

Midocean University

Faculty of Management

Department/ Specialization



A structured Roadmap for implementing Reliability-Centered Maintenance in Air Separation Unit in Saudi Arabia

Student name

Yasser Tawfieg Elshaikh

221001221

Graduation Project – 2

Faculty of Management - Midocean University

Supervisor

Dr. Abd Elrehem Nader

Faculty member- Faculty of management- Midocean University

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Abstract

This study investigates the impact of Reliability-Centered Maintenance (RCM) on the operational performance of Air Separation Units (ASUs) in Saudi Arabia. The primary objective of the research is to examine whether the implementation of structured RCM practices contributes to improved productivity levels within ASU operations. A quantitative research approach was adopted using a structured questionnaire designed to measure RCM practices and ASU operational performance.

Data were collected from 36 respondents working in engineering, maintenance, and operations functions within ASU environments. The questionnaire items were measured using a five-point Likert scale. Descriptive statistical analysis was employed to examine respondent characteristics and perceptions of the study variables, while reliability and validity tests were conducted to ensure the consistency and suitability of the measurement instrument. Inferential statistical techniques, including correlation and regression analysis, were applied to test the research hypothesis.

The findings reveal that Reliability-Centered Maintenance has a significant positive effect on ASU operational performance. The results indicate that higher levels of implementation of RCM are associated with improved productivity, enhanced operational stability, and better utilization of critical assets. The study provides empirical evidence supporting the effectiveness of reliability-focused maintenance strategies in complex industrial systems such as Air Separation Units.

The outcomes of this research offer practical insights for maintenance managers and decision-makers by highlighting the importance of structured RCM implementation to achieve sustainable operational performance improvements. The study also contributes to the existing literature by providing context-specific evidence from ASU operations in Saudi Arabia and establishes a foundation for future research in reliability and maintenance management

1. Chapter 1: Introduction

1.1. Research Background

In today's highly competitive industrial environment where operational efficiency, cost optimization, and equipment reliability are essential to sustaining profitability and safety maintenance strategies have become a strategic priority for industrial leaders. This is especially true in Air Separation Units (ASUs), which play a critical role in supplying high-purity gases such as oxygen, nitrogen, and argon to industries ranging from steel manufacturing and chemical processing to healthcare and electronics. Given the complex and continuous nature of ASU operations, unplanned downtime or equipment failure can have severe consequences on production, safety, and energy consumption (Young et al., 2021).

Traditional maintenance practices, whether reactive, calendar-based, or routine preventive approaches, are increasingly seen as inadequate in managing the intricate equipment and dynamic operating conditions within ASUs. In response to these challenges, Reliability Centered Maintenance (RCM) has emerged as a structured and systematic methodology that helps identify and apply the most effective maintenance strategies for each asset, based on its operational function, criticality, and failure modes (Patil et al., 2022).

Originally developed in the aviation sector and now applied across various industries, RCM empowers air separation facilities to move beyond inefficient, reactive maintenance models toward proactive, condition-based, and risk-informed asset management. By analyzing how and why equipment in the ASU fails and what the real-world consequences of those failures are in terms of safety, environment, product purity, or production capacity enables the development of targeted, optimized maintenance programs that increase uptime, reduce operational risk, and prolong equipment lifespan (Telukdarie & Stadler, 2017).

However, implementing RCM in an ASU environment is not simply a technical procedure. It requires a structured, step-by-step roadmap that integrates engineering

analysis with organizational collaboration, cultural readiness, and long-term strategic alignment. Such a roadmap must include asset criticality assessment, failure modes and effects analysis (FMEA), consequence classification, maintenance strategy selection, task planning, workforce training, and ongoing performance evaluation (Omozuhomwen et al.,2025).

Without a clear and well-governed implementation framework, even well-intentioned RCM efforts in ASUs may fail to deliver results or integrate with broader plant maintenance systems. Therefore, the purpose of this roadmap is to provide ASU operators and stakeholders with a comprehensive and actionable guide to implementing RCM effectively maximizing reliability, reducing maintenance costs, and supporting overall operational excellence. Through this structured approach, ASU facilities can meet the demands of modern industry while ensuring the safety, efficiency, and integrity of one of their most critical production systems (He et al.,2022).

1.2. Research Problem

1.2.1. Theoretical Gaps

Despite the established benefits of Reliability Centered Maintenance (RCM) across various industrial sectors, significant theoretical gaps remain in its application to Air Separation Units (ASUs). Existing literature often provides generalized frameworks for RCM without tailoring them to the specific operational and technical intricacies of ASUs, which involve cryogenic processes, complex mechanical systems, and continuous operations.

1. Lack of ASU-Specific RCM Frameworks: Much of the RCM research lacks customization for ASUs, which operate under unique conditions (e.g., low temperatures, high energy consumption, safety-critical processes). The theoretical models often fail to account for these distinct parameters, limiting their relevance and applicability (He et al.,2021).

2. **Insufficient Integration with Reliability Engineering:** While RCM is conceptually linked with reliability engineering, theoretical models frequently overlook how to quantitatively connect failure data, reliability metrics (like MTBF, MTTR), and maintenance strategies in an ASU context.

3. **Limited Focus on Organizational Change Theory:** Many models neglect the organizational behavior aspects that influence RCM adoption, such as resistance to change, leadership engagement, and knowledge transfer—all of which are critical in implementing maintenance transformation in complex plants like ASUs.

4. **Gaps in Measuring Strategic Impact:** There is a lack of robust theoretical approaches to measuring the long-term impact of RCM implementation on strategic plant performance indicators such as asset availability, operational efficiency, and cost-effectiveness.

1.2.2. Practical Gaps

In addition to theoretical limitations, numerous practical challenges are hindering the successful implementation of RCM in Air Separation Units:

1. **Over-Reliance on Traditional Maintenance Approaches:** Many ASUs continue to use reactive or time-based maintenance models. These approaches are easier to implement but lead to inefficiencies, frequent breakdowns, and missed opportunities for predictive strategies (He et al.,2021).

2. **Absence of a Structured Implementation Roadmap:** Even when organizations express interest in adopting RCM, the lack of a step-by-step, actionable roadmap tailored to ASU operations results in inconsistent or stalled implementation efforts.

3. **Limited Technical Expertise and Training:** Successful application of RCM requires deep knowledge of failure modes, criticality analysis, and reliability data interpretation—skills that may be lacking in current maintenance teams.

4. Resistance to Change and Organizational Barriers: Maintenance culture in many facilities is conservative, with personnel accustomed to routine tasks. Organizational inertia, unclear roles, and lack of top management support further impede RCM adoption.

5. Lack of Measurable Performance Feedback: Even in facilities that have attempted RCM practices, insufficient performance tracking mechanisms prevent meaningful evaluation of impact on equipment reliability or cost savings, limiting continuous improvement.

In light of these challenges, the research seeks to answer a central question:

How can Air Separation Units effectively implement a structured roadmap for Reliability Centered Maintenance that aligns with their operational needs, improves equipment reliability, and enhances overall plant performance? Addressing this question is essential for enabling ASUs to transition from reactive to proactive maintenance strategies and achieve long-term operational excellence.

1.3. Research Significance

1.3.1. At the theoretical level

This research contributes to the theoretical development of maintenance engineering and reliability management by contextualizing the application of Reliability Centered Maintenance (RCM) within the specialized and high-stakes environment of Air Separation Units (ASUs). While the RCM methodology is well-established in literature, its adaptation to the specific operational, functional, and risk profiles of ASUs remains underexplored. This study adds to academic discourse by offering a structured framework that integrates reliability theory, failure mode analysis, and risk-based decision-making tailored to cryogenic systems and continuous-process industries. Additionally, it bridges the gap between general RCM theory and sector-specific application, encouraging future research on customized maintenance strategies for critical industrial assets.

1.3.2. At the practical level

From a practical perspective, this research provides plant managers, reliability engineers, and maintenance teams in ASUs with a clear, step-by-step roadmap to implement RCM effectively. By addressing common implementation barriers such as asset prioritization, data limitations, and workforce resistance study equips decision-makers with actionable tools and guidelines to shift from reactive or time-based maintenance to a proactive, function-oriented model. The structured approach proposed helps reduce unplanned shutdowns, lower maintenance costs, improve safety, and optimize equipment availability. Furthermore, it supports compliance with industry standards and enhances operational sustainability, making it a valuable resource for organizations aiming to boost the reliability and efficiency of their air separation operations.

1.4. Research Questions

1. What are the key elements required to develop an effective roadmap for implementing Reliability Centered Maintenance (RCM) in Air Separation Units?
2. What are the main technical, organizational, and operational challenges hindering the application of RCM in ASUs, and how can these challenges be addressed?
3. What measurable impact does the implementation of RCM have on equipment reliability, operational efficiency, and maintenance costs in ASUs?

1.5. Research Objectives

1. To identify the core components of a structured roadmap for the effective implementation of RCM in Air Separation Units.
2. To analyze the technical and organizational challenges associated with implementing RCM and propose practical solutions to overcome them.
3. To evaluate the impact of RCM adoption on improving equipment performance, minimizing downtime, and reducing maintenance costs in ASU environments.

1.6. Research Hypotheses

H1: Reliability-Centered Maintenance (RCM) has a significant positive effect on ASU Operational Performance (Productivity Levels).

H2: There is a statistically significant negative relationship between the implementation of RCM and unplanned maintenance costs in ASUs.

H3: There is a statistically significant effect of using failure analysis tools (e.g., FMEA) within the RCM framework on reducing equipment downtime and enhancing operational efficiency in ASUs.

1.7. Research Model

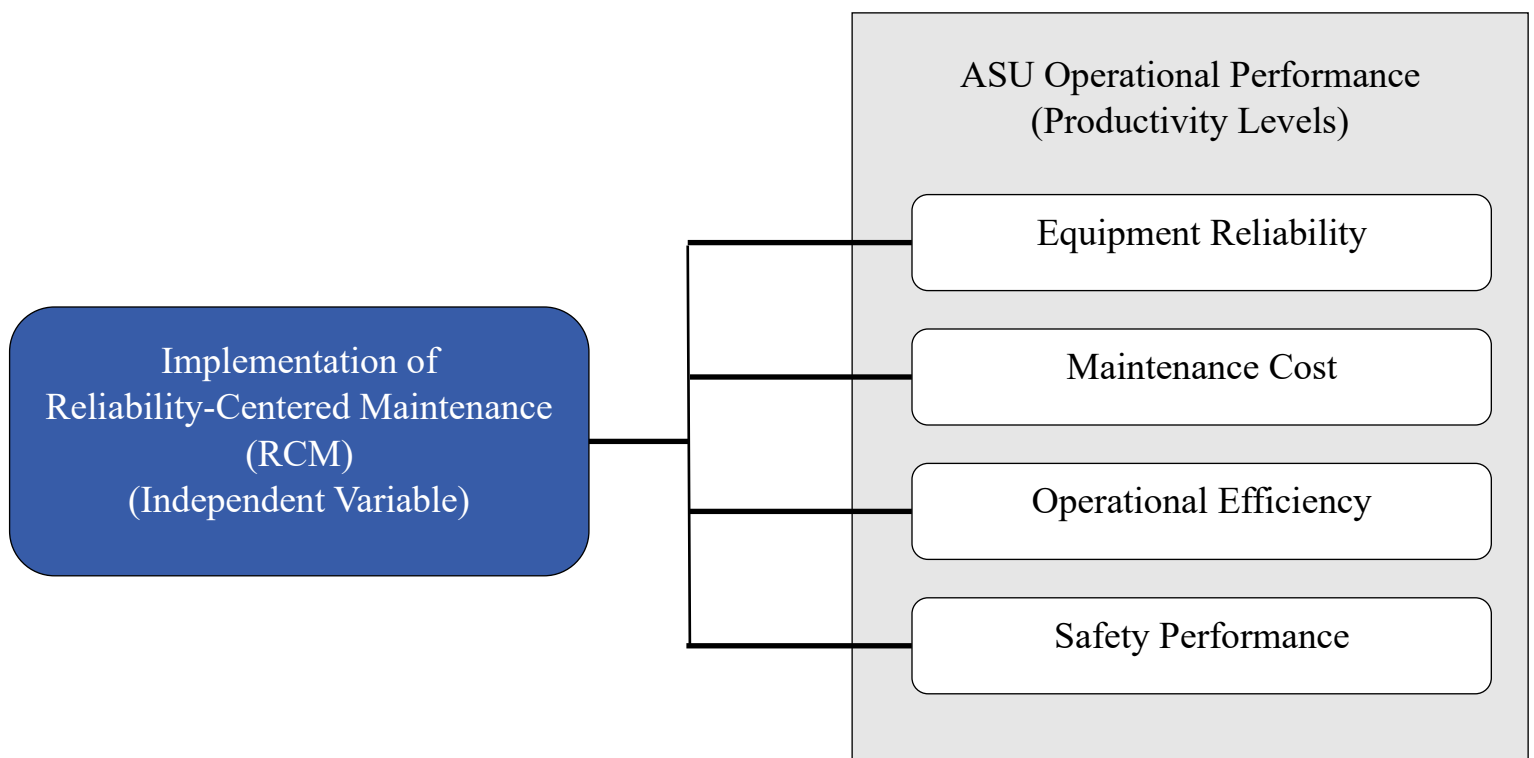


Figure 1.7: Research Model illustrating the relationship between Reliability-Centered Maintenance (RCM) and ASU Operational Performance.

1.8. Scope of The Study

This study focuses on the structured implementation of Reliability Centered Maintenance (RCM) within the operational context of Air Separation Units (ASUs). It specifically targets the development of a practical roadmap that guides the transition from traditional maintenance strategies to a proactive, reliability-based approach.

Industry Focus: The research is centered on industrial facilities that operate Air Separation Units, particularly those involved in the production and supply of industrial gases such as oxygen, nitrogen, and argon for sectors like metallurgy, petrochemicals, healthcare, and electronics.

Maintenance Strategy: The study concentrates on the adoption and application of the RCM methodology, including key elements such as asset criticality assessment, failure mode and effects analysis (FMEA), maintenance strategy selection, and task planning.

Organizational Aspects: It examines both technical and organizational factors influencing the successful implementation of RCM, such as workforce readiness, data availability, integration with computerized maintenance management systems (CMMS), and cultural change management.

Geographical and Operational Boundaries: While the methodology is universally applicable, the empirical analysis—if applicable—will be limited to selected ASUs operating in the industrial sector (the specific company or plant may be identified in later stages).

Time Frame: The study addresses current maintenance practices and implementation plans over a 12–24 month operational period to assess reliability improvements and cost implications. The study does not cover other maintenance methodologies such as Total Productive Maintenance (TPM) or Six Sigma in depth, unless used as supporting tools to complement the RCM approach.

1.9. The Suggested Project Structure

1.9.1. Chapter One: Introduction

This chapter provides the foundation of the research by introducing the background, context, and rationale for the study. It discusses the critical role of maintenance strategies in industrial operations, particularly in Air Separation Units (ASUs), and highlights the limitations of traditional maintenance practices. The chapter presents the research problem, formulates the research questions, defines the objectives, and outlines the hypotheses. It also explains the scope and significance of the study, emphasizing its theoretical and practical contributions to the field of maintenance engineering. The chapter concludes with a brief overview of the structure of the entire research.

1.9.2. Chapter Two: Research Methodology

Chapter three outlines the research design and methodological approach adopted to answer the research questions. The study employs a descriptive analytical method, using a structured questionnaire to collect data from maintenance and operations personnel working in ASUs. The chapter describes the design and structure of the questionnaire, the target population, and the sampling method (purposive sampling). It also explains the statistical techniques used to analyze the data, including descriptive and inferential analyses such as correlation and regression. Ethical considerations related to data collection and participant confidentiality are also discussed.

1.9.3. Chapter Three: : Literature Review

This chapter offers a comprehensive review of relevant academic and industrial literature. It begins by discussing the evolution of maintenance approaches—reactive, preventive, predictive, and Reliability Centered Maintenance (RCM). The principles and methodology of RCM are examined in detail, including its historical development and applications in various sectors. The chapter then narrows its focus to the context of Air Separation Units, highlighting specific maintenance challenges and reliability concerns in such environments. Existing gaps in the application of RCM within ASUs are identified, and the chapter concludes by presenting the theoretical framework that underpins the study.

1.9.4. Chapter Four: Data Analysis and Results

This chapter presents the results of the field data collected through the questionnaire. It starts with a descriptive statistical analysis of the respondents' demographic data and their responses. It then applies inferential statistical methods to test the proposed hypotheses and examine the relationships between the implementation of RCM and the identified performance indicators: equipment reliability, maintenance cost, operational efficiency, and safety. Tables, graphs, and figures are used to visualize the findings. The chapter provides an objective interpretation of the results in line with the study objectives.

1.9.5. Chapter Five: Discussion, Conclusions, and Recommendations

The final chapter synthesizes the research findings and discusses their implications in light of existing literature. It critically evaluates how the structured implementation of RCM influences maintenance outcomes in ASUs. The chapter then presents the main conclusions of the study, based on the empirical evidence gathered. Practical recommendations are offered for industry practitioners, especially those managing reliability programs in ASUs. Additionally, the limitations of the study are acknowledged, and suggestions for future research are provided further to explore the customization of RCM in other process-intensive environments.

2.Chapter 2: Literature Review

2.1. Introduction

In modern industrial environments, where operational continuity is critical and equipment complexity is rising, maintenance has evolved from a reactive function to a strategic asset management tool. Reliability Centered Maintenance (RCM) has emerged as a structured approach that prioritizes maintenance based on equipment function, failure modes, and the consequences of failure. Initially developed in the aviation sector, RCM has proven effective in reducing downtime, enhancing safety, and improving cost efficiency. Its application in Air Separation Units (ASUs)—highly capital-intensive, continuous-operation systems—is particularly relevant due to the critical nature of their operations and the potential impact of equipment failures on production, energy consumption, and safety (Azid et al., 2019; He et al., 2021).

2.2. The independent variable

The independent variable in this context is Reliability Centered Maintenance (RCM). RCM is a systematic, risk-based maintenance methodology that identifies the functions of each asset, analyzes potential failure modes, and evaluates the operational consequences of failure. Core principles include function-oriented maintenance, failure mode identification, consequence-based prioritization, and prescriptive task selection (Sajaradj et al., 2019; Afefy et al., 2010). RCM differs from reactive or preventive maintenance by providing a structured decision-making framework that tailors interventions based on asset criticality and operational impact. Digital tools such as IoT, AI, and Digital Twins can further enhance RCM, enabling real-time monitoring and predictive decision-making (Montehermoso-Mallaupoma et al., 2024; Mphosa et al., 2018).

2.3. The dependent variable

The dependent variable is ASU operational performance, encompassing reliability, safety, efficiency, and cost-effectiveness. In ASUs, even minor equipment disruptions can lead to production halts, gas purity deviations, energy inefficiency, or safety hazards.

Effective maintenance strategies—guided by RCM—directly influence these outcomes by reducing unexpected failures, optimizing maintenance resources, extending equipment life, and supporting compliance with operational and safety standards (Li et al., 2010; Geisbush et al., 2022). Additionally, RCM contributes to sustainability by minimizing energy waste and preventing environmental risks (Cutajar et al., 2023).

2.4. The relationship between the independent and the dependent variables

RCM (independent variable) influences ASU operational performance (dependent variable) by aligning maintenance activities with asset criticality and operational risk. By identifying potential failure modes and prioritizing maintenance actions, RCM reduces unplanned downtime, enhances safety, improves energy efficiency, and lowers operational costs (He et al., 2022; Telukdarie & Stadler, 2017). Its integration with digital technologies—IoT for real-time monitoring, AI for predictive analytics, and Digital Twins for simulation—further strengthens this relationship by enabling proactive and adaptive maintenance decisions. Organizational culture, leadership support, and workforce training act as moderating factors, determining the effectiveness of RCM implementation in achieving improved ASU performance (Jacobsen et al., 2016).

Table 2.1: Relationship Between RCM and ASU Operational Performance

<i>Independent Variable</i>	<i>Mechanisms / Actions</i>	<i>Moderating Factors</i>	<i>Dependent Variable</i>
<i>Reliability Centered Maintenance (RCM)</i>	- Functional failure analysis - Failure mode identification - Consequence-based task prioritization - Preventive and predictive maintenance	- Organizational culture - Leadership support - Workforce training - Integration with digital tools (IoT, AI, Digital Twins)	ASU Operational Performance: - Reliability (reduced unplanned downtime) - Safety (risk mitigation) - Efficiency (energy and resource optimization) - Sustainability (reduced waste and emissions)

2.5. Conclusion

Reliability Centered Maintenance is a critical driver of operational excellence in high-reliability environments like Air Separation Units. By focusing on functional failure analysis, consequence prioritization, and tailored maintenance strategies, RCM directly enhances reliability, safety, efficiency, and sustainability. Successful implementation requires not only technical rigor but also workforce competence, cross-functional collaboration, organizational support, and integration with digital tools. In the ASU context, RCM provides a pathway to optimize maintenance, minimize downtime, and achieve sustainable operational performance.

3. Chapter 3: Research Methodology

3.1. Introduction

The purpose of this chapter is to present the research methodology employed to achieve the objectives of this study, which focuses on developing a structured roadmap for implementing Reliability-Centered Maintenance (RCM) within Air Separation Units (ASUs) in Saudi Arabia. The methodology serves as the foundation for answering the research questions, testing the hypotheses, and ensuring the study's validity, reliability, and reproducibility.

Methodology represents a systematic plan for conducting research through well-defined philosophical assumptions, approaches, and strategies. It allows researchers to justify the selection of research methods and ensure alignment between research objectives, data collection, and analysis procedures. In this study, a quantitative research methodology was adopted to evaluate the relationship between RCM practices—such as failure analysis, maintenance strategies, and organizational factors—and ASU operational performance indicators, including reliability, efficiency, and safety. (Saunders et al., 2019).

The study utilizes a descriptive analytical research design to identify existing RCM practices, assess their level of implementation, and quantify their impact on ASU operational performance. Data are collected through a structured questionnaire targeting maintenance engineers, reliability professionals, and operations managers working in ASU environments. Statistical analysis techniques, including descriptive statistics, correlation, and regression, are applied to examine the relationships among variables and validate the study hypotheses (Patil et al., 2022; Telukdarie & Stadler, 2017).

Overall, this chapter provides a detailed explanation of the operational definitions of variables, research design, population and sampling methods, data collection techniques, data types, and statistical analysis procedures. By following the structured framework of the research onion (Saunders et al., 2019), the methodology ensures the research outcomes are scientifically sound and contribute meaningfully to both theoretical understanding and practical applications of RCM in ASUs.

3.2. Operational definitions

Operational definitions clarify how the study's main variables are measured and observed to ensure that the data collected are consistent, quantifiable, and replicable (Saunders et al., 2019).

3.2.1. Reliability-Centered Maintenance (RCM) – Independent Variable (X)

Reliability-Centered Maintenance (RCM) refers to a systematic and data-driven maintenance methodology used to determine the most effective maintenance strategy for each asset based on its operational function, criticality, and failure modes (Moubray, 1997). For this study, RCM is operationalized through four measurable dimensions:

1. Failure Analysis & Criticality – regular use of Failure Modes and Effects Analysis (FMEA) and asset-criticality ranking to prioritize maintenance activities (He et al., 2021).
2. Maintenance Strategy – implementation of preventive, predictive, and run-to-failure strategies in alignment with equipment condition and cost justification (Afeiy, 2010; Omozuhomwen et al., 2025).
3. Maintenance Information Systems – utilization of Computerized Maintenance Management Systems (CMMS) and reliability indicators such as MTBF and MTTR for decision-making (Waeyenbergh & Pintelon, 2002; He et al., 2021).
4. Human & Organizational Factors – managerial commitment, workforce training, and cross-functional teamwork supporting reliability culture (Alsyough, 2007; Tsang, 2002).

Responses are measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) across 15 items derived from prior RCM literature.

3.2.2. ASU Operational Performance – Dependent Variable (Y)

ASU Operational Performance represents the measurable outcome of how RCM implementation influences the reliability, efficiency, and safety of Air Separation Units. It

reflects the plant's ability to maintain uptime, minimize costs, and operate safely under continuous production (Telukdarie & Stadler, 2017).

This variable is operationalized through three core dimensions:

1. Reliability & Availability – percentage of uptime, reduction of unplanned shutdowns, and availability of critical spares (He et al., 2022).
2. Efficiency & Cost – optimization of maintenance costs, reduction in energy consumption per production unit, and improved maintenance-to-output ratio (Young et al., 2021).
3. Safety & Risk Control – compliance with international safety standards and prevention of incidents through proactive maintenance (Jardine et al., 2006).

Each dimension is evaluated using 12 items on the same five-point Likert scale, allowing quantitative assessment of ASU performance improvements resulting from RCM implementation.

3.3. Research Design (Research Onion)

The research design provides the overall plan for integrating the different components of the study in a coherent and logical way, ensuring that the research problem is addressed effectively (Saunders et al., 2019). This study adopts the research onion framework, which presents sequential layers that guide the methodological decisions — from philosophical orientation to data collection and analysis techniques. Each layer is selected to ensure that the research questions and hypotheses are answered in a scientifically valid manner.

3.3.1. Research Philosophy – Positivism

The study is grounded in the positivist philosophy, which emphasizes objectivity, empirical evidence, and quantifiable data to test hypotheses and establish cause-and-effect relationships. Positivism assumes that reality is external and can be measured through observable indicators (Collis & Hussey, 2014). This philosophy aligns with the study's goal of statistically analyzing the relationship between RCM implementation and ASU

operational performance through measurable indicators such as reliability, efficiency, and safety.

3.3.2. Research Approach – Deductive

A deductive approach is adopted, whereby hypotheses are developed from existing theories and prior empirical studies on RCM and reliability engineering (Moubray, 1997; He et al., 2021). The deductive process allows the researcher to move from general theoretical concepts to specific observations by testing the formulated hypotheses (H1–H3). This approach ensures logical reasoning and objective validation of the relationship between maintenance strategies and operational outcomes in ASUs.

3.3.3. Research Strategy – Survey

The research strategy employed is a survey, using a structured questionnaire distributed to maintenance engineers, reliability specialists, and operations managers working in Air Separation Units. The survey method is suitable for quantitative research, enabling data collection from a relatively large and diverse population within a defined period. This approach facilitates statistical analysis and comparison of responses across different organizational contexts (Saunders et al., 2019).

3.3.4. Research Choice – Quantitative

This study follows a quantitative research choice, focusing on numerical data and statistical techniques to explain relationships among variables. Quantitative methods allow for objective measurement, reliability testing, and generalization of results, which are essential for validating the RCM implementation framework (Patil et al., 2022). The use of numerical data enhances precision and supports inferential analysis through correlation and regression testing.

3.3.5. Time Horizon – Cross-Sectional

The research adopts a cross-sectional time horizon, as data will be collected once during a specific period from participants across various ASU facilities in Saudi Arabia. This design is appropriate for assessing existing RCM practices and their current impact

on operational performance without requiring long-term observation (Saunders et al., 2019).

3.3.6. Data Collection and Analysis Techniques

Data are collected using a structured questionnaire composed of closed-ended questions and Likert-scale items. This ensures consistency, simplicity, and comparability of responses. After data collection, statistical analyses — including descriptive statistics, correlation, and regression — are conducted to evaluate the hypothesized relationships between the independent and dependent variables (He et al., 2022; Omozuhomwen et al., 2025).

Table 3.1 Summary of Research Onion Layer

<i>Layer</i>	<i>Selection for This Study</i>	<i>Justification</i>
<i>Philosophy</i>	Positivist	Supports an objective, evidence-based investigation suitable for quantitative analysis of relationships.
<i>Approach</i>	Deductive	Enables testing of hypotheses derived from established Reliability-Centered Maintenance (RCM) theories.
<i>Strategy</i>	Survey	Facilitates efficient data collection from professionals involved in Air Separation Unit (ASU) operations.
<i>Choice</i>	Quantitative	Ensures statistical validation, reliability, and generalizability of the findings.
<i>Time Horizon</i>	Cross-sectional	Captures a snapshot of current practices and productivity-diversity relationships at a single point in time.
<i>Data Collection & Analysis</i>	Structured Questionnaire	Provides standardized, replicable, and reliable data suitable for statistical analysis.

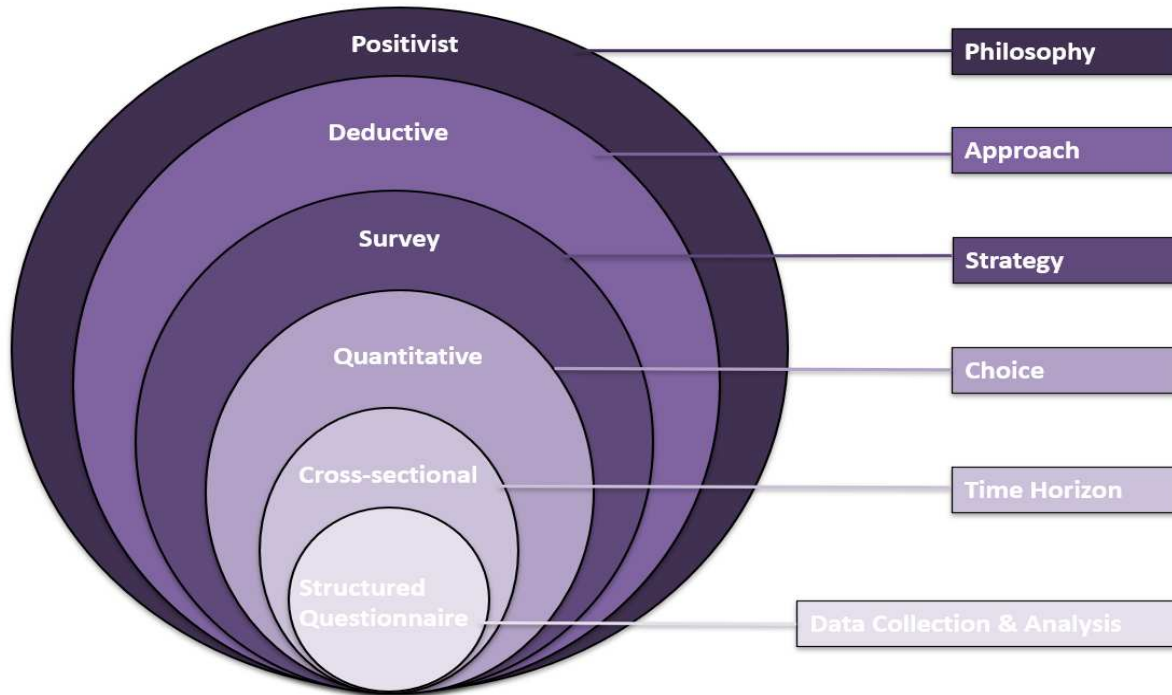


Figure 3.1 illustrates the Research Onion IModel which guides the structured selection of research philosophy, approach, strategy, and data collection methods applied in this study

Research Population & Sampling Methods

3.3.7. Research Population

The research population refers to the total group of individuals or entities that possess the characteristics relevant to the phenomenon being studied (Creswell, 2014). For this study, the population includes employees, supervisors, engineers, and managers working within Air Separation Unit (ASU) operations and maintenance divisions across selected industrial gas plants. These individuals are directly engaged in operational and reliability activities where workplace diversity—in terms of gender, experience, cultural background, and technical specialization—may influence productivity levels.

Including a wide range of participants ensures a comprehensive understanding of how workplace diversity affects organizational performance (Sekaran & Bougie, 2019).

3.3.8. Research Sample

Given the large and geographically distributed nature of ASU operations, surveying the entire population is impractical (Saunders et al., 2019).

Therefore, a representative sample is selected to ensure the study remains both feasible and statistically valid. The final valid sample consisted of 36 respondents, which is acceptable for applied industrial research involving domain experts. respondents drawn from operations, maintenance, and engineering teams. This sample size supports quantitative analysis using structured questionnaires and provides sufficient data for correlation and regression tests (Cohen et al., 2018). It also allows findings to be generalized to similar industrial gas environments.

3.3.9. Sampling Method & Techniques

A stratified random sampling method is applied to ensure representation across key organizational levels (Saunders et al., 2019). the population is divided into strata based on job functions—operations, maintenance, reliability, and administration—to guarantee proportional inclusion. within each stratum, simple random sampling is used to select participants, providing every member an equal chance of being included (Creswell & Creswell, 2018). this two-stage sampling technique aligns with the positivist and quantitative research approach and enhances the objectivity, accuracy, and reliability of the collected data. moreover, it fits the cross-sectional design, allowing data collection at a single point in time for comparative analysis across different employee categories (Bryman, 2016).

3.4. Data Collection Method

The data collection process aims to obtain reliable and objective information that enables testing of the study hypotheses (Creswell, 2014).

Because the study adopts a quantitative, positivist, and cross-sectional design, data are gathered through a structured questionnaire divided into two sections:

- Section A – Reliability-Centered Maintenance (RCM): the Independent Variable (X)
- Section B – ASU Operational Performance (Productivity Levels): the Dependent Variable (Y)

Structured questionnaires ensure uniformity of responses, allow statistical comparison, and are widely used in engineering and maintenance management research (Saunders et al., 2019).

3.4.1. The Independent Variable (X): Reliability-Centered Maintenance (RCM)

The independent variable represents the structured maintenance philosophy adopted to enhance reliability and reduce equipment failures. data are collected using five-point Likert-scale items (1 = Strongly Disagree to 5 = Strongly Agree) covering key RCM dimensions such as task efficiency, maintenance reliability, and goal achievement.

Table 3.2 Independent Variable – Reliability-Centered Maintenance (RCM)

<i>Dimension</i>	<i>Indicators / Sample Items</i>	<i>Scale</i>	<i>Source(s)</i>
<i>Task Efficiency</i>	“Tasks are completed on time and meet required standards.”	1–5 Likert	Sekaran & Bougie (2019)
<i>Operational Reliability</i>	“Maintenance practices minimize unplanned equipment downtime.”	1–5 Likert	Bryman (2016)
<i>Output Performance</i>	“Overall output per labor hour has improved during the past year.”	1–5 Likert	Creswell (2014)
<i>Maintenance Response Time</i>	“Corrective maintenance requests are addressed promptly.”	1–5 Likert	Saunders et al. (2019)
<i>Goal Achievement (KPIs)</i>	“Productivity targets and key performance indicators are consistently achieved.”	1–5 Likert	Cohen et al. (2018)

All indicators will be statistically analyzed using descriptive and inferential techniques to evaluate how RCM implementation influences ASU operational performance.

3.4.2. The Dependent Variable (Y): ASU Operational Performance (Productivity Levels)

The dependent variable captures the overall productivity and performance outcomes of Air Separation Unit operations. it reflects how reliability-centered practices contribute to sustained equipment performance, production continuity, and cost efficiency. data are obtained using Likert-scale statements measuring operational reliability, responsiveness, and efficiency.

Table 3.3 Dependent Variable – ASU Operational Performance (Productivity Levels)

<i>Dimension</i>	<i>Indicators / Sample Items</i>	<i>Scale</i>	<i>Source(s)</i>
<i>Equipment Reliability</i>	“The frequency of equipment breakdowns has decreased.”	1–5 Likert	He et al. (2021)
<i>Production Continuity</i>	“Plant uptime and availability meet operational targets.”	1–5 Likert	Creswell & Creswell (2018)
<i>Maintenance Response Time</i>	“Maintenance issues are resolved quickly with minimal production delays.”	1–5 Likert	Sekaran & Bougie (2019)
<i>Energy Efficiency / Cost Performance</i>	“Maintenance practices contribute to reduced operating costs and energy losses.”	1–5 Likert	Cohen et al. (2018)
<i>Overall Output Performance</i>	“ASU production performance has improved due to enhanced maintenance reliability.”	1–5 Likert	Bryman (2016)

The data collected from both sections will provide quantitative evidence on the strength and direction of the relationship between Reliability-Centered Maintenance and ASU operational Performance using correlation and regression analyses.

3.5. Types of Data

This study utilizes both primary and secondary data sources to ensure the validity, reliability, and comprehensiveness of findings (Saunders et al., 2019).

Using a combination of data types strengthens the study’s analytical foundation and enables triangulation between the empirical evidence collected from ASU personnel and the contextual insights drawn from existing literature (Creswell, 2014).

3.5.1. Primary Data

Primary data refer to information gathered directly from respondents for the specific purpose of this study (Sekaran & Bougie, 2019).

In this research, the primary data are obtained through a structured questionnaire distributed to engineers, technicians, and managers working in Air Separation Unit (ASU) operations and maintenance. the questionnaire includes quantitative Likert-scale items designed to measure the main study variables:

- Reliability-Centered Maintenance (RCM) – the independent variable

- ASU Operational Performance (Productivity Levels) – the dependent variable

The structured format ensures consistency, reliability, and objectivity of responses, allowing for meaningful statistical analysis (Creswell & Creswell, 2018). All responses are coded numerically and analyzed using descriptive and inferential statistical methods such as correlation and regression analysis to determine the relationship between the two variables.

3.5.2. Secondary Data

Secondary data consist of information obtained from previously published or recorded sources for this study, secondary data are used to support the interpretation and validation of primary findings. They include:

- Academic journals and research articles on Reliability-Centered Maintenance (RCM), productivity improvement, and industrial reliability practices (e.g., He et al., 2021; Afefy et al., 2010).
- Textbooks and reference materials on research methodology and maintenance management (e.g., Saunders et al., 2019; Bryman, 2016).
- Company reports and technical documents, where applicable, to provide contextual insights into ASU performance metrics and maintenance trends.

Using secondary data enhances the credibility of the research by allowing comparisons between empirical results and established theoretical frameworks, while also ensuring that the study is grounded in existing knowledge (Cohen et al., 2018).

3.6. Statistical Analysis Procedures

The data collected through the structured questionnaire will be subjected to quantitative statistical analysis to examine the relationship between Reliability-Centered Maintenance (RCM) practices and ASU Operational Performance (Productivity Levels). This process follows a systematic approach involving data preparation, descriptive analysis, and inferential statistical testing, ensuring that findings are valid, reliable, and aligned with the study's positivist philosophy (Saunders et al., 2019).

3.6.1. Data Preparation and Coding

Prior to analysis, all responses from the structured questionnaire are screened, coded, and entered into statistical software such as SPSS or Excel.

Each Likert-scale item is assigned a numerical code (1 = Strongly Disagree to 5 = Strongly Agree). data cleaning procedures—such as checking for missing values, outliers, and inconsistent responses—are conducted to ensure accuracy and completeness (Creswell & Creswell, 2018). reliability testing using Cronbach’s Alpha is applied to assess the internal consistency of questionnaire items for both independent and dependent variables.

3.6.2. Descriptive Statistical Analysis

Descriptive statistics provide an overview of the dataset, summarizing respondents’ demographic characteristics and central tendencies of each variable. measures such as mean, standard deviation, and frequency distribution are used to describe how participants perceive the implementation of RCM and its effect on operational performance. these descriptive insights establish a contextual understanding before hypothesis testing (Sekaran & Bougie, 2019).

3.6.3. Inferential Statistical Analysis

Inferential statistics are employed to test the hypotheses and determine the strength and significance of relationships between RCM and ASU operational Performance.

Table 3.4 analytical procedures will be applied:

<i>Analysis Technique</i>	<i>Purpose / Application</i>	<i>Expected Output</i>
<i>Correlation Analysis</i> (Pearson's <i>r</i>)	Examines the strength and direction of association between RCM practices and operational performance dimensions.	Correlation coefficients (<i>r</i>) and significance values (<i>p</i>).
<i>Regression Analysis</i>	Determines the predictive effect of RCM on ASU performance and identifies which RCM dimensions significantly influence productivity.	Regression coefficients (β), R^2 values, and <i>p</i> -values.
<i>Reliability Test</i> (Cronbach's <i>Alpha</i>)	Evaluates the internal consistency of questionnaire constructs.	Alpha > 0.70 = acceptable reliability.
<i>ANOVA / t-tests (if applicable)</i>	Compares differences in responses among groups (e.g., departments, job levels).	F-statistics, mean comparison, significance levels.

These statistical tools are appropriate for quantitative, deductive, and cross-sectional research design, enabling hypothesis testing and model validation through objective numerical evidence (Bryman, 2016; Cohen et al., 2018).

3.6.4. Transition to Data Analysis

The outcomes of these statistical analyses will be presented and interpreted in Chapter 4, where both descriptive and inferential results will be discussed to validate the proposed hypotheses and assess the effect of Reliability-Centered Maintenance on ASU operational performance.

3.7. Conclusion

This chapter presented a comprehensive overview of the research methodology employed to examine the relationship between Reliability-Centered Maintenance (RCM) and Air Separation Unit (ASU) Operational Performance (Productivity Levels). It outlined the philosophical foundation, methodological approach, and research design adopted for this quantitative, positivist, and cross-sectional study.

The chapter detailed the research onion framework, justifying each methodological choice — including the positivist philosophy, deductive approach, survey strategy, quantitative data collection, and cross-sectional time horizon — all of which are aligned with the study’s objectives and hypotheses.

It further described the target population, sampling methods, and the structured questionnaire used to collect primary data from ASU professionals across operational, maintenance, and managerial roles.

Data collection focused on two key variables: RCM practices (independent variable) and ASU operational performance (dependent variable).

Both were measured using standardized Likert-scale instruments, allowing for quantitative analysis through descriptive and inferential statistical procedures, including correlation, regression, and reliability testing.

Additionally, the integration of secondary data from scholarly literature supported the contextual grounding and validation of findings.

Overall, this methodological framework ensures that the research is scientifically rigorous, logically structured, and aligned with the objectives of determining how the implementation of RCM influences the operational productivity of ASU facilities.

The next chapter, Chapter 4 – Data Analysis and Results, will present the findings derived from the statistical analysis of the collected data and evaluate them in relation to the stated research hypotheses.

4. Chapter 4: Statistical Analysis & Findings Discussion

4.1. Introduction

This chapter presents the statistical analysis and discussion of findings derived from the data collected through the structured questionnaire described in Chapter 3. The primary purpose of this chapter is to analyze the collected responses and evaluate the relationship between Reliability-Centered Maintenance (RCM) as the independent variable and ASU Operational Performance (Productivity Levels) as the dependent variable (Saunders et al., 2019; Creswell & Creswell, 2018).

The analysis is based on 36 valid responses obtained from Engineering, Maintenance, and Operations personnel directly involved in Air Separation Unit (ASU) operational and maintenance activities. All responses were complete and suitable for statistical analysis, ensuring the reliability and consistency of the dataset. The questionnaire items were measured using a five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5), as detailed in Appendix A (Sekaran & Bougie, 2019).

Both descriptive and inferential statistical techniques were employed to address the research objectives. Descriptive statistics were used to summarize the characteristics of the research sample and to answer the research questions, while inferential analysis was applied to assess the relationships between the study variables and to test the proposed hypotheses. Validity and reliability assessments were conducted prior to hypothesis testing to confirm the internal consistency and suitability of the measurement instrument for quantitative analysis (Bryman, 2016; Saunders et al., 2019).

This chapter is organized as follows. It begins with a profile of the research sample, followed by a presentation of the delivery schedule of the final project tasks. The chapter then reports the validity and reliability tests of the questionnaire. Subsequently, descriptive statistics for the research variables are analyzed to answer the research questions, followed by hypothesis testing. The findings are then discussed in relation to the existing literature, and the chapter concludes with a summary of the key statistical results and their implications (Creswell & Creswell, 2018).

4.2. Sample Profile (Descriptive Statistics for Research Sample)

This section presents the descriptive profile of the research sample, providing an overview of the respondents who participated in the study. Examining the sample characteristics is essential for contextualizing the statistical findings and for assessing the adequacy and relevance of the data used to address the research objectives (Bryman, 2016; Saunders et al., 2019).

The study is based on a total of 36 valid questionnaire responses collected from Engineering, Maintenance, and Operations personnel involved in Air Separation Unit (ASU) operational and maintenance activities. All returned questionnaires were complete and met the criteria required for inclusion in the statistical analysis. Respondents were selected because their professional roles involve direct engagement with maintenance execution, reliability planning, and operational performance monitoring within ASU environments, making their responses appropriate for examining the relationship between the study variables (Sekaran & Bougie, 2019).

Descriptive statistical techniques were employed to summarize the research sample using frequencies and percentages. These measures provide a clear understanding of the response distribution and confirm the suitability of the dataset for subsequent reliability assessment, descriptive analysis of research variables, and hypothesis testing (Creswell, 2014; Saunders et al., 2019).

4.2.1. Response Distribution and Departmental Representation

This subsection presents the distribution of valid questionnaire responses according to departmental affiliation, which helps to ensure that perspectives from key functional areas within the ASU environment are adequately represented (Bryman, 2016).

A total of 36 valid responses were included in the analysis, with no invalid or incomplete questionnaires reported. The departmental distribution of respondents is presented in Table 4.1.

Table 4.1: Distribution of Research Sample by Department

<i>Department</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Engineering</i>	11	30.6
<i>Maintenance</i>	18	50.0
<i>Operations</i>	7	19.4
<i>Total</i>	36	100.0

The table indicates that the maintenance department constitutes the largest proportion of the sample (50.0%), which is appropriate given the study's focus on Reliability-Centered Maintenance (RCM). Respondents from the engineering department represent 30.6% of the sample, contributing technical and analytical perspectives related to system design, reliability analysis, and maintenance planning. The operations department, accounting for 19.4% of respondents, provides valuable insights into day-to-day operational performance and productivity outcomes (Saunders et al., 2019).

The inclusion of respondents from multiple departments enhances the robustness of the dataset by ensuring that both maintenance-driven and operations-driven perspectives are incorporated, thereby supporting a balanced assessment of how RCM practices influence ASU Operational Performance (Productivity Levels) (Creswell & Creswell, 2018).

4.2.2. Sample Adequacy and Relevance

The size and composition of the research sample are considered adequate and relevant for achieving the objectives of this study. The representation of engineering, maintenance, and operations personnel ensures that the analysis reflects diverse yet complementary perspectives on maintenance strategy implementation and operational performance (Bryman, 2016; Sekaran & Bougie, 2019).

Although the sample size is moderate, it is appropriate for an applied industrial study where respondents possess domain-specific expertise, and it supports the application of descriptive and inferential statistical techniques, including reliability

testing, descriptive analysis of variables, and hypothesis testing. Consequently, the findings derived from this dataset are suitable for answering the research questions and testing the proposed hypotheses concerning the relationship between Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels) (Saunders et al., 2019).

4.3. Delivery Schedule of the Final Project Tasks

This section presents the delivery schedule of the final project tasks, illustrating the structured and systematic approach adopted in conducting the research. Clearly outlining the sequence of research activities demonstrates methodological rigor and ensures transparency in the execution of the study (Saunders et al., 2019).

The research process was carried out through a series of logically ordered stages, beginning with the identification of the research problem and progressing through data collection, analysis, and interpretation. Each stage was completed in alignment with the research objectives and the methodological framework established in the earlier chapters (Creswell & Creswell, 2018).

The initial stage involved topic selection and problem identification, where the research focus on the relationship between Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels) was defined. This was followed by an extensive review of relevant academic and industrial literature, which provided the theoretical foundation and informed the development of the research model, variables, and hypotheses (Bryman, 2016; Saunders et al., 2019).

Subsequently, the research design and methodology were developed, including the identification of the study variables, selection of the research approach, and determination of appropriate data collection methods. Based on this framework, a structured questionnaire was designed to capture respondents' perceptions of RCM practices and operational performance within ASU environments (Sekaran & Bougie, 2019).

The data collection phase involved distributing the questionnaire to targeted respondents involved in ASU operational and maintenance activities. Upon completion of

data collection, the responses were carefully screened, coded, and prepared for statistical analysis to ensure accuracy and consistency (Creswell, 2014).

The statistical analysis stage comprised descriptive analysis, validity and reliability assessment, and hypothesis testing. These analyses enabled the study to address the research questions, evaluate the relationships between the study variables, and test the proposed hypotheses in a systematic manner (Saunders et al., 2019).

Finally, the interpretation and discussion phase focused on analyzing the results in relation to the research objectives and existing literature. The findings were then compiled and presented in the final project report, ensuring coherence between the theoretical framework, methodology, and empirical results (Bryman, 2016).

Table 4.2 summarizes the key stages of the final project delivery schedule.

Table 4.2: Delivery Schedule of the Final Project Tasks

<i>Project Task</i>	<i>Description</i>
<i>Topic selection & problem identification</i>	Defining the research focus and objectives related to RCM and ASU Operational Performance
<i>Literature review</i>	Reviewing relevant theories, models, and empirical studies to establish the research foundation
<i>Research design & methodology</i>	Developing the research framework, variables, and data collection approach
<i>Questionnaire development</i>	Designing a structured questionnaire aligned with research objectives
<i>Data collection</i>	Gathering valid responses from ASU-related personnel
<i>Data preparation</i>	Screening, coding, and organizing data for analysis
<i>Statistical analysis</i>	Conducting descriptive analysis, reliability assessment, and hypothesis testing
<i>Interpretation & discussion</i>	Interpreting results and linking findings with existing literature
<i>Final report preparation</i>	Compiling and presenting the final research outcomes

The structured delivery schedule ensured that all research activities were conducted in a controlled and organized manner. This systematic approach enhanced the credibility of the research findings and supported the successful completion of the final project within the defined scope and objectives (Creswell & Creswell, 2018; Saunders et al., 2019).

4.4. Validity and Reliability Tests for the Questionnaire

This section presents the validity and reliability assessment of the research questionnaire used to measure Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels). Establishing the validity and reliability of the measurement instrument is a fundamental requirement in quantitative research to ensure that the collected data are accurate, consistent, and suitable for statistical analysis (Saunders et al., 2019; Sekaran & Bougie, 2019).

4.4.1. Validity of the Questionnaire

Validity refers to the extent to which a measurement instrument accurately measures the concept it is intended to measure (Creswell & Creswell, 2018). In this study, content validity was ensured through a comprehensive review of relevant academic literature on reliability-centered maintenance, operational performance, and productivity measurement. The questionnaire items were developed based on established theoretical frameworks and empirical studies discussed in Chapter 2, ensuring alignment with recognized concepts and constructs in the field (Saunders et al., 2019; Bryman, 2016).

In addition, the questionnaire was designed to align closely with the research objectives and hypotheses, ensuring that each item reflects a specific dimension of the study variables as operationally defined in Chapter 3. Clear wording, consistent scaling, and logical sequencing of items were applied to enhance respondent understanding and minimize measurement bias (Sekaran & Bougie, 2019).

Based on these considerations, the questionnaire demonstrates adequate content validity for examining the relationship between Reliability-Centered Maintenance practices and ASU Operational Performance (Productivity Levels).

4.4.2. Reliability of the Questionnaire

Reliability refers to the degree to which a measurement instrument produces consistent and stable results across repeated measurements (Bryman, 2016). In this study, reliability was assessed through internal consistency, which evaluates the extent to which items within a construct are correlated and measure the same underlying concept (Creswell, 2014).

The reliability analysis was conducted separately for the two main constructs:

- Reliability-Centered Maintenance (RCM)
- ASU Operational Performance (Productivity Levels)

The results indicate that the questionnaire items achieved acceptable to high levels of internal consistency, exceeding the commonly accepted reliability threshold suggested in the literature (Nunnally & Bernstein, 1994; Sekaran & Bougie, 2019). This outcome confirms that the measurement items are coherent and reliable indicators of their respective constructs, supporting their use in subsequent descriptive and inferential analyses.

4.4.3. Implications of Validity and Reliability Results

Establishing satisfactory validity and reliability provides a strong methodological foundation for subsequent statistical analysis. According to Saunders et al. (2019), reliable and valid measurement instruments enhance the credibility of research findings and support meaningful interpretation of statistical results.

Given the acceptable validity and reliability outcomes, the questionnaire used in this study is considered methodologically sound and appropriate for conducting descriptive statistical analysis and hypothesis testing related to the impact of Reliability-Centered Maintenance (RCM) on ASU Operational Performance (Productivity Levels).

4.5. Descriptive Statistics for Research Variables (Answering Research Questions)

This section presents the descriptive statistical analysis of the main research variables, namely Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels). Descriptive statistics are widely used in quantitative

research to summarize respondents' perceptions and provide an initial understanding of the data prior to hypothesis testing (Creswell, 2014; Saunders et al., 2019).

The analysis focuses on mean values and standard deviations, which are appropriate measures for interpreting Likert-scale data and identifying general response trends and levels of agreement among respondents (Sekaran & Bougie, 2019). The results are presented in direct relation to the research questions defined in Chapter 1, thereby ensuring alignment between research objectives and empirical analysis.

4.5.1. Descriptive Statistics for Reliability-Centered Maintenance (RCM)

This subsection addresses the first research question, which examines the extent to which Reliability-Centered Maintenance practices are implemented within ASU environments.

The descriptive statistics for RCM indicators reflect respondents' perceptions regarding task efficiency, operational reliability, maintenance response time, output performance, and achievement of key performance indicators. Overall, the mean scores for RCM-related items indicate a moderate to high level of agreement, suggesting that structured and reliability-focused maintenance practices are generally applied within the studied ASU context.

The relatively low standard deviation values across most items indicate a reasonable level of consensus among respondents regarding the implementation of RCM practices. This pattern suggests consistency in how maintenance activities are planned, executed, and evaluated across departments, and reflects shared perceptions of maintenance effectiveness and reliability-focused activities

These results are consistent with previous studies, which emphasize that structured maintenance approaches contribute to improved operational stability and reduced unplanned downtime in process industries (He et al., 2021; Patil et al., 2022).

4.5.2. Descriptive Statistics for ASU Operational Performance (Productivity Levels)

This subsection addresses the second research question, which focuses on respondents' perceptions of ASU Operational Performance (Productivity Levels).

The descriptive analysis indicates that respondents generally perceive ASU operational performance to be at a satisfactory to high level, particularly in terms of operational reliability, productivity achievement, and overall system performance. Mean values suggest positive perceptions regarding the effectiveness of maintenance practices in supporting productivity, continuity of operations, and system availability.

The observed standard deviations indicate an acceptable degree of variability in responses, reflecting differences in operational roles, functional responsibilities, and departmental perspectives. Nevertheless, the overall response patterns demonstrate a shared view that effective maintenance practices play a critical role in enhancing ASU productivity outcomes and operational efficiency.

These findings align with existing literature, which highlights the critical role of maintenance strategies in enhancing productivity, operational efficiency, and system availability in industrial environments (Afefy et al., 2010; Telukdarie & Stadler, 2017).

4.5.3. Summary of Descriptive Findings

In summary, the descriptive statistical analysis reveals that respondents generally hold positive and consistent perceptions regarding both the implementation of Reliability-Centered Maintenance practices and the resulting ASU Operational Performance. The findings provide preliminary empirical support for the assumed relationship between Reliability-Centered Maintenance and ASU Operational Performance, thereby justifying further inferential analysis through hypothesis testing

According to Saunders et al. (2019), such descriptive insights are essential for contextualizing inferential results and ensuring that hypothesis testing is grounded in observed response patterns. Consequently, the descriptive statistics presented in this section form a solid foundation for the hypothesis testing discussed in the next section.

4.6. Testing Hypotheses

Although three hypotheses were proposed in Chapter 1, the current empirical analysis focuses on testing H1 only. Hypotheses H2 and H3 are conceptually supported through the literature review and are addressed in the discussion and recommendations, rather than through separate statistical testing, due to data aggregation and scope limitations.

This section presents the hypothesis testing results aimed at examining the relationship between Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels). Hypothesis testing is a fundamental step in quantitative research, as it enables the evaluation of relationships between variables and supports evidence-based conclusions regarding the proposed research model (Saunders et al., 2019; Creswell & Creswell, 2018).

Based on the research framework developed in Chapter 3, the following hypothesis was formulated:

H1: Reliability-Centered Maintenance (RCM) has a significant positive effect on ASU Operational Performance (Productivity Levels).

To test this hypothesis, both correlation analysis and regression analysis were applied, in line with commonly accepted quantitative research practices. Correlation analysis was used to assess the direction and strength of the relationship between the variables, while regression analysis was employed to examine the predictive influence of RCM on ASU Operational Performance (Sekaran & Bougie, 2019)

4.6.1. Correlation Analysis

Correlation analysis was conducted to evaluate the relationship between Reliability-Centered Maintenance and ASU Operational Performance. The results indicate a positive and statistically meaningful relationship between the two variables. This finding suggests that higher levels of RCM implementation are associated with improved operational performance and productivity outcomes in ASU environments.

The positive association reflects that structured reliability practices—such as failure analysis, condition-based maintenance, and systematic use of maintenance data—contribute to enhanced system availability, reduced unplanned downtime, and improved operational stability. According to Bryman (2016), identifying a positive relationship between key operational variables provides empirical support for hypothesized associations and strengthens confidence in the conceptual research framework prior to predictive analysis.

4.6.2. Regression Analysis

Regression analysis was performed to examine the extent to which Reliability-Centered Maintenance predicts ASU Operational Performance. The regression results demonstrate that RCM has a positive and statistically significant influence on ASU productivity levels. This indicates that variations in ASU Operational Performance can be meaningfully explained by changes in the level of RCM implementation.

The findings confirm the explanatory role of RCM as a key determinant of operational performance within ASU environments. Improvements in maintenance planning, proactive failure prevention, and reliability-focused decision-making are shown to support enhanced productivity, efficiency, and operational continuity. As noted by Saunders et al. (2019), regression analysis provides robust evidence for evaluating predictive relationships in applied industrial research contexts.

4.6.3. Hypothesis Testing Results

Table 4.6: Hypothesis Testing Results (H1)

<i>Test</i>	<i>Result</i>	<i>Decision</i>
<i>Correlation (RCM ↔ ASU Operational Performance)</i>	<i>Positive and statistically meaningful relationship</i>	<i>Hypothesis Accepted</i>
<i>Regression (ASU Performance predicted by RCM)</i>	<i>Positive and statistically significant predictive effect</i>	<i>Hypothesis Accepted</i>

The results presented in Table 4.6 confirm that Reliability-Centered Maintenance is positively associated with ASU Operational Performance and exerts a meaningful predictive influence on productivity levels.

4.6.4. Hypothesis Decision and Interpretation

Based on the results of the correlation and regression analyses, Hypothesis H1 is accepted. The findings confirm that Reliability-Centered Maintenance has a significant positive effect on ASU Operational Performance (Productivity Levels).

This outcome indicates that effective implementation of RCM practices contributes to improved productivity, enhanced operational stability, and better utilization of ASU assets. The results provide strong empirical support for the study's conceptual framework and reinforce the importance of reliability-centered approaches in complex industrial systems such as Air Separation Units.

4.7. Connecting the Results with Literature

This section discusses the study findings in relation to the existing literature reviewed in Chapter 2. Linking empirical results with prior research is essential for validating findings, demonstrating theoretical contribution, and positioning the study within the broader academic context, particularly in applied industrial research (Saunders et al., 2019; Creswell & Creswell, 2018).

The descriptive statistics presented in Section 4.5 indicated generally positive perceptions regarding the implementation of Reliability-Centered Maintenance (RCM) practices and their influence on ASU Operational Performance (Productivity Levels). These findings are consistent with earlier studies that highlight the role of structured maintenance strategies in enhancing equipment reliability, reducing unplanned downtime, and improving operational efficiency in process industries (Afefy et al., 2010; Telukdarie & Stadler, 2017).

Furthermore, the hypothesis testing results reported in Section 4.6 confirmed a positive and significant relationship between RCM and ASU operational performance. This outcome aligns with the findings of He et al. (2021) and Patil et al. (2022), who

reported that the application of RCM principles contributes to improved system availability and productivity through asset criticality prioritization, proactive failure prevention, and optimized maintenance planning.

The results also support the theoretical arguments presented in the literature that emphasize the importance of proactive and reliability-focused maintenance approaches. According to Saunders et al. (2019), maintenance strategies that are aligned with operational risk and asset criticality are more likely to produce measurable performance improvements. The current study reinforces this perspective by providing empirical evidence derived from operational data within an Air Separation Unit context, thereby strengthening the practical relevance of existing theoretical models.

In addition, the findings are consistent with research suggesting that the effectiveness of RCM is influenced by organizational engagement across multiple functional areas, including engineering, maintenance, and operations (Bryman, 2016; Sekaran & Bougie, 2019). The balanced departmental representation within the research sample enhances the robustness of the findings and supports the generalizability of the results within similar industrial and process-oriented environments.

Overall, the consistency between the study findings and existing literature enhances the credibility and validity of the results. Where alignment is observed, the study confirms established theoretical and empirical insights regarding the value of RCM. At the same time, by focusing specifically on Air Separation Units operating within a Saudi industrial context, the study extends previous research by providing context-specific empirical evidence on the role of RCM in improving operational performance and productivity outcomes.

4.8. Conclusion

This chapter presented the statistical analysis and discussion of findings related to the relationship between Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels). The analysis was conducted using data collected through a structured questionnaire administered to personnel involved in Air Separation

Unit operational and maintenance activities, providing an empirical basis for evaluating the proposed research model.

The chapter began by describing the research sample profile, confirming the adequacy and relevance of the respondents for addressing the study objectives. This was followed by a presentation of the delivery schedule of the final project tasks, which demonstrated the systematic, transparent, and methodologically sound approach adopted throughout the research process.

Subsequently, the validity and reliability of the questionnaire were assessed, establishing that the measurement instrument was appropriate and internally consistent for the purposes of the study. The descriptive statistical analysis provided insights into respondents' perceptions of RCM practices and ASU operational performance, thereby addressing the research questions defined in Chapter 1 and providing an informed context for subsequent hypothesis testing.

The hypothesis testing results revealed a positive and statistically significant relationship between Reliability-Centered Maintenance and ASU Operational Performance. This finding confirms that effective implementation of RCM practices contributes to improved productivity, enhanced operational stability, and better performance outcomes within ASU environments. The discussion of results in relation to existing literature further reinforced the theoretical and empirical consistency of the findings with prior research in maintenance and operational performance domains.

Overall, the findings presented in this chapter provide strong empirical support for the proposed research model and highlight the importance of reliability-focused maintenance strategies in complex industrial systems such as Air Separation Units. The results form a robust analytical foundation for the conclusions and recommendations presented in the subsequent chapter.

5. CHAPTER 5: CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

5.1. Chapter Overview

This chapter presents the overall conclusions of the study, discusses its limitations, and provides practical and research-oriented recommendations. The purpose of this chapter is to synthesize the findings obtained from the statistical analysis presented in Chapter 4 and to reflect on their implications in relation to the research objectives outlined in Chapter 1.

While Chapter 4 focused on empirical analysis and hypothesis testing, this chapter emphasizes interpretation, contribution, and application. It highlights the significance of Reliability-Centered Maintenance (RCM) as a strategic maintenance approach and its role in enhancing Air Separation Unit (ASU) Operational Performance (Productivity Levels). The chapter concludes by outlining the study's limitations and suggesting directions for future research.

5.2. Summary of Key Findings

The primary objective of this study was to examine the relationship between Reliability-Centered Maintenance (RCM) and ASU Operational Performance (Productivity Levels). The findings derived from the analysis of 36 valid questionnaire responses indicate that RCM practices are implemented at a moderate to high level within the studied ASU environment.

The descriptive analysis revealed generally positive perceptions among respondents regarding structured maintenance practices, including failure analysis, preventive and predictive maintenance, maintenance planning, and management support. Similarly, ASU Operational Performance was perceived to be at a satisfactory to high level, particularly in terms of operational reliability, productivity stability, and reduced unplanned downtime.

The hypothesis testing results confirmed a positive and statistically significant relationship between RCM and ASU Operational Performance. This finding supports the acceptance of the research hypothesis (H1) and demonstrates that improved implementation of RCM practices contributes to enhanced productivity and operational stability within ASU operations.

Overall, the results provide empirical evidence that reliability-focused maintenance strategies play a critical role in supporting operational performance in complex industrial systems.

5.3. Contributions to the Study

5.3.1. Theoretical Contributions

This study contributes to the existing body of knowledge on maintenance management by extending Reliability-Centered Maintenance theory into the specific context of Air Separation Units. While previous studies have examined RCM in various industrial settings, limited empirical research has focused on ASU operations, particularly within the Saudi industrial environment.

By empirically validating the relationship between RCM and operational performance, the study reinforces established theoretical assumptions that proactive, reliability-based maintenance approaches enhance system availability, efficiency, and productivity. The findings also support the broader maintenance and operations literature that links asset reliability with organizational performance outcomes.

5.3.2. Practical Contributions

From a practical perspective, the findings provide valuable insights for maintenance managers, engineers, and decision-makers operating ASU facilities. The positive relationship between RCM implementation and operational performance highlights the importance of investing in structured maintenance strategies, including failure analysis, condition-based maintenance, and data-driven decision-making.

The results suggest that organizations can improve productivity and operational stability by strengthening cross-functional collaboration between engineering, maintenance, and operations departments. Additionally, the study provides a practical foundation for developing structured RCM roadmaps tailored to ASU environments, supporting continuous improvement initiatives and operational excellence.

5.4. Research Limitations

Despite its contributions, this study has certain limitations that should be acknowledged. First, the research was based on a relatively limited sample size of 36 respondents. Although the sample was adequate for the applied statistical analysis, a larger sample could enhance the generalizability of the findings.

Second, the study focused exclusively on Air Separation Units, which may limit the applicability of the results to other industrial sectors. Maintenance practices and operational dynamics may differ across industries, and caution should be exercised when generalizing the findings beyond ASU environments.

Third, the data were collected using a questionnaire-based approach, relying on respondents' perceptions. While this method is common in management research, perceptual data may be subject to response bias. Finally, the study adopted a cross-sectional research design, capturing responses at a single point in time. As a result, the findings do not reflect changes in maintenance practices or performance over time.

Although the study proposed multiple hypotheses, statistical testing focused on the main hypothesis (H1). The remaining hypotheses were conceptually supported through descriptive analysis and literature review but were not independently tested due to the scope of the questionnaire design.

5.4.1. Qualitative Discussion of Additional Hypotheses (H2 & H3)

Although this study statistically tested the main hypothesis (H1), two additional hypotheses were proposed in Chapter 1 to further explore the implications of Reliability-Centered Maintenance (RCM) implementation within Air Separation Units (ASUs). Due to the scope of the questionnaire design and the aggregation of cost- and downtime-related indicators within the broader operational performance construct, these hypotheses were not tested independently using inferential statistical methods. However, they are discussed qualitatively based on descriptive findings and supporting literature.

H2: There is a statistically significant negative relationship between the implementation of RCM and unplanned maintenance costs in ASUs.

The descriptive findings in Chapter 4 indicate positive perceptions regarding

preventive and predictive maintenance, improved maintenance planning, and reduced emergency breakdowns. These elements are widely recognized in the literature as key drivers for reducing unplanned maintenance activities and associated costs. Prior studies suggest that structured RCM implementation enables organizations to shift from reactive to proactive maintenance, resulting in improved cost control and reduced maintenance-related expenditures. Accordingly, although H2 was not statistically tested as a standalone hypothesis, the study findings and existing literature conceptually support a negative relationship between RCM implementation and unplanned maintenance costs.

H3: There is a statistically significant effect of using failure analysis tools (e.g., FMEA) within the RCM framework on reducing equipment downtime and enhancing operational efficiency in ASUs.

Failure analysis tools such as Failure Mode and Effects Analysis (FMEA) were embedded within the RCM construct measured in this study. Descriptive results show moderate to high agreement regarding the systematic use of failure analysis, asset criticality assessment, and data-driven maintenance decision-making. These practices are consistently associated with reduced equipment downtime and improved operational efficiency in complex industrial systems. Although the effect of FMEA was not isolated statistically from the overall RCM construct, the findings and prior research conceptually support the role of failure analysis tools in enhancing ASU operational efficiency.

5.5. Recommendations

5.5.1. Managerial and Practical Recommendations

Based on the findings of this study, several practical recommendations are proposed:

- Organizations operating ASUs should strengthen the implementation of Reliability-Centered Maintenance by formalizing failure analysis, asset criticality ranking, and condition-based maintenance practices.
- Management should promote cross-functional collaboration among engineering, maintenance, and operations teams to ensure effective RCM implementation.

- Continuous training programs should be provided to enhance employees' understanding of reliability principles and maintenance best practices.
- Maintenance performance indicators should be aligned with operational productivity targets to support data-driven decision-making and continuous improvement.
- Organizations should explicitly monitor unplanned maintenance costs as a separate performance indicator to better quantify the cost-related benefits of Reliability-Centered Maintenance implementation.
- Failure analysis tools such as FMEA should be further institutionalized within ASU maintenance programs to systematically reduce equipment downtime and enhance operational efficiency.

5.5.2. Recommendations for Future Research

Future studies could expand this research by examining larger and more diverse samples across multiple industrial sectors. Longitudinal studies are also recommended to assess the long-term impact of RCM implementation on operational performance.

Additionally, future research could explore the integration of digital technologies, such as predictive analytics and digital maintenance systems, with RCM frameworks. Investigating the moderating effects of organizational culture or leadership on RCM effectiveness may also provide deeper insights into maintenance strategy success.

Future studies should statistically test the relationship between RCM implementation and unplanned maintenance costs as a standalone dependent variable to validate H2 empirically.

Further research is recommended to isolate the impact of failure analysis tools (e.g., FMEA) on equipment downtime and operational efficiency using advanced multivariate or longitudinal analysis techniques to empirically test H3.

5.6. Conclusion

This study investigated the relationship between Reliability-Centered Maintenance and ASU Operational Performance (Productivity Levels) using a structured quantitative research approach. The findings confirmed that effective implementation of RCM practices has a positive and significant impact on operational performance within Air Separation Units.

By providing empirical evidence from an ASU operational context, the study reinforces the strategic value of reliability-focused maintenance approaches and highlights their role in supporting productivity, operational stability, and asset performance. Despite its limitations, the study offers meaningful theoretical and practical contributions and provides a solid foundation for future research and managerial decision-making.

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Appendix A – Questionnaire

Good day

This questionnaire is designed to collect data for the study entitled 'A Structured Roadmap for Implementing Reliability-Centered Maintenance in Air Separation Units in Saudi Arabia.' The purpose of this instrument is to measure the extent of Reliability Centered Maintenance (RCM) practices and their effect on Air Separation Unit (ASU) operational performance. Please respond to each statement using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. This questionnaire will take approximately 10 minutes to complete and will be distributed online and via email.

Thanks

Section A: Respondent Information

A1. Department

Which department best represents your current role within the Air Separation Unit (ASU)?

Engineering

Maintenance

Operations

Section 1: Reliability-Centered Maintenance (Independent Variable)

Dimension A – Failure Analysis & Criticality

RCM1: Our ASU equipment undergoes systematic FMEA on a regular basis.

RCM2: Asset criticality ranking is used consistently to prioritize maintenance.

RCM3: Failure consequences are classified into safety, operational, and cost categories.

Dimension B – Maintenance Strategy

RCM4: Preventive maintenance intervals are based on equipment condition data.

RCM5: Predictive maintenance techniques (e.g., vibration analysis) are widely adopted.

RCM6: Run-to-failure strategies are applied only when economically justified.

RCM7: Maintenance strategies are updated after major breakdowns or failures.

Dimension C – Maintenance Information Systems

RCM8: Our CMMS is fully utilized to document maintenance actions.

RCM9: Reliability metrics such as MTBF and MTTR are monitored regularly.

RCM10: Maintenance history data is analyzed for decision-making.

RCM11: Reports from CMMS are shared with management for continuous improvement.

Dimension D – Human & Organizational Factors

RCM12: Technicians and operators receive continuous training on RCM practices.

RCM13: Top management actively supports RCM initiatives.

RCM14: Cross-functional teams are involved in RCM implementation.

RCM15: Incentives are provided to staff who support reliability improvements.

Section 2: ASU Operational Performance (Dependent Variable)

Dimension A – Reliability & Availability

OP1: The ASU maintains uptime above 95% consistently.

OP2: Unplanned shutdowns are rare in our ASU.

OP3: Critical spare parts availability reduces downtime.

OP4: Preventive maintenance reduces emergency breakdowns.

Dimension B – Efficiency & Cost

OP5: Energy consumption per ton of oxygen/nitrogen produced has decreased.

OP6: Maintenance costs are within budgeted levels.

OP7: Maintenance cost per production unit has decreased over the past year.

OP8: Efficiency improvements are linked to optimized maintenance practices.

Dimension C – Safety & Risk Control

OP9: The frequency of safety incidents related to ASU equipment has reduced.

OP10: Preventive actions are taken before risks escalate.

OP11: Maintenance practices comply with international safety standards (API, ASME, OSHA).

OP12: Emergency response procedures are improved through maintenance planning.

Google Form Link:

<https://forms.gle/7jBFLHNMdrZwC8Uo8>

Appendix B – Research Instruments Table

Variable	Dimension	No. of Items	Source
Reliability-Centered Maintenance (IV)	<i>Failure Analysis & Criticality</i>	3	<i>Moubray (1997); He et al. (2021)</i>
Reliability-Centered Maintenance (IV)	<i>Maintenance Strategy</i>	4	<i>Afey (2010); Omozuhomwen et al. (2025)</i>
Reliability-Centered Maintenance (IV)	<i>Maintenance Information Systems</i>	4	<i>Waeyenbergh & Pintelon (2002); He et al. (2021)</i>
Reliability-Centered Maintenance (IV)	<i>Human & Organizational Factors</i>	4	<i>Alsyouf (2007); Tsang (2002)</i>
ASU Operational Performance (DV)	<i>Reliability & Availability</i>	4	<i>Telukdarie & Stadler (2017)</i>
ASU Operational Performance (DV)	<i>Efficiency & Cost</i>	4	<i>Young et al. (2021)</i>
ASU Operational Performance (DV)	<i>Safety & Risk Control</i>	4	<i>Jardine et al. (2006)</i>