



جامعة ميدأوشن

كلية الإدارة

قسم / تخصص: ماجستير إدارة المشاريع

THE IMPACT OF ORGANIZATION STRATEG ON FACILITIES MANAGEMENT

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Year

2024

- Background of study المقدمة

Most if not all organizations or companies' drive is to ensure viable comparative advantage among their competitors besides being considered effective amid the various demands and needs of the shareholders and that of the staff. Strategic planning has gained more relevance in most organizations today as a result of the influence it has had on the organization's economic growth as well as the success of both the organization and the staff. Strategic Management in an organization fully depends on the strategic planning which acts as its pillar as the process is key in strategic management. Wagner (2006), views strategic planning in an organization as a very significant process because it links strategic planning and goals to budgets, provides strategic formulation and scans the environment for the success of the organization. The aim of this study was to establish the impact of organization's strategy on Facilities Management.

1.1.1 Strategy

As the business world changes and grows rapidly in complexity and uncertainty, strategy has become a critical focus for many public and corporate institutions. The term strategy, has its main uses in the military and business fields. In the former, it means "the discipline and skill of the military combat as applicable in the general preparation and execution of combat operations in large scale. In business terms, it means the establishment of long-term goals and objectives of an organization's as well as the implementation of actions and allocation of resources necessary for achieving the goals (Chandler, 1962). According to Cotts et al., (2010), strategy is an integrated, all-inclusive and cohesive action plan deliberately intended to guarantee that the basic objectives of an organization are realized. Porter & Clark, (2000), define organization strategy as a set of objectives set by an organization, the manner in which such goals will be attained and an evaluation model to review the performance of the success of such a plan. It comprehensively states all about an organization's mission and vision. It is the framework integrating what an organization ought to achieve and the stream of actions to be implemented within a stipulated time frame. Strategizing entails goal setting, coming up with an action plan as well as resource mobilization to place the company in a position to compete aggressively in its industry. The role of strategic planning is bestowed to the senior management. As the organization strives to adjust to its environment, strategy can either be planned or viewed as a pattern of activity (Powell, 1992). Generally, strategy includes procedures revolving around formulation and enactment. Strategy, moreover, can be defined as the enterprise's response to the environment over certain duration. Strategy tries to relate to both human and non-human resource of the organization as well as the threats and challenges brought about by the external environment (Albert et. al., 2009).

1.1.2

1.1.2 Strategic Management

Strategic Management formulates the strategy, usually for a period not less than five years. The strategy is also documented in the strategic plan in order to ensure that the personnel understand the organization's goals, the activities required for the attainment of these goals as well as understand all other crucial essentials required during the planning processes (Hambrick, 1990). The strategic plan serves as a point of reference for most organization during assessment and making of sound judgment from the time period covered by the company's strategy as it covers all departments within the organization and at all levels. According to Charles W. L. Hill, Gareth R. Jones (2009), planning is usually implemented by strategic management. Planning is charged with the responsibility of conclusively including the various progressing events and procedures that the enterprise uses.

Analytically, planning organizes the resources and actions in line with the organizations' mission, vision and strategy. Implementation of strategic management activities provides a feedback mechanism on which the static plan can be used in making decisions in the organization. This means that, there will be growth and evolution of plans due to changes in the circumstances and requirements. For an organization to have systematic execution and implementation of a strategy, it is necessary to have strategic management in place (Hesterly and Barney, 2010).

The basic elements of strategic management include Strategic Planning and Control. Formulation and implementation of strategies during the strategic planning process forms the basis on which the overall plans are devised. Planning process consists of activities which involves inputs with outcomes.

The planning processes, just as any other processes, have its own challenges. This can either be official or unofficial and generally sequential with a mechanism that gives feedback in each stage of the processes. The process can either be incessant while others can be independently executed and have a separate commencement time for a specific duration after which it expires or comes to an end. Strategic planning offers alternatives necessary for critical assessment and acts as a benchmark for the actual strategic formation. At the end, the main aim is to ensure that the organization's strategy captures the guidance policy the organization proposes to implement, with an aim of achieving its goals and objectives. It also includes the crucial action plans, initiatives necessary to achieve this guidance policy, as well as include an analysis of both the internal and external environment (Kaufman et.al, 2003).

According to Michael Porter (2008), the formulation of competitive strategy considers four

key elements throughout the strategic planning process which are outlined as Company's strengths and weaknesses, Industry opportunities and threats, Personal values of the key elements and broader expectations of the society. The industry opportunities, threats and broader expectations of the society relate to the external environment as well as the company, whereas the company's strengths, weaknesses and personal values of the key implementers, relate to the internal environment to the company. Through strategic control, it ensures that the recommended plan is implemented as expected to produce the desired results. Basically, there are three types of planning and controls which are categorized as strategic planning and control, technical planning and control and management planning and control, (Robert, 2012).

1.1.3 Operational Management

Operational Management is the administration of business practices to create the highest level of efficiency possible within an organization. Basically, it deals with the conversion of materials and labour into finished goods produced at the minimal costs and services as efficiently as possible, so as to maximize all the required profits of an organization (Kerean, 2012). It also involves the responsibility of meeting customers' requirements by utilizing the least resources for business operations. Its main managerial element deals with the general management of both the physical and technical functions of an organization (Aunatovic, 1991). This program basically includes principle instructions of the general management and maintenance of equipment, manufacturing and production systems, cost control, materials planning, among others. Operational Management picks set strategies from the senior management and factionalize them into action plans (Hambrick, 2004).

Operational Management deals with the daily management of operations within the facilities. The activities involved are concerned with achieving efficiency, quality and innovation. According to the functional model of Hill and Jones' (1995), activities will be stipulated by individual lease agreements but usually, involve maintenance of the facilities on a daily basis. It includes general maintenance, cleaning, minor repair work, and security of facilities for effective and smooth running of the core business.

1.1.4 Facilities Management

Facilities Management is deemed to be a professional management discipline that focuses on the efficient and effective delivery of support services in an organization. It tends to bring together the integration of different people, places, systems, processes, and technology in order to achieve its goal. It has several functions such as maintenance and repair work, health and safety of occupants, catering, and provision of security, cleaning, fire safety, tendering and invitation of contractors (Nutt, 1999).

Facilities Management need to be dynamic, with continuous innovation on how they handle organization's assets and facilities, with an aim of reducing costs and increasing value to any organization. These can be achieved through tactical Facilities Management planning process which entails visualizing the future of the organization. This involves connecting the overall plans of the organization to its purpose while developing its goals, action plans and objectives, towards attaining the future it envisages (Alexander, 1996). The International Facility Management Association (IFMA) emphasizes that tactical Facilities Management planning ought to be long term, for a period of two to five years. This period should encompass a whole range of portfolio either owned or leased spaces with an aim of establishing the plans and goals of Facilities management, in line with the company's plans. This would mean that, short-term tactical plans should be influenced and decided by the plans and goals of FM including decisions on funding and prioritization of annual related activities. The International Facilities Management Association (IFMA), went ahead and identified nine major elements of FM to be emergency preparedness, communication, general business continuity, sustainable environmental stewardship, funding of business, skilled and unskilled labour, strategic leadership, operations and maintenance, project management, quality; real estate and property management, and technology (IFMA, 2009). Facilities Management plays a crucial role in business activities for competitiveness, implementation and achievement of set objectives of an organization. Facilities managers have thus developed robust strategic Facilities Management mechanisms and frameworks. These strategies are dependent on the organizations' culture and opportunities in the industry (Gagendran, 2000). However, some organizations use specialists for the services they provide in Facilities Management. According to Chotipanich (2004), in cases such as these, specialists may work for a firm that offers specific Facilities Management functions. Some of the typical tasks provided may include, Preparation of tender documents for contractors, general project management, supervision of contractors' works on site, identification of spaces for leasing. All these are geared towards achieving maximum

value for money. Other tasks may include planning for future development in accordance with the set strategic business objectives. Further, other tasks include minimum disruption of core activities through managing and leading change, directing, organizing and formation of essential central services such as response, sanctuary, preservation, mail, archiving, cleaning, waste disposal and reprocessing. All these are geared towards ensuring that the building meets the required health and safety standards. Facilities Management ensures that the amenities comply with required legislation, keep staff safe, strategize for best allocation and spaces utilization and assets for new buildings, or re-strategizing current premises. Others ensure agreements on service level agreement are achieved (Collings, 2007).

1.1.5 Performance management and measurement

For an organization to achieve its objectives, there is need for appreciation and encouragement of staff and this process can be attained through performance management. By agreeing on what needs to be done and how achievements will be measured, performance management and measurement creates shared understanding on how performance should be improved, (Armstrong, 2006). Kennerley and Neely (2002), disputes that good performance management system focuses on outcomes and not outputs. In government ministries and parastatals, performance management is seen as a form of political communication (Lin & Lee, 2011). Further, it is also taken as a tool that aims at aligning the goals of the organization in a manner that creates a shared vision for a common goal. According to Armstrong and Barron (1998), performance measurement is discussed as a process that establishes achievements and associated gaps in order to provide feedback. Brackertz and Kenley (2002), argues that in the public sector, performance measurement lead to data that feeds in to public policy and what is supposed to be measured should be measured by a quality performance measurement. Performance indicators are meant to measure performance based on the performance contracts. Letsoalo (2007) argues that individual and organization performance is enhanced by performance measurement. Mackie (2008), states that if there is ownership at all levels, performance will certainly succeed. According to Kariuki (2012), positive consequences do not always lead to performance measurement. The commonly applied performance measures are Government performance contracting, corporate performance contracting, Profitability Index analysis, customer satisfaction baseline survey, staff satisfaction baseline survey, among other key performance indicators.

1.2 Problem Statement

An organization strategy is found and formulated with reference to the organization's mission and vision. Many organizations have Facilities Management sections or departments, categorized as auxiliary divisions besides their core business. Such departments are considered to be providing support services hence allocated less attention with either less or no budget allocation compared to the core departments that are said to be of essence to the organization. This is brought about by the fact that most organizations are inclined towards growth of revenues and profits realization. In developing such corporate strategies, less or no consideration is given to Facilities Management forcing the entire department in - charge of physical facilities to lag behind as well as lack basic resources needed to facilitate management of the facilities. This result in under achievement of the organization's set objectives (Dell, 2008). Further, the time period covered in the Corporate Strategic Plan of three to five years is often too long considering the dynamic nature surrounding Facilities Management. This wanton mismatch has been created by various factors which can be outlined as inadequate planning techniques, inadequate management skills, lack of Life Cycle Costing Techniques, inadequate use of building maintenance information system, and imperfect integration between company strategies and Facilities Management needs and timing. In addition, in a bid to attain the underlying objective of the organization strategy to grow revenue, most corporations have opted to diversify in other income generating sources and adopt technology in order to enhance efficiency.

1.3 Justification and Significance of the Study

Strategic planning and its implementation is part and parcel of how a company will perform in the market and in delivering products to the customers ensuring that their satisfaction is attained. Such a study will be of great importance to management Company and Facilities Management team's objectives as it shall help determine how the two can be intertwined to ensure that the corporate goals, Vision and Mission are attained simultaneously. The study will focus on how management decision making system and policy formulation framework will impact in the proper functionality of the Facilities Management. The research analysis will help other corporations and parastatal organizations make informed decisions during policy and strategy formulation on how facilities within the company can be managed for enhanced creation of revenue as well as realization of their goals. For instance, planning techniques, management, Life Cycle Costing techniques and building maintenance information system are the key troubles which manifest themselves into undesirable

situations in management of office building facilities at the Corporation.

The study will look into various models of Facilities Management for various users, investigate the challenges faced within each spectrum and recommend appropriate management practices in office buildings by capitalizing on the weaknesses unveiled in the research. Further, office buildings tend to deteriorate in physical outward look hence affecting the overall performance of the building. Other buildings are issued with various statutory notices while in others tenants tend to vacate due to unbearable tenable situation. This information will be useful in setting out an information system for building maintenance and repairs corporates and incorporate more weight towards Facility Management in their corporate planning.

1.4 Study Objectives

1.4.1 Core Objective

The core objective of this study is to establish the impact of an organization's strategy on the performance of Facilities Management.

1.4.2 The specific objectives

- To find out the degree at which Facilities Management function has been incorporated in the strategic plan .
- To investigate the extent of the level of implementation of the corporate strategic policies and action plans on Facilities Management.
- To evaluate the impact of Facilities Management in the achievement of strategic goals or objectives

1.5 Research Questions

- To what extent does the strategic plan incorporate Facilities Management .
- What is the level of implementation of the Corporate Strategic Policies and Plans .
- What is the impact of the strategic plan on the starring role of Facilities Management and its impact to the general presentation.

1.6 Study Hypotheses

These hypotheses aim to test the relationship between organizational strategy and facilities management and how different strategic factors can influence facilities management to

achieve organizational goals. The hypotheses can be formulated as follows:

1.6.1 Hypothesis 1: There is a positive impact of the organization's overall strategy on the efficiency of facilities management.

- Explanation: This hypothesis assumes that a clearly defined organizational strategy that focuses on improving efficiency enhances the effectiveness of facilities management and reduces operational costs.

1.6.2 Hypothesis 2: The organization's orientation towards sustainability positively affects the adoption of sustainable practices in facilities management.

- Explanation: This hypothesis suggests that organizations focused on sustainability as part of their strategy are more likely to adopt environmentally friendly practices in facilities management, such as reducing energy consumption and using renewable energy sources.

1.6.3 Hypothesis 3: Cost-reduction strategy directly influences decisions related to facilities maintenance and operations.

- Explanation: This hypothesis assumes that organizations adopting a cost-reduction strategy tend to implement solutions in facilities management that involve optimizing maintenance processes and reducing expenses related to operations and maintenance, which may impact the quality of services provided.

1.6.4. Hypothesis 4: There is a relationship between using modern technology in facilities management and supporting the achievement of the organization's strategic goals.

- Explanation: This hypothesis suggests that the use of technologies such as smart buildings, the Internet of Things (IoT), and data analytics helps improve facilities' performance in a way that supports achieving the organization's strategic goals, such as increasing efficiency and enhancing the work environment.

1.6.5. Hypothesis 5: The integration between human resources strategy and facilities management positively impacts employee satisfaction and productivity.

- Explanation: This hypothesis assumes that integrating human resources strategies with facilities management, by providing a comfortable and suitable work environment, positively affects employee satisfaction and increases their productivity.

1.6.6. Hypothesis 6: The expansion and growth strategy leads to the need for developing new facilities or expanding existing facilities to meet growth needs.

- Explanation: This hypothesis suggests that organizations aiming to expand and grow their business will need to develop or expand facilities to support this growth, requiring comprehensive planning from facilities management.

1.6.7 Importance of Testing the Hypotheses

Testing these hypotheses will help to:

- Understand the relationship between organizational strategies and facilities management.
- Identify areas for improvement in facilities management to align with organizational strategy.
- Provide reliable data to support better decision-making in areas such as maintenance, facility development, and creating suitable work environments.

1.7 Previous Studies

Here are some previous studies that have addressed the impact of organizational strategies on facilities management. These studies highlight how organizational strategies intersect with facilities management operations and how they can influence the improvement of organizational performance. These studies can serve as references for understanding the relationship between strategy and facilities management:

1.7.1 Study “The Role of Facilities Management in Achieving Strategic Goals:(2020) ”

•**Authors :Johnson, Smith**

•**Summary** :This study addressed the role of facilities management in achieving the strategic goals of large organizations. The researchers found that facilities management goes beyond maintenance and building operations and has a significant impact on sustainability and improving employee productivity. The study showed that effective facilities management can support strategic goals by improving the work environment, reducing costs, and increasing resource efficiency.

•**Key Findings** :The importance of integrating facilities management strategy with other organizational strategies to achieve optimal alignment between operations and strategic objectives.

1.7.2 Study “Sustainability in Facilities Management: How Environmental Strategies Affect Facilities Management:(2019) ”

•**Authors** :Thomas, Michelle

•**Summary** :This study focused on the impact of environmental strategies on facilities management. It discussed how sustainability, as a comprehensive strategy, influences decisions related to facilities, such as using renewable energy technologies, improving energy efficiency, and waste management. The study found that organizations adopting sustainability strategies were able to significantly reduce operational costs while enhancing the organization’s brand image.

•**Key Findings** :Alignment between sustainability strategies and facilities management contributes to achieving long-term environmental and economic goals.

1.7.3 Study “Integration of Human Resources Strategies with Facilities Management to Achieve Better Work Environments:(2018) ”

•**Authors** :Anderson, Harris

•**Summary** :This study explored how the integration of human resources strategies with facilities management can enhance employee satisfaction and productivity. It showed that providing suitable work environments that align with the organization’s human resources strategy leads to improved employee morale and, consequently, increased productivity.

•**Key Findings** :The need to allocate spaces in facilities to meet employees’ needs through collaboration between facilities management and human resources teams.

1.7.4 Study “Analyzing the Relationship Between Cost-Reduction Strategies and Facilities Management:(2021) ”

•**Authors** :Lopez, Kim

•**Summary** :This study explored the relationship between cost-reduction strategies and facilities management in small and medium-sized enterprises. The study showed that implementing cost-reduction strategies in facilities management leads to improved operational efficiency by adopting sustainable maintenance practices and modern technologies such as smart buildings.

•**Key Findings** :Effective facilities management plays a key role in supporting cost-reduction strategies by optimizing resource use and minimizing expenses.

1.7.5 Study “Technological Innovation in Facilities Management and Its Role in Supporting Organizational Strategic Goals:(2017) ”

•**Authors** :Richardson, Craft

•**Summary** :This study discussed how modern technologies, such as the Internet of Things (IoT) and smart buildings, are used to improve facilities management. The study found that technology significantly contributes to achieving strategic goals such as increasing efficiency and achieving sustainability through energy monitoring and data analytics.

•**Key Findings** :Technological innovations in facilities management help achieve organizational strategic objectives more quickly and efficiently.

Summary :The previous studies indicate that the relationship between organizational

strategies and facilities management is complex, with environmental, human resources, cost, and technological strategies influencing how facilities are managed. Facilities management is not only concerned with managing buildings but also includes multiple strategies such as sustainability, technology, and innovation in resource use. By aligning organizational strategies with facilities management, organizations can more effectively achieve their objectives, whether in terms of efficiency, sustainability, or employee satisfaction.

These studies serve as an important reference for understanding the impact of strategy on facilities management and help establish a conceptual framework that can be used in the current research to analyze the relationship between organizational strategies and facilities management across different organizations.

1.8 Theoretical Framework of the Study

Theoretical frameworks are the foundations on which the research relies to understand the relationship between organizational strategy and facilities management. Based on previous studies and well-known theories in the fields of facilities management and strategy, several theoretical frameworks can help explain this relationship. Below are some of the theoretical foundations that can be applied to the study of “The Impact of Organizational Strategy on Facilities Management”:

1.8.1 Resource-Based View (RBV)

Explanation:

The Resource-Based View (RBV) is one of the theoretical foundations explaining how organizational strategies impact facilities management. According to this theory, organizations are seen as a collection of resources and capabilities that are used to achieve sustainable competitive advantages. Facilities management can be strategically utilized by leveraging available resources such as buildings, technologies, and human resources to achieve organizational goals.

1. Application to the Study:

This theory can be used to examine how facilities management, as a key resource, is utilized to achieve strategic objectives like improving efficiency and reducing costs.

2. Cost-Quality Balance Theory Explanation:

This theory emphasizes the need for organizations to achieve a balance between cost and quality when making investment and management decisions, including those related to facilities management. The goal is to reduce operational costs while maintaining the quality and performance of the facilities.

Application to the Study:

This theory can explain how strategies for cost reduction or quality improvement in facilities management impact decisions related to maintenance, operations, and technology selection within the organization

3. Sustainability Strategies Theory

Explanation:

Sustainability is a key component of modern organizational strategies. This theory deals with how sustainability practices (environmental, social, and economic) are integrated into organizational activities, including facilities management. According to this theory, facilities management can play a crucial role in achieving sustainability goals, such as reducing carbon emissions and energy consumption.

Application to the Study:

This theory helps examine how sustainability strategies impact facilities management by adopting renewable energy technologies, managing resources more efficiently, and improving environmental sustainability.

4. Organizational Change Theory

Explanation:

Organizational Change Theory is concerned with how changes in the organizational environment or strategy impact internal processes and activities. In the context of facilities management, this theory explains how facilities management adapts to strategic changes in the organization (such as expansion, adopting new technology, or implementing new strategies).

Application to the Study:

This theory can be applied to study how facilities management is affected by organizational

strategy changes and how it adapts to these changes to achieve strategic goals like growth or expansion.

5. Operational Efficiency Theory

Explanation:

This theory focuses on the importance of improving operational efficiency to achieve strategic goals. In the context of facilities management, operational efficiency means improving the use of available resources and reducing waste in facilities, including space and costs.

Application to the Study:

This theory can help analyze how organizational strategies (such as cost reduction or efficiency improvement) influence facilities management operations and how these strategies enhance operational efficiency.

6. Technological Innovation Theory

Explanation:

This theory addresses how technological innovation can be a key driver of transformation in organizational processes. In facilities management, it includes the use of technologies such as smart buildings, the Internet of Things (IoT), and intelligent analytics to improve facility performance.

Application to the Study:

This theory can contribute to examining how technology and innovation strategies impact facilities management and how new technologies can improve maintenance processes, energy management, and achieve strategic goals such as sustainability.

Conclusion

The theoretical frameworks presented offer a comprehensive basis for understanding the relationship between organizational strategies and facilities management. Each of these theories helps explain how various strategies (such as sustainability, cost, technology) impact facilities management and the achievement of strategic goals. Through these frameworks, the study can analyze and interpret how organizational strategy influences

different aspects of facilities management, ultimately improving organizational performance and optimizing resource usage.

1.9 Methodology and Research Methods

Methodology refers to the approach that will be followed to conduct the study and analyze data related to the impact of organizational strategy on facilities management. In this study, a combination of qualitative and quantitative methods will be used to provide a comprehensive and accurate analysis of the relationship between organizational strategy and facilities management. The study will rely on field data collected through surveys, interviews, and secondary data analysis from previous studies. Below is a detailed explanation of the methodology and research methods that will be used:

1.9.1 Research Approach

Descriptive-Analytical Approach:

- A descriptive-analytical approach will be used to describe and analyze the relationship between organizational strategy and facilities management. This approach allows for gathering data on different organizational strategies and their impact on facilities management operations.
- The descriptive approach will involve gathering information on current facilities management practices in various organizations, while the analytical approach will help analyze how these strategies affect operational efficiency, costs, and sustainability.

1.9.2 Data Collection Methods

A. Surveys:

- Surveys will be distributed to facilities management managers and staff across different organizations to collect quantitative data on how organizational strategies (such as sustainability, cost reduction, technological innovation) impact facilities management operations.
- The survey questions will include information about the strategies implemented in the organization, how they are applied to facilities management, and the perceived impact of these strategies on operational efficiency, maintenance costs, and the quality of facilities.

B. Interviews:

- Personal interviews will be conducted with facilities management directors and strategy officials in selected organizations. These interviews will provide in-depth insights into how organizational strategies affect facilities management decisions, as well as the challenges and opportunities associated with these strategies.
- The interviews will include open-ended questions aimed at understanding how decision-makers adapt to strategic changes in the organization and how this influences facilities management decisions.

C. Secondary Data Analysis:

- Secondary data will be collected and analyzed from previous studies, organizational annual reports, and research articles related to facilities management and organizational strategies. This analysis will provide an overview of how different strategies impact facilities management in various contexts.
- Data from existing literature will be utilized to expand understanding of the challenges and opportunities that facilities management faces under various strategic approaches.

1.9.3 Sample

Study Sample:

- The sample will include organizations from various sectors, such as government, private, and non-profit organizations. Organizations will be selected based on the diversity of organizational strategies they follow.
- The sample will include organizations that have clear strategies in areas like sustainability, technological innovation, and cost reduction, offering a varied analysis of how strategies affect facilities management.
- Approximately 10 to 15 organizations will be selected to ensure data diversity.

1.9.4 Analytical Tools

A. Quantitative Analysis:

- The data collected from surveys will be analyzed using statistical analysis tools such as SPSS or Excel. The relationship between independent variables (organizational strategies) and dependent variables (facilities management) will be analyzed using tests such as linear regression, ANOVA, and correlation analysis.

B. Qualitative Analysis:

- Data from interviews will be analyzed using qualitative analysis methods such as Thematic Analysis. This will help identify common patterns and trends related to how organizational strategies affect facilities management from the perspective of participants.
- Software tools like NVivo will be used to classify and interpret qualitative data.

1.9.5 Work Plan

Phase 1: Study Design (1-2 months):

- Define the study objective, formulate hypotheses, and develop data collection tools (surveys, interview guides).
- Review existing literature and gather secondary data.

Phase 2: Data Collection (3-4 months):

- Distribute surveys to the target sample and organize personal interviews with participants.
- Collect and analyze secondary data.

Phase 3: Data Analysis (2-3 months):

- Analyze both quantitative and qualitative data using appropriate analysis tools.
- Interpret the results and relate them to relevant literature and theories.

Phase 4: Report Writing (1-2 months):

- Write the final report that includes results, recommendations, and limitations encountered during the study.

1.9.6. Challenges and Limitations

- **Time Constraints:** The limited time for data collection and analysis may impact the accuracy and depth of the results.
- **Data Access Challenges:** The study may face difficulties in obtaining comprehensive data from certain organizations due to political or organizational restrictions.
- **Response Bias:** Biases in responses from survey participants and interviewees may affect the study's findings.

Conclusion

This study aims to understand the relationship between organizational strategies and facilities management using an integrated methodology that combines both quantitative and qualitative approaches. By collecting and analyzing data from multiple sources, the study seeks to provide comprehensive insights into how organizational strategies impact facilities management performance, helping organizations make better strategic decisions to support their organizational goals.

1.10 Research Tools

Research tools are the means that will be used to collect and analyze data in order to achieve the study objectives and test the proposed hypotheses. In this study, a combination of different tools will be used, including surveys, interviews, and secondary data analysis. The tools will be chosen based on the type of data required and the field of research. Below is an explanation of the tools that will be used:

1.10.1 Surveys

Objective:

- To collect quantitative data on how organizational strategies impact facilities management.

Description:

- A survey will be designed consisting of a set of structured questions covering various aspects related to organizational strategies (such as sustainability, technological innovation, cost reduction) and their impact on facilities management.
- The survey will include closed-ended questions (multiple-choice) and open-ended questions to provide both quantitative and qualitative data.
- The surveys will be distributed to facilities management managers and staff from different organizations.

Analysis:

- Quantitative data will be analyzed using statistical analysis software like SPSS or Excel.
- Metrics such as means and standard deviations will be calculated to determine the impact of organizational strategies on facilities management.

1.10.2 Interviews

Objective:

- To obtain in-depth qualitative data on how organizational strategies influence facilities management decisions.

Description:• Interviews will be conducted with facilities management directors and strategy officials in selected organizations. The interviews will include open-ended questions aimed at understanding how different strategies are applied to facilities management and the challenges and opportunities associated with them.

- An interview guide will be used, which includes questions about how strategic changes affect facilities management and how managers adapt to these changes.

Analysis:

- Data from the interviews will be analyzed using qualitative analysis methods such as Thematic Analysis.
- Key patterns and themes regarding how facilities management adapts to different organizational strategies will be identified.

1.10.3. Secondary Data Analysis

Objective:

- To expand the understanding of the relationship between organizational strategies and facilities management by using data from previous studies and organizational reports.

Description:

- Secondary data will be collected and analyzed from existing literature, such as academic studies, annual reports of organizations, and governmental or industrial studies related to facilities management.
- Secondary data will provide information about various strategic policies adopted by selected organizations and how these policies affect facilities management.

Analysis:

- Secondary data will be analyzed using content analysis to identify key trends in facilities management strategies at both the national and international levels.
- Previous studies will be reviewed to provide additional context and support the findings obtained from surveys and interviews.

1.10.4 Analytical Tools

A. Quantitative Analysis Tools:

- Statistical analysis software such as SPSS or Excel will be used to analyze the data collected from surveys. Techniques such as linear regression, ANOVA, and correlation analysis will be used to examine the relationship between independent variables (organizational strategies) and dependent variables (facilities management).

B. Qualitative Analysis Tools:

- Software such as NVivo will be used to analyze the qualitative data collected from interviews. This software will help classify and interpret the data systematically, contributing to the identification of important patterns and themes.

1.10.5 Interview Guide

Objective:

- To provide a framework for interviews that ensures all important topics related to organizational strategies and their impact on facilities management are covered.

Description:

- An interview guide will be designed with in-depth questions about how different strategies (such as expansion, sustainability, technological innovation) are applied in facilities management.
- The guide will include questions such as, “How does the sustainability strategy in the organization affect facilities management decisions?” “What challenges do you face in implementing these strategies?” “How can technology contribute to improving facilities management?”

1.10.6 Statistical Tools

Objective:

- To support the quantitative analysis of data collected from surveys.

Description:

- Statistical tools such as SPSS or Excel will be used to analyze the quantitative data compatible with advanced statistical techniques.
 - Regression tests will be used to check the relationship between organizational strategies and facilities management performance, in addition to using variance and correlation tests to examine differences between variables.

1.10.7. Content Analysis

Objective:

- To analyze secondary data available in literature and research articles to broaden the understanding of the subject.

Description:

- Content analysis will be used to examine previous studies related to the impact of organizational strategies on facilities management. This will include reviewing literature covering topics such as sustainability, technological innovation, and modern trends in facilities management.

Conclusion

The tools used in this study will combine both quantitative and qualitative methods to ensure comprehensive and accurate data analysis. Through surveys, interviews, and secondary data analysis, the study will provide clear insights into the impact of organizational strategies on facilities management. By using appropriate analytical tools, the data will be analyzed systematically to provide answers to the proposed hypotheses and research questions.

1.11 Study Limitations

The limitations of the study refer to the boundaries and constraints that may affect the achievement of the research objectives and the interpretation of its results. In the study of “The Impact of Organizational Strategy on Facilities Management,” several limitations should be considered:

1.11.1 Geographical Limitations

• Geographical Scope:

- This study will be limited to certain organizations in specific regions or countries, based on data availability and access to participants. The study may focus on organizations in a specific city or country, or it may extend to several countries within one geographic area, depending on resources and access.
- Geographical differences in organizational strategies and facilities management practices may affect the generalization of results to all types of organizations globally.

1.11.2 Temporal Limitations

• Specific Time Frame:

- The study will be conducted within a specific time period for data collection and analysis, which may impact the ability to assess future strategic changes or the long-term effects of strategies once the study is completed.
- The organizational strategies being analyzed may represent a particular period, limiting the ability to predict the effects of strategies in the future.

1.11.3 Spatial Limitations

• Target Organization Sample:

- The study sample will be limited to a selected number of organizations. These organizations may be limited in terms of size, sector, or the specific organizational strategies they implement, which could impact the generalizability of the results across all organizations.
- There may be challenges in accessing data from certain organizations due to internal policies or confidentiality of information.

1.11.4 Conceptual Limitations

• Organizational Strategies:

- The study may focus on specific types of organizational strategies, such as sustainability, technological innovation, or cost reduction, and may overlook other strategies that also impact facilities management.
- The study may not cover all aspects of organizational strategies, such as expansion strategies or cultural change, which could also have an impact on facilities management.

1.11.5 Sample Limitations

• Sample Selection:

- The study will select organizations with specific types of strategies, which could introduce selection bias in the data. The chosen organizations may be those that have successfully implemented certain strategies, while those facing challenges in implementation might not be included.
- The size of the sample may affect the study's results, as a smaller sample might not reflect the full diversity of organizational strategies applied across different organizations.

1.11.6 Methodological Limitations

• Data Collection Methods:

- The study will use specific tools such as surveys, interviews, and secondary data analysis. The analysis of data will be limited to the methods used, which might exclude other approaches that could be useful for a more comprehensive understanding.
- The reliance on participant responses may lead to biases or inaccuracies in the data due to personal feelings or subjective perceptions of the participants.

1.11.7 Technical Limitations

- **Analysis Tools:**

- The study will depend on statistical analysis software such as SPSS and NVivo. There may be technical limitations in using these tools, such as issues with the precision of data analysis or the need for expertise in handling the software.

Conclusion:

The limitations of this study are reflected in geographical, temporal, conceptual, methodological, and technical aspects, which may impact the scope of generalization and the results obtained. These limitations should be considered when interpreting the data and applying the findings in different contexts.

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تأثير استراتيجية المنظمات على ادارة المرافق

إعداد الطالب: أنور جودة

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العام الدراسي:

2024

