits for all local people. The management of LAs should be concerned with their main constitutional responsibilities of provisioning of effective and efficient services based on the needs and wants of the local community through FM services.

Keywords: facilities management services, in-house services, outsource services, service delivery, municipal services, and Local Authorities.
1. INTRODUCTION

Atkin and Brookes (2009) stated that Facilities Management covers wide range of services including real estate management, financial management, change management, human resource management, health and safety and contract management, in addition to building maintenance, domestic service (such as, cleaning and catering) and utilities supplies. The recent definition by International Facilities Management Association (IFMA, 2003) the people and workplace of the organisation. It integrates the principle of business administration, architecture and the behavioural and the engineering science”. From the above definitions' FM can been seen as a management tools that aids in achieving organisational objectives in a very possible manner, sustainable facilities that may makes organisation achieves its objectives should be well coordinated in such a way that FM services acts as core services to an organisations. LAs provide a wide range of services to local community that enhance the lives of people in a diverse ways. For municipal services to be efficiently accorded with FM services. Local government authorities experience certain difficulties in managing their properties and facilities (Nicola and Russell, 2002). So, FM services if employ can eliminate or reduce this difficulties by planning maintenance activities of facilities at proper timeframe. Ngah et al, (2011) explained that the main problems of local government in Malaysia is the insufficient provision of finance, whether in the form of grants, assigned revenues or capital credit, at least sufficient to give meaning to the Local Government Act. Well-managed facilities management services enable an organisation to function to its most efficient and effective level, offering additional value improvements to the organisation’s core business. Facilities management is being upgraded to a strategic level of importance and is therefore being offered the task and opportunity to contribute to business success and to aid the delivery of competitive advantage (FMP&P, 2000). As its been mentioned that Local government faced a lot of difficulties in managing their facilities but also provision of services needs proper provisioning before the services are provided to the local people, management of LAs facilities is increasingly complex and must adapt to these changing pressures. Facilities Management has recently undergone a very significant shift over the past years and has developed an increasingly strategically
understanding of its role within the organisational operations. Strategic management of facilities in public or private sector is now generally accepted best practice. This paper reviewed issues and inherent tensions arising from the FM services for enhancing and provisioning of quality optimal municipal services in local government. Facilities Management services in LAs is not just to optimise running costs of buildings, but to raise efficiency of the management of space and related assets for people and processes, in order that the mission and goals of the local government may be achieved at the best combination of efficiency and cost. Dilanti and David (2000) opined that FM services are processes of raising efficiency of the management of organisational operations. So, the main operations of LAs is mainly the provisioning of services to local communities and enacting laws that guide the usage the facilities provided.

Facilities to be provided by LAs need FM services in different stages before the local community will be satisfy with the services rendered to them. These are as follows initial stage, middle stage and last stage. Initial stage is the decision of the LAs official to provide services to people, middle stage executions of projects through FM services in terms of in-house services or outsource services, last stage is the management aspect where the facilities are taken care by the synergy arrangement between the LAs officials and citizen. The contribution made by FM services can be judge by the stakeholders’ over a range services offered to local communities. It is on records that many LAs in Malaysia put great focus and emphasis on the development of FM services particularly in service delivery (Moore and Finch, 2004; Syahrul Nizam et al, 2010). From the foregoing, LAs in Malaysia has given attention to FM services to solve the pending low quality of services that will make them achieved their function. Holistic approach towards integrating effort and collective responsibility is now the main agenda for greater performance of LAs service delivery through effective FM services in Malaysia.

2. SOME IMPORTANT ISSUES IDENTIFIED FROM THE LITERATURE

2.1 FACILITIES MANAGEMENT SERVICES

Facilities Management services in provisioning of municipal services have contributed to local communities’ development through job security, quality services, and communities’ participation in many developed countries like UK, Australia, Canada and USA (Edoghogho, 2011). The level of communities service demand is
increasing day in day out, services need to be coordinated in such a way that these demand could be solve to the barest minimum. In fact, Facilities Management serviceS has come to an age where it can coordinate and help to enhance provisioning of optimal quality of municipal service delivery, Intellectual talks is currently on the stage in many occasion, some in support (Akhalghi,1996a; 1996b; Pearson, 1998); and others (Okoroh et al., 2001; Parry and Collins, 1993) are critical of the opinion that Facilities Management in the process of enhancing provisioning of municipal service delivery and other working environments cannot be precisely outline and its effectiveness measured with accuracy. The work of (Dilanthi and David, 2003) emphasised on the FM performance, Roberts (2004) on Urban FM where additional efforts are genre to reinvest in community facilities through LAs service provisioning functions, many authors go hand in hand with this assertion (Nutt, 2004; K. Alexander, 2006; Kasim and Hudson, 2006). Ngahet al, (2011) explained that the main problems of local government in Malaysia is the insufficient provision of finance, whether in the form of grants, assigned revenues or capital credit, at least sufficient to give meaning to the Local Government Act. FM Services can tackle this problem because most facilities management practitioners or managers view themselves as business managers Alberto et al, (2007). For local government to be successful in delivering quality municipal Services its must regulate its financial system, to enable the council forecast and estimate the financial implication of a project. In any large project, it is important to determine what it will cost. Financial management has to do with the effective and efficient use of funds. It is a system of administering and ascertaining the financial stand of local government or an organisation from one time to another. Findings by Ruslan (2007) shows that the main issue facing FM services in Malaysia is low quality of service. The level of maintenance of public buildings and other facilities are not of standards.

2.2 COMMUNITY-BASED FACILITIES MANAGEMENT

Kasim, et al., 2006 “stated that community-based facilities management is a process where relevant authorities and agencies come together in modern and innovative arena, to provide, deliver and sustain very high quality services within economic, social and environmental dimension in a good support of common benefits and the
main interest of local communities”. The initial perceptions of facilities management would not go out of coordinator or enabler of achieving set objectives of any organisation be it public (urban or rural) or private sector. Facilities management is increasing and perceived as “add value” not only to the organisation alone but social and environmental friendly activities such as environmental impacts assessment (EIA) that makes proposed project less harmful to the host communities. Brickell (2000) opined that trend towards community engagement in facilities management in the enhancement and provision of quality Service that local communities needs and value has reengineering new circumstance. New dimensions of community engagement in facilities management was first disclosed by Roberts (2004) within the ambit of urban facilities management.

Facilities management go beyond the horizon of property management and supporting core business of an organisation but to social setting of a given communities with Service that like poverty alleviation, gender equality and many activities that can accord sustainable development of many communities. In addition, the need for engaging local communities in facilities management has been recognised by British government (Kasim, 2011). However, local communities has first-hand experience that enable them solve their problem through the use of community-based facilities management with the available practitioners in their midst that engaged themselves in rural based facilities management service (Lancashire Economic Partnership, 2005).

2.3 FACILITIES MANAGEMENT IN LOCAL GOVERNMENT

Recent developments have shown that Facilities Management is becoming more relevant to many organisational operations more precisely core business operations of any organisation that appreciate facilities management principles. Although, facilities management is more concerned with the maintenance of facilities provided for the people, such as social amenities provided for the comfort of local communities (. The Prime Minister, during the past few days has conveyed his concerns regarding the maintenance culture mentality or rather the lack of it, among Malaysians (Razali and Zaharah, 2006). They also added that Malaysian government spent billions of Ringgit on providing world class facilities and Service
but fall short due to lack of maintenance which saw these facilities becoming obsolete after just a few years.

Public facilities that are provided by local government for the consumption of local people within the local government areas, is the responsibility of Local Authorities and the local communities to ensure that they are in good state of repairs. This will require facilities management services to enable the facilities to be kept and secured for the betterment of local people. The local government must put machinery in place so that people can appreciate the effort of government when providing them with facilities and also taken care of the said facilities. This facilities in questions are among which wet markets, libraries, food courts, drainage system, schools, landscaping, street lighting, garbage collection, recreational activities and so forth (Razali and Zaharah, 2006). (Keith and Martin, 2006) asserted that the planning and management of facilities for local people is seen as a very significant for public policy as the facilities pass their economic life, it is obvious that FM services is important for LAs for the fact that facilities provided can be properly maintained.
The above figure shows the actual area of FM services in Malaysian public facilities. Facilities in public organisation require to be measured based on customer requirement and satisfaction (Nicolas and Russell, 2001), LAs service delivery system must tally with local community aspiration for require services that is in conformity with the environment (Keith and Martin, 2006). Most LAs facilities are provided to local people without facilities managers were consulted because traditional practice were used until of recent (Mathew and Michael, 2010). LAs possess a very large number and different facilities, ranging from modern to heritage buildings, including town halls and multipurpose facilities as well as single-use facilities (Nicolas and Russell, 2001). These facilities needs to be maintained and enhanced there life cycle. If good and proper FM skill personnel are employ to manage the physical facilities their performance will be enhance and there utilisation
can be effective. The competency in managing and executing or coordinating core and Soft Services are detriment for proper FM services, in-house FM are giving less important due to insufficient public sector FM practitioners and lack of pre-requisite knowledge of FM approach by many local government staff in Malaysia (Razali and Zaharah, 2006).

3. CUSTOMER PRODUCER PARADIGM

Malaysia, like other Asian countries, has not used the pain and profit of globalisation on the governmental front (Cheung, 2005). As the traditional politic and its present market philosophy took place in Britain, Europe and in the United State through the forces of setting standards public management methods and service, copying and using force (DiMaggio and Powell, 1991), a summation of services and techniques that complains the dysfunctions of the related to socio-economic bureaucracy and praise the superior characteristics of the market were accepted in the public sector of economy. Osborne and Gaebler (1992) through the ‘Reinventing the Government’s theme pushed forward the acceptance of a wide range of private sector machines to use public sector Service and agencies.

Central to their ideology and basis much of the reform energy is require to serve the customer with Service like the private sector. To Compare with William Sayre’s Dictum that the public and private sectors were central important alike in all respects (Allison, 1983), the NPM advocate ruled that public and private organisations were equal. This call clear well with the movement of reforms within the public sector and also critics without the public sector reforms that have long advocate to have the public organisation become more sensitive to the needs of the people or customers. The long process management makes the need for control, transparency and probity and lower the need for speedy decisions, flexible service delivery and customer satisfaction as a key of enhancing service delivery. The pendulum swinging all around in the opposite direction of market techniques also overlapped the role and relevance of the market situation as to the customer and ineffective to the citizen.

4. FACILITIES MANAGEMENT SERVICES AND CITIZEN SATISFACTION

FM services in local authorities are meant for citizen satisfaction because the main purpose of facilities, infrastructures, building property and services, at an international and national level, is to support and maintain business and public
activities of different kinds and to all sectors (Nutt, 2004). Citizen satisfaction should also be measure through the performance of the facilities available couple with effectiveness of the said facilities but though the perspectives of some scholars operating cost and Benchmarking (Featherstone, 1999) dependable framework (Gagendran, 2000) ethical and financial aspect (Amaratunga and Baldry, 2002) Balance scorecard also proposed as tools for measuring citizen satisfaction by Kaplan and Norton(1996), they further proposed that Balance scorecard (BSC) should integrate customer satisfaction, process performance, product and service innovation and finance. It is clear that citizen satisfaction is a major components when measuring facilities management service effectiveness in many organisations. Especially, LAs where many facilities were provided for the comfort local communities, it is evident that many LAs main concern in provisioning municipal services is satisfaction that the citizen derived from the facilities and services being provided. Therefore, FM services need to be functioned adequately and effectively for proper service provision. Although Dilanthi et al, (2012) opined that FM and LAs may be able to conclude a better understanding of the two organisation’s needs and potential by the effective coordination of efficient decision-making which needs principle of FM input, and which would help to filled up the gap between the main business and supportive activities, i.e. The core and non-core services.

5. THE WAY FORWARD
For FM services to be recognised for enhancement and provisioning of quality municipal services at local level all relevant indices must be in conformity with the current trends of population and resources available for the LAs to achieve its service delivery mandates. Based on the work of Ruslan (2007) the current issue facing FM services for enhancing and provisioning of service to local people is lack of service quality. The failure of many LAs in service delivery using FM is as a results of lack of recognition of the FM, require educational attainment and effective training needs; professional qualification and status, career pathways, information standard and utilisation, performance benchmarking, cost value versus value in service procurement and corporate and community contribution of FM.
Counting on the above afore-mentioned reasons service delivery in local authorities can be enhanced through proper utilisation of FM services. There is need for LAs to embark on regulations which will enable them realise their potential in terms of
coordination and drawing scale of preference on level of services to be outsource and the in-house services to make the LAs re-arrange its financial resources so that its expenditure will be in relation with the available financial status for the betterment of the local communities. The FM Companies or organisations as a key player of supporting role to core business needs to identify how it could be to come together with other sections within the LAs (Amaratunga and David, 2003).

LAs in Malaysia should embrace functional FM services for their service delivery functions to be effective and efficient. Developmental programmes in LAs should be well coordinated so that the local communities will be at advantage and have more confident in the administrations of their affairs.

6. CONCLUSION AND RECOMMENDATIONS

This review paper on one part showed the importance and likely benefits of FM services in enhancing and provisioning municipal services in LAs in Malaysia and on the other hand, the needs to embrace FM services at local level and effective measure to be taken so that citizen satisfaction can be met. The facilities and services rendered by the LAs should be maintained at good state of repairs and it was highlighted that the LAs should embark on regulations which will enable them realise their potential in terms of coordination and drawing scale of preference on level of services to be outsource and the in-house services to makes the LAs re-arrange its financial resources so that its expenditure will be in relation with the available financial status for the betterment of the local communities. More again, the facilities needs to be maintained and enhanced there life cycle. The researchers recommend that there is need for LAs administrators to have clue on FM best practices in using FM that will fill such notable gaps.

Furthermore, LAs should be concerned with services that the local communities are in needs so that it will not results to waste of resources. Outsourcing and in-house FM services should be employ based on the need that arise. Government at all level should make continuous implementation on the FM best practice as a core priority thus making provisioning of municipal services efficient and effectives to achieve the main objective.
Reference


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