

## **FACILITIES MANAGEMENT IMPACT ON PUBLIC ORGANISATIONS IN PORT-HARCOURT, RIVERS STATE, NIGERIA**

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**ABSTRACT:** *Facilities Management although not fully recognized and implemented is becoming an increasingly important factor in every aspect of management due to the special impact facilities management have on public organizations in Port-Harcourt, Rivers State, Nigeria. This study assessed the impact of facilities management on public organization in Port-Harcourt, Rivers State, Nigeria. The study adopted field survey method using structured questionnaires, personal interviews and observations. Other instruments for data collection are archival documents and government sources. The sample size was determined using Taro Yamane's formula. Random sampling technique was used to select the sample from the public organizations. The data collected was subjected to descriptive statistical analysis using Microsoft Excel Spread sheet, SPES (Statistical Package for Environmental Sciences), percentage tables and pie chat. The hypotheses were tested with arithmetic mean, standard deviation, co-efficient of variation and relative importance index. The result of this analysis showed that the impact of facilities management on different public organizations varied significantly. The study found out that facilities management practice has positive impact on public organizations in Port Harcourt, Rivers Sate but the resources allocated for public facilities management are not adequate. On the other hand, the factors militating against Facilities Management on Public Organization were identified and ranked by the respondents with the state of the economy in the nation. Based on the findings, the study concludes that the impact of Facilities Management on Public Organization in Port-Harcourt, Rivers State is very low and immature. It was recommended amongst others that individuals, public workers and governments should be on deck to improve the impact of facilities management on public organizations despite the economy of the nation while fighting corruption at all levels by the governments. Improvement of public basic facilities such as electricity power supply, basic facilities and others will positively rub on the public sector.*

**KEYWORDS:** facilities management, public facilities, FM impacts and challenges, public organizations, Rivers State, Nigeria

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### **INTRODUCTION**

From the outside, public facilities might seem mysterious due to the poor maintenance culture attached to them. These public facilities include everything from police stations, public schools, public hospitals, city halls, markets, etc. They are facilities where critical work is done and that the public relies on for essential services, making comfort, functionality, and safety top priorities.

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As Kortze et al, (2003) pointed out; facilities management has become the necessary “enabling mechanism” that captures the shifting facilities management needs of corporations worldwide. Oladejo (2009) opines that facilities management can be summarized as creating an environment that is conducive for carrying out the organization’s primary operations, taking an integrated view of the services infrastructure, and using this to deliver customer’s satisfaction and value for money through support for and enhancement of the core business. Facilities management is important to the growth and survival of organization, particularly in the dynamic society as ours (Dell, 2008). The effectiveness and the survival of organization are largely enhanced by the ability of management impact to ensure that there is functional equipment, lands and building, infrastructure, fixtures etc.

In view of the above, this study is to assess the impact of facilities management on public organizations within Port-Harcourt, Rivers State and proffer solution to any challenged discovered.

Overtime, public facilities have become conscious of the need to concentrate on their core business activities and the expediency of reducing the rising cost of occupying buildings, providing services to support business operations and improving working conditions so as to sustain productivity in their activities, which has led to the development of FM (Alexander,2003). FM involves the development, coordination and management of all the non-core specialist services of an organization together with the building and their systems, plant, IT equipment, and fittings with the overall aim of assisting any giving organization in achieving its strategic objectives (Moore & Finch, 2004).

However, result from studies revealed that most public organization has failed in the area of facilities management. Statistically, maintenance culture is poor among public facilities and organizations. This, to some extent has contributed to the basics failures of the facilities and low business profits and return. The basic principle of facilities management is to know the policies, practice, and procedures guided by an organization’s mission and its available resources (Sani, 1998).

Public Organizations may not be aware of the extent to which the value for money in public facility management can be improved thereby causing challenges to be suitability of the organization. Nevertheless, this study assesses the impact of facilities management on public organizations in Port-Harcourt, Rivers State, Nigeria.

### **Statement of Problem**

Just any other venture, facilities management practice in Nigeria is expected to also have its commencement problems like lack of improved space management, maintainability, lack of sustainability and efficient use of energy and many others. 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 and Jowett, 1998).

This problem can be viewed from the management of public facilities, facilities owner (the government), the problem relating to facilities attributes, problems of the tenants of managed facilities, problems of the inferior activities of quacks, also from the perspective of managerial problems, physical problems, economic problems, legal problems and other sundry problems.

Therefore, this study intends to analyze the impact of facilities management on public facilities in Rivers State of Nigeria.

### **Aim and Objectives of the Study**

The aim of the study is basically to assess the impact of Facilities Management on public organizations in Port Harcourt, Rivers state.

In order to achieve the stated aim, the following objectives are set out to guide the research:

1. To assess the functions, scope and relevance of facilities management in public organization.
2. To assess the extent of resources provision, application, maintenance and management of facilities in public sectors.
3. To identify the problems which militate against efficient public facilities management in public organizations.

### **Research Questions**

The research aims at providing answers to the following research questions:

1. Are the facilities in public organizations functional?
2. To what extent are the resources allocated for facilities management adequate in public organizations?
3. What are the challenges militating against effective application of facilities management in public organizations?

### **Hypothesis**

The researcher tested the following hypotheses with regard to assessing the impact of facilities management on public organizations in port-Harcourt, River State, at 5% level of confidence:

H01: Facilities management problems do have significant effect on the effectiveness of the public

organizations.

H02: Resources allocated for facilities management are not adequate.

### **The Scope of the Study**

The scope of this study is limited and designed to assess the impact of facilities management on public organizations, in Port Harcourt, Rivers State, Nigeria; sampling selected numbers of public facilities while proffering solutions to some of the identified problems.

This research focused on schools, hotels, residential buildings, and organization that are publicly owned.

### **LITERATURE REVIEW**

The relevant literature comprised: definition of facility management and the concept of deferred maintenance, the contribution of facility management as well as previous works on causes, effects and impact of poor facility management. The reviewed identified that the poor facilities management impact of poor facility management included insufficient funds and resources, budget restrictions on the amount to expend on maintenance, lack of property maintenance knowledge by facility manager and the attitude of deferred maintenance by facility owners, low priority on facility management in capital budgeting and lack of knowledge and understanding regarding the impact of maintenance and some facility management practices.

The review also identified a number of effects resulting from poor facility management and they included Pressure on future financial budgets, increased safety hazards, poor service delivery to the facility users, exorbitant future costs in trying to right the facility management wrongs and inefficient service delivery, devastating financial effects on institutions, health and safety threats, building deficiencies and short economic lives of building. The modern form of Real Estate Management can be seen from three different viewpoints which are called Asset Management (AM), Property Management (PM) and Facilities Management (FM) (Loosemore and Hsin, 2001).

Facilities Management has gone beyond maintenance management or property management. Maas and Pleunis (2001) see facilities management as ‘the responsibility of coordinating efforts to ensure that building, technology, furniture and organizational trends are responded to over time’.

According to IFMA (2021) Facility management (FM) is a profession that encompasses multiple disciplines to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology.

The British Institution of Facilities Management (BIFM) (2004) defines Facilities Management as

the integration of process within an organization to maintain and develop the agreed service which support and improve the effectiveness of its primary activities. Effective facilities management combines resources and activities which is vital to the success of any organization. Facilities Management involves the working space, environment system and service to support the operations and process of an organization in order to achieve strategic objective of the concerned organization (Emoh 2004).

Ojo (2002). Effective facilities management (FM) combines resources and activities to generate the work environment vital to the success of any organization. At a corporate level, effective facilities management provide a safe and efficient working environment, which is essential to the performance of any establishment, whatever its size and scope of work (Edum-Fotwe, Egbu and Gibb, 2003).

The major motives of public facilities are for social welfare, i.e. to provide service and income for the Government by promoting economic development, by using environmental laws to encourage land resources conservation, to achieve social goals such as alleviation of poverty, redistribution of wealth, promoting good health and well-being in the society and to provide and control the use of public facilities. These public facilities are used in common by members of the community and society, individual and groups have free and unlimited rights to entry for their use. These public facilities include the barracks, staff quarters, mass housing schemes, recreational properties, institutional properties, industrial estates, public buildings, electrical poles, transformers, public school and staff, public open spaces, green belts in the urban areas, street lighting etc.

Undermining the management and control of these public facilities are not in the hands of professionally qualified people, the development and uses are not usually subject to economic criteria, they are often political or social in nature so this affects the willingness to maintain the properties. This's mostly found in public school, the staffs (teachers) have the capacity and qualification to teach and transfer skills and knowledge but the ability for such effective measure are lacked. Bureaucracy affects their efficiency.

The major fact that differentiates public facilities from any other private facilities is the objective of the existence. Private Facilities are based on profit maximization i.e. they are profit oriented but public facilities are just to satisfy the interest of the public. Other includes the size of the facilities in which public facilities are bigger than the private facilities yet the public facilities are mostly influenced by political instruments. Public facilities investment outlets are established for non-profit purposes but must be managed effectively.

The tools of trade in facilities management are the skills, instruments, and other equipment that facilities managers need in order to do their job effectively.

Oladejo (2014) stated that Facilities Management (FM) is applicable to any form of structure of building that affords some space for the housing of certain user activities, equipment and furniture in order for it to execute jobs with optimum ease and satisfaction while reducing costs.

Facilities owners invest in facilities for either financial reasons or non-financial reasons. Financial reasons include the capital preservation, capital growth, rental income and income tax advantages. Non-financial reason is the inherent pride of possession and associated status. The public facilities are always financed by the Government for the enjoyment of the public while the private facilities can be financed through owners' equity, direct loan from bank, mortgage houses etc.

The poor state of maintenance of the facilities might not only be seen as a manifestation of the inability of management to perform its services but puts the lives of the people habiting such structures on the line and as well showcasing poorer facilities management. (Poidevin and Perry, 2004) opined that health and safety threats are some of the effects of poor facility management. Most facilities are either due for extensive renovation or for a general overhaul to restore them to serviceable state to meet the standard for habitation.

A number of factors account for poor facility management. This Literature listed the several causes to poor facility management. Yusof et al (2007) identified that a major cause of poor facility management can be attributed to insufficient funds and resources. These resources include financial and human resources. This include lack of knowledgeable facility managers for some organizations. Budget restrictions on the amount to be expended on maintenance, lack of property maintenance knowledge by facility manager and the attitude of deferred maintenance by facility owners and managers has also been identified as some of the causes of poor facility management among institutions (Keith, 2007). Blair (2004) associated poor facility management to inadequate facility management planning and funding. Lack of understanding concerning the impact maintenance as a part of facility management and the need to allocate substantial funds to cater for such needs have also been opined by (Kaiser, 2004) and (Worthing, 1994) to be a cause of poor facility management in public facilities.

Poor facilities management is one of the negligent practices that bedevil several organizations, such as pressure on future financial budgets, increased safety hazards, poor service to the facility users, exorbitant future costs in trying to right the facility management wrongs and inefficient service delivery have been identified by Yusof et al (2007) to be some effects of poor facility management. Depreciation in its severe state will reduce the economic lives of buildings and render such buildings in to dilapidation or state of derelict.

The impact of facilities management on public Organizations cannot be over-emphasized. Facilities management has the advantage of ensuring that facilities and buildings are maintained

to the acceptable standard of serviceability and habitation. Barret and Baldry (2003) rather established that ‘facilities management is an integrated approach to maintaining, improving and adapting the building of an organization in order to create an environment that strongly supports the primary objectives of that organization.

## **RESEARCH METHODOLOGY**

This component is focused on the research design adopted, sampling techniques, the key study variables, the various tools and techniques employed in gathering the data and units of analysis. The rest are the sources of data and methods of data collection as well the methods that were adopted in the data processing, analysis and reporting. It also describes how the study was conducted.

The research design that was adopted for the study was mainly the Descriptive. The survey instrumentations that were adopted and applied for the study were basically interviews and the researcher’s observation and data were collected.

Data sources included both primary and secondary data sources. The primary data refers to first-hand information obtained from the surveys while the secondary data refers to already published information which were further applied to the research. The secondary data helped establish the theoretical background and modify the research questions and pointed out the limits of previous researches on related topics. Secondary data sources included textbooks, journal articles, real estate newspapers, conference papers etc.

### **Study Population, Sample Size and Sampling Technique**

Questionnaire were distributed to facilities managers and users of different backgrounds including project managers, architects, surveyors, engineers, builders, etc. A fraction of the targeted study population responding to the questionnaire constituted the sample size. A random sampling technique was use.

### **Significance of the Study**

This can bring to the lime light impacts which can be successfully applied to public organization in Rivers State, Nigeria. This can go a long way in informing policy development on the subject matter, and can provide project guidance to professionals involved in construction projects in Nigeria, from design to implementation. It can also establish a clear need for professional facilities managers in Rivers State, Nigerian public sector. Because of paucity of literature on facilities management impact on public organization in Rivers State, Nigeria, it is hoped that empirical studies such as this can help enrich the indigenous literature on the concept.

## Data Presentation and Analysis

**TABLE 1: Summary Administered and Retrieved Questionnaire**

S/ N o	List of public organizations	Questionnaires distributed Freq.		Questionnaires Retrieved Freq.	%
1	Health Centers	66	30	60	30
2	Institutions	66	30	60	30
3	Public organizations/ Companies	66	30	60	30
4	Markets/police station/ recreational centres	22	10	20	10
	Total	220	100	200	100%

Table 1 shows that One hundred (100) questionnaires were distributed.

The researchers were able to achieve 45% retrieval rate from selected public organizations staff. There was a low received rate due to poor attitudinal disposition to questionnaires.

### Availability and effectiveness of Facilities and Service in Public Organizations

Questionnaires were examined from two perspectives, the organizations staffs and the facilities managers. Emphasis was placed on the availability of basic facilities in the organizations.

From public organization staffs and facilities manager's perspective, facilities are scale in effectiveness because attention is being paid to facilities provision at the expense of quality and maintenance. Table below shows the overall position of facilities and services in the selected organization.



**Table 2: Facility Effectiveness Rating From Public Organization Staffs and Facilities Managers' Perspective.**

Scale	Organizations	(Facilities' Rating)
(Facility effectiveness)	(public)	%
Highly effective	Health centres, ICT, Electricity & institutions	71-100
Effective	Police Stations, market centres, Satisfaction from salary and uuHotels	51-70
Almost effective	Intercoms in public facilities, Public events centres	31-50
In-effective	Recreational centres, street lights, public toilets	10-30

Table 2: Facilities Rating from Public Organization staffs and facilities managers' perspective.

#### Style of Property Asset Management Practice in Selected Public Facilities

This section tries to establish the operating management style operating among the selected public facilities from organization perspective.

Table 3: Below shows the Summary of the Responses

Method of Management Style adopted	Frequency	%	Cum. %
Maintenance Management	16	57	57
Property Management	9	32	89
Facilities Management	3	11	100

Maintenance management > Property management > Facilities management. This shows that maintenance management still predominates managements in the organization while facilities

management is just new and trying to get acquainted.

### Answers to Research Questions

There are certain research questions that need be answered in the course of this research. These are:

1. Are the facilities in public organizations functional?
2. To what extent are the resources allocated for facilities management adequate in public organizations?
3. What are the challenges militating against effective application of facilities management in public organizations?

Research Question One: To what Extent Does the Facilities Compliment its Function:

Response options	Frequencies	Percentages (%)	Cumulative Frequency
Very large extent	70	23.3	23.3
Large extent	90	30	53.3
Low extent	92	30.7	84
Very low extent	48	16	100
Total	300	100%	

### Interpretation

This is a very important indicator of effective management of any facility. The markets and police stations are fully outdated with no facilities, old and roasted gate, bad locks, no functioning computers etc. Using one-tailed statistical test method, the parameters or response of very large extent < very low extent. Data represented as SEM±0.05

**Research Question 2:** To what extent are the resources allocated for facilities management organization.

**Table 4: The Adequacy and Extent of Resources Allocated for Facilities Management in Public Organizations.**

Response options	Frequencies	Percentages (%)	Cumulative Frequency
Adequate	85	28.3	28.3
Inadequate	215	71.7	100
Total	300	100%	

Due to lack of adequate funding, machineries, facilities and resources for routine and miscellaneous duties, facilities are often over-looked and the quality level of products and services provided suffers.

**Research Question 3:** What are the challenges militating against effective application of facilities management in public organizations?

**Table 5: From the respondents point of view (both facilities managers and users perspectives), below are the Challenges militating against proper Facilities management in public organization.**

Challenges	Response No.	%
Lack of pressure from Public Facilities operators to press for favourable policies from government.	2	7
High and multiple taxation on Facilities operations	2	7
Over bearing influence of Government over professionalism and good practice	2	7
Lack of commitment to quality by Public workers well as regulating authorities	2	7
Conservatism on the part of larger society regarding Public Organization as a waste of money	3	11
Religious sentimentalism which views Public recreational centres	9	32

as promoting immorality and social misbehaviour		
Low capital base for Public development	5	18
Poor foreign investment in Public sectors such as hotels, schools, hospitals etc.	2	7
Poor acceptance of Facilities Management principles due to poor exposure, education and lack of promotion	2	7
Un-conducive business environment in Nigeria with regards to poor infrastructure, power supply, policy inconsistencies and high level of corruption	6	21
Inadequate training of Public Facilities operators and workers generally and in facilities management principles in particular	5	18
Limited exposure of public managers and staffs locally and internationally	4	14
Tacit withdrawal of Government from direct investment generally and in particular hotel businesses	4	14
The concern more for immediate return on investment generally among investing public which may not be possible in Public Operation and thus hampering inflow of capital into the industry	10	36
Lack of statutory support for Facilities Management propagation and quality enforcement in public organizations	4	14
Poor culture of holidaying, outdoor activities and tourism in Port Harcourt, Rivers State	3	11
Business marketing and promotion among Public Operators in Port-Harcourt is exceedingly too poor	2	7
Lack of effective maintenance culture within Port-Harcourt setting which permeates all the sectors of the economy	3	11
Facilities are expensive to procure, install and maintain	5	18
Low technological know-how	3	18

### Test of Hypothesis using Statistical package for Environmental Sciences (SPSS, 23) and Chi-Square table

**Decision rule:** we accept the null hypothesis when the probability value is greater than the alpha value, otherwise we reject it.

#### Hypothesis 1

**H<sub>0</sub>:** Resources allocated for facilities management are not adequate.

**H<sub>1</sub>:** Resources allocated for facilities management are adequate.

**Table 6: Observed Frequency Table for Hypothesis 1**

Response options	Health Centers	Institutions	Public organizations/ Companies	Markets/police station/ recreational centres	Total
Adequate	22	29	23	11	85
Inadequate	58	61	57	39	215
Total	80	90	80	50	
Grand Total					300

**Table 7: Expected Frequency Table for Hypothesis 1**

Response options	Health Centers	Institutions	Public organizations/ Companies	Markets/police station/ recreational centres	Total
Inadequate	58(58.5)	61(61.7)	57(55)	39(36.9)	215
Adequate	22(21.5)	29(28.3)	23(24.99)	11(13.08)	85
Total	80	90	80	50	300

$$X^2 = \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

$$X^2 = \frac{(58-58.5)^2}{58.5} + \frac{(61-61.7)^2}{61.7} + \frac{(57-55)^2}{55} + \frac{(39-36.9)^2}{36.9} + \frac{(22-21.5)^2}{21.5} + \frac{(29-28.3)^2}{28.3} + \frac{(23-24.99)^2}{24.99}$$

$$X^2 = 0.004 + 0.008 + 0.073 + 0.119 + 0.012 + 0.017 + 0.158$$

$$X^2 = \frac{(11-13.08)^2}{13.08}$$

$$X^2 = 0.331$$

$$X^2 = 0.33$$

$$X^2 = 0.00 + 0.01 + 0.01 + 0.12 + 0.01 + 0.02 + 0.16 + 0.33$$

$$X^2 = 0.66$$

The level of significance for the chi-square test is 0.05. The degree of freedom is calculated as:

$$DF = (Nr - 1) (Nc - 1)$$

When Nr is the number of rows

NCIC the number of columns

$$DF = (2 - 1) (4 - 1)$$

$$DF = 1 \times 3 = 3$$

The Chi-Square table show that the X<sup>2</sup> value at 0.05 level of significance and 3 Degree of freedom is 8.2 (0.66 / 0.05) = 13.2

**Decision Rule:** Reject H<sub>0</sub> if X<sup>2</sup> calculated is calculated is > X<sup>2</sup> table value otherwise accept H<sub>0</sub>.

**Decision:** Since X<sup>2</sup> calculated value of 0.66 is < table value of 8.2, we reject the alternative hypothesis and accept the null hypothesis.

**Conclusion:** We therefore conclude that resources allocated for facilities management are not adequate.

## DISCUSSION OF FINDINGS

From the above analysis, the respondents agreed that poor maintenance culture, poor funding, Low technological know-how, Lack of effective maintenance culture, Lack of statutory support for Facilities Management, Inadequate training of Public Facilities operators and workers, environmental factors, aging workforce/skills gap, difficulty in procuring materials challenges of facilities management. Ayoola (2006) which states that poor funding is one of the major challenges of facilities management.

Some principal findings, conclusion and recommendations were made.

- The facilities complement their functions at a very low extent.
- The basic facilities provided are either out of use or performing poorly, these include the air-conditioners, lifts, telephones, generators/plants etc.
- Though there is an above average affirmation of Facilities Management in some selected public organizations, but a further probe into the effectiveness of management showed a very high degree of poor Facilities Management.
- Further enquires made during the oral interviews revealed that effective Facilities Management depends on the overall maintenance policy of each manufacturing industry.
- Besides, there is poor or lack of good maintenance culture in the public sectors.
- Organizations are reactive instead of proactive.
- Some other interviewees mentioned inadequate finance,
- Lack of modern automation and skilled personnel as reasons for poor Facilities Management,
- Data analysis confirmed that resources allocated for Facilities Management are inadequate.
- There is inadequacy of resources allocated for Facilities Management. Due to lack of adequate funding, machineries and resources for routine and miscellaneous duties are often overlooked and the quality level of products and services provided suffers.
- Facilities users (staff/machineries operators, and clients) requirements are not satisfied.
- Most requests are not met and bureaucracy often stands on the way of Facilities users'

requirement satisfaction efforts. It also has a direct effect on attitude to work and level of production.

- There is still a high degree of manual operation of machine.

Oral interviews conducted revealed that:

1. Some of these public organizations sometimes hire sophisticated machines (such as big generators, tractors, digital printers etc.) to improve production but due to Lack of competent professionals to operate them they pack up and are abandoned.
2. Most organizations that have facilities management in place make use of in-house maintenance which is handled by technicians.
3. They opted for in – house maintenance because they felt it is cheaper and would minimize cost in the long run. Those who make use of in-house/outsourced said they use the latter when the former fails or when complex maintenance works that needs special professionals need to be carried out.
4. Management personnel interviewed mentioned poor funding /maintenance, bureaucracy, unavailability of skilled/right professionals, safety/health, difficulty in materials procurement automation, environmental effects and inflation as facilities management problems which were constraints to efficient Facilities Management.

## **Recommendations**

Based on the findings from the research, the following recommendations are made as remedies for ensuring effective Facilities Management in public organizations:

- Maintenance Planning
- Asset Management
- Work Order Management
- Space Management
- Ensure the health, safety and well-being of the buildings occupants.
- Automate and streamline facilities and maintenance operation and facilities processes.
- Customization of facilities management operations to fit organization's needs
- Implementation of a preventive maintenance plan.



- Monitor Asset performance.
- Develop a checklist for completing all types of facilities management works.
- Integrated facilities management
- Linking facility management operations to employee performance.
- Outsourcing Facilities Management in cases professionals are lacking.
- Strategic and proactive operations.
- Hiring the right peoples to respond to crisis immediately it occurs.
- Continuous improvement

## CONCLUSION

In summary, Facilities Management problems have significant positive impact /effect on the effectiveness of public organizations. It is most required now to correct our present poor maintenance culture. An effective Facilities Management policy is indicated by the extent to which the requirements of the Facilities users, staff and owners are met. These are reflected on the physical, aesthetic condition of the Facilities, its functionality in performing its basic services and the ability of Facilities Management team to overcome challenges that constrain them. The recommended remedies thrown-up by this study will make facilities management in public organizations in Port-Harcourt, River State to be proactive, flexible and easily adaptable to changes.

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