

The Impact of Facility Management Practice on Business Performance in Selected RETAIL Markets in Port Harcourt, Rivers State

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Abstract

The need to contribute to a deeper understanding of the multifaceted impact of facility management practices on retail business performance in Port Harcourt, Rivers State Nigeria necessitated this study. The aim is to ascertain the impact of facility management on the overall performance of the retail markets. The research endeavours to evaluate the prevailing facility management practices within selected retail markets using a mixed methods research methodology to ensure a thorough exploration of the subject matter. The study population comprised various stakeholders within the retail market sector, including retail market owners, housekeepers, porters, vendors, and facility managers. A sample size of 161 respondents was selected to represent the diverse perspectives and experiences within the retail sector. Data collection involved a combination of qualitative and quantitative techniques. Qualitative data were gathered through interviews, allowing for in-depth exploration of participants' perceptions and experiences. Meanwhile, quantitative data were collected via structured surveys. The study finds that facility management practices has not improved customer satisfaction or employee productivity in selected retail market as respondents were very dissatisfied or dissatisfied with the current level of facility support provided for various operational aspects of the supermarket. Findings indicate that facility management practices such as provision of safe environment, standard of cleaning in facility management, relevance of provided equipment, high performance/ productivity risk mitigation, responsiveness of the facility management team in addressing customer issues, effective utilization of space can impact the overall performance of the retail market. The study concludes that effective facility management practices is a determinant of success in the competitive landscape of the retail market and recommends the setting up of clear standards for facilities management practice in the supermarkets, effective communication with the users/owners, implementation of preventive maintenance, adoption of smart technologies in retail market facility management

plan, and the establishment of a facility management department to coordinate uses and services of facilities in the retail market buildings.

1. Introduction

Facilities management is still considered an emerging field of study (Goyal and Pitt, 2007). The field has evolved over time from what was once thought to be limited to facility maintenance to a profession that includes building and infrastructure management for organisations in order to create an environment that supports their main goals (Ikediashi et al. 2012). According to Mudrak et al. (2004), facilities management has recently become more widely recognised worldwide. Facility management has expanded as a result of the public and private sectors' broad embrace of the practice of outsourcing services (Mudrak, 2003). According to Dell (2008), facilities management is critical to an organization's survival and performance in today's fast-paced world. The ability of management to ensure the availability of functional machinery, land and buildings, infrastructure, fittings, and so on is critical to the success and longevity of the business, and businesses have lost effectiveness and production as a result of inadequate facility management (Ejiofor, 2004). Ejiofor (2004) also claimed that bad facilities management attitudes make it harder for businesses to operate. He believes that bad facility management causes retail marketplaces to operate below capacity. He added that a facility management team should oversee facility maintenance to ensure efficiency and productivity. According to a study by (Karibo and George, 2015), the majority of enterprises have failed in the facilities management industry. Statistics also suggest that businesses' maintenance culture is below average. Poor facilities management has contributed to business failures and low profits.

According to Onwuanyi et al. (2018), the facilities that are expected to ensure business operations in many Nigerian states are insufficient, and some are non-functional, giving Nigerian firms a somewhat questionable reputation in terms of service and facility quality. Nidhi and Ali (2020) discovered that many businesses are inefficient due to poor facility management techniques. According to Ogunleye et al., (2022), insufficient facility management strategies and non-compliance with international norms and standards have an influence on corporate operations. Although most business centres lack adequate infrastructure and services, Agbonifoh and Osifo (2017) noted that a number of these centres' poor maintenance practices have had a negative impact on the industry, leading to low patronage and even the purported grounding of some centres in Nigeria.

In contrast, retail enterprises are critical to a country's economy. According to Dennis (2012), retail marketplaces in Nigeria were previously limited to traditional open markets and small local storekeepers, collectively known as the informal retail sector of the Nigerian economy, which served communities. As formal or organised retail grows, Nigeria is undergoing a massive transformation to a more sophisticated retail structure (Goyal and Pitt, 2007). The rise of organised retail has been rapid in Nigeria over the previous two decades. The Nigerian customer is more interested than ever in a nice shopping environment, nicely packaged goods, and the experience of shopping in a well-organized store. Opportunities in retail stem from

the fact that demand has continued to rise. In today's competitive business environment, retail businesses rely on various facilities to provide essential services that support their day-to-day operations. Numerous experts, such as Akinbogun and Kayode (2022), believe that poor facility management practices have a significant impact on the functioning and utilization of businesses. Therefore, to ensure overall operational efficiency and performance, which is critical for the continuity of retail business operations and user satisfaction, skilled facility management is required due to the variety, complexity, and interconnectivity of business activities. According to Dennis (2012), adequate facilities management is necessary to improve business operations and performance. However, Pitt (2001) noted that the various traits and broad scope of business facility management, including business operations, space management, asset management, building management, parking management, environmental management, and logistics, make business facility management a real challenge. Therefore, effectively managing retail business facilities through efficient facility management procedures is crucial in mitigating these challenges. Withnell (2016) added that effective asset and facilities management is crucial for the success of business and operations due to how diverse, intricate, and interrelated business activities are. Hence, managing retail business facilities effectively becomes essential to deliver satisfactory performance, enhance business services and operations, and have a positive impact on customers.

According to Nedolisa and Egulum (2019), it is critical to conduct research to discover whether facilities management, wherever and whenever it is implemented and practiced, actually improves service quality. The value of such studies in the retail industry cannot be overstated, especially given the inevitability of retail enterprises. However, the impact of facilities management practice in most retail marketplaces in Port Harcourt is not thoroughly noticed. This knowledge gap poses a substantial problem for retail businesses in optimising their performance and overall service delivery. Therefore, this study seeks to highlight the role of facility management practice on retail business performance and how retail businesses can optimize their facility management operations to enhance their overall business performance.

2. Literature Review

2.1 Concept of Facility Management and its Key Components

Facilities management (FM) is a diverse field that allows practitioners to acquire various professional skills. However, the general perception of FM as an open field poses a challenge to practitioners' competence. Facility management is a comprehensive concept that encompasses different aspects of human activities. Several academics have defined it to determine how it applies to various human investments. Cowan (2001) defined facility management as the planning, designing, and management of buildings, systems, equipment, and furnishings to enhance an organization's competitiveness in a rapidly changing global environment. FMA (2012) defines facility management as the control and administration of building, precinct, and community infrastructure operations on behalf of property owners. This definition was supported by the Engineering News-Record's definition of April 4th, 1985 (Cited in Hamer, 2002), which defined facility management as the discipline that plans,

designs, constructs, and manages 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, projects design, construction and renovation, building operation and maintenance plans, and furniture and equipment inventories. The definition emphasizes the importance of space management and the expectations of an effective facility management process. Hammer (2002) defined facility management as a process that combines workplace management, strategic property management, and the management of support services, in addition to maintenance management and property management. This definition shows that facility management includes maintenance management and property management. Many professionals confuse property management and maintenance management activities with facility management.

Barret and Baldry (2003) described facilities management (FM) as an approach that integrates various disciplines to maintain, improve and adapt an organization's buildings and infrastructure. The goal is to create an environment that supports the organization's primary objectives. The International Facilities Management Association (2006) defines FM as a profession that ensures the functionality of the built environment by integrating people, place, process and technology. Similarly, The British Institute for Facilities Management (2008) states that FM is the integration of multi-disciplinary activities within the built environment, managing their impact on people and the workplace. Amaratunga et al., (2000) perceive FM as an umbrella term for a broad range of property and user-related functions that benefit the organization and its employees as a whole.

Facility management enhances organizational effectiveness. Thus, FM creates an environment that supports the organization's primary operations, takes an integrated view of the services' infrastructure, and delivers customer satisfaction and best value by supporting and enhancing the core business (Atkin and Brooks, 2005). Furthermore, Atkin and Brooks (2005) suggest that a holistic definition of FM should emphasize the importance of integrative, interdependent disciplines whose overall purpose is to sustain an organization in pursuit of its business or objectives. They believe that the FM service should aim to accomplish the following:

- Support people in their work and other activities
- Enhance individual well-being
- Enable the organization to deliver effective and responsive services
- Optimize the physical assets to make them highly cost-effective
- Allow for future changes in the use of space
- Provide competitive advantage to the organization's core business
- Enhance the organization's culture and image

Facility management, according to Kincaid (1994), is a supportive service provided by an organization to meet the demands of its core business. The primary focus of a facilities manager, as determined by Kok et al. (2011), should be workplace management. However, in addition to managing the workplace, a facilities manager must also manage the organization's capital resources such as property, physical plant, and facilities. They also have to manage the organization's support services both routinely and in emergencies. The purpose of this research is to examine the impact of this role on the overall business performance of retail markets in Port Harcourt.

2.2 Concept of Business Performance

There have been several definitions of business performance (BP) over the years, and this is not a new development among academics. Performance is a crucial factor in economic activity, and it can be interpreted in various ways. The majority of definitions revolve around efficiency and effectiveness, but other commonly used terms such as productivity, economic efficiency, profitability, and effectiveness, are not always the same. Performance can also be considered a significant achievement in a particular domain or how an individual or group arrives at a decision to achieve a goal.

Zhu (2009) defines performance as the sum of objectively measurable accomplishments in a given field of activity. According to Abosede et al. (2016), performance means the difference between the starting point and the target point concerning capabilities, opportunities, organization, activities, space, and time. Wimmer (2004) relates business performance to an organization's ability to create value, which is not limited to shareholder value. Generating consumer value will also lead to an increase in shareholder value.

Dudu and Agwu (2014) define business performance as a reflection of the company's competitive position achieved by productivity and efficiency, which ensures long-term survival. Performance is a statistic that indicates the health of a business, which depends not only on efficiency and effectiveness but also on the environment where the organization operates (Onyenma, 2019).

The concept of business performance has a significant impact on corporate actions and the degree to which a corporation achieves its aims and objectives through its strategies and policies (Folan and Browne, 2005). Business performance is based on the premise that it is a combination of productive assets made up of human, physical, and capital resources to fulfill a dream, vision, or accomplish a shared purpose (Carton and Hofer, 2006).

Business performance is a measure of how a manager efficiently and effectively utilizes the firm's resources to achieve its goals while satisfying all stakeholders (Jones and George, 2009). It is the actual output measured against the intended or expected output and comprises three major areas of firm outcomes: financial performance, product market performance, and shareholders return. Financial performance consists of profits, return on assets (ROA), and return on investment (ROI). Product market performance comprises sales revenue and market share, while shareholders return includes total shareholder return (TSR) and economic value added (EVA).

Performance is the ultimate outcome of the activities a business carries out, and it is concerned with the overall efficiency and productivity. There are two ways to approach performance, as recognized in literature: financial, or "sales-based," and non-financial, or "firm-based". The financial approach is measured using dimensions such as profitability, growth, productivity, sales revenue, market share, return on investments, and product added value. On the other hand, the non-financial approach is measured in terms of employee development, customer satisfaction, job satisfaction, and efficient organizational internal processes (Eniola and Ektebang, 2014). This study will use two measures of firm performance to evaluate supermarkets - growth and customer satisfaction.

2.3 Relationship between Effective Facilities Management and Business Performance

Many authors have investigated the relationship between successful facilities management and corporate performance. As a result, organisations must strive to build an effective FM unit with a high degree of performance in order to increase productivity and profitability. Facilities and their care collectively account for a large share of business turnover (Bottom, 2006). Effective facility management is crucial for reducing the operating costs of buildings and improving the efficiency of organizational processes. This, in turn, can lead to increased profitability and job creation for struggling or well-established companies across the country. By reducing costs, enhancing capacity utilization, and increasing the lifespan of assets, FM can help businesses protect their continuity and provide wider career options for the populace.

Carlsson (2002) argued that the success of any organization is linked to the physical environment in which it operates, and that FM can be improved to enhance efficiency. Nelson and Baldry (2000) supported this claim by concluding that there is a correlation between improving FM processes and business performance. BIFM (2006) also highlighted the importance of effective facilities management for the delivery of strategic and operational objectives, as well as for day-to-day operations and the creation of a safe and efficient working environment.

Based on these reviews of literature, it is clear that effective facilities management can contribute to improved performance, productivity, cost savings, and ultimately, profitability for organizations. This research aims to determine if this positive relationship will be supported by data obtained from the sample.

2.4 Functions of Facility Management in Relation to Business Performance

Facilities management involves a wide range of management responsibilities that may vary depending on the organization and economic sector. To meet their goals, businesses require a functional and productive work environment that offers physical, financial, and functional flexibility. Therefore, a proactive facilities management department is essential.

One of the primary responsibilities of a facilities manager is to reduce costs. Familoni (2005) lists ten essential tasks that a facilities manager must carry out. These include:

1. Managing all costs related to procurement and maintenance of the firm's facilities effectively.
2. Planning, coordinating, and implementing all property-related capital projects.
3. Supervising and maintaining accurate fixed asset records.
4. Ensuring adequate insurance coverage for the firm's assets.
5. Maintaining all properties in compliance with laws and industrial standards.
6. Monitoring and controlling property and maintenance expenditure.
7. Preparing, monitoring, and controlling maintenance contracts.
8. Implementing company policies on property acquisition, development leases, development, and maintenance.
9. Assisting in the preparation of the annual operating budget.
10. Organizing the fixing and collection of rent and executing rent agreements professionally.

Facility managers play a vital role in organizations by adding value in multiple ways, according to Lindholm and Levainen (2006). These include boosting marketing and sales, promoting innovation, enhancing employee satisfaction, increasing productivity, improving flexibility, and reducing costs. One of the unique functions of facility management (FM) is providing business support, which involves not only carrying out policy on property matters but also advising policy makers on property decisions. Nutt (2000) explains that the goal of FM is to provide infrastructure and logistic support to businesses, impacting finance, asset value, operational cost, human issues, environment, security, safety, health, space, structure, technology, and maintenance. Strategic roles are more critical than operational roles in FM, which is why Becker (1990) argues that FM is not just about wire management, space planning, furniture selection, building maintenance, or lease negotiation. Effective FM involves reducing the risks and constraints properties impose on organizations and promoting the positives the property can provide. Therefore, strategic policy and procedure governing planning processes and resource allocation are central themes in FM. If FM is effective, it can enhance business performance, as suggested by Nutt (2000). Another critical role of FM is creating and maintaining a good company image, which is crucial in today's world of communication. An effective FM proactively manages all issues and ensures that the organization is not involved in any scandalous issues, as explained by Pickard (2006).

3. Research Methodology

This study made use of both quantitative data to measure facility management impact on performance and Qualitative data to obtain more comprehensive insight into the facility

management role in selected retail markets. The study population consists of retail owners, housekeepers, porters, vendors, and facility managers in retail markets (supermarkets) in Port Harcourt. Information Extracted from the Yellow Pages of Rivers State Ministry of Commerce and Industry indicates that there are 269 registered retail markets in Port Harcourt. Hence the total study population is 269. The study however, adopted the random and convenience sampling technique in selecting supermarkets and respondents. The random sampling was used to determine the sample size for the retail market and to distribute the questionnaire to the retail markets within the study area. Thereafter, convenience sampling was used to pick one study participants from any of retail owners, housekeepers, porters, vendors, and facility managers in each of the sampled retail market for the survey. To determine the sample size from the population of the study, Slovin's formulae was employed to calculate the sample size at 5% precision level (95% margin error). In applying the formulae, a total number of 161 retail markets were achieved as the sample size.

Slovin formulae is expressed mathematically as:

$$S = \frac{N}{(1+N(e)^2)}$$

Where:

S = Sample Size

N = The Population

1 = Constant

e = Error margin (5%)

$$S = \frac{269}{(1 + 269(0.05)^2)}$$

$$S = \frac{269}{1 + 269 \times 0.0025}$$

$$S = \frac{269}{1 + 0.6725}$$

$$S = \frac{269}{1.6725}$$

$$S = 161$$

In this research, 161 sets of questionnaire were distributed consisting of 13 retail owners, 41 housekeepers, 44 porters, 23 vendors and 40 facility managers of retail markets in Port

Harcourt. Out of the total of 161 questionnaires delivered to all the respondents' Retail markets owners/managers housekeepers, porters, vendors and facility managers of retail markets in Port Harcourt, 153 questionnaires were completed and returned, resulting in a response rate of about 95.03% which was found to be adequate for the study. For the interview, a convenient sample of fifteen respondents from the above group of stakeholders was interviewed. Out of the fifteen interviewees, all fifteen (100 percent) yielded positively. Below is the population distribution of the respondents.

Table 3.1: Population Distribution of the Respondents and the Percentage Response

Stakeholders in Facility Management	Number of questionnaire distributed	Number of questionnaire returned	Percentage response rate
Retail markets owners	13	11	7.19 % (6.83%)
Housekeepers	41	40	26.14% (24.84%)
Porters	44	42	27.45 % (26.09%)
Vendors	23	23	15.03 % (14.29%)
Facility managers	40	37	24.18 % (22.98%)
Total	161	153	100.00 % (95.03%)

Source: Field Survey, 2024

4. Results and Discussion of Findings

This section provides the results of the survey and discussion of findings as follows:

4.1 Demographic Questions

This Section contains answers to background questions as well as a summary of the respondents' characteristics such as age, and educational level of the respondents in the study area.

4.1.2 Age of Respondents

The respondents were required to indicate their ages. This question was considered crucial since the more the number of years of respondent, the more the experience and vice versa. When asked to state how old they were, 67.3% (103 Nr) were above 31 years while 32.7% (50 Nr) prefer not to state their age. It is a confirmation of the necessary experience to provide an appropriate answer for facility management practices when needed, with more than 67% respondents aged over 31 years.

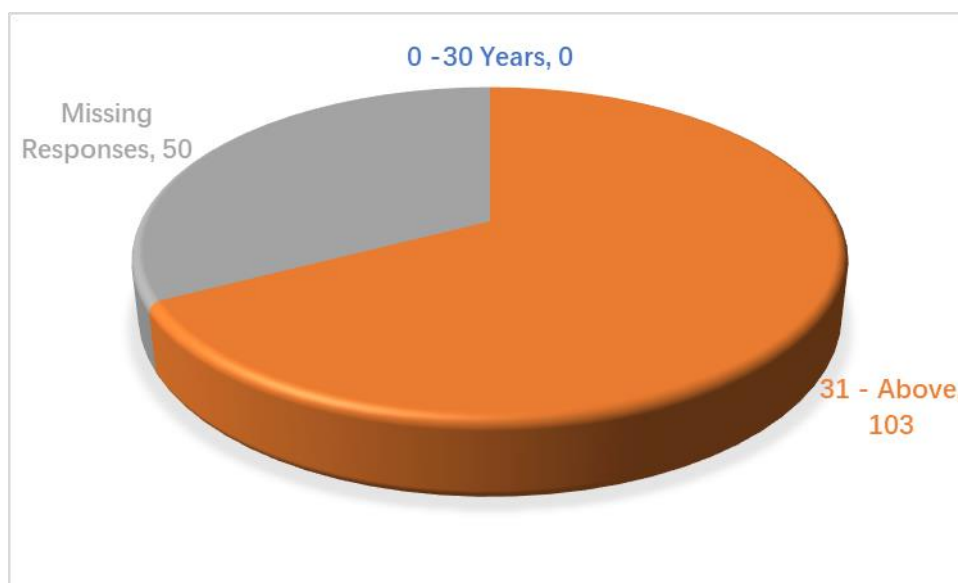


Figure 4.1: Age of Respondents

Source: Field Survey, 2024

4.1.2 Respondents Level of Education

The level of education of a person has direct relationship with individual's knowledge and understanding of issues. Findings about educational level of the respondents is considered vital to this study because it will affect how respondents relates their feelings and perception of phenomenon around him. For this reason, level of education of the respondent retail owners, housekeepers, porters, vendors and facility managers in retail markets (super markets) were sought and the data collected were analysed as shown in Table 4.1 below

Table 4.1: Respondents Level of Education

Answers	Questionnaire		Interview	
	Frequency	Percentage	Frequency	Percentage
University Education	117	76.5%	15	100.0%
Polytechnic Education	36	23.5%	0	0.0%
Secondary Education	0	0.0%	0	0.0%
Total	153	100.0%	15	100.0%

Source: Field Survey, 2023

The table presented above indicates that 117 respondents, which equates to 76.5%, hold a university education as their highest level of qualification. On the other hand, 36 of the

respondents, which is 23.5%, hold a polytechnic education. Additionally, the table shows that all 5 respondents interviewed hold a university degree as their highest qualification. This high level of education amongst the respondent group is beneficial for this study, and their input will undoubtedly contribute to the advancement of this work.

4.2 Current Facility Management Practice in Selected Retail Markets

The purpose of this section is to quantitatively appraise the current facility management practice in selected retail markets in the study area. The questions were structured to explore the respondents’ reactions to the priority of facility maintenance and management considered in the supermarket, types of facilities managed within the supermarket, satisfaction with the current level of facility support provided for various operational aspects of the supermarket, customer satisfaction or employee productivity as a result of enhanced facility management practices and to further reveal the quality of services rendered by the facility management team towards employee productivity and user convenience, general satisfaction regard facility management practices in the supermarket, as well as the contribution of the facility management team in creating a positive and welcoming atmosphere for customers and the effectiveness of the facility management team's energy efficiency initiatives in reducing operational costs. The responses to the questions in this section are presented and analyzed as follows:

4.3 Consideration of Facility maintenance and management as a priority in retail market

Responses to the question regarding the respondents’ responses on whether facility maintenance and management is considered a priority in this supermarket are presented and analyzed with the aid of bar chart in Figure 4.2

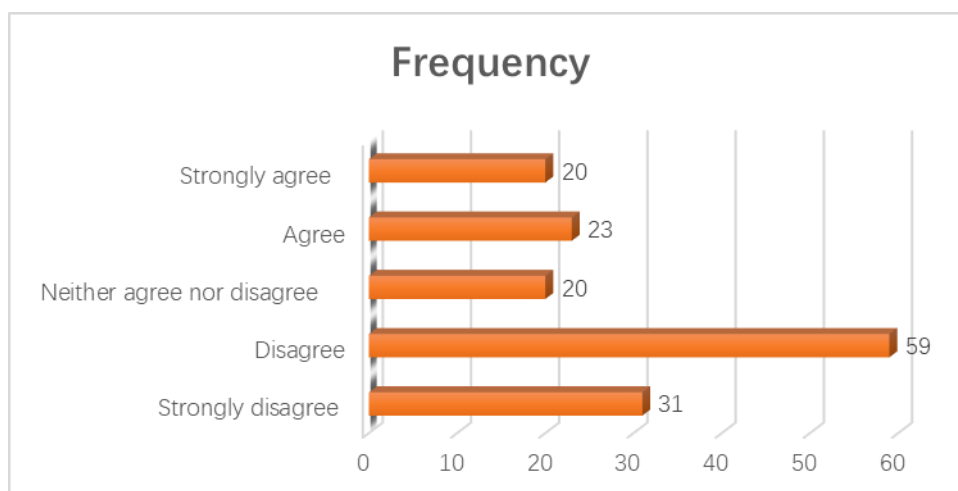


Figure 4.2: Facility maintenance and management as a priority in retail market

Source: Field Survey, 2024

Regarding the analyzed questionnaire quantitative data in this theme the results in Figure 4.1 show that 20.3% (31Nr) strongly disagree facility maintenance and management is

considered a priority in this supermarket, while 38.6% (59 Nr) disagree, 13.1%(20Nr) neither agree nor disagree, 15.0% (23 Nr) Agree, 13.1% (20 Nr) Strongly agree. The findings reveal that 58.9% of the respondents disagree or strongly disagree that facility maintenance and management is considered a priority in this supermarket as compared to 28.1% of the respondents that strongly agreed or agreed. This confirms that facility maintenance and management is not considered a priority in this supermarket.

4.4 Types of Facilities Managed within the Supermarket

It was necessary to find out the type of facilities managed within the supermarket; hence respondents were asked to indicate which types of facilities are mostly managed in the supermarket.

Table 4.2: Types of facilities managed within the supermarket.

OPTION	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Building structure	87	56.9%	66	43.1%
HVAC systems	109	71.2%	44	28.8%
Lighting	121	79.1%	32	20.9%
Parking	117	76.5%	36	23.5%
Security	123	80.4%	30	19.6%
All of the above	143	93.5%	10	6.5%
None of the above	5	3.3%	148	96.7%

Source: Field Survey, 2024

Regarding the analyzed questionnaire quantitative data building structure, the results in table 4.2 show that 87 respondents representing 56.9% said yes, while 66 respondents representing 43.1% said no. On HVAC systems, 109 respondents representing 71.2% said yes, 44 respondents representing 28.8% said no. Regarding Lighting 121 respondents representing 79.1% said yes, 32 respondents representing 20.9% said no. Similarly, on Security 117 respondents representing 76.5% said yes, 36 respondents representing 23.5%. On Parking, 123 respondents representing 80.4% said yes, 30 respondents representing 19.6%. When asked to state if all the above facilities, 143 respondents representing 93.5% said yes 10 respondents representing 6.5% said no. When asked to state if none of the above are managed 5 respondents representing 3.3% said yes 148 respondents representing 96.7% said no.

4.5 Satisfaction with the Current Level of Facility Support Provided in Retail Market

Responses to the question regarding the respondents' responses on current level of facility support provided for various operational aspects of the supermarket are presented and analyzed with the aid of bar chart in Figure 4.3 below:

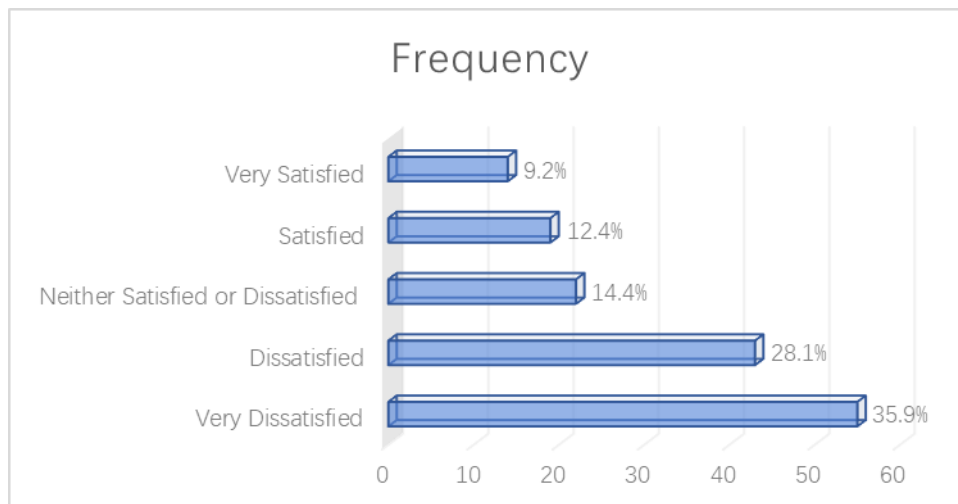


Figure 4.3: Satisfaction with the Current Level of Facility Support Provided

Source: Field Survey, 2024

Figure 4.3 show that 35.9% (55 Nr) of the respondents were very dissatisfied with the current level of facility support provided for various operational aspects of the supermarket, 28.1% (43 Nr), dissatisfied, 14.4% (22 Nr) neither satisfied nor dissatisfied, while 12.4% (19 Nr) were satisfied, only 9.2% (14 Nr) were very satisfied with the current level of facility support provided. The relatively high number of respondents who said they were very dissatisfied or dissatisfied confirm that the current level of facility support provided for various operational aspects of the supermarket are not encouraging.

4.6 Quality of Services Rendered by the Facility Management Team

Respondents were asked to assess the quality of services rendered by the facility management team towards employee productivity and user convenience on a scale of 1(very poor) to 5 (very good). Answers to the question are presented and analyzed in Figure 4.4.

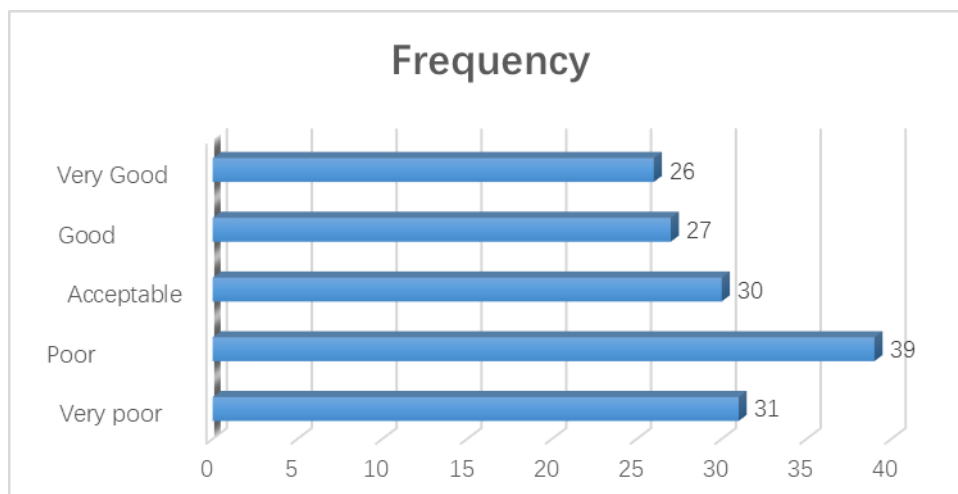


Figure 4.4: Rating of quality of services rendered by the facility management.

Source: Field Survey, 2024

Figure 4.4 shows that the quality of services rendered by the facility management team towards employee productivity and user convenience were very poor and poor with 20.3%(31Nr) and 25.5% (39 Nr) rating respectively. This implies that most of the respondents feel that services rendered by the facility management team are not good. While 30 respondents representing 19.6% said the service rendered are acceptable, 27 respondents representing 17.6% said the service rendered are Good, only 26 respondents representing 17.0% said the service rendered are Very Good.

4.7 Satisfaction with Facility Management Practices in Supermarket

Having investigated the facility maintenance and management considered in the supermarket, types of facilities managed within the supermarket, satisfaction with the current level of facility support provided for various operational aspects of the supermarket, customer satisfaction or employee productivity as a result of enhanced facility management practices and the quality of services rendered by the facility management team towards employee productivity and user convenience, it was necessary to find out if respondents were satisfied regard the facility management practices in the supermarket. Respondents’ responses are shown in figure 4.5 below:

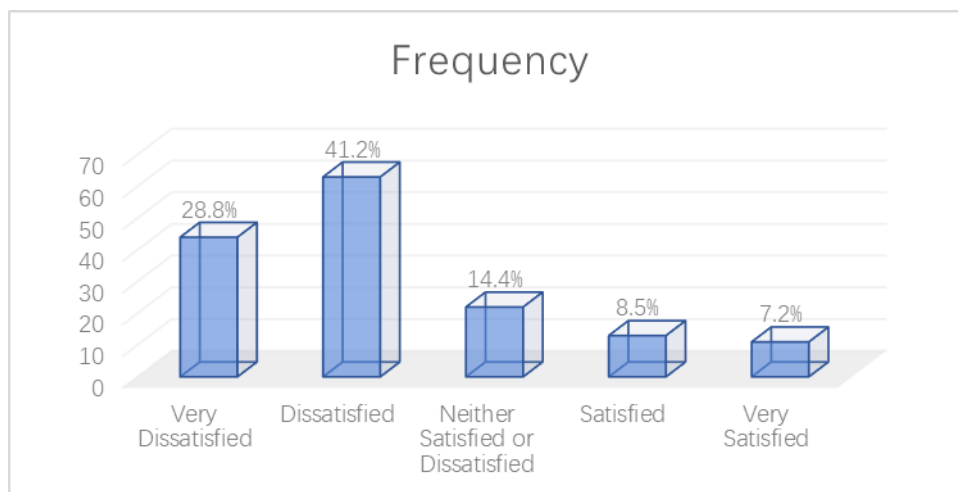


Figure 4.5: Rating of satisfaction of facility management practices in your supermarket

Source: Field Survey, 2024

Results of the quantitative survey in figure 4.6 Above shows that 44 respondents representing 28.8% said they are Very Dissatisfied regard facility management practices in the supermarket, 63 respondents representing 41.2% said they are Dissatisfied, 22 respondents representing 14.4% said they are Neither Satisfied nor Dissatisfied, while 13 respondents representing 8.5% said they are Satisfied, only 11 respondents representing 7.2% said they are Very Satisfied.

4.8 Impact of Effective Facility Management on Overall Performance

One of the objectives of FM is to measures or determine the performance of firms in the form

of growth and customer satisfaction. This theme examines the impact of facility management in terms of benefits to the overall performance of retail markets in Port Harcourt. Literature has shown that effective FM could improve the nation's economy through improved efficiency of the organizational processes, enhanced patronage, and improved profits which translates to the protection of business/continuity. Based on literature review, this study identified the impact of facility management in business performance using key performance in facility management in buildings for the survey. Responses to these questions are presented in Table 4.3 below:

Table 4.3: Impact of Effective Facility Management on overall performance

Impact of Effective Facility Management on overall performance	SA	A	U	D	SD	Mean	SD
Provision of safe environment	77 50.3%	44 28.8%	13 8.5%	11 7.2%	8 5.2%	4.12	3.76
Effective utilization of space	64 41.8%	47 30.7%	22 14.4%	10 6.5%	10 6.5%	3.95	3.61
Effectiveness of retail facility's communication in addressing concerns	49 32.0%	40 26.1%	28 18.3%	19 12.4%	17 11.1%	3.56	3.30
Responsiveness of the facility management team in addressing customer issues	54 35.3%	31 20.3%	37 24.2%	16 10.5%	15 9.8%	3.61	3.34
Relevance of provided equipment	81 52.9%	44 28.8%	14 9.2%	11 7.2%	3 2.0%	4.24	3.84
Standard of cleaning	67 43.8%	59 38.6%	17 11.1%	6 3.9%	4 2.6%	4.17	3.76
Satisfaction of customer/user needs	73 47.7%	36 23.5%	21 13.7%	12 7.8%	11 7.2%	3.97	3.65
Product/services quality improvement on long term basis	37 24.2%	44 28.8%	32 20.9%	22 14.4%	18 11.8%	3.39	3.14
High performance/ productivity	97 63.4%	29 19.0%	9 5.9%	8 5.2%	10 6.5%	4.27	3.93
Risk mitigation	76 49.7%	54 35.3%	11 7.2%	7 4.6%	5 3.3%	4.24	3.83
Value to business	55 35.9%	44 28.8%	27 17.6%	16 10.5%	11 7.2%	3.76	3.45

Source: Field Survey, 2024

Decision rule :< 3.00 = disagreed >3.00= agreed.

Table 4.3 summaries respondents' perception on the impact of facility management on overall performance of retail markets in Port Harcourt. The result shows that all the mean scores were above 3.00 indicating that the respondents agreed that all the items can impact on the overall performance of retail business market. Most of the respondents agreed that enhances the Provision of safe environment due to effective facility management can impact the overall performance of the retail market with a mean rating of 4.12 and standard deviation of 3.76. In all (Nr 77) 50.3% of the respondents strongly agree, while (Nr 44) 28.8% "Agree", making a total of (Nr 121) 79.1% respondents that agreed with the statement. Those not in favour were (Nr11) 7.2% Disagree, while (Nr 8) 5.2% strongly disagree. Those undecideds were (Nr 13) 8.5%.

Regarding effective utilization of space, most of the respondents agreed that facility management enhances the effective utilization of space for the overall performance of retail market with a mean rating of 3.95 and standard deviation of 3.61. in all (Nr 64) 41.8% of the respondents strongly agree, while (Nr 47) 30.7% "Agree", making a total of (Nr 111) 72.5% respondents that agreed with the statement. Those not in agreement were (Nr10) 6.5% Disagree, while (Nr 10) 6.5% strongly disagree. Those undecideds were (Nr 22) 14.4%. With respect to effectiveness of retail facility's communication in addressing concerns, most of the respondents agreed that facility management creates effectiveness of retail facility's communication in addressing concerns for the retail market, (Nr 49) 32.0% of the respondents strongly agree, while (Nr 40) 26.1% "Agree", making a total of (Nr 89) 58.2% respondents that agreed with the statement. Those not in oppose to the statement were (Nr19) 12.4% Disagree, while (Nr 17) 11.1% strongly disagree. Those undecided were (Nr 28) 18.3%. The mean and standard deviation rating were 3.56 and 3.30 respectively.

When asked whether the responsiveness of the facility management team in addressing customer issues can impact the overall performance of the retail market, majority of the respondents agreed with the statement with a mean rating of 3.61 and standard deviation of 3.34. in all (Nr 54) 35.3% of the respondents strongly agree, while (Nr 31) 20.3% "Agree", making a total of (Nr 85) 55.6% respondents that agreed with the statement. However, respondents who were not in favour were (Nr16) 10.5% Disagree, while (Nr 15) 9.8% strongly disagree. Those undecided were (Nr 37) 24.2%.

When asked whether the Relevance of provided equipment can impact the overall performance of the retail market, majority of the respondents agreed with the statement with a mean rating of 4.24 and standard deviation of 3.84. In all (Nr 81) 52.9% of the respondents strongly agree, while (Nr 44) 28.8% "Agree", making a total of (Nr 125) 81.7% respondents that agreed with the statement. However, respondents who were not in favour were (Nr11) 7.2% Disagree, while (Nr 3) 2.0% strongly disagree. Those undecided were (Nr 14) 9.2%. With respect to Standard of cleaning, most of the respondents agreed that Standard of cleaning in facility management can impact the overall performance of the retail market, (Nr 67) 43.8% of the respondents strongly agree, while (Nr 59) 38.6% "Agree", making a total of (Nr 126) 82.4% respondents that agreed with the statement. Those in

opposition to the statement were (Nr 6) 3.9% Disagree, while (Nr 4) 2.6% strongly disagree. Those undecided were (Nr17) 11.1%. The mean and standard deviation rating were 4.17 and 3.76 respectively.

When asked whether the Satisfaction of customer/user needs can impact the overall performance of the retail market, majority of the respondents agreed with the statement with a mean rating of 3.97 and standard deviation of 3.65. in all (Nr 73) 47.7% of the respondents strongly agree, while (Nr 36) 23.5% “Agree”, making a total of (Nr 109) 71.2% respondents that agreed with the statement. However, respondents who were not in favour were (Nr12) 7.8% Disagree, while (Nr 11) 7.2% strongly disagree. Those undecided were (Nr 21) 13.7%. With respect to product/services quality improvement on long term basis, most of the respondents agreed that product/services quality improvement through facility management can impact on the overall performance of the retail market, (Nr 37) 28.8% of the respondents strongly agree, while (Nr 44) 28.8% “Agree”, making a total of (Nr 81) 53.0% respondents that were in agreement with the statement. Those not in oppose to the statement were (Nr22) 14.4% Disagree, while (Nr 18) 11.8% strongly disagree. Those undecided were (Nr 32) 20.9%. The mean and standard deviation rating were 3.39 and 3.14 respectively.

Most of the respondents agreed that facility management enhances high performance/productivity and can impact the overall performance of the retail market with a mean rating of 4.27 and standard deviation of 3.93. The results show that (Nr 97) 63.4% of the respondents strongly agree, while (Nr 29) 19.0% “Agree”, making a total of (Nr 126) 82.4% respondents that agreed with the statement. Those not in favour were (Nr 8) 5.2% Disagree, while (Nr 10) 6.5% strongly disagree. Those undecided were (Nr 9) 5.9%. With respect to risk mitigation, most of the respondents agreed that facility management mitigate risk which impact the overall performance of the retail market, (Nr 76) 49.7% of the respondents strongly agree, while (Nr 54) 35.3% “Agree”, making a total of (Nr 130) 85.0% respondents that agreed with the statement. Those not in oppose to the statement were (Nr 7) 4.6% Disagree, while (Nr 5) 3.3% strongly disagree. Those undecided were (Nr 11) 7.2%. The mean and standard deviation rating were 4.24 and 3.83 respectively.

Finally, most of the respondents agreed that facility management enhances the value to business which impact the overall performance of the retail market with a mean rating of 3.76 and standard deviation of 3.45. the results further confirm that (Nr 55) 35.9% of the respondents strongly agree, while (Nr 44) 28.8% “Agree”, making a total of (Nr 99) 64.7% respondents that agreed with the statement. Those not in favour were (Nr 16) 10.5% Disagree, while (Nr 11) 7.2% strongly disagree. Those undecided were (Nr 27) 17.6%.

Using the Relative Importance Index, the items in table 4.5 were further subjected to respondents to determine those that have highest impact on the overall performance of the retail market. The different replies are pooled, and the Relative Importance Index (RII) is calculated and displayed in Table 4.4 below:

Table 4.4: Ranking of Impact of Effective Facility Management on overall performance.

Impacts of effective Facility Management to overall performance	SA	A	U	D	SD	Mean	RII	Ranking
Relevance of provided equipment	97	29	9	8	10	4.27	0.85	1 st
Responsiveness of the facility management team in addressing customer issues	79	44	14	13	4	4.20	0.84	2 nd
Effectiveness of retail facility's communication in addressing concerns	75	53	11	9	5	4.20	0.84	2 nd
Effective utilization of space	67	59	17	6	4	4.17	0.83	3 rd
Provision of safe environment	77	44	13	11	8	4.12	0.82	4 th
Standard of cleaning	64	47	22	10	10	3.95	0.79	5 th
High performance/ productivity	73	36	21	12	11	3.97	0.79	5 th
Satisfaction of customer/user needs	55	44	27	16	11	3.45	0.75	6 th
Value to business	54	31	37	16	15	3.61	0.72	7 th
Cost reduction and effectiveness	49	40	28	19	17	3.56	0.71	8 th
Product/services quality improvement on long term basis	32	44	37	22	18	3.33	0.67	9 th

Source: Field Survey, 2024

Decision rule :< 3.00 = disagreed >3.00= agreed.

From the ranking table, it is obvious that the respondents' ranked relevance of provided equipment was ranked first with RII of 0.85. This was followed by Responsiveness of the facility management team in addressing customer issues, and Effectiveness of retail facility's communication in addressing concerns ranked second with RII of 0.84 respectively. Others are Effective utilization of space ranked third with RII of 0.83, Provision of safe environment ranked fourth with RII of 0.82, Standard of cleaning and High performance/ productivity ranked fifth with RII of 0.79, Satisfaction of customer/user needs ranked 6th with RII of 0.75, Value to business ranked seventh with RII of 0.72, Cost reduction and effectiveness ranked eight with RII of 0.71 and finally, product/services quality improvement on long term basis ranked ninth with RII 0.67.

The analysed field data in table 4.4 indicate that a significant portion of the respondents attribute relevance of provided equipment as an effective Facility Management to overall performance of retail markets, responsiveness of the facility management team in addressing

customer issues as impact of effective Facility Management to overall performance of retail markets. Others impacts are Effective utilization of space, Provision of safe environment ranked, standard of cleaning and High performance/ productivity, Satisfaction of customer/user, Value to business, Cost reduction and effectiveness and product/services quality improvement on long term basis.

4.9 Presentation and analysis of in-depth interviews

A convenient sample of fifteen interviewee respondents from among the retail markets owners, housekeepers, porters, vendors, and facility managers in Rivers State, was interviewed. The questions were structured to provide data and information from the experiences of respondents on critical aspects of facility management practices; quality of services rendered by the facility management team, satisfaction with facility management practices in your supermarket, FM team contribution to welcoming atmosphere for customers, impacts of facility management on the overall performance of the retail markets, challenges or problems they have in implementing effective management practice in the retail markets, best practices in facility management for sustainable business growth and long-term.

When interview respondents were asked about the quality of services rendered by the facility management team in the last few years to improve building performance in business. No specific response or description was given for this question. This shows that quality of services rendered by the facility management is rare in the case organizations.

On satisfaction with facility management practices in your supermarket, 80.0% (Nr 12) of the interviewee respondents said they are not satisfied with the current facility management practice, only 22.4% (Nr 3) said they are satisfied. When asked about the contribution of the facility management team in creating a positive and welcoming atmosphere for customers, 73.3% (Nr 11) of the interviewee respondents strongly disagree that FM team contribute to welcoming atmosphere for customers. Though the respondents acknowledged FM to be able to contribute to performance of an organization in many ways, including strategy, culture, and control of resources, service delivery, supply chain management and the management of change but said that the team in the retail markets of the study area has not contributed anything.

Interviewee respondents were asked to mention some of the impacts of facility management on the overall performance of the retail markets. From the opinion of respondents, most of the impacts are security, standard of cleaning and relevance of provided equipment. Effective space utilization, satisfaction of customer/user needs and responsiveness of the facility management team in addressing customer issues were also seen by the respondents. Respondents further mentioned maintenance issues and Product/services quality improvement.

From the forgoing, it is obvious that interviewee respondents acknowledge that FM can contribute to performance of an organization in many ways, including strategy, culture, and control of resources, service delivery, supply chain management and the management of change but said that the team in the retail markets of the study area has not contributed

anything. The result of the field survey further found that the respondents were not satisfied with the facility management practices in the supermarket. This findings connotes that of Aliyu *et. al.*, (2015) on the facilities management practice in high rise commercial properties that the extent of application of facilities management in the subject properties is better described as below average.

5. Conclusion and Recommendations

The study has examined respondents' reactions to the impact of facility management practice on retail business performance in most retail markets in Port Harcourt and how retail businesses can optimize their facility management operations to enhance their overall business performance. The study found that facility maintenance and management is not considered as a priority in the supermarket. The study identified dissatisfaction with the current level of facility support provided for various operational aspects of the supermarket and maintained that services rendered by the facility management team was very poor. The result of the quality of services rendered by the facility management team towards employee productivity and user convenience, in creating a positive and welcoming atmosphere for customers, and the facility management practiced in the study area put forward to respondents indicates that there is limited understanding and practice of FM benchmarking in the study area. Respondents show that the quality of services rendered by the facility management team towards employee productivity and user convenience was very poor hence their contribution in creating a positive and welcoming atmosphere for customers was also very poor. This culminated in the general rejection of facility management practiced in the study area as a result of the level of Awareness of the impact of FM on overall business is low.

The study assesses wholly a comprehensive and detailed list of impact of facility management on the overall performance of the retail markets and concluded that relevance of provided equipment, responsiveness of the facility management team in addressing customer issues, Effectiveness of retail facility's communication in addressing concerns, effective utilization of space, provision of safe environment, standard of cleaning and high performance/ productivity, satisfaction of customer/user needs, value to business, cost reduction and effectiveness, product/services quality improvement on long term basis have impact on the overall performance of the retail market. The study recommended the setting up of clear definition and standards for facilities management in the supermarkets, consultation by way of effective communication with the users/owners, implementation of preventive maintenance and energy management plan, the adoption of smart technologies and data analytics in retail market facility management plan, and the establishment of a facility management department to coordinate uses and services of facilities in the retail market buildings.

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