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Facility Manager's Competency in Malaysia's Hospital Construction

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Abstract

This paper identifies the Facility Manager's competency in Malaysia's hospital construction distinguishes was conducted on the importance of the facility manager's competence for a complex construction project such as hospital construction. There is thus a need to study the competence of facilities managers at the level of hospital construction. Directly, the involvement of the facility manager at the construction stage can reduce the cost of operating the building. The data for this study was collected via questionnaire survey distributed to the architects, engineers, quantity surveyors, public hospital staff and facilities managers directly involved in the construction of public hospitals in Malaysia. The data obtained were analyzed using descriptive analysis techniques and relative value index (RII). The findings found that all respondents felt that leadership factors, communication factors, operating and maintenance factors, human factors, property and property management factors, and business preparedness and business balance factors were factors influencing facility manager competence at the construction stage.

Keywords: Competency, Facilities Management, Facility Manager

Introduction

Facility management covers a wide range of disciplines and is used to describe different activities (Musa, 2011). Therefore, there are many past studies conducted to determine and clarify the definition and scope of facility management. In this study, the definition and concept of facilities management are detailed and arranged by perspective to be clearer as the management of the facilities is a very widespread field. From a support service perspective, Alexander (1996) states that facility management is a process for an organization to ensure that the building, its systems, and services support core operations and contribute to the achievement of strategic objectives. This opinion is also supported by Tucker & Pitt (2008) who is of the view that facility management is a non-core service coordination activity for a premise that requires operation to fully support the core objectives of the organization and business. Thus, facility management serves as an important support service as one of its main functions is to help achieve the strategic objectives of an organization.

The International of Facilities the Management Association (IFMA) (2019) explains that facility management as a multidisciplinary profession to ensure the functioning of the environment built by integrating people, places, processes and technologies. This definition is also supported by The British Institute for Facilities Management (BIFM) (2014) with the definition of facility management as the integration of multidisciplinary activities in the environment built and impact management on people and workplaces.

Maziah (2001) has identified the existence of confusion and misinterpretation regarding the field of facility management in Malaysia the author mentioned that many people consider facility management is a form of service that is done solely outsource. Some even think that if the party is to carry out property management services alone then it is considered as carrying out facilities management activities. This definition is seen as less clear in describing the actual concept of facilities management in the Malaysian context. Thus her research explained that facilities management is a profession that transcends people, property, and process.

Zahari et al (2008) has revealed that the definition of facility management is still vague in Malaysia. According to him, the aspect of facilities management exists 'unconsciously' in most organizations. In fact, differences in the use of service names and labels cause the facility management to have no coordination with other activities in a particular organization. This causes the management of facilities in a service to be isolated and separated from each other. After that, the study also found that many parties tend to equate the term facilities management with the term property management and building maintenance. In fact, according to them, some see facilities management as a sub-activity for building management.

Therefore, after considering previous studies by local and foreign researchers as well as by international facilities management bodies, then the definition has included what the states International of (Facilities Management Association (IFMA), 2019). Therefore, this study will be adopting the definition of facility management based on IFMA (2019) facility management are a multidisciplinary profession to ensure function, comfort, safety and built environment by integrating human capital, premises, processes, and technology. The facility management have three item, Human, Process, Place, and Technology are shown in Figure 1.



Figure 1: Facility Management (FM) - Human, Process, Technology and Place
Source: International Facility Management Association (2019)

In terms of the importance of facilities management, Atkin (2003) has stated that facilities management creates an effective and responsive service delivery process, enabling changes in space use in the future, making assets more cost-effective, creating competitive advantages to the organization's core business and improve the culture and image of the organization. This is also supported by Awang et al (2017) in their study on the future of facilities management in Malaysia which concluded that facilities management brings importance to three things: (1) environmental sustainability and its functions, (2) promote business growth and (3) Human Capital Development. Therefore, facilities management is a field which contributes to improving the competitiveness of the business through the management of the asset strategic and optimal as well as cost-effective management for the good of a organization (Hinks, 1999).

Competency Facility Manager

Facility managers are responsible for building management in the organization, their tasks often incorporate activities such as planning, preparing, and managing safety. In fact, this aspect is becoming increasingly important for facilities management. Therefore, it is important to identify potential areas of risk and establish measures to reduce or eliminate such risks. (Lavy and Dixit, 2010)

Williams and Sutrisna (2010), noted that the scope of work for facility managers includes responsibility for customer premises, planning and provision of accommodation and support services to businesses and occupants, building safety and maintenance, human management, time, cost and building performance. Meanwhile, Meng (2014), claims that facility managers must balance economic, environmental, and social considerations in building management by linking strategic levels with operational levels.

Building and facilities management is complex because buildings and facilities make up a significant part of the fixed assets of value for most organizations (Kamarazaly et al., 2013). The complexity of the task, the competence of the facility manager is noteworthy. In general, an experienced and skilled facility manager can provide services as required by the organization or client, above a satisfactory level and ensuring all tasks are well solved (Au-Yong et al., 2014a).

Due to the complexity of the building, facility and maintenance managers have grown from skilled craftsmen to people who hold university degrees, postgraduate courses, and other upgrades (Amorim et al., 2013). In fact, the development of facilities management has met the criteria that qualify as a subject as an academic discipline (Antje & Nils, 2014). Table 1.1 shows the competency facility managers based on previously conducted studies.

Table 1.1

The competency facility managers based on previously conducted studies

No	Competency Facility Manager	Reviewers of past studies									
		Hariati & Maimunah (2019)	Mariah et al. (2014)	Nor Diana (2017)	Potkany (2015)	Jim Curtis (2017)	Nethmin (2016)	Oladejo (2015)	Dubem Ikediaski (2015)	Floren Yean (2014)	Cheng Peng (2017)
1	Leadership and Strategy										
	Resource Management	x	x	x	x	x	x	x	x	x	x
	Decision maker	x	x	x	x	x	x	x	x	x	x
	Strategy Development	x	x	x	x	x	x	x	x	x	x
	Knowledge Management Using Technology			x			x				x
2	Communication										
	Communication Skills	x	x	x		x	x			x	x
	Communication Against Teams	x	x	x		x	x			x	x
3	Operation and Maintenance										
	Space Management		x	x	x	x	x	x	x	x	
	Building Maintenance Management	x	x	x	x	x	x	x	x	x	x
	Support Service Management	x	x		x	x	x	x	x	x	x
	Energy Consumption Management	x	x	x	x	x	x		x		x
	Water Usage Management	x	x				x	x			
	Managing Operating Costs	x	x	x	x	x	x	x	x	x	x

	Time management and employee work schedule			x	x			x	x		
	Reconstruction and Renovating Project Management		x		x				x		
	Waste Management		x						x		
	Management of heating, ventilation and air conditioning		x			x	x				
	Mechanical management such as elevator services		x			x	x				
4	Human Factor										
	Ongoing end-user feedback (managing complaints)	x	x			x	x	x	x	x	
	Developing Supplier Networks	x	x		x	x		x	x		
	Conflict and Dispute Management	x	x		x	x	x	x	x	x	x
5	Property and Aset Management										
	Understanding the real estate market	x	x		x				x		
	Understanding property operations	x	x		x				x		
	Understanding Building services	x	x	x	x	x			x	x	x
	Knowledge of asset management	x	x	x	x	x			x	x	x
6	Business Preparedness and Business										
	Quality management	x	x	x	x		x	x	x	x	x
	Project management	x	x	x	x	x	x		x	x	x
	Financial management	x	x	x	x		x		x	x	x

Generally, experienced, and experienced facility managers can provide the services as needed by the organization or client, at a satisfactory level and ensure that all tasks are completed efficiently to provide excellent building performance.

Research Methodology

This study focused for facility manager's competency in Malaysia's hospital construction. Researchers chose complex buildings such as hospitals with multiple assets operating at most times of daily foundation requiring more attention to extend their life cycles, in other words hospitals categorized as high-impact buildings (Hariati & Maimunah 2019). This study was conducted using questionnaire instruments as a tool to assess the dimensions that have been identified and has been distributed face-to-face. A total of 263 respondents focuses for where respondents working in hospital construction include Facility Manager, Engineer, Architect and Quantity Surveyor. The respondents had to respond accordingly to a Likert scale of 1 to 5, which expressed the respondents' satisfaction level. The range of the scale were 1=not satisfied, 2= less satisfied, 3= neutral (neither satisfied nor dissatisfied), 4= quite satisfied and 5= very satisfied. The software for data analysis was Statistical Package for Social Sciences (SPSS).

Analysis of Data and Discussion of Finding

The order of interest levels based on the position of each facility manager's competency in Malaysia's hospital construction was done using the calculation of the relative interest index (RII) analysis. This analysis aimed to identify the facility manager's competency in Malaysia's hospital construction. The results of the RII calculation of facility manager's competency in Malaysia's hospital construction are shown in Table 1.2.

Table 1.2

RII values of facility manager's competency in Malaysia's hospital construction

Facility Manager's competency for hospital construction	Mean	Std. Deviation	RII	No
Communication	4.644	0.519	0.929	1
Business Preparedness and Business	4.630	0.510	0.926	2
Leadership and Strategy	4.588	0.538	0.918	3
Operation and Maintenance	4.552	0.547	0.910	4
Property and Asset Management	4.474	0.611	0.895	5
Human Factor	4.450	0.624	0.890	6
Average RII			0.911	

The overall RII calculation of each facility manager's competency in Malaysia's hospital construction at Table 4.16 found that the most important competency in influencing Facility Manager's competency for hospital construction is the communication competency which is ranked first compared to other competencies (RII=0.929). Meanwhile, business preparedness and business competency is the second most important competency that affects the Facility Manager's competency for hospital construction, which is second (RII=0.926) and followed by leadership and strategy competency which is the third most important competency (RII=0.918). Next is the operational and maintenance competency that ranks fourth most

important (RII=0.910) followed by property and asset management competency which ranks fifth most important (RII=0.895), and the final competency of human factor competency (RII=0.890). Whereas the mean score value for each positive maintenance culture indicator was between 4.30-4.76. This indicates that all indicators of positive maintenance culture exceeded the mean score of 4.50 between agree and strongly agree range.

Conclusion

Through the findings discussed in detail, it was found that this study was successfully achieved through the analysis method discussed. This demonstrates the importance of Facility Manager's competency in Malaysia's hospital construction that must be established. Among the most important competencies are leadership competency, communication, property and asset management factors, and business preparedness and business, operation and maintenance and here we find that competency human factor is not required as this competency.

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