Assessment of Facilities Management Practice in the Hospitality Industry in Anambra State Using Nigerian Tourism Development Corporation Standards

NEDOLISA, JENNIFER IJEOMA [1], PROF. CHARLES .C.EGOLUM [2]
[1, 2] *Department of Estate Management Nnamdi Azikiwe University, Awka, Nigeria*

Abstract *-- The hospitality industry is plagued by many challenges that have hindered effectiveness and efficiency. One of these is inability to manage facilities inhospitality business to carry out effective and efficient business. The hospitality industry requires good reception, and courtesy. However, these are lacking due to poor facilities management. The aim of this research isto assess the facilities management practice in the hospitality industry in Anambra state with particular reference to3-stars hotels selected to ascertain their state of compliance with the standards of Nigeria Tourism Development Corporation. The objectives were to: Assess the conformity of the selected hotels to FM standards set by the Nigerian Tourism Development Corporation; Highlight the shortcomings in the contemporary facilities management practice in the selected hotels in Anambra state. Using Taro yamane's formula for calculating sample sizes, appropriate sample sizes of customers for each hotel was calculated at 95% level of confidence and degree of freedom. Data collection instruments included two questionnaires targeted at hotels staff, and the hotel customers. These were implemented by personal interview and discussion with hotel staff as identified and the study of system operations of selected hotels. Data from all the centers were analyzed by means of descriptive and inferential statistics while model for facilities management compliant hotel was validated or rejected by comparative analysis with the aid of benchmarking method. The questionnaires were administered to the respondents. Frequencies, percentages and mean percentage(X) were the statistics used to take decisions on various research questions. The quantitative data from questionnaires were well sorted and coded for purposes of entry into the statistical test and MS Excel 2007 and analyze by comparing frequencies and percentages. The output derived from statistical test was used to discuss the findings of this study. Independent sample T-Test was used to test all hypotheses. Independent Sample-Test was used to determine the significant difference between both sample responses.*

The research recommended the need for the government should promote tourism which has become high foreign exchange earner for so many countries. NTDC should put in place a viable and sustainable policy on hotel classification and hotel status accreditation at regular intervals (5 years).Nigeria Facilities Management Association should pursue vigorously the enabling law establishing Nigeria Facilities Management Association (NFMAS) which once established should concentrate more on research, training, marketing and promotion of the profession.

Indexed Terms: *Facilities Management, Hospitality Industry, Building, Nigeria Tourism Development Corporation*

I. INTRODUCTION

Facility management organization is composed of people, facilities and systems put in place to achieve specific objectives. In most cases, the objective is to render service(s) in pursuit of money or in fulfilling social obligations. The people, the facilities and the systems interplay in order to achieve the given goal. The facilities are composed of buildings, infrastructure and support services. The system is the inter-link and the web that binds people and facilities together and turns them into a production system. As a production system, it is subject to wear and tear apart from the fact that both facilities and the people respond to the dictates of life cycle. The sustenance of a virile system implies proactive management as re-echoed by Thorncroft (1995; 25-26) when he averred that:

> Estate management has gone beyond the day-to-day routine activities of the estate manager to involve the 'shaping of an estate. What properties within the estate should be retained and what might be sold to the advantage of the organization? What opportunities are there for adding to the

estate, by buying a new property or by terminating leases previously granted out of the ownership? Is the policy disposal of property to raise capital?

This is strategic property management and its essence is the realization that the built estate is a valuable resource, which, along with other resources, such as manpower and finance, can help to deliver the corporate goals of an organization (Worthing, 1994). Some of the tools of strategic estate management are maintenance management, property management and facilities management. British standard (BS) 3811 (cited by Seeley 1976) defines 'maintenance' as: 'work undertaken in order to keep or restore every facility to an acceptable standard'. Beyond engineering components, the importance of maintenance in property investment is re-echoed by College of Estate Management (1993) in its definition of estate management as: being concerned with the administration of tenanted land, including letting, control, rent assessment and collection, insurance, repair and renewal, and in general the care and maintenance of the estate with particular regard to conserving and improving its revenue – earning potential.

Thorncroft (1995) Property Management is "the application of management principles to property assets with the aim of maximizing their potentials''. Thus, facilities have become crucial, very important and elements that cannot be dispensed with. Sustenance of facilities however, has gone beyond maintenance management or property management due to the need to meet the trinity of investment objectives which are to preserve capital, to enhance its value and to earn net cash profit on the capital invested (Hanford,1970). The trend now is facilities management which Spedding (1995) defined as "the practice of coordinating the physical workplace with the people and work of the organization, integrating the principles of business administration, architecture and behavioral and engineering sciences". Facilities management is not completely new. It is an off spring of maintenance management and property management. This specialty has been expanded and broadened.

Owen (1999) affirmed that facilities management became recognized as an identifiable management concept in the United States at the start of the eighties and has been practiced in the United Kingdom since 1983 with the main growth occurring in the nineties. All the functions, which are now incorporated under facilities management umbrella, existed prior to the recognition of facilities management. What facilities management has achieved, which is new, is an understanding that a coordinated and integrated approach to a range of business activities can add value to an organization's process. This trend is captured by Alexander's (1996) definition of facilities management as the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs. Other professional institutions such as The Nigerian Institute of Quantity Surveyors, The Nigerian Institute of Building, The Nigerian Institution of Estate Surveyors & Valuers and The Nigerian Society of Engineers had organized seminars and workshops on facilities management. Presently, there has been much argument as to whether it should be a distinct professional calling at all. However, some surveyors do not see any difference between facilities management and maintenance management or property management while others doubt the practicability of its principles being applied in business circles in Nigeria (Ojo, 2002).

European and American industrial and commercial organizations (including Hotels) have gone ahead to adopt facilities management as one of their strategic management instruments to improve the performance of their hotels (Telfer, 2005). Effective facilities management (FM) combines resources and activities to generate the work environment vital to the success of any organization. At a corporate level, it contributes to the delivery of strategic and tactical objectives. On a day-to-day level, effective FM provides a safe and efficient working environment, which is essential to the performance of any establishment, whatever its size and scope of works (Edum-Fotwe, Egbu and Gibb, 2003). It is imperative that research must begin to be conducted on the responsiveness of Nigerian society to facilities management and whether facilities management, where and whenever it is adopted and practiced, is actually enhancing the quality of service delivery.

One major area of the Nigerian economy, which should attract such investigation, is the hotel and hospitality industry. This industry is crucial to the growth and development of tourism as a foreign exchange spinner for many countries of the world, Nigeria inclusive. Hotel organizational structures are not immune to the influences of the economy and business cycles. So the difficulties that befall business in general during economic down-turns also affect hotel organizations. Downsizing, reengineering, facilities management and strategic estate management are some of the strategic tools being used to describe the changes hotel companies have undergone or are undergoing (Rutherford, 2002).

1. Statement of the Problem:

Facilities Management (FM) in Nigeria and particularly Anambra State is still developing to compare with the situation in Europe, USA, and other developed economies where the practice has been on since 1980's.

The hospitality industry is plagued by many challenges that have hindered effectiveness and efficiency. The hospitality industry requires good reception, courtesy, etc. The core of the problems facing the hospitality industry in Anambra State can betraced to poor facilities management and maintenance exercise based on unprofessional hiring of facilities manager. The general effect of poor facilities leads to low patronage and low productivity. When the sale volume is low, there will be decline in sales revenue and consequently this will lead to business failure in the hospitality industry.

2. Aim and Objectives of the Study:

The aim of this research isto assess the facilities management practice in the hospitality industry in Anambra state with particular reference to3-stars hotels selected to ascertain their state of compliance with the standards of Nigeria Tourism Development Corporation.

The objectives are to:

- Assess the conformity of the selected hotels to FM standards set by the Nigerian Tourism Development Corporation.
- Highlight the shortcomings in the contemporary facilities management practice in the selected hotels in Anambra state.
- Identify the challenges militating against holistic adoption of best facilities management practice principles in hospitality industry in Anambra state.
- To identify the Effects of lack of facility Management on Efficient Productivity in the Hospitality Industry.
- Identify the best practice for effective and efficient facilities management in the hospitality industry in Anambra State.

3. Statement of Hypotheses:

This research work postulates these hypotheses, which would be tested for validity.

$Ho_{1:}$ The selected hotels in Anambra State do not adequately meet facilities management standards set by Nigeria Tourism Development Corporation.

Ho_2: Facilities management does not have significant effect on efficiency and productivity in the hospitality industry in Anambra state.

Ho_3: There is no significant difference between opinions of Customers and Hotel Staff on the Practices that are efficient and effective for Facilities Management in the Hospitality Industry in Anambra state.

4. Significance of the Study:

The study will be of immense value to stakeholders in the hospitality industry in various ways:

- It will provide useful information to the hotel management for decision making in facilities management.
- It will reduce inefficiency and promote higher productivity.
- The study will provide information on how to hire professional facilities managers.
- The entire workforce of the hotels will find this study very illuminating in understanding the organization of facilities management policy.
- The study will help to promote industrial.

- It will serve as reference material for students, tourism, hoteliers, and researchers.

Finally, it will constitute an invariable source of secondary data for researchers and contribute to existing research.

5. Scope of the Study:

Facilities management is a broad subject hence this study was restricted to facilities management as it pertains to hospitality industry within Anambra State. Sampling a selected number of3-starshotels while proffering solutions to some of the identified problem. It should have been ideal to cover all the States in Nigeria. However, the study opted to restrict the scope to three cities in Anambra State, because a study of the entire country would make conclusions unnecessarily wide varied and incapable of clear interpretations. Thus, a study restricted to Anambra State, on the other hand, would allow the researcher to form definite conclusions, which may be more amenable to clear interpretations and create a pedestal for further research that can be extended to other parts of the country.

II. LITERATURE REVIEW

Alexander (1996) defines Facilities Management as 'the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contribute to achieving its strategic objectives in changing conditions. It focuses on meeting users' needs to support the key role of people in organizations, and strives to continuously improve quality, reduce risks and ensure value for money. It is clearly an important management function and business service. Major organizations worldwide use it as part of their strategy for restructuring to provide a competitive edge. It can also ensure that buildings and support services improve customer responsiveness and contribute to business objectives.

Becker (1999) [Cited in Cowan (2001)] defined facilities management as "being responsible for coordinating all efforts relating to planning, designing and managing buildings and their systems, equipment and furniture to enhance the organization's ability to compete in a rapidly changing world". This definition focuses on building and tries to make FM wider than necessary. Nonetheless, this definition can be compared with RICS definition, which is "the total management of all services that support the core business of an organization". This definition emphasizes space management, which was missing in IFMA's definition but also failed to identify facilities management as one of the strategic tools that can be used in turning a company around.

Spedding (1999) accepted the definition of facilities management as adopted by International Facilities Management Association (IFMA) in its early days as - "the practice of coordinating the physical workplace with the people and work of the organization, integrating the principles of business administration, architecture and behavioral and engineering sciences". This definition focuses on unity in diversity that must necessarily be a concern in organizations and achieving such by tapping on the knowledge and capability of various professionals. The real business area of facilities management was not highlighted which include space management and support service management.

III. RESEARCH METHODS

i. Research Design:

After examining the various research designs, taking cognizance of the purpose and nature of this study it was concluded that the field survey design was the most appropriate. Field survey method involves the systematic gathering of data directly from the respondents through the use of questionnaires or oral interview or a combination of the two, for the purpose of understanding some aspects of the behavior of the population of the study. The field survey design is considered appropriate for this study because it is amenable to situations where facts or data must be collected from respondents scattered in different locations and data collected from a sample of the target population was used to predict certain characteristics of the population.

ii. Population of the Study:

The population of the study made up of three cities with the total number of 49 registered 3-star which are 11 registered 3-starhotels in Nnewi, 24 registered 3-starHotelsin Awka and 14Registered 3-star Hotels in Onitsha Anambra State is tabulated as shown:

Table 1: Population of Registered 3-star Hotel in the study cities.

Cities	Number of Hotels	Percentage (%)
Awka	24	48.9%
Nnewi	11	22.5%
Onitsha	14	28.6%
Total	49	100

Source: Field Survey (2018).

iii. Sampling Frame:

The sample frame for the study that refers to the total number of registered 3-star hotels in Anambra State, the accessible population was less than the total (theoretical or listed) population (See Trochim, 2006). The 49 registered hotels represent the listed population; while the sample frame (accessible population) is 49registered3-star hotels were accessible through a reconnaissance survey, shown in the Table2 below:

Table 2: Reconnaissance cum Field Survey Data

Study Area	Number of Registered 3-starin the Study Area	(%)	Number of Distributed Questionnaires	%	Number of Questionnaires Returned	%	Number of Questionnaires not Return	%
Awka	24	48.9%	73	48.7	55	46	18	64.3
Nnewi	11	22.5%	34	22.6	28	23	6	21.4
Onitsha	14	28.6%	43	28.7	39	31	4	14.3
Total	49	100	150	100	122	100	28	100

Source: Field Survey Data (2018).

iv. Sources of Data Collection:

The study adopted primary and the secondary sources of data. Primary data were being generated through the use of oral interviews and questionnaire designed specifically for the study. The questions in the questionnaire are based on the key variables highlighted in the literature review and the research questions. Unstructured personal interview was used to probe for more information where necessary. The Facilities Managers, the customers and staff in the hotel were interviewed. Secondary data were generated through published Journals, internet, Textbooks sources, official publications and official gazettes, to back up the primary sources.

v. Methods of Data Collection:

For the purpose of this research, the following method of data collection was used.

i. Personal interview:

The self-administered questionnaire was complemented by personal interview especially at the initial stage of data gathering process. Here the researcher armed with the interview schedule, meets the respondent, asks questions from the respondents and completes the interview schedule herself. There is opportunity here to go beyond what is contained in the interview schedule to ask questions for clarifications in order to enrich the response. Moreover, interviews allow explanation of issues in the questionnaire by the interviewer in areas where some respondents may not be fully knowledgeable.

The intention here is to frame questions in the form of a questionnaire, but administer the questionnaires in the manner of conducting personal interviews. Thus, core and crucial respondents such as the staff of major hotels and customers of the hotels and hospitality industry were covered.

ii. Physical Survey of Constructed Facilities:

There was the need to physically inspect the hotels to establish the support services available, the extent of their operation and the level of their patronage including an assessment of customers' satisfaction. This was achieved with structured survey schedule that aided the preparation of survey report from which necessary primary data were generated.

Since the focus was on facilities management with particular reference to support services, then preliminary survey of these hotels were carried out to determine which of these hotels are reasonably configured to reflect hotels as envisaged by Nigerian Tourism business (NTB). This allowed for cross tabulation between support services and hotel effectiveness and aid the use of statistical tests.

iii. Documentary:

Some document was used as sources of data for the study, such as the feed-books, pamphlets, and published journals which as well helped the researcher to determine the direction to investigate and the extent to which the researcher goes about her finding.

iv. Questionnaires:

This is a data collection method in which the subjects respond to questionnaires or scales or other devices used to measure of variables. These are excellent measured. In this study, primary data was collected through administered questionnaires. Two (2) different types of structure questionnaires were designed and administered separately. One for the hotels staff and hotel customers. Well-structured questionnaires were used to collect data from respondents because of the need to provide information clearly. They were delivered randomly to each designed cluster.

vi. Methods of Data Analysis:

The research instrument used by the researcher was the combination of questionnaires, personal interview and document observation. The questionnaires were administered to the respondents. Frequencies, percentages and mean percentage(X) were the statistics used to take decisions on various research questions. The used of means to answer research questions by accepting or rejecting a statement has been widely employed by many researchers. The quantitative data from questionnaires were well-sorted and coded for purposes of entry into the statistical test and MS Excel 2007 and analyze by comparing frequencies and percentages. The output derived from statistical test was used to discuss the findings of this study. Independent sample T-Test was used to test all hypotheses. Independent Sample-Test was used to determine the significant difference between both sample responses. Where the t-calculated is great than the critical value the null hypothesis will be rejected.

i. One Sample *T*-Test:

The one sample *t*-test is a statistical procedure used to determine whether a sample of observations could have been generated by a process with a specific mean. Suppose one is interested in determining whether an assembly line produces laptop computers that weigh five pounds. To test this hypothesis, sample of laptop computers from the assembly line can be collected, their weights measured, and then the sample compared with a value of five using a one-sample *t*-test.

$$t = \frac{\bar{x} - \mu}{\sqrt{s^2 / n}}$$

ii. Paired Sample T-Test:

Paired sample t-test is a statistical technique that was used to compare two population means in the case of two samples that are correlated. Paired sample t-test was used in 'before-after' studies, or when the samples are the matched pairs, or when it is a case-control study.

iii. Assumptions:

- Only the matched pairs can be used to perform the test.
- Normal distributions are assumed.

- The variance of two samples is equal.
- Cases must be independent of each other

$$t = \frac{\bar{d}}{\sqrt{s^2/n}}$$

Where d bar is the mean difference between two samples, s^2 is the sample variance, n is the sample and t is a paired sample t-test with n-1 degrees of freedom.

IV. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

This chapter shows the presentation and analysis of the data generated from field as well as discussion of the findings from the results of the analyses. The data are presented using tables and are discussed very well. Then relevant statistical tests were used to test the postulated hypotheses and the results are presented and discussed as well.

1. Presentation of Preliminary Information of the Hotel Workers:

Preliminary information of the hotel staff will be presented in this section. The information includes sex, age groups, academic qualifications and how long the workers have been in the hotel industry. The information will be presented in tables, and each table will contain the information from the three cities.

Table: 4.1 Sex distributions of the hotel workers

S/No	Sex	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	Male	31	53.4	25	55.6	50	53.8
2	Female	27	46.6	20	44.4	43	46.2

Source: Researcher's Field Survey, 2018

From table 4.1, it can be seen that 53.4 percent of the workers in Awka are male while 46.6 percent are female. In Nnewi, 55.6 percent of the workers are male while 44.4 percent of them are female workers. Then in Onitsha, 53.8 percent of the staff are male while 46.2 percent are female workers. The above information shows that there are more male workers than their female counterparts working in the sampled hotels in the study area.

Table 4.2: Age Distributions of the hotel workers

S/No	Age	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	20-30 years	3	5.2	3	6.7	6	6.5
2	31-40 years	28	48.3	23	51.1	49	52.7
3	41-50 years	20	34.5	11	24.4	27	29.0
4	51-60 years	7	12.1	8	17.8	11	11.8

Source: Researcher's Field Survey, 2018

Table 4.2 has information of the age distribution of the hotel workers that were sampled. From the table, 5.2 percent of the respondents in Awka are within the ages of 20–30 years, 48.3 of them are aged 31–40 years, and 34.5 percent are aged 41–50 years while 12.1 percent are aged 51–60 years. Coming to Nnewi, we can see that 6.7 percent of the workers are aged 20–30 years, 51.1 percent are within ages 31–40 years, 24. Percent are aged 41–50 years while 17.8 percent are aged 51–60 years. In Onitsha, 6.5 percent of the workers are aged 20–30 years, 52.7 percent are aged 31–40 years, and 29.0 percent are aged 41–50 years while 11.8 percent are aged 51–60 years.

Table 4.3: Academic Qualifications of the Hotel Workers

S/No	Academic Qualification	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	O'Level	4	6.9	1	2.2	2	2.2
2	OND/HND	15	25.9	6	13.3	24	25.8
3	First Degree	32	55	20	44.4	52	5

			.2				5.9
4	Master's Degree	7	12.1	7	15.6	15	16.1
5	PhD	0	0	11	24.4	0	0

Source: Researcher's Field Survey, 2018

The academic qualifications of the respondents are presented in table 4.3 according to the three cities. From the table, we can see that all the respondents are well educated; this is because majority of them in each of the cities have their minimum qualifications as OND/HND. It can be seen that only 6.9, 2.2 and 2.2 percent of the respondents in Awka, Nnewi and Onitsha respectively hold only O'Levels as their highest educational qualifications; others are majorly OND/HND and First Degree holders. With this, it can be shown that the sampled hotel workers are educated and as such their views/responses ought to be trusted for this research.

Table 4.4: How long Workers have worked in the Hotel Industry

S/No	No of times	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	0 – 5 years	3	5.2	1	2.2	6	6.5
2	6 – 10 years	25	43.1	13	28.9	50	53.8
3	11 – 15 years	21	36.2	14	31.1	31	33.3
4	16 – 20 years	9	15.5	4	8.9	6	6.5
5	21 – 25 years	0	0	13	28.9	0	0

Source: Researcher's Field Survey, 2018

From table 4.4, we can see the duration the staff of the hotels has worked in their various hotels. From there, we can see that the minimum duration in which all the workers have worked in the three cities is 0–5 years; that is 5.2, 2.2 and 6.5 percent respectively in Awka, Nnewi and Onitsha. We also see from the table that majority of the workers have worked for over 5 years. This is a clear indication that they are knowledgeable enough to give reliable and useful information for this research.

2. Presentation of Preliminary information of the Customers

The preliminary responses of the customers who were sampled in the various hotels will be presented in this section.

Table 4.5: Sex distribution of the Customers

S/No	Sex	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	Male	78	54.5	39	55.7	52	57.8
2	Female	65	45.5	31	44.3	38	42.2

Source: Researcher's Field Survey, 2018

Table 4.5 has the sex distribution of the customers that visit the hotels in the three cities. From the table, we can see that in Awka, 54.5 percent are male while 45.5 percent are females. In Nnewi, 55.7 percent are male and 44.3 percent are females. Then in Onitsha, 57.8 percent are male while 42.2 percent are female. This suggests that the hotels have more male customers than female customers.

Table 4.6: Age distribution of the Customers

S/No	Age	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	20-30 years	15	10.5	5	7.1	8	8.9
2	31-40 years	45	31.5	19	27.1	26	28.9
3	41-50 years	36	25.2	15	21.4	18	20.0
4	51-60 years	24	16.8	16	22.9	20	22.2
5	61-70 years	8	5.6	6	8.6	3	3.3
6	above 70 years	15	10.5	9	12.9	15	16.7

Source: Researcher's Field Survey, 2018

The age distribution of the customers is contained in table 4.6. We can see that in Awka, 10.5 percent of the respondents are within their ages of 20–30 years, 31.5 percent are within ages 31–40 years, 25.2 percent are within ages 41–50 years, 16.8 percent are within ages 51–60 years, 5.6 percent are aged 61–70 years while 10.5 percent are above 70 years. In Nnewi, we can see that 7.1 percent of the respondents are within ages 20–30 years, 27.1 percent are within ages 31–40 years, 21.4 years are within ages 41–50 years, 22.9 percent are within the ages of 51–60 years, 8.6 percent of the respondents are within the ages of 61–70 years while 12.9 percent of them are above 70 years of ages.

We can as well that in Onitsha, 8.9 percent of the respondents are within the ages of 20–30 years, 28.9 percent of them are aged 31–40 years, 20.0 percent are aged 41–50 years and 22.2 percent are aged 51–60 years. The rest are aged 61 – 70 years (about 3.3 percent of them) while 16.7 percent of the respondents are above 70 years of age.

Table 4.7: Academic Qualifications of the Customers

S/No	Academic Qualification	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	OND/HND	37	25.9	16	22.9	16	17.8
2	First Degree	45	31.5	20	28.6	26	28.9
3	Master's Degree	44	30.8	25	35.7	35	38.9
4	PhD	17	11.9	9	12.9	13	14.4

Source: Researcher's Field Survey, 2018

Table 4.7 shows that the customers that visit the hotels in the three cities are all educated people. From there, we can see that their minimum qualification is OND/HND; also we can see that some of the customers have PhDs in their disciplines.

Table 4.8: How many times respondents have used the Hotels

S/No	No of times	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	0–5 times	40	28.0	20	28.6	26	28.9
2	5–10times	65	45.5	32	45.7	35	38.9
3	11–15 times	30	21.0	14	20.0	22	24.4
4	16–20 times	8	5.6	4	5.7	7	7.8

Source: Researcher's Field Survey, 2018

It will be seen that the customers that visit these hotels are regular customers who have been using the hotels often; as such most of them are not new in the hotels. From the table, we can see that only 28.0 percent in Awka, 28.6 percent in Nnewi and 28.9 percent in Onitsha have visited and used the hotels for only about 0–5 times, the rest have used the hotels for above 5 times.

Table 4.9: Reasons Respondents Patronize the Hotels

S/No	Reason	Awka		Nnewi		Onitsha	
		Freq	%	Freq	%	Freq	%
1	Location	22	15.4	10	14.3	11	12.2
2	Level of Technology	56	39.2	30	42.9	45	50.0
3	High Quality Facilities	53	37.1	24	34.3	31	34.4
4	Fast Service Delivery	12	8.4	6	8.6	3	3.3

Source: Researcher's Field Survey, 2018

From table 4.9, we can see that the major reasons customers patronize the hotels are due to the levels of technology and high quality facilities in the hotels.

This is because, the two reasons have the highest percentage responses in the three cities as can be seen from the table.

3. Presentation of Objectives and Research Questions:

The objectives and research questions of this research will be presented in this section. The Objectives are the same as the research questions, except that the research questions were derived from changing the objectives to question forms. Therefore to avoid repetition, only the research objectives will be presented since their responses will be regarded to answers to research questions.

- Objective One: To assess the conformity of the selected hotels to FM standards set by the Nigerian Tourism Development Corporation in Anambra state.

This objective was met with the data gotten from the responses of the customers on the available facilities in the various hotels; the facilities which their availabilities were checked are those set by Nigerian Tourism Development Corporation as minimum requirements for Three–Star hotels. The responses of the respondents from the three cities are contained in table 4.10. The questions that were asked the respondents were structured using a two–point likert scale of not available, (NA=1) and available (A=2). From the likert scales, a mean cut of point was got as follows:

$$\bar{x} = \frac{1+2}{2} = \frac{3}{2} = 1.50$$

This means that any of the facilities whose mean response is 1.50 or above is regarded as being available while any whose mean is less than 1.50 is regarded as not being available.

At the end, the percentage availabilities of the facilities in the hotels in the three cities were worked out and that served as the response for the Objective.

Table 4.10: Availability of Facilities

S/No	Issue raised	Awka		Nnewi		Onitsha	
		Mean	Decision	Mean	Decision	Mean	Decision
1	Minimum of 30 letting rooms	2.0000	Agree	2.0000	Agree	2.0000	Agree
2	Comfortable accommodation	2.0000	Agree	2.0000	Agree	2.0000	Agree
3	En-suite bathrooms	2.0000	Agree	2.0000	Agree	2.0000	Agree
4	Full meal facilities	2.0000	Agree	2.0000	Agree	2.0000	Agree
5	Shopping Mall	2.0000	Agree	2.0000	Agree	2.0000	Agree
6	Swimming pool	2.0000	Agree	2.0000	Agree	2.0000	Agree
7	Tennis court	2.0000	Agree	2.0000	Agree	2.0000	Agree
8	Stand by generator	2.0000	Agree	2.0000	Agree	2.0000	Agree
9	Electricity from public main	2.0000	Agree	2.0000	Agree	2.0000	Agree
10	Audio-visual Systems	1.7483	Agree	1.8000	Agree	1.7444	Agree
11	Computers and Information Technology	1.9301	Agree	1.9286	Agree	1.9111	Agree
12	Close Circuit System (CCTV)	1.8951	Agree	1.9286	Agree	1.9111	Agree
13	Public Telephone	1.7692	AAgree	1.7857	Agree	1.8667	Agree
14	Intercom	2.0000	Agree	2.0000	Agree	2.0000	Agree
15	Fire-fighting equipment	1.8881	Agree	1.8429	Agree	1.9000	Agree
16	Catering	2.0000	Agree	2.0000	Agree	2.0000	Agree
17	Bar facilities	2.0000	Agree	2.0000	Agree	2.0000	Agree
18	Reception Hall	2.0000	Agree	2.0000	Agree	2.0000	Agree
19	Banquet/Conference Hall	2.0000	Agree	2.0000	Agree	2.0000	Agree

20	Seminar Hall	2.0000	Agree	2.0000	Agree	2.0000	Agree

Source: Researcher's Field Survey, 2018

From the table, we can see that all the facilities in the sampled hotels in the three cities are available; that is, all the facilities in the hotels have their mean values to be greater than 1.50. This means that all the hotels in Awka, Nnewi and Onitsha are in 100 percent conformity to Facility Management (FM) standards set by the Nigerian Tourism Development Corporation. This also means that all the hotels have the basic requirements set for a hotel to meet in order to be of the Three–Star category.

- Objective Two: To highlight the shortcomings in the contemporary facilities management practice in the selected hotels in Anambra state.

Table 4.11: Opinions of Hotel Staff on the shortcomings of Facilities Management Practices

S/No	Issue raised	Awka		Nnewi		Onitsha	
		Mean	**SD**	**Mean**	**SD**	**Mean**	**SD**
1	Lack of proper maintenance	3.1207	1.02730	3.4222	1.07638	**2.6237**	1.17874
2	Inadequate maintenance performance standard	4.0517	.75909	4.1556	.82450	3.4946	1.33208
3	Analytics factor	3.7759	1.09293	3.6889	1.32840	3.2151	1.45101
4	Proactive Approach in infrastructure	4.6552	.47946	4.2667	1.03133	4.2043	1.31512
5	Lack of life cycle cost budget	4.0690	1.29591	3.5333	1.42382	3.3656	1.70539
6	Budgeting for POM an utilities	3.1207	1.28524	3.4444	1.09867	**2.9355**	1.30889
7	Inadequate of facilities benchmarking	3.4655	1.15797	3.4222	1.17722	**2.9677**	1.44050
8	Computerized and internet-based facilities	3.4655	1.18789	3.5333	1.21730	3.1290	1.43122
9	Lack of Fire safety plan	3.5690	1.20105	3.7778	1.31233	3.2125	1.54013
10	Lack of creating the renovation plan	3.5517	.99424	3.4889	1.19891	3.1500	1.32264
11	Lack of complete record keeping	3.7414	1.29181	3.7333	1.25045	3.2125	1.51527
12	The maintenance of building and its systems are often neglected during the design and planning stage in project construction.	3.0345	1.61099	3.4667	1.64593	3.2625	1.67441

Source: Researcher's Field Survey, 2018

From the table, we can see that the hotel workers in Awka and Nnewi agreed that all the issues raised are shortcomings of Facilities Management Practices in the Hospitality Industry, while their counterparts in Onitsha agreed with nine and disagreed with three. So in conclusion, we can say that the shortcomings in Awka and Nnewi are as follows:

a. Lack of proper maintenance,
b. Inadequate maintenance performance standard,
c. Analytics factor,
d. Proactive Approach in infrastructure,
e. Lack of life cycle cost budget,
f. Budgeting for POM an utilities,
g. Inadequate of facilities benchmarking,
h. Computerized and internet-based facilities,
i. Lack of fire safety plan,
j. Lack of creating the renovation plan,
k. Lack of complete record keeping and

l. The maintenance of building and its systems are often neglected during the design and planning stage in project construction.

Then according to the hotel workers (staff) in Onitsha, their views are as follows:

a. Inadequate maintenance performance standard,
b. Analytics factor,
c. Proactive Approach in infrastructure,
d. Lack of life cycle cost budget,
e. Computerized and internet-based facilities,
f. Lack of fire safety plan,
g. Lack of creating the renovation plan,
h. Lack of complete record keeping and
i. The maintenance of building and its systems are often neglected during the design and planning stage in project construction.

- Objective Three: To identify the challenges militating against holistic adoption of best facilities management practice principles in hospitality industry in Anambra state

Table 4.12: Challenges against Facilities Management Practices in the Hospitality Industry as suggested by the Hotel Staff

S/No	Issue raised	Awka		Nnewi		Onitsha	
		Mean	SD	Mean	SD	Mean	SD
1	Conservatism among the stakeholders	4.1207	.32861	4.2667	.44721	4.1250	.33281
2	Conservatism among the built environments professionals	4.4310	.49955	4.5111	.50553	4.3125	.66739
3	Lack of legislation to backup practice management	4.7241	.45085	4.5778	.62118	4.6750	.67082
4	Conflict of supremacy among line managers	4.4828	.68162	4.4000	.80904	4.2151	1.10187
5	Inadequate training of facilities managers	4.2241	.89918	4.1778	.96032	3.9785	1.16076
6	Ignorance of facilities management in hospitality industry	4.4655	.70625	4.5333	.69413	4.4516	.71500
7	Lack proper investment into ICT by hospitality the industry	4.3448	.60847	4.3333	.56408	3.8495	1.16046
8	Absence of relevant database management system	4.4483	.50166	4.4444	.50252	4.2473	.98528

Source: Researcher's Field Survey, 2018.

The challenges that may hinder holistic adoption of facilities management could be summarized to be the concern more for immediate return on investment generally among investing hotels which may not be possible in hotel operation and thus hampering inflow of capital into the industry. This is followed by religious sentimentalism which, views hotel as promoting immorality and social misbehavior. The un-conducive business environment in Anambra state with regards to poor infrastructure while others is poor business promotion and marketing of hotel organizations in Anambra state. Interestingly, authors [Grigg (1996), Ahmad (1998), Conklin (2002), Alexander (2003) and Opaluwah (2005) looked at the positive side of facilities management without a thought for the possible hindrances to enable proactive steps to be taken as a guide against such hindrances. The identification of these challenges will definitely spur policy makers into action in order to ensure full attainment of the objectives of facilities management.

From table 4.12, we can see that all the issues raised have their mean responses to be greater than 3.0 in the three cities; this implies that the hotel workers in Awka, Nnewi and Onitsha agree that the issues raised are challenges against facilities management practices in the hospitality industry. The challenges are:

a. Conservatism among the stakeholders,
b. Conservatism among the built environment's professionals,
c. Lack of legislation to backup practice management,
d. Conflict of supremacy among line managers,
e. Inadequate training of facilities managers,
f. Ignorance of facilities management in hospitality industry,
g. Lack proper investment into ICT by hospitality the industry and
h. Absence of relevant database management system.

- Objective Four: To Identify the best practices for effective and efficient facilities management in the hospitality industry in the study area.

The opinions of hotel workers and customers on best practices for effective and efficient facilities management will be presented in this section to proffer solution to Objective three. In the questions and other questions in the questionnaire, five like rt scale was used, they are Strongly Disagree (SD=1), Disagree (D=2), No Option (NO=3), Agree (A=4) and Strongly Agree (SA=5). The like rt scale mean cut off point is determined as follows:

$$\bar{x} = \frac{1+2+3+4+5}{5} = \frac{15}{5} = 3.0$$

This means that any question whose mean is greater than or equal to 3.0 is regarded as positive (agree) while any question with a mean response of less than 3.0 is regarded as negative (disagree). With the above explanation, we can now go ahead to study the responses of the respondents for the various Objectives that follow.

Table 4.13a has the opinions of the hotel workers (staff) on the practices that are effective and efficient for Facilities Management in the Hospitality Industry, while table 4.13b has the opinions of the customers on the same information.

Table 4.13a: Opinions of Hotel Staff on Practices that is efficient and effective for Facilities Management in the Hospitality Industry

S/No	Issue raised	Awka		Nnewi		Onitsha	
		Mean	SD	Mean	SD	Mean	SD
1	Controlling cost	4.3793	1.04003	4.2889	1.01404	3.9032	1.49684
2	Ensuring proper maintenance	4.8103	.39545	4.5556	.62361	4.1935	1.49825
3	Tracking inventory	4.2931	.45916	4.2222	.47140	3.7312	1.31991
4	Upgrading to automated building technology	4.2241	.70195	4.2889	.69486	3.6022	1.32812
5	Coordinated teams	3.9655	.62029	4.2444	.74332	3.4839	1.27359
6	Handling building failures	4.3793	.61637	3.4889	1.53182	3.7849	1.40534
7	Maintaining Aging equipment and facilities	4.5862	.75008	3.9111	1.34540	3.9462	1.53485
8	Managing Time	1.4483	.65353	2.3333	1.53741	1.4086	.66327
9	Implementing low and no cost energy efficiency measures	2.2241	1.15536	2.4444	1.15907	1.8710	1.01324
10	Preventive maintenance approach	4.2586	.44170	4.2444	.43461	3.6774	1.33646

Source: Researcher's Field Survey, 2018

From the table, we can see that the hotel workers in Awka, Nnewi and Onitsha suggested eight (8) practices as what are effective and efficient for Facilities Management in the Hospitality Industry; this is because in the table, there are only eight (8) practices whose mean responses are greater than or equal to 3.0. The practices are:

a. Controlling Cost,
b. Ensuring proper maintenance,
c. Tracking inventory,
d. Upgrading to automated building technology,
e. Coordinated teams,
f. Handling building failures,
g. Maintaining Aging Equipment and Facilities and
h. Preventive Maintenance Approach.

Table 4.13b: Opinions of Customers on Practices that is efficient and Effective for Facilities Management in the Hospitality Industry

S/No	Issue raised	Awka		Nnewi		Onitsha	
		Mean	SD	Mean	SD	Mean	SD
1	Controlling cost	3.9371	1.45939	3.8000	1.48031	3.9556	1.49840
2	Ensuring proper maintenance	4.4685	1.00565	4.4714	.97388	4.3778	1.08698
3	Tracking inventory	3.7063	.96292	3.6714	.97388	3.6556	.93810
4	Upgrading to automated building technology	4.2727	.49193	4.3000	.46157	4.3111	.46554
5	Coordinated teams	1.9301	1.15460	1.9143	1.17637	2.0111	1.21317
6	Handling building failures	3.0280	1.28887	2.9857	1.32417	3.2667	1.24341
7	Maintaining Aging equipment and facilities	4.4895	.50165	4.4571	.50176	4.5778	.49668
8	Managing Time	1.5175	1.06713	1.5429	1.09922	1.3556	.87809
9	Implementing low and no cost energy efficiency measures	2.4476	1.06598	2.4286	1.08443	2.3222	.87188
10	Preventive maintenance approach	4.5524	.49899	4.5714	.49844	4.5444	.50081

Source: Researcher's Field Survey, 2018

From the table, we can see that the customers agreed with seven of the practices which the workers said that are not efficient and effective for Facilities Management in the Hospitality Industry, the only one they agreed with is "Coordinated Teams". Therefore, the customers in Awka, Nnewi and Onitsha are of the opinion that seven practices are not efficient and effective for facilities management in the Hospitality Industry, they are:

a. Controlling Cost,
b. Ensuring proper maintenance,
c. Tracking inventory,
d. Upgrading to automated building technology,
e. Handling building failures,
f. Maintaining Aging Equipment and Facilities and
g. Preventive Maintenance Approach.

- Objective Five: To identify the Effects of lack of facility Management on Efficient Productivity in the Hospitality Industry

Table 4.14: Opinions of Hotel Staff on the Effects of lack of facility management on efficient productivity in the hospitality industry

S/No	Issue raised	Awka		Nnewi		Onitsha	
		Mean	SD	Mean	SD	Mean	SD
1	Loss of Customers	4.2586	.44170	4.2444	.43461	4.2366	.42727
2	Low patronage	4.5000	.50437	4.3556	.48409	4.3548	.74666
3	Low productivity	4.4655	.50317	4.4667	.50452	4.5699	.49777
4	Business failure	4.2241	.42066	4.1778	.38665	4.2796	.45122
5	Bad record to the hospitality industry	4.2759	.45085	4.3111	.46818	4.2688	.44575

Source: Researcher's Field Survey, 2018

Table 4.14 has the opinions of the hotel staff on the effects of lack of facility management on efficient productivity in the hospitality industry. From the table, we can see that all the issues raised have their mean responses to be greater than 3.0; this implies that the respondents are saying that the five issues are the effects that lack of facility management usually has on the productivity/output in hospitality industry. The effects are:

a. Loss of customers,
b. Low patronage,
c. Low productivity,
d. Business failure, and
e. Bad record to the hospitality industry.

4. Presentation of Research Hypotheses:

The hypotheses postulated in this research will be tested; the results will be presented, interpreted and discussed in this section. Hypotheses one and two were tested with One–Sample T–Test, while hypothesis two was tested with Paired Samples T–Test.

- **Hypothesis One:** The selected hotels in Anambra State do not adequately meet facilities management standards set by Nigeria Tourism Development Corporation.

To test this hypothesis, the responses of the customers on the available facilities in the hotels in the three cities were subjected to One–Sample T–Tests using the mean cut of 1.50 as the test value (that is, the reference value). The aim is to find out if the overall mean of the responses are either below or above the mean cut off point. The results are presented in table 4.15a and table 4.15b and explained below.

Table 4.15a: One-Sample Statistics for Hypothesis One

	N	Mean	Std. Deviation	Std. Error Mean
Available facilities in hotels in Awka	20	1.961540	.0779506	.0174303
Available facilities in hotels in Nnewi	20	1.964290	.0708210	.0158361
Available facilities in hotels in Onitsha	20	1.966665	.0675442	.0151033

Source: Researcher's Statistical Computations

Table 4.15a contains among other information the overall mean of the responses of the respondents on the available facilities in the selected hotels in the three cities. From there, we can see that the overall mean of Awka is 1.96154, that of Nnewi is 1.96429 and that of Onitsha is 1.966665. Looking at the mean values, we can see that each of them is greater than 1.50 which is the mean cut off mark.

Table 4.15b: One-Sample Tests for Hypothesis One

	Test Value = 1.50					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Available facilities in hotels in Awka	26.479	19	.000	.4615400	.425058	.498022
Available facilities in hotels in Nnewi	29.319	19	.000	.4642900	.431145	.497435
Available facilities in hotels in Onitsha	30.898	19	.000	.4666650	.435053	.498277

Source: Researcher's Statistical Computations

As we can see from the table, the p–values of the tests are all 0.000, less than 0.05. This means that selected hotels in Anambra State do adequately meet facilities management standards set by Nigeria Tourism Development Corporation; that is, the selected hotels have the necessary facilities that qualify Three–Star hotels. Therefore the null hypothesis is rejected and the alternative accepted.

- **Hypothesis Two:** Lack of facilities management has no significant effect on efficiency and productivity in the hospitality industry.

To test this hypothesis, One–Sample T–Test was run to test for the significance of the effects of lack of facilities management on efficiency and productivity in the hospitality industry as responded by the hotel staff from the three cities. The results are presented in table 4.16a and table 4.16b.

Table 4.16a: One-Sample Statistics for Hypothesis Two

	N	Mean	Std. Deviation	Std. Error Mean
Effects of lack of facility management on efficient productivity in Awka	5	4.344820	.1278687	.0571846
Effects of lack of facility management on efficient productivity in Nnewi	5	4.311120	.1100107	.0491983
Effects of lack of facility management on efficient productivity in Onitsha	5	4.341940	.1345951	.0601928

Source: Researcher's Statistical Computations

From table 4.16a, we can see the overall mean of the effects of lack of facilities management on efficiency and productivity in the hospitality industry as given by the respondents from the three cities; Awka has overall of 4.34482, Nnewi has its mean as 4.31112 and Onitsha has mean of 4.34194. It is clear that all the mean values are greater than 3.0 which is the cut of point.

Table 4.16b: One-Sample Tests for Hypothesis Two

	Test Value = 3.0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effects of lack of facility management on efficient productivity in Awka	23.517	4	.000	1.3448200	1.186050	1.503590
Effects of lack of facility management on efficient	26.650	4	.000	1.3111200	1.174524	1.447716

productivity in Nnewi						
Effects of lack of facility management on efficient productivity in Onitsha	22.294	4	.000	1.3419400	1.174818	1.509062

Source: Researcher's Statistical Computations

From table 4.16b, all the p – values are less than 0.05; all of them are 0.000. This shows that the effects are significant; that is, the effects of lack of facility management as outlined in objective fiveare significant. With this, the null hypothesis is rejected while alternative hypothesis is accepted.

- **Hypothesis Three:** There is no significant difference between opinions of Customers and Hotel Staff on the Practices that are efficient and effective for Facilities Management in the Hospitality Industry.

To test this hypothesis, the opinions of Hotel Staff and Customers on the Practices that are efficient and effective for Facilities Management in the Hospitality Industry were compared using Paired Samples T–Test to find out whether their opinions vary or not. The comparisons were done according to the cities; the results are contained in table 4.17a and table 4.17b.

Table 4.17a: Paired Samples Statistics for Hypothesis Three

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Efficient and Effective Practices for Facilities Management in Awka by Staff	3.856880	10	1.1031423	.3488442
	Efficient and Effective Practices for Facilities Management in Awka by Customers	3.434970	10	1.1322673	.3580544
Pair 2	Efficient and Effective Practices for Facilities Management in Nnewi by Staff	3.802210	10	.7972279	.2521056
	Efficient and Effective Practices for Facilities Management in Nnewi by Customers	3.414280	10	1.1279550	.3566907
Pair 3	Efficient and Effective Practices for Facilities Management in Onitsha by Staff	3.360210	10	.9340227	.2953639
	Efficient and Effective Practices for Facilities Management in Onitsha by Customers	3.437790	10	1.1609784	.3671336

Source: Researcher's Statistical Computations

Table 4.17a has the mean of the hotel staff and customers from the three cities on the Practices that are efficient and effective for Facilities Management in the Hospitality Industry. We can see from the table that in Awka, 3.85688 and 3.43497 are respectively mean for Staff and Customers' responses; in Nnewi the mean are respectively 3.80221 and 3.41428 for Staff and Customers while in Onitsha we have 3.36021 and 3.43779 to be the respective mean for Staff and Customers. We can see that in each pair of mean responses, the values are almost equal; so we look at table 4.17b to see if any of the pairs significantly differ.

Table 4.17b: Paired Samples Test for Hypothesis Three

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Efficient and Effective Practices for Facilities Management in Awka by Staff - Efficient and Effective Practices for Facilities Management in Awka by Customers	.4219100	.7452262	.2356612	-.1111927	.9550127	1.790	9	.107
Pair 2	Efficient and Effective Practices for Facilities Management in Nnewi by Staff - Efficient and Effective Practices for Facilities Management in Nnewi by Customers	.3879300	.7998141	.2529234	-.1842225	.9600825	1.534	9	.159
Pair 3	Efficient and Effective Practices for Facilities Management in Onitshaa by Staff - Efficient and Effective Practices for Facilities Management in Onitsha by Customers	-7.7580000E-2	.6895610	.2180583	-.5708622	.4157022	-.356	9	.730

Source: Researcher's Statistical Computations

From table 4.17b, we can see that the p–values for all the paired comparisons are greater than 0.05; the first is 0.107, second is 0.159, third is 0.730. This means that the opinions of the staff and customers on the practices that are efficient and effective in facilities management in the three cities are the same; there is no significant difference in their opinions. With this, we retain the null hypothesis and reject the alternative hypothesis. The conclusion reached in this hypothesis implies that what the hotel staff (workers) said are efficient and effective practices in facilities management are significantly the same as what the customers said.

V. DISCUSSION OF FINDINGS

This Chapter has been able to present the findings. Based on the findings, various policy implications were highlighted among which are the need for Nigerian Tourist Board to be more proactive in terms of hotel quality supervision; stepping up of undergraduate education and in-service training in facilities management. Facilities management practitioners need to impress on the National assembly for the passing of an Act to back the establishment and control of facilities management as a profession.

VI. CONCLUSION

This study has documented, in a single thesis, what facilities management is all about in the management of hotel properties in Anambra State? The study has equally addressed other issues such as assessment of conformity of the selected hotels to FM standards set by the Nigerian Tourism Development Corporation in Anambra State and the challenges militating

against holistic adoption of best facilities management practice principles in hospitality industry in Anambra State. With all these observations, the study has brought into reckoning the perception of hotel stakeholders about facilities management. It is hoped that the findings contained herein will be of particular interest to all stakeholders or investors in hotel business, the academia as well as governmental organizations.

1. Recommendations

Having concluded that problems of facilities management constitute constrains to effective facilities management in hospitality industry the following remedies are recommended.

- Adequate Budgetary Provisions:

An organizations management should have clear goals and objectives and must plan to operate within its budgetary limits. In order to ensure that maintenance operations are not held up by shortage of funds, budgets must be made with due consideration given to contingencies for unforeseen problems. This goes a long way in reducing down – time effects. In replacement of outdated and dysfunctional facilities and equipment, funds must be expended prudently. There should be no room for corruption and sharp practices. This helps to ensure that budgetary provisions are sufficient.

- Skilled Personnel:

The staff strength of the maintenance crew and engineering departments should be strengthened to enable them cope with the work of keeping the facilities in good shape. This should be backed up with engaging services of special facilities management consultants when the need arises to handle special or complex facilities. Management should invest in staff training and sponsoring programs, which will contribute to competence in executing tasks. All the maintenance staff must be proficient and professionals in their different fields.

- Material Procurement:

The procurement of materials for facilities maintenance might entail importation of components from abroad. The facilities and equipment's might also be so out-modeled and obsolete that it would be impossible to get spare parts of the components. In designing facilities all these should be taken into consideration. Alternative equipment with readily available spare parts and components should be installed so that maintainability is enhanced. Design and maintainability should be the watch word right from inception.

- Level of Automation:

Investment should be made in computers and software packages that are relevant to space and data management. This will enhance management performance and introduce modern technology in tackling facilities management problems. Automation aids the evaluation of performance and monitoring of control operations. It will hasten response to facilities problems and save labor - hours thereby reducing operation costs.

- Safety and Security Provision:

Facilities managers should be concerned about the safety and security of staff and customers. They should also ensure that government and industrial standards concerning safety and welfare are adhered to.

Efficient security system should be installed at strategic locations to forestall, pilferage and vandalization of installations. This will also help in detecting breakdowns and monitor sophisticated equipment's. The facilities premises should be kept clean and accident free. The use of signs, digital displays and audio systems should be employed in crowd control on how to use facilities and precautions to take in the event of mishaps like fire outbreaks.

- Bureaucracy:

The management of facilities and quality of services rendered is usually a reflection of the policy source, like board of directors. For a well-balanced facilities management, top quality management objectives should be put in place comprising of seasoned professionals who have a stake in the operation of the facilities and public representatives to represent the interest of users at board level.

There should be autonomy in taking maintenance decisions so that delays in action are eliminated and savings in down – time of broken down components are achieved.

- Benchmarking:

Benchmarking should be employed to help identify trends and the changes you need to make to be more competitive or to more effectively support the mission of the overall organization. Benchmarking will help to identify the gaps between your current practices (where you are now) and best practices (where you want to be).

Benchmarks may be established for operating cost and environmental performance standards, or they may document the practices and costs of your toughest competitors or industry standards, and those of leaders in any industry performing similar functions. Benchmarking facilities performance involves looking at the best companies and finding out what they are doing better than you are. Facilities managers should use benchmarking to measure their performance and obtain data for targeting opportunities for improvement.

- Value Engineering:

It is imperative to make value engineering a standard practice in managing facilities. Value engineering is a multi-disciplined team approach to identify and remove unnecessary costs while improving quality and customer acceptance based on the analysis of functions. Value engineering studies can be employed as a tool for identification and elimination of unnecessary facility design, operation and maintenance costs, and for the development of facility performance benchmarks. The best place to apply value analysis is where the most facility funds are being expended. Applications for value engineering studies of buildings and facility issues may include: To define project functions, define project scope, minimize life cycle costs, prolong equipment life, improve reliability and reduce operating and maintenance costs, identify opportunities for reducing waste and energy consumption, reduce building volume and floor area requirements, determine the best use of existing space etc.

2. Direction of Future Research

The main focus of this study is on the assessment of facilities management practice using the Nigerian Tourism Development Cooperation (NTDC) in the hospitality industry for running of hotel organizations. It is possible to examine the performance of hotels deploying facilities management principles compared with those using maintenance management principles purely. Further, facilities management practice in other sectors of the economy such as health services delivery, education, pharmaceutical, energy, and water supply, could be researched into to check if they are interchangeable. On the whole, whichever direction such future research takes, this work would certainly remain a reference point.

3. Contribution to Knowledge

- The study is to ascertain the state of compliance with the standards of Nigeria Tourism Development Corporation in managing hotels.
- This study has also shown the significance of facilities management in hospitality Industry.

REFERENCES

[1] Ahmad, S. (1998). Facility management: the petroleum (special) trust funds approach to national rehabilitation of infrastructure construction arbitration. Journal of Facility management, 1(3), 51 – 56.

[2] Akintola, J.O. (2002). State survey of Ekiti state Nigeria: a people united, a future assured. survey of states 2nd edition. (1), 430-433. Abuja: federal ministry of information.

[3] Akomolede, K. (1995). Theory and practice of property management in Nigeria continuing professional development lecture of Nigeria institution of estate surveyor and valuers (Lagos state branch) august, circular lounge, federal palace hotel, Lagos.

[4] Alexander, K. (1996). Facilities management: theory and practice. London: E & FN Spon.

[5] Alexander, K. (1996). Facilities management Overview: facilities

management theory and practice 1-12. London.

[6] Alexander, K. (2003). A Strategy for facilities management. Journal of Facilities Management, 21(11/12) 269 – 274.

[7] Amaratunga, D. and Baldry, D. (1999). Building performance evaluation in higher education properties: towards a process model royal institution of chartered surveyor(rics) foundation, journal of building performance, 2 (14), 45 – 56.

[8] Becker, (1999). Achieving strategic facilities management through strong relationships. Journal of facilities management, 18(12) 421 – 426.

[9] Bernard Williams Associates (1996) Facilities economics building economics bureaus ltd., Kent. 1-3.

[10] Bevan, O. A. (1991). Marketing and property people. london: macmillan press ltd.

[11] Bode-Thomas, A. I. (2003). Nigerian hotels have improved. the guardian, friday, 20(61), Journal of hotel management 13(3), 51-54.

[12] Brackertz, N. and Kenley, R. (2002).A service delivery approach to measuring facility performance in local government facilities. Journal of facilities management 20 (¾) 127 – 135.

[13] Briggs, S. Sutherland, J. & Drummond, S. (2007). Are hotels serving quality? an exploratory study of service quality in the scottish hotel sector. Journal of tourism management 28(7) 1006 – 1019.

[14] British Institute of Facilities Management (1995). The learning curve chartered surveyor monthly. 2 –4.

[15] Brochener, J. (2003). Integrated development of facilities design and services. journal of performance of constructed facilities, 3(1), 19-23.

[16] Cairns, G. and Beech, N. (1999). Flexible working: organization liberation or individual straight jacket? Journal of facilities management, 17 (½), 18 – 23.

[17] Cairns, G. (2003). Seeking a facilities management philosophy for the changing workplace. Journal of facilities, 21 (5/6) 95 – 105.

[18] Cass, P. (2002). The emergence of the branded distribution company. hotel management and operations (3rd edition) 19-23 new York: john Wiley & sons, inc.

[19] Conklin, M. (2002). As i see it: hotel organization structure. hotel management and operations (3rd edition) 53-54. new York john Wiley & sons, inc.

[20] Cooper, I. (1996). Emerging issues in environmental management in facilities management: theory and practice. London.

[21] Covey, S. (2000).The 7 habits of highly effective people. london: simon and schuster uk ltd.

[22] Dada, A. (2005). Global fleet acquires fg ‟s vi guesthouses, plans five-star hotel. the punch, monday, november 28, 17(19,485), 37.

[23] Eddystone, C. and Nebel, G. (2002).Organization design. hotel management and operations (3rd edition). 41-59.

[24] Egbu and Gibb (2003).Accomplishing total asset management. facilities management Journal (FMJ), 3(1) 19 – 21.

[25] Edum-Fotwe, F.T; Egbu, C. & Gibb, A. F. (2003).Designing facilities management needs into infrastructure projects: case from Ja major hospital. Journal of performance of constructed facilities. 5(2)44-50.

[26] Ekanade, O. and Fadare, S. (2002). State survey of Ondo state Nigeria: a people united, a future assured. Survey of states (2nd edition) 4-44. Abuja: federal ministry of information.

[27] El-Haram, M. A. and Agapiou, A. (2002).The role of the facility manager in new procurement routes. Journal of quality in maintenance engineering, 8(2), 124-134.

[28] Gay, L.R. (1981). Educational research: competencies for analysis and application, columbus: merril publishing company.

[29] Ghiselli, E.E. and Brown, C.W. (1948).Personnel and industrial psychology. New York: mcgraw-hill.

[30] Gilleard, J and Yat-lung, P (2004). Benchmarking facility management: applying analytic hierarchy process. Journal of facilities management, 22(½) 19 – 25.

[31] Grigg, J. (1996). Facilities quality management: theory and practice. london. . journey of facilities management practice,6(2), 85-112.

[32] Hamer, J.M (1988).Facility management system, 1st ed, new york: van nostrand reinhold inc.

[33] Hamermesh, R. G. (1990). Strategic management portable mba. london: safari books (export) limited.

[34] Hanford, L. D. (1970). Analysis and management of investment property. chicago: institute of real estate management of the national association of realtors.

[35] Hassanain, M. A, Froese, T. M, Asce, M. and Vanier, D. J (2003). Framework model for asset maintenance management. Journal of performance of constructed facilities, 3(1), 51 – 64.

[36] Hassanien, A. and Losekoot, E (2002).The application of facilities management expertise to the hotel renovation process. Journal of facilities, 20(7/8) 230 – 238.

[37] Hayward, M. (1998).People and quality management. reading: the college of estate management.

[38] John W. and Cowan, A. (2001). Information is key to facilities management planning chartered surveyor monthly, 32 - 33.

[39] Johnson, T. W. and Stinson, J. E. (1975) role ambiguity, role conflict and satisfaction: moderating effects of individual differences. Journal of Applied Psychology. 60(2), 329-333.

[40] Nebel, E. C; Rutherford, D. G. and Schaffer, J. D. (2002).Reengineering the hotel organization. hotel management and operations (3rd edition) 55-63.

[41] Ojo, P. K. (2002.). Property management and facilities management: any difference? being a seminar paper organized by the Lagos state branch of the n.i.e.s.v. federal palace hotel, Lagos. 231.

[42] Olusola-Obasa, B. (2005). Customers groan under poor hotel services. the punch newspaper , november 10, 17(19), 19.

[43] Oluwalana, F (2005). It's better to own the property for your hotel business. the punch, saturday,17th December, 37(12), 38.

[44] Opaluwah, S.A (2005).Principles and practice of facilities management in nigeria. abuja: still waters publications.

[45] Owen, D (1995.). Facility management is not just a radio station. Chartered surveyor monthly. Supplement, 2 – 4.

[46] Owen, D. (1993). Facilities management: what chartered surveyors need to know. 2, (9), 13-18.

[47] Owen, S. A. (2005). Principles and practice of facilities management in nigeria. abuja: still waters publications.

[48] Park, A. (1998). Facilities Management: An Explanation. London: Macmillan Press Ltd.

[49] Price, I. and Akhlaghi, F (1999). The future of facilities management: context, research and theory. Journal of Facilities, 17(5/6), 159-166.

[50] Richmond, D. (1975). Introduction to valuation. london. the macmillan press ltd.

[51] Riegel, C. D. (2002) The causes and consequences of turnover in the hospitality industryin rutherford, d. g [1stedition.]. hotel management and operations 3rd edition. (55-63). New York: john wiley & sons, inc. 232.

[52] Rufai, A. (2003). The imperatives for re – inventing nsitf" the guardian. 20(8).

[53] Rutherford, D.G (2002). As i see it: organization structure. hotel management and operations (3rd edition) 55-63. new york: john wiley & sons, inc.

[54] Scott, C. (1961). Research on mail surveys. Journal of the Royal statistical Society, 124 (2), 143-191.

[55] Seeley, I.H. (1976). Building maintenance. london: macmillan publishers ltd.

[56] Sekula, Mark (2003). Days as head of facilities. facility management Journal (FMJ), 2(1)13-16.

[57] Simpson, J. (2002). Key states on the uk hospitality industry. Journal of Hospitality Industry, 2(4), 33.

[58] Spangenberg, E. R and Grohmann, B. (2002).Hotel choice decision rule. hotel management and operations (3rd edition). 311-320. New York: john wiley and sons, inc. 233.

[59] Spedding, A. (1999). Facilities management and the business organization. Journal of the Quantity Surveyor, 29(3), 2-8.

[60] Spiegel, R and Stephens, L. J. (1999).Statistic. chicago: mcgraw-hill companies inc.

[61] Telfer (2005). Shaping a sustainable role for estate surveyors and valuers in the evolution of facilities management in Nigeria. International Conference on the built environment, innovation policy and sustainable development covenant university Ota, Nigeria, 322 - 327.

[62] Thorncroft, D. (1965).Principles of estate management. london: estates gazette.

[63] Trochim (2006). Facilities management support service. facilities management: Theory and practice. london: spon press.

[64] Torkildsen, G. (1992).Leisure recreation management. london: e & fn spon.

[65] Udo, G.O (1998). The relationship between facilities management and property management. 28th annual conference on facilities management in nigeria – theestate surveyor and valuer "sperspective". royal tropicana hotel, kano.

[66] Worthing (1994) Key states on the uk hospitality industry. Journal of Hospitality Industry, 2(4), 33.