

Outsourcing and In-house Facilities Management Practices: Advantages and disadvantages

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Abstract:- The quest for organizations to concentrate on their core responsible while certain ancillary services remain outsourced or to some extent remains in-house has been on over the years; Nevertheless, most research on FM has concentrated on outsourced highlighting their advantages over in-house. However, this work is sort to strike a balance between the subject matter in FM services and as well employed survey in seeking opinion of people on the subject matter. The findings indicated that neither outsourcing nor in-house FM services performed badly as respondents were almost affirmative the respective ratings and expression of their views on both ways of FM services. Outsourcing and in-house FM services can both perform well and will perform optimally depending on the handlers. Nevertheless, whether a service is outsourced or in-house sincere efforts should be made by the organization whose services is either outsourced or in-house to support them, this will enable them perform as expected and professionally. Any service can be in-house as a well as being outsourced and still perform optimally.

Keywords: *Facilities Management, In-House, Outsourcing, Services, Workplace.*

I. INTRODUCTION

Facilities Management (FM) has increasingly become a major topic of discuss in even in 21st century. According to Ikediashi, Ogunlana and Boateng (2014), FM is said to be acquiring increasing popularity all over the globe, with several sourcing strategies springing up for FM services provision. Research has confirmed the fact that facilities management (FM) as a profession optimizes the delivery of facilities and its related services through use of high profile strategies by providing cost effective, high quality and integrated approach to the concept of managing facilities and its related services Ikediashi and Odesola, (2016).

FM has been seen as multidisciplinary profession that requires specialization; each profession is expected to specialize on a particular area as the profession is broad. However there has been a major problem and need for organizations to focus on core aspects while issues that bothers on facilities management practices be outsourced to

enable management focus on core organizations goal and delivery of the needed services in private universities.

The practice over the years has been in-house FM in some private universities, this has been the major practice in most organizations and has continued, but there is still need to explore other areas like outsourcing. Both in-house and Outsourcing comes with their attendant challenges and benefits. It is imperative to look at how both in-house and outsourcing has fared over the years in Nigeria. However this study is not dedicated to determining which is the best or has advantage over another, rather it is aimed at identifying where both has thrived and how they can improved in their services.

The study aimed at assessing the views of staff of private university on Outsourcing and In-house institutional facilities maintenance/management and services in their workplace with a view to exploring their contribution to core business of the University which teaching, learning and raising sound intellectuals. The Objectives includes; identification of outsourced and In-house services and facilities in private universities, and as well assess the views of the staff on the outsourced services as well as in-house services in private universities. The study specifically focuses on staff perception as well as their ratings of the services either outsourced or in-house in private universities.

II. REVIEW OF RELATED LITERATURES.

Outsourcing is clearly quite common in many companies around the world. Outsourcing (from 'out' and 'source', which together describe an external source) is a management approach that delegates to an external agent the operational responsibility for processes or services previously delivered by the enterprise itself (Ka Leung LOK 2013). According to Ka Leung LOK (2013), (Baithélemy, 2003), outsourcing is defined as the purchase of a good or a service that was previously provided internally. Outsourcing occurs when a company purchases products or services from an outside supplier, rather than performing the same work within its own facilities, in order to cut costs (*Encyclopedia of small business*). This implies that organization can actually outsource her services and then focus on their mission. This is further explained by (Ka Leung LOK 2013) which stated that the CORE model in case of outsourcing

can be used to assess the four categories of outsourcing relationships by focusing on the four main FM outsourcing service contracts in Hong Kong's higher education sector: building maintenance, security, cleaning and catering.

Kurdia, *et al* (2011), Outsourcing means Contract out support services by appointed outside contractor in doing all the maintenance work, to control and deliver the quality and service standard, usually for major works. According to then outsourcing offers wide range of benefits to organization such as cost reduction, better access to superior quality, flexible in responding to market change, opportunity to focus on core competences and facilitate the development of product diversification. They listed the benefits to include; Outsourcing non-core activities will give an organization more time to concentrate on their core business processes, give access to professional, expert and high-quality services. More so, organization can experience increased efficiency and productivity in non-core business processes, can also help streamline business operations and in case of offshore ventures outsourcing can help save on time, manpower, operating costs and training costs amongst others. Disadvantages of outsourcing includes threat to security and confidentiality especially when services such as payroll processing services and tax preparation are outsourced, though cost effective, might have hidden costs, such as the legal costs incurred while signing a contract between companies and there might be not be complete devotion to you and your company as your provider might be catering to the needs of several companies,

Kurdia, *et al* (2011), in the study , outsourcing in Facilities Management - a literature review opined that in in-house facilities management, the maintenance team that being appointed by the company itself and using its own manpower to carry out the maintenance work, uses its own employees and time to keep a division or business activity (i.e. cleaning works, maintenance works etc), need to maintain the flexibility in those operations by keeping them in-house and that In-house is usually for daily operations and minor works. Advantages of In-house facilities management may be described; people who are in-house own their work, perform better than outsourced employees who make decisions based on how they will affect own employers , results of long-term financial analysis usually support in-house rather than outsourcing option, founded that employees are improved as well as customer satisfaction at the same time and the in-house offer opportunity for company them to grow people instead of hiring from outside, and provide career prospects (Mclvor, 2000). According to Kurdia, *et al* (2011), Atkin and Brooks (2000) listed the disadvantages of in-house management to include, poorly defined scope will lead may the management to higher supervision cost and lowering of customer satisfaction, it can be difficult to measure the performance of in-house personnel without delineation of roles and responsibilities, weakness in maintaining a consistent level over time for external service provision as it needs arises time to time and threats of complacency.

In another study, Ikediashi and Ekanem, (2014) on the outsourcing of facilities management (FM) services in public hospitals: A study on Nigeria's perspective, they revealed that most public hospitals do not have a policy framework for outsourcing in general and FM services in particular, giving room for duplication of functions and non-establishment of functional FM units to handle FM activities, while six FM services are outsourced in all the hospitals. Cleaning, security and catering services received the highest satisfaction ratings, while plant maintenance services, however, received the least satisfaction rating.

Ikediashi (2014), in the study which aimed at developing and testing a framework for outsourcing facilities management services using data from Nigeria's public hospitals. The study findings revealed that 25 of the 31 factors were significant in explaining the decision to outsource FM service in Nigeria's public hospitals; while 15 of them were recommended for framework construction based on their factor loadings during analysis. Also, 6 facilities management services including plant management and repairs; general cleaning services; waste disposal and environmental management; landscape maintenance; security; and catering/restroom management are completely outsourced in all the 74 hospitals. Service quality in relation to catering, plant maintenance, waste management, security, landscape maintenance, and cleaning services received very high satisfaction ratings from respondents. Findings also established 24 out of the 35 risk factors as critical, 4 factors as somehow critical.

Ikediashi and Odesola, (2016) carried a research on facilities management outsourcing: theoretical trends and evidence from practice in Nigeria and United Kingdom. The study focused on purpose examination of the theoretical trends in outsourcing of FM functions and the current state of FM practice using Nigeria and UK as case studies. Findings revealed that among others that FM has grown from the traditional day-to-day operational management to being a strategic management tool; while janitorial services and facilities maintenance remain the most outsourced FM services.

Ikediashi, Ogunlana and Boateng (2014), carried a study on determinants of outsourcing decision for facilities management (FM) services provision. The papers' aim was to examine key determinants that influence the decision to outsource facilities management (FM) services. The study established 14 factors as key determinants of outsourcing decision for FM services provision. The top three rated factors were "to improve company's focus", "to make cost transparent" and "to improve stakeholders' satisfaction", while "to restrict own investment in staff", "to retire personnel" and "to play along with trend in privatisation" were the least rated. There was no significant difference in the rankings of the factors by respondents, while most of the highly rated factors exhibited strong correlation with other factors.

Amos and Gadzekpo (2016), carried a study on cost of in-house vs outsourced facilities management services in public polytechnics in Ghana, the study noted that The learning environment is a key factor that determines effective teaching, learning and research. Facilities management services are strategic in achieving a suitable learning environment. This paper examines why most services are kept-in-house and makes a comparative cost analysis of some specific services by comparing the cost of in-house against the cost of outsourcing. The study discovered that organizational culture, funding, first hand practical training, flexibility of labor and security was the key reasons services are kept in-house. Also cost of outsourcing services was higher than when kept in-house. It advocated for need to have a critical look at service quality nothing In-house FM must regularly monitor and update quality measures. Periodic training and motivation must be given to in-house service providers to improve service quality and delivery.

Ka Leung LOK, (2013), in the study, a contingency model for facilities management outsourcing relationships (core) in the Hong Kong higher education sector, The focus of study was to determine the relationships between clients and FM service providers by developing a yardstick for measuring and appraising the relationships in main FM outsourcing contracts in the higher education sector of Hong Kong. The empirical investigation reveals a significant relationship between FM outsourcing relationship types and services in the context of Hong Kong's higher education sector. Clients and service providers have indicated that applying the FM outsourcing relationship types improves the quality of the services. The findings indicate a match in the preference for the extent of outsourcing relationship dimensions on the ownership and control of service provider involvement on current outsourcing contracts for building maintenance, cleaning and catering in Hong Kong's higher education FM industry. This study also discusses that the importance of matching demand and supply of FM services plays a major role in the FM outsourcing success.

Chan (2015), in the study, evaluating effective outsourcing strategy in facility management noted that managing financial risks effectively will save an organization's resources, and this can be achieved through appropriate strategy of outsourcing or in-house services through facility management and that Outsourcing has become a trend all over the world, whereby appropriate outsourcing is deemed acceptable. According to him, most outsourced projects can enhance better quality of services, advance in new technology, higher competitive advantages when compared with in-house services in the longer run. The study added that outsourcing creates more flexibility to meet uncertainty in the industry which were listed and that outsourcing enables organizations to focus on their core business function, and takes care of secondary functions in part or in totality. The organization's growth can be based on its core or specific business. It can reduce the operating costs by focusing on major business area and it helps employees to be more efficient in coping with the changing working environment.

Kurdia, *et al* (2011), on their study, Outsourcing in Facilities Management - A Literature Review, noted that outsourcing in facilities management involves turning over the complete management and decision-making authority of an operation to somebody outside organization. It may help businesses to maximize returns on investment and establish long term competitive advantages in the marketplace. The purpose of the paper was to overview the outsourcing in facilities management include the basic definition and process of facilities management. The study presented the comparison between outsourcing and in-house facilities management in terms of the definition, advantages and disadvantages.

When facility management (FM) is performed in-house the following added value would evolve, Chan (2015). According to Chan, there will be reduced costs, Increase in flexibility and control to fulfill FM requirements, Reduction in opportunism, and there is an eventual tendency for teams to become large bureaucratic structures.

According to Zawawi, Ismail, Kamaruddin and Kurdi, (2014), in the study the Core Services of the Facilities Management Based Company in Malaysia, the following were listed as managed in-house; Electrical System, waste management, mechanical system, cleaning services, plumbing and sewerage, HVAC system, landscape services, ICT system, consultancy and advisory services, waste management, security and safety, parking management, transition management, energy management and conservation, customer care management, fire protection system, pest control, building audit services and catering and vending services.

Some of the literatures reviewed above where either interested in one versus another as seen in that by Daniel and Gadzekpo (2016), some concentrated on their preference over another, Some preferred outsourcing over in-house, some on outsourcing alone, while some like that of Kurdia, *et al* (2000), was majorly on comparison between the two. In another, Ikediashi *et al* 2014, major focus was on outsourcing, in another separate in same 2014, he focused on developing and testing a framework for outsourcing facilities management, in 2016, Ikediashi *et al* 2016 the study then focused on examination of the theoretical trends in outsourcing of FM functions. Ikediashi and Ekanem, again in (2014) focused on outsourcing of facilities management. Chan (2015) was also on outsourcing and focused on evaluating effective outsourcing strategy. For Ka Leung LOK, (2013), emphasis was on a contingency model for facilities management outsourcing, again here is outsourcing alone. The studies did not try to explore both in-house and outsource facilities expect that by Kurdia, *et al* (2000). This study however tried by exploring both in-house and outsourced facilities management with a view to finding a kind of balanced view on both aspects facilities management, hence it seeks to established that fact that both has pros and cons with empirical evidence as well as establishing reasons why people prefer any of the options of in-house or outsourced facilities management.

III. RESEARCH METHODOLOGY

The research employed survey approach, questionnaires were distributed with the aid of social media platform and email invite, Google form was used to designed questionnaires which were sent to respondent which were subsequently collated. Questions were posed to respondents on the services or their views of the outsourced services which are that of cleaning and security as well as that of repairs and maintenance which is in-house. The questionnaire format was in the “likert-Scale of Responses”. This has advantage of flexibility for several choice responses. The responses were 4 point scale i.e. Strongly agree – 4, Agree – 3, Disagree – 2 and Strongly Disagree – 1 and 5-Point likert-Scale for A great deal – 5, A lot – 4, A moderate amount – 3, A little – 2 and None – 1. These responses were analyzed using mean item score (MIS) and ranking. A total of 53 respondents formed the study population.

The primary data sources where the first-hand information obtained from the surveys they involves questionnaire administered through social media like facebook inbox message, whatsApp and telegram as well as invitation through email.

A descriptive analysis was adopted. Structured questionnaires were designed to show the respondents’ views or perception on both in-house and outsourced facilities services in their work place. Respondents were required to scale the variable options based on 5 points likert scale.

The Mean item score (MIS) = $\frac{5m_1+4m_2+3m_3+2m_4+m_5}{N}$, where N represents the number of sampling units that responded and m_i represents number of times an option was selected or marked by respondents.

IV. DATA PRESENTATION AND INTERPRETATION

Data presentation on In-house facilities management/services – repairs and maintenance

Table 1 Respondents view on handling of repairs and maintenance: in-house

S/N	Respondents view on handling of repairs and maintenance: in-house	N	1	2	3	4	Sum	Mean	Rank
1	They are prompt in handling maintenance and repair cases.	53	1	25	26	11	173	3.26	1 st
2	They have the needed experience and are well trained personnel.	53	1	1	50	1	157	2.96	2 nd
3	There is increased efficiency in relation to discharge of their duties	53	2	1	49	1	155	2.92	3 rd
4	There is improved service delivery to the staff (Occupants).	53	2	23	27	1	133	2.51	4 th
5	The “work” maintenance and repairs unit has the best staff with needed skills and experience to handle maintenance issues.	53	9	17	26	1	125	2.35	5 th

The table 1 above explains the ranking of views of staff on services – repairs and maintenance which is in-house using the mean item score. It could be observed that the view the unit handling repairs and maintenance are prompt in handling maintenance and repair cases ranked first (highest) followed by the possession of needed

experience and well trained personnel in that order. The implication of judging from the descriptive analysis or result shown in table 1 above shows acceptance of staff on unit handling repairs and maintenance in-house as majority went for strongly agree and agree respectively.

Table 2: Ratings in terms of service delivery for In-house facilities management/services – Works repairs and maintenance

S/N	Variables	N	1	2	3	Sum	Mean	Rank
1	Exhibits expertise and efficiency in service delivery (i.e. maintenance and repairs)	53	25	25	-	81	1.52	1 st
2	Exhibits high level of professionalism	53	26	27	-	80	1.51	2 nd
3	Customer/client (staff) relation and overall management ability	53	26	27	-	80	1.51	2 nd
4	Response/timing	53	36	17	-	70	1.32	3 rd

The table 2 above explains the rating and ranking of the expectation in regards to delivery of the service of maintenance. It could be observed that in terms of ranking that they exhibits expertise and efficiency in service delivery ranked 1st or highest followed by exhibition of high level of professionalism. It could also be noted that in case of expectation that they were not rated to have exceeded expectation but however they met expectation and judging

from the number of respondents who went for that were more compared to those who went for below expectation. The implication of the result or the findings is that in-house FM for service like maintenance and repairs is not out ways and still has advantage.

Data presentation on out sourcing facilities management/services – Cleaning as outsourced services

Table 3: Out sourcing facilities management/services – Cleaning as an outsourced services

S/N	Respondents view on cleaning as an outsourced services	N	1	2	3	4	Sum	Mean	Rank
1	The firm handling cleaning has the best staff with needed skills to handle cleaning jobs they were contracted for.	53	10	7	6	30	162	3.06	1 st
2	There is improved service delivery to the staff (Occupants)	53	14	11	13	15	135	2.55	2 nd
3	They are prompt in handling cleaning jobs	53	13	12	14	14	135	2.55	2 nd
4	There is increased efficiency in relation to discharge of their duties	53	15	13	14	11	127	2.40	3 rd
5	They have the needed experience and are well trained personnel.	53	25	2	17	9	116	2.19	4 th

The table 3 above explains the ranking of views of staff on cleaning as an outsourced service using the mean item score. It could be observed that the view the firm handling cleaning as an outsourced service has the best staff with needed skills to handle cleaning jobs they were contracted for followed by; there is improved service delivery to the occupants or users of the facilities they are

doing the cleaning for as they both ranked highest and second respectively. The implication of the findings above judging from the descriptive analysis or result shown in table 3 above shows acceptance of staff on the view that the firm handling cleaning as majority went for strongly agree and agree respectively.

Table 4: Ratings in terms of service delivery for cleaning services – cleaning outsourced to a firm.

S/N	Variables	N	1	2	3	Sum	Mean	Rank
1	Customer/client (staff) relation and overall management ability	53	27	18	9	90	1.70	1 st
2	Response/timing	53	27	17	9	88	1.66	2 nd
3	Exhibits expertise and efficiency in service delivery (i.e. in cleaning)	53	25	28	-	81	1.53	3 rd
4	High level of professionalism and focus on core competence i.e. cleaning.	53	26	27	-	80	1.51	4 th

The table 4 above explains the rating and ranking of the expectation in regards to cleaning as an outsourced service. It could be observed that in terms of ranking that in case of Customer/client (staff) relation and overall management ability they were ranked 1st or highest followed by Response/timing. It could also be noted that in case of exceeding expectation that respondents rated the firm handling Customer/client (staff) relation and overall management ability and response/timing them as meeting expectation but in case of Exhibiting expertise and efficiency in service delivery (i.e. in cleaning) and level of

professionalism and focus on core competence, they were not rated to have exceeded expectation but however they met expectation and judging from the number of respondents who went for that were more compared to those who went for below expectation. The implication of the result or the findings is that in-house FM for service like maintenance and repairs is not out ways and still has advantage.

Data presentation on out sourcing facilities management/services continued

Table 5 Out sourcing facilities management/services – Security as an outsourced service

S/N	Respondents view on security as an outsourced service.	N	1	2	3	4	Sum	Mean	Rank
1	There is increased efficiency in relation to discharge of their duties	53	2	13	26	10	146	2.81	1 st
2	They are prompt in handling security matters	53	3	12	25	11	146	2.81	1 st
3	They have the needed experience and are well trained personnel.	53	6	11	27	9	134	2.53	2 nd
4	There is improved service delivery to the staff.	53	12	16	25	-	119	2.25	3 rd
5	They have the best staff with needed skills to handle security jobs.	53	25	11	17	-	98	1.85	4 th

The table 5 above explains the ranking of views of staff on security as an outsourced service using the mean item score. It could be observed that the respondents view of the firm handling security as an outsourced service has increased efficiency in relation to discharge of their duties and are seen to be prompt in handling security matters. Both were ranked first (highest) and second respectively. The findings above from all indication especially when judging

form from the descriptive analysis or result shown in table 5 above shows acceptance of staff on the view that the firm handling security where rated high in increased efficiency in relation to discharge of their duties, prompt in handling security matters and experienced as well as well trained personnel, this is confirmed from the opinions of majority who went for strongly agree and agree respectively.

Table 6 Ratings in terms of service delivery for security services – firm outsourced solely for security.

S/N	Variables	N	1	2	3	Sum	Mean	Rank
1	Response/timing	53	9	44	-	97	1.83	1 st
2	High level of professionalism and focus on core competence i.e. cleaning.	53	25	28	-	81	1.53	2 nd
3	Exhibits expertise and efficiency in service delivery (i.e. in cleaning)	53	26	27	-	80	1.51	3 rd
4	Customer/client (staff) relation and overall management ability	53	27	26	-	79	1.49	4 th

The table 6 above explains the rating and ranking of the expectation in regards to security. It could be observed that in terms of ranking that Response/timing was ranked 1st (highest) followed by by exhibition of high level of professionalism. It could also be noted that in case of expectation that they were not rated to have exceeded

expectation but however they met expectation and judging from the number of respondents who went for that were more compared to those who went for below expectation. The implication of the result or the findings is that outsourcing of service like security is not out of the ways and still has positive impacts.

Table 7: Impacts of actions of the University management, the works units and outsourced firms role in facilities management/services.

S/N	Extent of impact	N	1	2	3	4	5	Sum	Mean
1	The extent the ability of the leadership of firm handling cleaning led to their efficiency in service delivery and productivity?	53	-	8	28	17	-	168	3.17
2	The extent the leadership of security led to their efficiency in service delivery.	53	-	10	43	-	-	160	3.02
3	The leadership of works unit led to their increased efficiency in terms of their service delivery.	53	-	17	18	18	-	149	2.81

The result of the study in the table 7 indicated that the extent the ability of the leadership of firm handling cleaning led to their efficiency in service delivery and productivity was of great deal and moderate amount as can be seen from the respondents view as shown in the table with sums of 17 and 28 respondents respectively, this is also similar to that

of the extent of leadership of works unit led to their increased efficiency in terms of their service delivery with 18 and 18sums, however the leadership of security led to their efficiency in service delivery has 43 respondents who went for a moderate amount.

Table 8: Preferences on how services or ways they are to be handled/to handle

S/N	Preferences whether to remain outsourced or in-house	Yes (%)	No (%)	Total (%)
1	Would you prefer that services like repairs and maintenance remains in-house not outsourced?	28 (52.83)	25(47.17)	53(100)
2	Would you prefer that cleaning remains outsourced not in-house?	44 (83.02)	9 (16.98)	53(100)
3	Would you prefer that security services remains outsourced not in-house?	35 (66.04)	18 (33.96)	53(100)

The table 8 above shows the 28 respondents representing 52.83% said that they would you prefer that services like repairs and maintenance remains in-house not outsourced, 25 respondents representing 47.17% said no, 44 respondents representing 83.02% said they would you prefer that cleaning remains outsourced not in-house, while 9 respondents representing 16.98% said no and 35

respondents representing 66.04 said they would you prefer that security services remains outsourced not in-house 18 respondents representing 33.96% said no. The implication of the above is that respondents believed that each of each these services remains as where whether they were outsourced or in-house, hence there are obvious positive impacts of these services to the members of the staff.

Table 9 Reasons for preferences

S/N	Reasons	Repairs and maintenance (%)	Security (%)	Cleaning (%)
1	They are well coordinated, always available and ready to deliver.	18 (33.96)	9(16.98)	10(18.87)
2	Their exhibition of diligence and dedication to rendering of their professional services	35(66.04)	35(66.04)	26(49.66)
3	Highly disciplined and committed staff.	-	9(16.98)	9(16.98)
4	For more efficiency and effective service delivery	-	-	8(15.09)

From the table 9 above, one could observe that part of the reasons why respondents were of the opinion that repair and maintenance remains in-house are that they are well coordinated, always available and ready to deliver and because of their exhibition of diligence and dedication to rendering of their professional services, the reasons why security should remain outsourced are that they are well coordinated, always available and ready to deliver, because of their exhibition of diligence and dedication to rendering of their professional services and because they have highly disciplined and committed staff. More so, the respondents preferred that cleaning remains outsourced based on the

identified points which included for more efficiency and effective service delivery.

V. SUMMARY OF FINDINGS AND CONCLUSIONS

While FM remains an evolving discipline in this part of the globe, it is pertinent to continue exploring various aspects of FM services rather than concentrating on a particular scope and emphasizing on its advantage over another. This study has revealed that whether a service is

outsourced or in-house, it will be dependent on the handlers to make it functional and efficient.

Therefore, this study has revealed that almost all the ratings neither outsourcing nor in-house performed badly as respondents were almost affirmative in their respective ratings and expression of their views on both ways of FM services.

Nevertheless, Outsourcing and in-house FM can both perform well and will perform at its best based on or depending on the type of service outsourced or in-housed, they can also perform at the optimum and best depending on motivation from the organization they are either outsourced or left it in-house. Again, services whether outsourced or in-house its performance will also be determined on the commitment of the head of the unit or firm. It is important to state that if the firm members or unit have acquired the needed experience, they can perform optimally well and in greater degree of professionalism.

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