

# Establishment of Critical Success Factors for Organizations Managing High-rise Residential Buildings: A Review

Farhan Md Dahlan and Ashrof Zainuddin

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v8-i2/3982>

DOI: 10.6007/IJARBSS/v8-i2/3982

*Received: 16 Jan 2018, Revised: 19 Feb 2018, Accepted: 26 Feb 2018*

Published Online: 27 Feb 2018

**In-Text Citation:** (Dahlan & Zainuddin, 2018)

**To Cite this Article:** Dahlan, F. M., & Zainuddin, A. (2018). Establishment of Critical Success Factors for Organizations Managing High-rise Residential Buildings: A Review. *International Journal of Academic Research in Business and Social Sciences*, 8(2), 735–744.

**Copyright:** © 2018 The Author(s)

Published by Human Resource Management Academic Research Society ([www.hrmars.com](http://www.hrmars.com))

This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen

at: <http://creativecommons.org/licenses/by/4.0/legalcode>

**Vol. 8, No.2, February 2018, Pg. 735 - 744**

<http://hrmars.com/index.php/pages/detail/IJARBSS>

JOURNAL HOMEPAGE

Full Terms & Conditions of access and use can be found at  
<http://hrmars.com/index.php/pages/detail/publication-ethics>

## **Establishment of Critical Success Factors for Organizations Managing High-rise Residential Buildings: A Review**

Farhan Md Dahlan and Ashrof Zainuddin

Faculty of Architecture, Planning & Surveying, Universiti Teknologi MARA, Seri Iskandar  
Campus, 32610 Seri Iskandar, Perak, Malaysia

### **Abstract**

Disputes between residents and the organization managing their high-rise residential building sometimes remain unresolved problems. Satisfactory Critical Success Factors (CSFs) will ensure successful competitive performance for the organization. Therefore, this paper aims to determine the most critical factors for the success of organizations in non-low cost high-rise residential buildings. Based on comprehensive analyses from previous research, this study proposes five (5) CSFs for organizations managing high-rise residential buildings. Findings will be expected to assist organizations managing high-rise residential buildings, specifically in non-low cost residential building in evaluating their performance.

**Keywords:** Critical Success Factors (Csfs), Management Corporation (MC), Facilities Management (FM), High-Rise Residential Buildings, Multi-Owned Housing

### **Introduction**

High-rise residential building living is unlike that in a freestanding house. The actions, activities and attitudes of residents and the management can have significant living and environmental impacts on the satisfaction and enjoyment of others (Muhamad Ariff, 2011). The main difference in high-rise living as compared to that in landed property is the need for residents to set up a management body, in lieu of a residents' association, as enacted by the Strata Management Act 2013, to regulate and manage all the facilities and amenities together with the common areas (Musa, et al., 2015) such as parking areas, lighting and other common facilities provided by the developer.

Disputes between the residents and the management organizations in high-rise residential buildings remain as unresolved problems since decades ago. These disputes have been examined from a variety of perspectives including psychology (Fisher & Mcphail, 2014), sociology (Guilding, Bradley, & Guilding, 2014), economic (Lam, 2012), and others. (Ta, 2006) believed that social harmony among residents and the management organization is the

foundation to solve many problems in high-rise housing. This statement is emphasized by (Durham, 2016) which claimed that in order to achieve harmony and reduce the tensions in high-rise housing communal living, all parties: residents and the management organizations should have regular communication, thus the performance of the organization should be measured.

To date, various performance measurements on organizations have been done (Wan Yusoff, Ismail, & Newell, 2008; Sheng & Martin, 2013; Lok, 2013; Ikediashi, 2014; Douglas, 2016; Ho & Liusman, 2016) but there is limited studies conducted on the critical success factors (CSFs) of the management organizations that manage the high-rise residential buildings in the Malaysian perspective.

Several researchers (Zawawi, Kamaruzzaman, Ithnin, & Zulkarnain, 2011; Tan, Shen, Lu, & Yam, 2014; Ganisen, Mohammed, Nesan, & Kanniyapan, 2015) believe that CSFs approach is an appropriate method for improving business processes by identifying the key areas where “things must go right” for the business to flourish (Alexander, 1996). Alexander (1996) contended that if results in these areas are not adequate, the organization’s efforts for the period will be less than desired.

A considerable amount of literature has been published on the CSFs for management organizations in high-rise residential building including studies on financial factor (Che Ani, Mustafa, Tahir, Tawil, & Ramly, 2011; Ali, et al., 2016; Ali, Kamaruzzaman, Sulaiman, & Cheong Peng, 2016), human factor (Ariff, 2011), outsourcing factor (Douglas, 2016), and knowledge factor (Talib, 2013). Undoubtedly, more comprehensive CSFs approaches need to be studied as stated by earlier researcher; Handy, (1976) who believes the effectiveness of an organization not only hinges on products or service delivery, but also on social environmental performance as well. Alexander (1996), in his book which he wrote that social and environmental indicators should be taken into consideration for an organization to be successful. Therefore, this research iterates that more extended studies are needed to introduce more comprehensive CSFs approaches on effectiveness of management organizations. Thus, this paper highlights CSFs underpinning management organizational performance in managing high-rise residential buildings in the Malaysian context.

### **Concept of CSFs**

The first serious discussions and analyses of CSFs emerged during the 1970s with Rochart (1979) who he found that in any business, a few key areas where “things must go right” should be considered by a company or organization in order to flourish. If results of these areas were not adequate, the organization’s efforts for the period will be less than desired. Therefore, the CSFs are the activity areas that should receive constant and careful attention from the management. Other researchers (Aueaungkul, 2013; Yang, Shen, Ho, Drew, & Chan, 2009) highlighted that the stakeholders should address and practice those most critical areas of managerial planning and action in order to ensure effective management. Chan, Ho, & Tam, (2001) and Jefferies, Gamesan, & Rowlinson, (2002) have all used this method as a means to improve the performance of the management process. Meanwhile Kalumbu, Mutingi, & Mbohwa, (2016) reported that the CSFs concept is the appropriate research tool to help management prioritise key areas to ensure

success under the constraints of time, cost and resources. In this research, CSFs are viewed as those key activities and practices of accomplishment for an organization to achieve high quality performance. Therefore it is essential for the management to identify a smaller set of vital factors among the many determinants affecting an organization's performance as it could be seen as one of the many ways to improve the effectiveness of project delivery success (Zawawi et al., 2011). In FM organizational context such as in managing high-rise residential buildings, Zulkarnain, Zawawi, Rahman, & Mustafa (2011) suggested the use of CSFs to upgrade the maintenance management system practiced. Mukelas, Zawawi, Kamaruzzaman, Ithnin, & Zulkarnain, (2012) claimed CSFs will reduce the probability of failure during the execution of the project when all risks are well managed. From this statement, CSFs are important areas of activity that must be performed well if the organization in high-rise residential buildings aims to identify the cause of failure as well as to achieve and improve their missions, objectives or goals in implementing efficient management.

### Identification of Successful CSFs

In the previous section, this paper has explained the concept of CSFs as vital key areas for any organization to sustain their business especially in this paper's context, which is the management of high-rise residential buildings. If the outcome of the areas are not satisfactory, the organization is considered as ineffective and has failed to meet the residents' expectation. In this section, different CSFs addressed by different researchers are introduced for the sake of reviewing the factors.

**Table 1: Previous studies on Critical Success Factors (CSFs) of organizations managing buildings**

AUTHORS	Country	Building	Area/Scope	Critical Success Factors
Yau, Chi Wing Ho, & Li, (2017)	Hong Kong	Residential house	Property Management Agent	Staff training
Kalumba, Mutingi, Mbohwa (2016)	Namibia	Local government building	Building Maintenance	Top management support, familiarity with the local building maintenance practice, familiarity with the maintenance related plans. maintenance policy, quality standards & resources, employee training, computerized maintenance management systems.
Tan, Shen, Langston, Lu, Yam (2014)	Hong Kong	General building	Building Maintenance	Quality of maintenance services and management, certification, people & relationship
Tucker, Turley, Holgate (2014)	United Kingdom	Social housing	Building Maintenance	Stakeholder opinion, value for money, service standards, performance, continuous improvement
Ganisen,	Malaysia	Low cost	Building	Workforce development and training, clear

Mohammed , Jawahr Nesan, Kanniyapan (2015)	Housing	Maintenance	goals and objectives, effective monitoring and feedback, project team competence, dedicated resources, management planning, taking account past experience, good interdepartmental communication, education on new technologies, clients expectations
--	---------	-------------	---

Managing high-rise residential buildings is a service industry. The organizations should measure their performance in service form in order to meet residents' expectation (Rahman, Hussain, Uddin, & Islam, 2015). The CSFs approach by organizations managing high-rise residential buildings is still scarce. Most of the CSFs studies on managing building focuses on building maintenance. Conversely, there is a plethora of literature on CSFs by organizations managing construction projects (Allen, Alleyne, Farmer, McRae, & Turner, 2014; Babatunde, Opawole, & Akinsiku, 2012; Kyei, Chan, Javed, & Ameyaw, 2017; (Gudiene, Banaitis, Podvezko, & Banaitiene, 2014; Chileshe & John Kikwasi, 2014). In 2016, Fatemi initiated a study on CSFs by organizations in various type of service industries. He attempted to list CSFs from 11 researchers worldwide. However, this paper only reviewed CSFs pertaining to organizations in managing high-rise residential buildings only.

Yau, Ho, & Li, (2017) only identified staff training as the key area of success for property management agents who manage high-rise residential buildings in Hong Kong. On the other hand, a study done by Tan, Shen, Langston, Lu, Yam (2014) on building maintenance contractors in Hong Kong found that the quality of maintenance services and management, certification and people & relationship were the most vital factors for the success of their case study organizations. In Namibia, Kalumba, Mutingi, Mbohwa (2016) addressed top management support, familiarity with the local building maintenance practice, familiarity with the maintenance related plans, maintenance policy, quality standards & resources, employee training and computerized maintenance management systems as the key areas for an organization's success. Tucker, Turley, Holgate (2014) claimed from their study that stakeholder opinion, value for money, service standards, performance, and continuous improvement are vital areas that need to be given serious consideration in sustaining the apartment business of the organizations. In the Malaysian context, Ganisen, Mohammed, Nesan, Kanniyapan (2015) researched on low cost high-rise residential buildings in which they listed workforce development and training, clear goals and objectives, effective monitoring and feedback, project team competence, dedicated resources, management planning, taking into account past experience, good inter-departmental communication, education on new technologies, and clients' expectations as being the most critical factors to be taken into consideration to ensure success in managing and maintaining the organizations' management.

From literature, this paper has extracted the most important key areas for successful and efficient management organizations and categorized those under four (4) main factors which are financial, customers or residents base, internal process, and learning and growth. These main factors underpin the Balanced Scorecard (BSC) performance measurement, developed by Kaplan & Norton (1996). The BSC was developed as a response to the traditional performance



measurement which focused only on financial measurements. Organizations were searching for ways to incorporate intangibles aspects such as quality management, customer retention, internal organizational processes, research and development, and innovation into their regular performance evaluation for a more balanced view of the business. In early 2000s, Amaratunga (2001) was the first researcher who applied the BSC variables in organizations managing service quality after the building been occupied. Similar variables have been used by Douglas (2016), and Alias et al. (2014) in the same area. Each of these main factors will be explained below for better understanding.

### **Financial Factors**

Financial implications in management differ according to type of organization. In public organizations, financial success is measured on the effectiveness or efficiencies in meeting the needs of the public whilst in private organizations, financial implications are measured in terms of profit returns (Procurement Executives' Association, 1998). Amaratunga (2001) found from her studies that in monitoring financial efficiency of business processes in an organization, the cost and performance were reviewed based on data collected. From this, the targeted processes that need to be improved can be determined. She further identified through the case studies on facilities management organizations that financial implications not only consist of cost efficiency, but also include asset utilization strategies, procurement and purchasing strategies, financial resource management, and profitability.

### **Customers or Residents Base**

Studies by Ho & Gao, (2013) revealed that what drives the residents to be more satisfied are the key elements for most of the apartment business enterprises. Meanwhile, Rahman, Hussain, Uddin, & Islam, (2015) proved a strong relationship between residential satisfaction and performance of organizations in their studies as a key area. To meet the residents' satisfaction, clear understanding of residents' expectation is crucial in order for the organization to provide quality service delivery. By doing this, the organization could monitor their performance on delivering quality service and can also identify optimal costs of minimizing service quality gaps, and prioritizing which key area to focus on.

### **Internal Process**

Facilities management (FM) is a service industry and customer feedback is the indicator of the performance of the organization (Alexander, 1996). Therefore, the internal process is one of critical success factors which the organization needs to analyze their customers' requirements through delivery of service including identification of capabilities and resources which they need to upgrade. This process includes short and long term objectives as well as incorporating innovative process development in order to improve stimulation. Amaratunga, (2001) highlighted that the measures should focus on what the organization should excel at for the organization's strategy to succeed and this will give the greatest impact on customer satisfaction while achieving the organization's objectives.

### Learning and Growth

In order for the organization to survive in the long run, they must consider what to maintain, develop the know-how required for understanding the customer needs, and also sustain the necessary efficiency and productivity of the process (Procurement Executives' Association, 1998). These key areas will be successful if employees are adequately skilled and motivated, supplied with accurate and timely information, lessons learnt, as well as systematic and organized computerized systems to support accomplishment of the organization's goals.

### Conclusion

CSFs approach in organizations managing high-rise residential buildings is still scarce. Most of the literature on CSFs in that kind of service focused on building maintenance aspects. This paper proposes four (4) CSFs approach in organizations managing high-rise residential buildings in the Malaysian context, specifically on non-low cost residential buildings. These CSFs can act as a guide for this kind of organizations which has plans to improve their performance to understand the critical areas for successful management so as to meet the residents' expectation, thus, creating harmonious communal living.

### Acknowledgement

The researchers would like to acknowledge Pn Noraini bin Johari for helping and supporting in the preparation of this paper.

### Corresponding Author

Farhan Md Dahlan, Faculty of Architecture, Planning and Surveying, Universiti Teknologi MARA, Seri Iskandar Campus, Seri Iskandar, 32610, Perak, Malaysia.

Email: farha221@perak.uitm.edu.my.

### References

- Abdul Talib, Y. (2013). *Strategic Facilities Management for Australian Public Healthcare Operation [PhD Thesis]*. Deakin University, Australia.
- Ali, M. H., Sipan, I., Sapri, M., Baba, M., Kamarudin, N., Omar, M., . . . Aliagha, G. (2016). The development of property management capability model (PMCM) for effective service delivery in stratified residential property. *12th NAPREC Conference Proceedings*. Selangor: National Institute of Valuation (INSPEN).
- Ali, S. A., Kamaruzzaman, S., Sulaiman, R., & Cheong Peng, Y. (2016). Factors affecting housing maintenance cost in Malaysia. *Journal of Facilities Management*, 8(4), 285-298. doi:10.1108/14725961011078990
- Allen, M., Alleyne, D., Farmer, C., McRae, A., & Turner, C. (2014). A framework for Project Success. *Journal of IT and Economic Development*, 5(2), 1-17. Retrieved 31 10, 2017, from <https://search.proquest.com/docview/1680951555/fulltextPDF/6F9B0A0986AC42CAPQ/1?accountid=42518>
- Amaratunga, R. (2001). *Theory Building In Facilities Management Performance Measurement: Application of some Core Performance Measurement and Management Principles*. Salford, United Kingdom.

- Ariff, M. N. (2011). *Effective Housing Management Framework for Multi-owned Low-Cost Housing in Malaysia [PhD Thesis]*. Deakin University, Australia.
- Asbollah, A., Isa, M. N., & Kamaruzzaman, S. (2015). Sustainability And The Facilities Management In Malaysia. In A. S. Ali (Ed.), *The 4th International Building Control Conference 2016 (IBCC 2016)*. 1, pp. 633-637. Kuala Lumpur: EDP Sciences, 2016. doi:<https://doi.org/10.1051/mateconf/20166600002>
- Aueaungkul, A. (2013). *An investigation of Critical Success Factors and Thai Cultural Impact*. University of Wollongong, School of Information Systems and Technology. University of Wollongong.
- Babatunde, S., Opawole, A., & Akinsiku, O. (2012). Critical success factors in public-private partnership (PPP) on infrastructure delivery in Nigeria. *Journal of Facilities Management*, 10(3), 212-225. doi:10.1108/14725961211246018
- Chan, P., Ho, C., & Tam, C. (2001). Design and build project success factors: multivariate analysis. *Journal of Construction Engineering and Management*, March/April, 93-100. doi:10.1061/(ASCE)0733-9364(2001)127:2(93)
- Chileshe, N., & Kikwasi, J. G. (2014). Critical success factors for implementation of risk assessment and management practices within the Tanzanian construction industry. *Engineering, Construction and Architectural Management*, 21(3), 291-319. doi:org/10.1108/ECAM-01-2013-0001  
doi:<http://dx.doi.org/10.1080/02673037.2014.898250>  
doi:<https://doi.org/10.1108/F-07-2014-0060>  
doi:org/10.3846/13923730.2014.914082
- Douglas, M. (2016). Findings the niche towards performance excellent: a study of facilities management firms in Malaysia. *Journal of Facilities Management*, 330-349. doi:<http://dx.doi.org/10.1108/JFM-10-2015-0028>
- Durham, C. (2016). Comparative Perspective on The Role of Trustees and The Managing Agent as Dramatis Personae in the Governance of Sectional Title Schemes in South Africa. University of Stellenbosch, Matieland, South Africa.
- Fatemi, S., Wei, C., & Moayerifard, H. (2016). Critical Success Factors for total quality management in service organisations: review. *International Journal of Academic Research in Business and Social Sciences*, 6(1), 254-264. Retrieved 19 October, 2017
- Femi, O. (2014). Effects of faulty construction on building maintenance. *International Journal of Technology Enhancements and Emerging Engineering Research*, 2(3), 73-79. Retrieved 2017 Jun, 2017, from
- Fisher, R., & Mcphail, R. (2014). Residents' experiences in condominiums: a case study of Australian apartment living. *Housing Studies*, 29(6), 781-799.
- Ganisen, S., Mohammed, A., Nesan, L., & Kanniyapan, G. (2015). Critical success factors or low cost housing building maintenance organization. *Jurnal Teknologi*, 74:2(2015), 31-40. doi:<http://dx.doi.org/10.11113/jt.v74.4520>
- Gudiene, N., Banaitis, A., Podvezko, V., & Banaitiene, N. (2014). Identification and evaluation of the critical success factors for construction projects in Lithuania: AHP approach. *Journal of Civil Engineering and Management*, 20(3), 350-359.



- Guiding, C., Bradley, G., & Guiding, J. (2014). Examining psychosocial challenges arising in strata titled housing. *Property Management*, 386-399. doi:http://dx.doi.org/10.1108/PM-01-2014-0001
- Handy, C. (1976). *Understanding Organization*. Harmondsworth: Penguin Education.
- Ho, D., & Gao, W. (2013). Collection action in apartment building management in Hong Kong. *Habitat International*, 38(2013), 10-17. doi:org/10.1016/j.habitatint.2012.09.001
- Ho, D., & Liusman, E. (2016). Measuring the performance of property management companies in high-rise flats. *Facilities*, 34(3/4), 161-176. doi:http://dx.doi.org/10.1108/F-06-2014-0056 http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.428.7893&rep=rep1&type=pdf
- Hui, E. (2005). Key success factors of building management in large and dense residential estates. *Facilities*, 23(1/2), 47-62. doi:doi.org/10.1108/02632770510575893
- Ikediashi, D. (2014). *A Framework for Outsourcing Facilities Management Services in Nigeria's Public Hospitals*. Edinburgh, United Kingdom: Heriot-Watt University.
- Jefferies, M., Gamesan, R., & Rowlinson, S. (2002). CSFs of the BOOT procurement system: reflection from the stadium Australia case study. *Engineering, Construction and Architectural Management*, 9(4), 312-361. doi:org/10.1046/j.1365-232X.2002.00249.x
- Kalumbu, R., Mutingi, M., & Mbohwa, C. (2016). Critical success factors for developing building maintenance strategies: A case of Namibia. *International Conference on Industrial Engineering and Engineering Management* (pp. 1402-1406). Bali, Indonesia: ??? doi:10.1109/IEEM.2016.7798108
- Kyei, R., Chan, A., Javed, A., & Ameyaw, E. (2017). Critical criteria for public-private partnership projects: international experts' opinion. *International Journal of Strategic Property Management*, 21(1), 87-100. doi:org/10.3846/1648715X.2016.1246388
- Lam, T. (2012). Economic perspective on outsourcing of property management services. *Property Management*, 30(4), 318-332. doi:http://dx.doi.org/10.1108/02637471211249470
- Lok, K. (2013). *A Contingency Model for Facilities Management Outsourcing Relationship (CORE) in the Hong Kong Higher Education Sector*. Salford, United Kingdom.
- Mukelas, M., Zawawi, E., Kamaruzzaman, S., Ithnin, Z., & Zulkarnain, S. (2012). A review of critical success factors in building maintenance management of local authority in Malaysia. *IEEE Symposium on Business, Engineering and Industrial Applications* (pp. 653-657). Bandung, 23-26 September 2013: IEEE. doi:10.1109/ISBEIA.2012.6422970
- Musa, Z., Sarip, A., Aziz, W., Hanif, N., Al-Sadat, Z., & Tedong, P. (2015). Issues in managing vertical residential building in Malaysia: homeowners perspective. *The Asia Pasific Network for Housing Research (APNHR)* (pp. 1-8). Gwangju, Korea: Korean Housing Association and Korea Land and Housing Corporation. Retrieved 19 October, 2017
- Nielsen, S., Liisa Sarasoja, A., & Galamba, K. (2015). Sustainability In Facilities Management: An Overview Of Current Research. *Facilities*, 34(9/10), 535-563.
- Noor, M. N., & Eves, C. (2013). High-rise Residential Building Quality: Residents Satisfaction Survey. *World Building Congress 2013* (pp. 5-9). Brisbane: Queensland University of Technology.
- Procurement Executives' Association. (1998). *Guide to a Balanced Scorecard Performance Management Methodology*. USA.

- Rahman, M., Hussain, B., Uddin, A., & Islam, N. (2015). Exploring residents' satisfaction of facilities provided by private apartment companies. *Asia Pacific Management Review*, 20(3), 130-140. Retrieved 14 September, 2017
- Sheng, L., & Martin, D. (2013). Gap analysis on expectation of service quality in the outsourcing strategy of property maintenance and management context. *1st FPTP Postgraduate Seminar 2013*. Johor: Universiti Tun Hussein Onn Malaysia.
- Ta, T. (2006). Managing high-rise residential building in Malaysia: where are we? *2nd NAPREC Conference*. INSPEN. Retrieved 10 March, 2017
- Tan, Y., Shen, L., Lu, W., & Yam, M. (2014). Critical success factors for building maintenance business: a Hong Kong case study. *Facilities*, 5/6, 208-225. doi:10.1108/F-08-2012-0062
- Yang, J., Shen, G., Ho, M., Drew, D., & Chan, A. (2009). Exploring critical success factors for stakeholder management in construction projects. *Journal of Civil Engineering and Management*, 15(4), 337-348.
- Yau, Y., Ho, C. W. D., & Li, R. (2017). Benchmarking property management agents' performance in Hong Kong. *International Journal of Development and Sustainability*, 6(8), 650-666. Retrieved 28 10, 2017
- Yong, C. P., Ali, S. A., Ahmad, F., & Chua, S. J. (2017). Influences of key stakeholders' involvement in maintenance management. *Property Management*, 217-231. Retrieved 16 April, 2017
- Yusoff, W., Ismail, M., & Newell, G. (2008). FM-SERVQUAL: a new approach of service quality measurement framework in local authorities. *Journal of Corporate Real Estate*, 10(2), 130-144. doi:http://dx.doi.org/10.1108/14630010810905633
- Zawawi, E., Kamaruzzaman, S., Ithnin, Z., & Zulkarnain, S. (2011). A conceptual framework for describing critical success factors of building maintenance management. *The 2nd International Building Control Conference 2011*. 20, pp. 110-117. Malaysia: Elsevier Ltd. doi: 10.1016/j.proeng.2011.11.145
- Zulkarnain, S., Zawawi, E., Rahman, M., & Mustafa, N. (2011). A review of critical success factor in building maintenance management practice for university sector. *International Journal of Civil, Environmental, Structural and Architectural Engineering*, 5(5), 215-219. Retrieved from scholar.waset.org/1999.3/14040