

## **Examination of Facility Management Practice in Obudu Mountain Resort, Cross River State**

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**Abstract:** *Facility management is the practice that encompasses multiple disciplines to ensure functionality comfort, safety and efficiency of the built environment by integrating people, places, process and technology with the purpose of improving the quality of life of the people and the productivity of the core business. The study examined facility management practice in Obudu Mountain Resort in Cross River State with aim of determining the management efficiency of the Resort. The study adopted the survey research design and data collection was through structured questionnaire administered on the staff of the Resort, Cross River State Tourism Bureau and visitors to the resort. A total of 202 copies of questionnaire out of 300 copies administered were retrieved and valid for data analysis. The data were analyzed using a descriptive statistics, Analysis of variance (ANOVA), multiple linear regression and t-test statistics in testing the three hypotheses formulated for the study. The first finding shows that the p-value (.708) associated with the computed F-value (.347) are greater than .05. This shows that there is no relationship between methods of facility management efficiency meaning that the methods facility management adopted does not determine the facility management efficiency of the resort. The second finding indicates that facility management efficiency is not significantly and collectively influenced by factors such as government continuity, funding, location, poor management of the facility, lack of skilled professionals, environmental effects, inflation and government policy. The third finding indicates that there is no significant difference in the resort now compared to when it was newly built. The study recommends that government should not be involved in the running of the resort to increase productivity, revenue generation, to privatize the resort for better management, out-sourced the management of the resort for effective facility management of the resort.*

**Keywords:** Facility, Management, Out-source, In-house, Resort, Obudu

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## **INTRODUCTION**

Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology. Odiete (2009) describes facility with regards to facility management as “the entire building facility as a whole its structure, its fabric, its components, its services, its space dimension, its storey, its special attachments from sub-structure (right from the pile caps, to the apex of the superstructure even if it is as tall as the world trade centre. Many developing countries are yet to benefit from the advantages derivable from the practice of facility management. A relative activity, which has been known and commonly embraced, is the act of property management. This act includes the application of knowledge to care for the building and its components with the aim of securing the greatest returns from it (Secrett, 1995). The emphasis was the need for proper maintenance of the building components so that its maximum benefit or return can be enjoyed. A lot of erroneous meanings have been ascribed to facility management. These misconceptions have arisen because of the dictionary meaning which people have identified the word facility with. Even professionals in real estate, construction industries and professionals in other sectors are likely to think that facility means those special infrastructures such as water, electricity, road, telecommunication equipment etc. that are important to the use and enjoyment of a property. According to Odiete (1998), the early set of people who came in contact with what is now referred to as facility and their management have always taken a restricted view of the discipline as relating only to space management as against the other aspects.

Very few people perceive facility management to be the management of such machines, and equipment that provides special services to the building such as power generator, lifts and elevators, water reservoir, water treatment plants, air conditioning system, etc. All these are current to the point that they just form a portion of the overall facility management process. Facility management includes the entire components services, space dimension, store height and its special attachment from substructure to the apex of the super structure (Nutt, 1999). Facility management covers a wide field of activities related to workplace, facilities support services, property, corporate real estate and infrastructures (Ancarani and Capido, 2005). Recent development and research into the discipline particularly since the late eighties has however revealed a wider and more embracing scope. International Association of Facility Management (2003), the organization for all facility managers all over defined facility management as involving a practice of coordinating the physical workplace with the people and work of the organization. It integrates the principles of business, administration, architecture and the behavioral and engineering science. In practice, facility management can cover a wide range of services including real estate, human resources management, health and safety, financial management, in addition to building maintenance, domestic services (such as cleaning catering, accommodation, laundry and security) and utilities supplied. It has equally been seen to entail the

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coordination, control and management of support services necessary to maintain business operation and allow it to achieve its corporate goals.

In Nigeria today, it is common to see facilities which cost so much to build but are presently dilapidated and not functioning optimally. Cross River State is known as a place of hospitality and tourism with so many natural and man-made tourist sites like the Obudu Mountain Resort, Marina Resort and Tinapa Business Resort with a lot of world class, unique and high rated facilities that attract people from far and near for vacation. However, but in recent times, the same world known facilities are not heard of and no longer attractive to visit and they are now mere shadows of what they used to be. The resorts that made Obanliku Local Government Area in Cross River State well known has become a place where even the indigence of Obanliku rarely visit talkless of having international tourist to come for vacation because of the poor state of the facility. It has become a place where people go occasionally and the patronage now is so low except during Christmas period were people go to visit which does not really generate revenue to the state compared to when it was known initially. The accommodation facility is not left out in the decay and these was the area that was really generating revenue because they are classified according to various levels of personality, which have the Presidential lodge, Governors lodge, Ministers lodge, Very Important Personality and Commoners and these areas had a very high patronage when newly developed because you can just go and return the same day because of the number of sites to explore, but now it is rare to see people in the resort coming for vacation because of poor maintenance. Furthermore, all the major areas that generated income are not functional like the yoghurt factory, honey factory, cable car, which were areas that had a very high patronage and this have made people lost interest in the resort.

## **LITERATURE REVIEW**

### **The Historical Review of Facility Management**

Since the late 1980s facility management has gradually gained a foothold as a discipline and profession within the property and construction industry. The establishment of professional facility management institution around the world testifies to its growing importance (Linda, 2001). Though the popularity of this subject has been on a steady upward trend, today there are still people who don't really appreciate and to certain extent are misguided on the roles, and responsibility of facility management. Thompson (1998) stated clearly what the Americans refers to as facility management, however in the UK "facilities" become the preferred term, one adopted by both workplace design specialist and the operational manager of buildings. In particular is the computing and electronics industries (Price, 2002). This clearly indicates the confusion that facility management went through once it evolves from the US to the UK. The American facility management style

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is more oriented as the focus is towards planning and coordinating activities. The advantage seen here is that, there are detailed work processes in existence for monitoring and auditing purposes, but the drawback of this approach is that it is not human focused and can be perceived as a non-society obligated model. It is construct as more profit driven, and results oriented, but without necessary element in place to provide a human touch of doing business. The American facility management describes the work processes clearly without much room for creativity. As such consideration for feelings and emotions is not in the forefront of business decision. This is to say that, people could just be treated as a soldier in a war game. There have specific work, if there are not there another person can be deployed to replace amicably (Briggs, 2007). Alternatively, if the person is not effective, he is replace within a more effective one.

The British facility management on the other hand stress the quality of environment and good services, which is essentially quite geared in the sense it is more open to ones creative's interpretation and at the same time indicates less dependency on predefined work processes. This approach can be perceived as meaning that's effectively up to the practitioner's prerogative to make the process more transparent and systematic. Nevertheless, the human touch part is definitely emphasized in the British system, which essentially means appreciation towards fellow employees as part and parcel of doing business. Hence, corporate social responsibility and obligation rolls-in (Brochener, 2003). The British facility management style does take into consideration the emotions and feelings of people, which is very important in fostering high productivity and hence efficiency in running the office. In 1989, the International Facilities Management Association (IFMA), a professional body of facility managers was formed with membership strength of our 12,000 professionals from the United States, Canada, Japan, Europe, Australia, Netherlands, Switzerland, United Kingdom and Germany. The view point of facility management tends to be coloured in many countries by the existence or otherwise of strong professional bodies in the property management and architectural fields (Spedding, 1992).

### **The Meaning of Facility Management**

The definition of facility management is always evolving and many people and organization have different views. Alexander (1996) opined that facilities management is 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 risk 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

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customer's responsiveness and contribute to business objectives. He emphasized the fact that facilities management is purely an instrument, to support the core business of an organization with the aim of making it more efficient and more productive.

Pitt and Hinks (2001) suggest that facilities management is often seen as a management of cost efficiency rather than a method to achieve multi-dimensional enhancement of business competitiveness. Many still view facilities management in collective term, which lumps together all building facilities and services with the organization. It becomes a non-core department, supporting services that do not fit well into order core areas of a business. However, this view fails to recognize the value that facilities management can bring towards organizational effectiveness through the management of services, the improvement of services and more importantly the innovation that can be brought about by improving the management of services. Losekoot (2002) suggested that facility management is an integrated approach to operating, maintaining, improving and adopting the buildings and infrastructure of an organization in order to create an environment that strongly supports the primary objectives of that organization. The British Institute of Facilities Management (2002) opined that facilities management is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace. This definition recognizes the contribution of processes, principles, laws, theories and practices from other professions and re-iterates the need to managing the tremendous impacts that such diverse background could have on people and the workplace of the organization.

The International Facility Management Association (IFMA) defines facility management as "the practice of coordinating the physical workplace with the people and work of the organization". Facility management principles integrate the principles of business administration, architecture, engineering and building construction, and the behavioral sciences (e.g., psychology, sociology). Facility management may also involve providing support services for lease management security, voice and data systems, receiving and shipping, purchasing, office management function and, facility management encompasses all of the tasks required to make a facility function in accordance with an organization strategic plan (Brochener, 2003).

### **The Facility Management Scope**

Facility Management has been established as a multi-disciplinary field and this fact has been corroborated by earlier postulation on the inability of the Estate Surveyor and Valuers, and indeed any other professional to lay a claim of authority in this relatively new field. However, the nature and core areas of operation of some organizations can influence its management to settle for a competent sole Facility Manager who by virtue of his training

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and traditional areas of competence will successfully manage the facilities of the organization. Odiete (1998) succinctly and with schematic illustration posits that some organizations with real estate as their core areas or where the scope and function of facility management is one or a combination of some activity areas hereunder captured, there is no accepted classification of facility management, scope and functions, as it varies from facility to facility and the traditional predominant activity areas are;

- i. Real Estate
- ii. Project Management
- iii. Space Management
- iv. Premises Management
- v. Office Services.

### **The Facilities Management Practice**

Egwuaka (2016) assessed the management of recreational facilities in Abubakar Tafawa Belewa University, Bauchi State. The study adopted the survey research design and questionnaire administered on the management units and users of recreational facilities. The study found that no management strategy was adopted while caring for the recreational facilities while inadequacy of funds were a great setback while managing the recreational facilities. Nedolisa and Egulum (2019) assessed facilities management practice in the hospitality industry in Anambra State. The study used Tourism Development Corporation Standards to ascertain their state of compliance with standards of the corporation. This study shows that what facilities management is all about is the management of hotels in Anambra State. The study findings also show that there is significance of facilities management in the hospitality industry in the study area. Adeyemi (2023) assessed facilities management practice in Joseph Ayo Babalola University in Ikeji, Osun State. The study seeks to evaluate facilities management practices in the university and the relationship between facilities management function and the university core functions. The study adopted the survey method and collected data through the administration of questionnaire. The findings from the study revealed inadequacy of funding and lack of understanding of facilities management as the main causes of maintenance challenges in the university. The findings further revealed that the academic staff, non-academic staff and the students observed that there was a significant relationship between facilities management activities and the university function of teaching and reading. Nweke and Igwe (2024) assessed facilities management practice of public buildings in Enugu State by determining the current state and extent of facilities management practice in public



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buildings in the study area. The findings from the study indicates that facilities manager plans ahead for future maintenance majorly through routine checks or through planned placement. Ewanlen and Wilmot (2024) examined facility management practices and economic sustainability of hotels in Yenagoa using a marketing approach. The study adopted the descriptive design and tested two research hypotheses. The study found that de-marketing and synchro marketing activities exert strong positive and statistically significant influence on economic sustainability of hotels in the study area.

The facility manager is deeply involved in the everyday management of maintenance employees on the premises. The facility manager organizes these employees into teams to meet the goals of the business. The facility manager also may work to develop and implement employee schedules and deal with any minor problem that arises between employees. A facility manager is also responsible to complying with all local and state safety requirements, for the building including employee farming, facility inspection and security of the premises. Management is the major responsibility within the gamut of the schedule of the work of the leadership of the facilities management team. It is a continuous process of strategic operations to optimize the potentials of the various support services in an organization. Therefore, the facilities manager must be deeply involved in the day-to-day running of the business. His/her responsibilities in this management context include and not limited to the following:

- i. Managing, on daily basis, the maintenance employees by organizing them into teams and supervising their activities.
- ii. Complying with all local and state requirements in respect of buildings and all physical structures within the premises of operations. Such requirements are in the nature of noise or sound abatement, public health sustenance, gaseous and liquid waste discharge etc.
- iii. Preparing schedule for preventive maintenance and taking prompt steps to address predictive maintenance. This involves determining the cost outlay, the hiring of the maintenance outfit and the terms and conditions of the service.
- iv. Allocating space and managing same to meet the need of employees, equipment and various sections and departments and making adjustment as and when necessary for better overall performance of the organization.
- v. Purchasing facilities on behalf of the organization, for the purpose of repairs, maintenance, replacement etc.

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- vi. Arranging the facility management staffers into sub-team of same skill and specialties. This approach ensures prompt and effective completion of assignments.
- vii. Security management and maintenance - This involves hiring security personnel or engaging the services of corporate security companies, spelling out the scope of their operations.
- viii. Managing and maintaining all equipment in the premises. Such equipment include electric power generator, fire alarm system, smoke detector, air conditioning system, motor vehicles, water treatment plant, among numerous others, if and where they are available for use.
- ix. Service charge apportionment, collection/payment and its administrations.

## **METHODOLOGY**

The study adopted the survey research design and primary data collection was through the use of structured questionnaire and interview administered on the staff of the Obudu Mountain Resort and Cross River State Tourism Bureau and visitors to the Resort. The sample size was made of three hundred (300) staff of Obudu Mountain Resort and Cross River State Tourism Bureau. Out of the 300, only 202 of the respondents returned their completely filled questionnaire on which the analysis was based. The data collected was analysed using both descriptive and inferential statistics and the hypotheses were tested using Analysis of Variance, Multiple Linear Regression and t-test statistics.



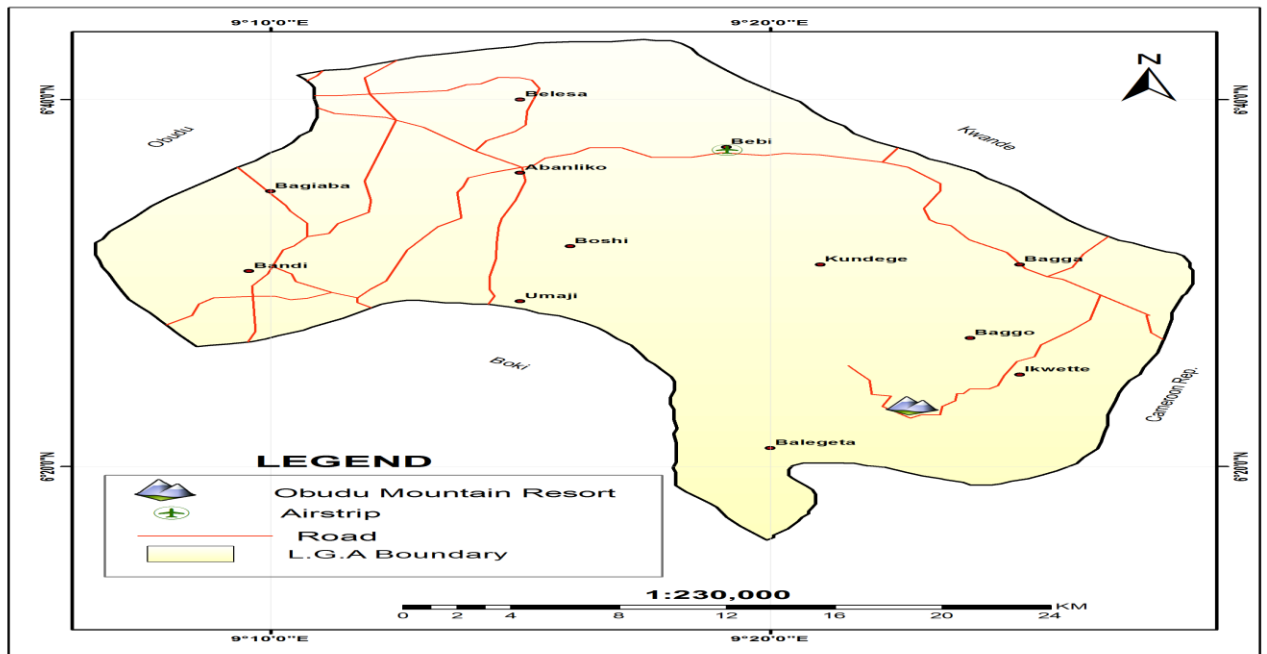


Fig. 1: Map of Obanliku showing Study Area

## RESULTS AND DISCUSSION

Table 1: Demographic Description of Study Sample

Variable Name	Category	<i>n</i>	%
<b>Gender</b>	Male	116	57.4
	Female	86	42.6
	<b>Total</b>	<b>202</b>	<b>100.0</b>
<b>Age</b>	Below 30 years	36	17.8
	30 – 40 years	107	53.0
	41 – 50 years	59	29.2
	<b>Total</b>	<b>202</b>	<b>100.0</b>
<b>Time with Organization</b>	0 – 5 years	25	12.4
	6 – 10 years	62	30.7
	11 – 15 years	75	37.1
	Above 15 years	40	19.8
	<b>Total</b>	<b>202</b>	<b>100.0</b>
<b>Highest Education Qualification</b>	F.S.L.C	26	12.9

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	W.A.S.C	26	12.9
	OND/NCE	40	19.8
	HND	35	17.3
	First Degree	44	21.8
	Post Graduate	31	15.3
	<b>Total</b>	<b>202</b>	<b>100.0</b>

**Source:** Researcher's Field Work, 2023

The results in Table 1 show that there were 116 (57.4%) males and 86 (42.6%) females. By age, 36 (17.8%) were below 30years, 107(53.0%) 30 – 40years and 59(29.2%), 41 – 50 years. In terms of how long they have worked in the resort, 25 (12.4%) said 0 – 5years, 62 (30.7%) 6 – 10years, 75 (37.1%) 11 – 15 years and 40 (19.8%) above 15 years. With respect to their highest educational qualification, 26 (12.9%) had F.S.L.C, 26 (12.9%) W.A.S.S.C, 40 (19.8%) OND/NCE, 35 (17.3%) HND, 44 (21.8%) First Degree and 31(15.3%) post graduate.

### Responses Relating to Facility Management Efficiency

A frequency analysis of the responses made to questionnaire items relating to the facility management efficiency was done using frequency counts and simple percentages. The results are shown in Table 2:

**Table 2: Frequency Analysis of Responses to Items in Management Efficiency**

Item No.	Item Content	Statistics	Responses			
			SA	A	D	SD
5.	You have a unit/department responsible for facility management	n	44	40	54	64
		%	21.8	19.8	26.7	31.7
6.	Your facilities are properly managed	n	26	28	63	85
		%	12.9	13.9	31.2	41.1
7.	You have professionals who managed the facilities	n	27	39	58	78
		%	13.4	19.3	28.7	38.6
8.	You often carryout routine inspection	n	27	37	64	74
		%	13.4	18.3	31.7	36.2
9.	Your facilities are managed by government/political appointees	n	85	63	32	22
		%	42.1	31.2	15.8	10.9
10.	You noticed any difference in the facility from when it was established till date	n	48	54	50	50
		%	23.8	26.7	24.8	24.8
11.	There have been maintenance/repairs done in the facility	n	39	47	61	55
		%	19.3	23.3	30.2	27.2
12.	The facilities are always available for use	n	34	62	58	48
		%	16.8	30.7	28.7	23.8

**Source:** Researcher's Field Work, 2023

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This item measured comparative efficiency of Facility Management from Table 2, 84 (41.6%) agreed that there was a unit/department responsible for facility management but 118 (58.4%) disagreed. Similarly, 54 (26.8%) agreed that the facility was properly managed, while 148 (73.3%) disagreed. When asked whether they had professionals who manage the facility, 66 (32.7%) agreed but 136 (67.3%) disagreed. To the question about routine inspection of facility (item 8), 64 (31.7%) agreed while 138 (68.3%) said this was not done. On management by government/political appointees (item 9), 148 (73.3%) agreed but 54 (26.7%) disagreed. With respect to whether they have noticed any difference in the facility from when it was established till date 102 (50.5%) agreed while 100 (49.5%) disagreed. To the question “have there been any maintenance/repairs done on the facility (item 11), 85 (42.6) agreed but majority 116 (57.4%) disagreed. When asked “Are your facilities always available for use?” 96 (47.5%) agreed while 106 (52.5%) disagreed. On the whole, an average of 43.3% of them agreed that the facility was managed efficiently while 56.7% tend to disagree.

**Reason for Poor Management of the Facility**

The responses to items on the factors that seem to determine the efficient management of the facility were analyzed using frequently counts and simple percentages. The results are presented as Table 3.

**Table 3: Frequency Analysis of Responses to Items on Factors Likely to Determine Facility Management Efficiency**

Item No.	Item Content	Statistics	Responses			
			SA	A	D	SD
1.	Lack of government continuity	n	76	70	29	27
		%	37.6	34.7	14.4	13.4
2.	Poor funding	n	60	75	36	31
		%	29.7	37.1	17.8	15.3
3.	Location	n	21	32	72	77
		%	10.4	15.8	34.6	38.1
4.	Poor facility management practice (in-house/outsource)	n	45	70	39	48
		%	22.3	34.7	19.3	23.8
5.	Lack skill professionals to manage the facility	n	49	62	43	48
		%	24.3	30.7	21.3	23.8
6.	Environmental effects	n	22	41	68	71
		%	10.9	20.3	33.7	35.1
7.	Inflation	n	22	42	62	76
		%	10.9	20.8	30.7	37.6
8.	Government policies	n	67	66	35	34
		%	33.2	32.7	17.3	16.8

**Source:** Researcher’s Field Work, 2023

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The results in Table 3 reveal that 146 (72.3%) agreed that lack of government continuity was an important factor while only 56 (27.7%) disagreed. Similarly, 135 (66.8%) agreed that funding was an impediment but 67 (33.2%) disagreed. Also, only 53 (26.2%) agreed that location was a problem while 149 (73.8%) disagreed. In terms of the influence of poor facility management practice (in house/outsource) 115 (57.0%) responded agreed while 87 (43.0%) disagreed. In the same vein, 111 (55.0%) agreed that lack of skilled professionals to manage the facility was a hindrance but 91 (45.0%) disagreed. On whether environmental effect could be hold accountable, 63 (31.2%) agreed while 139(68.8%) disagreed. With regards to the influence of inflation, 64 (31.7%) agreed but 138 (68.3%) did not. With respect to the influence of government policies 133 (65.9%) agreed while 69 (34.1%) disagreed. On the whole, an average of 103 (51.0%) agreed that the listed factors were influential enough to affect the management of the facility while 99 (49.0%) disagreed.

**Frequency Analysis of Responses on Method of Facility Management**

The responses to the item on method of facility management practice adopted were analyzed using frequency counts and simple percentages. The obtained results are shown in Table 4.

**Table 4: Frequency Analysis of Responses to Item on Method of Facility Management Practice**

Item No.	Item Content	Statistics	Responses Option		
			In house	Out-sourced	Both
13.	What is the method of facility management practice that is adopted	n %	86 42.6	79 39.1	37 18.3

**Source:** Researcher's Field Work, 2023

**Table 5: Descriptive Statistics of Factors Determining Facility Management Efficiency**

Name of factor	N	Mean	Standard Deviation
Lack of Government Continuity	202	2.965	1.029
Poor Funding	202	2.812	1.029
Location	202	1.985	.980
Poor Facility Management Practice	202	2.555	1.083
Lack of Skill Professionals	202	2.555	1.102
Environmental Effects	202	2.069	.995
Inflation	202	2.050	1.011
Government Policies	202	2.822	1.073
Facility Management Efficiency	202	15.163	3.043

**Source:** Researcher's Field Work, 2023

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From the results in Table 5 and among the factors, lack of government continuity had the highest mean-score ( $x = 2.965$ ), followed by government policies ( $x = 2.822$ ) and the least was location ( $x = 1.985$ ). The mean facility management efficiency was observed ( $x = 15.163$ ) with a standard deviation ( $S = 3.043$ ). The mean scores of location, environmental effects and inflation were less than the expected mean ( $\mu = 2.5$ ), just as the mean score for facility management efficiency was less than the expected value ( $\mu = 17.5$ ). These differences were not tested for significance, because this was outside the scope of this study.

**Inter-Variable Factor Correlation Coefficients**

The Pearson Product Moment Correlation Coefficient was computed for all possible pairs of the independent variables (factors) including facility management efficiency, as well as their associated p-values. The results obtained are shown in Table 6.

**Table 6: Inter-Factor and Management Efficiency Pearson Product Correlation Coefficient Matrix**

Factor	Management Efficiency	Continuity	Funding	Location	Poor Facility Management	Lack of Skill Professional	Environment	Inflation	Government Policy
Management Efficiency	1	-.012	.016	.088	-.025	-.039	.083	.041	-.061
Continuity	.430	1	.459	-.050	.236*	.342*	.041	-.080	.265*
Funding	.409	.000	1 <sup>x</sup>	.017	.264*	.356*	-.065	.052	.222*
Location	.108	.240	.405	1	.130*	.035	.256*	.202*	.021
Poor Facility Management	.364	.000	.000	.003	1	.300*	-.040	.020	.299*
Lack of Skilled Professionals	.291	.000	.000	.309	.000	1	.146*	.002	.290*
Environmental effects	.119	.280	.179	.000	.284	.019	1	.353*	.114
Inflation	.281	.130	.231	.002	.387	.489	.000	1	.159*
Government Policy	.194	.000	.001	.383	.000	.000	.053	.012	1

∴ Significant at .05 level.  $P < .05$  values above main diagonal are Correlation Coefficients and below if are corresponding P-values.

The results in Table 6 show that facility management efficiency did not correlate significantly with any of the factors ( $.012 \leq Y \leq .088$ ,  $.108 \leq P \leq .430$ ). Management efficiency correlated positively with finding (.016) location (.088), environmental effects (.083) and inflation (.041); but negatively with continuity in governance (-.012), poor facility

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management (-.025), lack of skilled professionals (-.039) and government policy (-.061). The positive correlation means that increases in the dependent variable (management efficiency) are associated with increases in the independent variable (factor) while for negative correlation, there exist an inverse relationship. All other correlations are as given in Table 6. The Correlation Coefficients flagged are significant because the P-value associated with the computed Correlation Coefficient is less than the chosen level of significance (.05).

**Test of Stated Hypotheses****Hypothesis One**

There is no significant difference in management efficiency due to the technique adopted.

To test this hypothesis, one-way analysis of variance (ANOVA) was applied with method of facility management as factor and facility management efficiency as dependent variable. The F-ratio and least significant difference (LSD) tests were used to test for significance. The obtained results are presented in Table 7.

**Table 7: One-Way ANOVA of Facility Management Efficiency by Facility Management Method**

Facility Management Method	N	Mean	Standard Deviation	Standard Error	Minimum	Maximum
In-house	86	15.174	2.947	.329	12	28
Out-sourced	79	15.317	3.225	.344	8	31
Both in-out-	37	14.811	2.914	.502	13	27
<b>Total</b>	<b>202</b>	<b>15.163</b>	<b>3.043</b>	<b>0.231</b>	<b>8</b>	<b>31</b>

Source of Variation	Sum of Squares	DF	Mean Square	F-	P-
Corrected model	6.461	2	3.230	.347	.708
Intercept	3994.469	1	3994.469	4290.169*	.000
Facility Management Method	6.461	2	3.230	.347	.708
Error	1855.148	199	9.322		
<b>Total</b>	<b>48307.00</b>	<b>202</b>			
<b>Corrected Total</b>	<b>1861.609</b>	<b>201</b>			

\*Significant at .05 level  $P < .05$

The results in Table 7 show that the perceived mean facility management efficiency for the out sourced group ( $X = 15.317$ ) was the highest, followed by in house group ( $x = 15.174$ ) and the least. The P-values (.708) associated with the computed F-values (.347) for the corrected model and influences of facility management method practiced are greater than



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.05. However, the P-value (.000) associated with the computed F-value (4290.169) for the intercept is less than .05. As a result, the null hypothesis was not rejected. This means that there is no significant relationship between methods of facility management efficiency. The significance of the intercept means that there are some other significant determinants of facility management efficiency that were considered in the ANOVA model.

### Hypothesis Two

There is no significant impact of the perceive factors influencing the facility management efficiency. To test this hypothesis, multiple linear regression analysis was applied, with the factors (lack of government continuity, poor funding location, poor facility management practice, lack of skilled professionals, environmental effects, inflation government policies) as independent variables and facility management efficiency as dependent variable. The F-ratio and t-tests, were used to test for the significance of the overall model and the relative influence of each of independent variables. Table 8 is a summary of the results obtained.

**Table 8: Regression of Facility Management Efficiency on Militating Factors against Management Efficiency**

R – Value = .143 R – Squared = .020		Adj. R-square = .020 Std. Error = 3.074			
Source of variation	Sum of squares	DF	Mean square	F-Value	P-Value
Regression	37.896	8	4.737	.501	.854
Residual	1823.713	193	9.449		
<b>Total</b>	<b>1861.609</b>	<b>201</b>			

Predictor variable	Unstandardized B	Coefficient Std. Error	Std. Coefficient	t-value	P-value
Constant	14.687	1.049		14.002	.000
Continuity	.000	.250	.000	.001	.999
Funding	.164	.251	.056	.654	.514
Location	.214	.234	.069	.912	.363
Poor management of facility	-.027	.223	-.010	-.121	.904
Skill professionals	-.140	.227	-.051	-.617	.538
Environment	.250	.247	.082	1.012	.313
Inflation	.020	.238	.007	.083	.934
Government policy	-.192	.224	-.068	-.857	.393

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The results in Table 8 show that an R-value of .143 was obtained, giving an R-squared of .020. This means that only 2% of the total variation in the facility management, efficiency is explained by the eight factors collectively. The P-value (.854) associated with the computed F-value (.501) is greater than .05. Consequently, the null hypothesis was retained. This mean the facility management efficiency is not significantly collectively influenced by the eight (8) factors. The P-values associated with the computed t-values, for all the factors are greater than .05. This means that none of the factors made significant contribution in the prediction model. However, lack of government continuity made almost zero contribution while that of poor facility management practice, lack of skilled professionals and government policy made negative contribution in the prediction model. Their presence in the model is a set-back.

### Hypothesis Three

There is no significant difference in the fortune of the resort now compared to when it was newly developed. To test this hypothesis, the responses to item 10 of the questionnaire were weighted for each respondent. The mean and standard deviation of the resulting data were computed. The observed mean was then compared to the expected mean (N = 2.5), using the population t-test. The results are presented in Table 9.

**Table 9: Population T-Test for Significance of Comparative Difference from the Past**

Variable	Mean	Standard Deviation	Standard Error	Expected Mean	Mean Difference	t-value	P-value
Comparative efficiency	2.495	1.107	.078	2.5	.005	.064	.949

The results in Table 9 revealed that the observed mean (2.495) is less than the expected mean (2.5). This means that the performance of the resort is below expectation. The P-value (.949) associated with the computed t-value (.064) is greater than .05. Consequently, the null hypothesis was retained. This means that there is no significant difference in the resort now compared to when it was newly developed.

### CONCLUSION AND RECOMMENDATION

The findings of this research show that it is possible to overcome the challenges currently being experienced in Obudu Mountain Resort in Cross River State. Majority of the respondents were in agreement that there is no management team in-charge of managing the facility which affect its management efficiency. The study also revealed that the factors which include poor funding, lack of government continuity, government policies, lack of skilled professionals to manage the facility, location, inflation and environmental effects were influential enough to affect the management efficiency of the facility. There is no

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doubt that the total refurbishment of the Obudu Mountain Resort, provision of the necessary facilities that will return the facility to its former state and employing the services of a professional facility manager (out-sourced) by the State Government to manage the facility will surely increase the productivity and growth of the resort which will be beneficial to the state and the community in terms of revenue generation.

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