



UNIVERSITY OF CAPE TOWN
IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD

THE IMPACT OF STRATEGIC FACILITIES MANAGEMENT ON THE EMPLOYEE VALUE PROPOSITION

by

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MTHSAN035

A Minor dissertation
presented to the
Department of Construction Economics and Management
in partial fulfilment of the requirements for the degree
MSc in Property Studies

October 2018

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Acknowledgements

I would like to thank my wife and three sons for their support through my journey that got me this far. A special thanks to my wife for always encouraging me to work smarter, and to give me the reasons for doing this and not to give up. I would also like to thank my research supervisor Professor Kathy Michell for the guidance, encouragement and support through this study and making time to see me even short notice.

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Abstract

Facilities Management (FM) has and continues to evolve strongly as a strategic function in many organisation. Many organisations have also recognised the importance of human capital for the success of their operations. This is why the concept of Employee Value Proposition (EVP) is growing in popularity and is becoming one of the main focuses especially in human capital management spheres. Whilst there are many factors that contribute to the EVP, strategic FM has not been one of the focus areas. Although strategic FM has had a focus on user satisfaction as well as the usability of facilities, the focus of research to date has not necessarily been directed to EVP.

Hence, this study explores the impact of strategic FM on employee value proposition. It explores this through quantitative and qualitative research means in a chosen case study of an organisation where strategic FM has been and still in the process of being implemented. The research establishes employee's opinions on the importance of their work environment; whether their workspace support their effectiveness; whether their workspace provides flexibility for collaborations and teamwork; and other factors related to employee satisfaction.

The findings of the study indicate that strategic FM does have an impact on employee value proposition. There are also indications that employees believe that FM services play a role in employee satisfaction which may lead to employee retention as well as employee recruitment which are two of the identified factors of employee value proposition.

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Chapter 1: Introduction

1.1. Background

Companies or firms that want to achieve a competitive advantage especially in today's intense business environment have started to acknowledge the criticality of employee satisfaction, productivity, and employee well-being (Silvestro, 2002). The notion that human capital is the most important asset in an organisation is becoming generally accepted (Rothe, Lindhom, Hyvönen and Nenonen, 2012). Like all assets that organisations have, human capital must be managed and treated with care to ensure longevity and efficiency in their contribution to the organisations' performance and success. Employee satisfaction becomes very important for the organisations to extract value from each and every employee and also to get their commitment.

Bell (2005) argues that a key differentiator to success for organisations competing to recruit, develop, inspire and retain talented people is their Employee Value Proposition (EVP). Although remuneration is still acknowledged as important to employees, there has, however, been focus on non-financial factors as part of EVP, such as: company attractiveness; responsibility in the form of corporate conduct and ethics; respect, diversity and inclusion; work-life balance and opportunities for personal and professional growth (Bell, 2005). One of the contributing factors to employee satisfaction is the work environment, especially the physical workplace which can also be directly linked to the company's attractiveness.

The body of evidence linking the physical workplace with satisfaction and productivity of employees is growing. Some studies conducted by Haynes (2008) for example, revealed the findings that office workers perceive that the physical environment has an impact on their productivity and he also concluded that there is enough evidence to support the claim that office comfort can affect productivity. Further studies by Batenburg and van der Voordt (2008) concluded that satisfaction with facilities has an influence on the perceived employee productivity, confirming findings by Leaman (1995), while McGuire and McLaren (2009) identified a strong positive link between the physical environment and employee commitment.

Employee satisfaction is a product of employee value proposition. According to Sengupta, Bamel and Singh (2015), value proposition is a concept borrowed from the field of marketing management, where it has been defined as the promises made by the seller to the customers in terms of value-in-exchange and value-in-use. Other consumer studies noted by Holttinen (2014), state that an organisation may offer value propositions, but it is the customers or other beneficiaries who decide its acceptability. Therefore the effective relationship between customers and organisations, which would be the same argument between employees and organisations, may exist if the value propositions are aligned with customer or employee needs for values. Marriott (2001), argues that values are seen as a source of motivation for individual action, and therefore leads to talent retention and attraction.

There is a cumulative view that is also becoming generally accepted that employees, just like customers, are an organisations' most important assets (Hughes and Rog, 2008). Therefore, employee satisfaction, their well-being and productivity are becoming critical for organisations that are serious about being successful in today's knowledge intense business environment (Rothe *et al.*, 2012). The influence of physical workspace on employees is the essence of this study. Rothe *et al.* (2012) noted that there is a growing body of evidence linking physical workspace with both productivity and satisfaction of employees. The moment one refers to physical workspace, the role of facilities management (FM) is significant. FM is a key function in managing the working environment in support of the core business of the organisation in both the long- and short-term (Chotipanich, 2004).

1.2. Introduction to the Study

The literature reviewed has not clearly revealed where FM started, but according to Amaratunga and Baldry (2001), its origins can be traced back to the sudden increase in office administration in the early 1990's. The South African Facilities Management Association (SAFMA) describes FM as "*an enabler of sustainable enterprise performance through the whole life management of productive workplaces and effective business support services*" (SAFMA, 2015). The British Institute of Facilities Management (BIFM) defines it as "*the combination of multi-disciplinary activities within*

the built environment and the management of their impact upon people and the workplace". The European standards EN 15221 (CEN, 2006) defines FM as *"the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities"*. The International Facility Management Association (IFMA) defines FM as *"the practice that coordinates the physical workplace with people and work of the organisation"*; and integrates the principles of business administration, architecture, and the behavioral and engineering sciences (IFMA). One factor that these definitions, (with the exception to a certain extent, of the SAFMA definition,) have in common is their focus on people in the context of workspace.

There are various other definitions of FM that can be sampled from various authors. Becker and Steele (1990) views FM as responsible for co-ordinating all efforts related to planning, designing and managing of buildings and their systems, equipment and furniture to enhance the organisation's ability to compete successfully in a rapidly changing world. This is a similar view shared by Tay and Ooi (2001). Alexander (1999) concluded that the scope of the FM discipline covers all aspects of property, space, environmental control, health and safety, and support services. Then (1999), defines the practice of FM as concerned with the delivery of the enabling workplace environment and the optimum functional space that supports the business processes and people resources. Ware, Harris, Bowen and Carder (2017) noted that FM focused intensely on the impact that facilities have on work and the workforce. Bon (1994), includes FM as strategic part of Corporate Real Estate Management (CREM), which supports view of Varcoe (2000) that FM focuses on the management and delivery of the business outputs of the real estate and construction industry for the productive use of building assets as workspaces.

Chotipanich (2004) argues that, with the precise understanding of organisational needs, FM can link to the core business by providing services that are fit-for-purpose and respond to the actual characteristics, needs and constraints of that particular organisation. He also posed a counter argument that a weak link may lead to unsuitable FM practices that does not support the core business to the best of its capabilities. Alexander (1994) noted the importance of FM in creating the conditions in which facilities can be effectively managed and have ultimate responsibility for

generating the resource on organisation needs to support its business objectives. Bradley (2002) cited in Martin and Black (2006) concluded that workplace strategies, which are part and parcel of facilities management strategies can be introduced to support, amongst others, change motives, the attraction, nurturing and empowerment of human talent; sustainability of organisational development and human relations initiatives; supporting new business strategy and market place positioning; incubating business process reinvention and product innovation; stimulating information and knowledge management systems; and catalyzing culture shifts and identity changes.

1.3. Problem Area

Facilities Management as introduced above, has broadly been viewed in terms of providing workspace or work accommodation for employees in an organisation as its primary function. Finch (1992) argues there are four stakeholders that FM should take care of in an organisation, and those are shareholders; employees; customers and community. The interest of shareholders is the maintenance of the value of corporate real estate; employees are about a fit for purpose and comfortable working environment; customers want to associate with a good corporate image; and community is interested in minimum or no impact on the environment (Finch, 1992). In South Africa, in particular, the facilities management function, has only in recent years, been considered as an important factor in contributing towards business performance, or recognised in respect of strategic importance. FM is perceived to focus only on the physical environment and that detracts from its impact on the most important organisational resource, which is the people, who use the workplace to produce value for the business (SAFMA, 2015).

1.4. Research Question

The research question this study explored is: What role and impact strategic FM has on EVP? This can be broken down into two sub-questions which are as follows:

- What role does strategic FM play on employee value proposition
- What is the impact of strategic FM on EVP?

1.5. Research Aim

The intended aim of this research is to determine whether strategic facilities management can be used as one of the tools to influence the employee satisfaction and behaviour in an organisation. This will be done by determining or reviewing the impact of strategic facilities management on employee value proposition.

1.6. Importance of the Study

This study is important because it emphasizes the importance of strategic facilities management in the workplace as there is a strong and proven connection between the workplace well-being, core business productivity, client satisfaction and retention. This function delivered by the facilities management will increase as the more innovative companies focus on the employee experience in their transformation of the workplace.

1.7. Research Propositions

Strategic Facilities Management has a role to play and an impact on the Employee Value Proposition.

1.8. Research Method

In achieving the aim of this research, and in answering the research question the following research methodology was employed:

- A critical literature review of the various principles of FM. Particular emphasis is placed on strategic FM and the employee value proposition.
- A single case study is employed. The following methods of data collection were employed for the purposes of this research:
 - Semi-structured, face-to-face interviews
 - Online survey.

- The collected data was analysed in order to establish the relationship between the employee value proposition and strategic facilities management, and to determine the nature of the impact one has on the other.

1.9. Assumptions

The assumption made in this research is that the participants will answer the survey and the interview questions honestly and factually according to their own experience. To ensure this is the case, all participants doing the survey are assured that their responses are confidential and kept secured. The interview participants are also assured confidentiality and are made comfortable to express themselves freely if they don't feel like answering any of the questions asked.

1.10. Delimitations

This research is focused on the office building and will be limited to the employees as office workers. The survey was conducted on a voluntary basis which may have had an impact on the number of participants and respondents in the survey. Interviews were conducted with individuals who were willing to participate. Information shared by participants in this study will remain confidential and will be used for academic purposes only and therefore will not be published outside this dissertation.

1.11. Structure of the Research Report

The research report comprises of six chapters.

In Chapter 1, the research topic as outlined, and that was followed by statement of research problem; research questions. This was followed by the description of the research aim and objective; and research proposition. The research method and limitations were also outlined in this chapter.

Chapter 2 provides a critical review of the literature, focusing on the subject of employee value proposition, workplace design and planning as well as strategic facilities management. This chapter outlines what has been researched in both the field of strategic facilities management, its impact on the organisation and that will be linked with employee value proposition. Moreover, it will provide an overview of the established and generally accepted literature related to this research study, and it is hoped that it will enable one to identify and understand various theories or models, which have been used by previous researchers in the field.

Chapter 3 documents the research methodology that was employed for the purposes of this research. Some of the theories outlined in the previous chapter will be tested in this chapter through questionnaires designed to address the research question: What role and impact does strategic facilities management have on the employee value proposition?

Chapter 4 presents the case study and provides analysis and interpretation of the data gathered from the research method outlined in Chapter 3 .

Chapter 5 provides a discussion of the findings of the research in terms of the literature. Lastly, Chapter 6 is the conclusion of the report, outlining suggestions for further research.

Chapter 2: Literature Review

2.1. Introduction

Companies or firms, in general, use buildings to support their primary activities, and that necessitates facility services irrespective of whether the organisations are private or public (Hall, 2008). Facilities Management influences the organisation's environment and its ability to act proactively and meet all its building or workspace requirements by coordinating assets and building services, using appropriate management skills and handling many changes in the organisation's environment. Amaratunga and Baldry (2000) believe that the efficiency of any organisation is linked to the physical environment in which it operates and that the environment can be improved to increase efficiency and that is what facilities management is based on.

The British Standards Institute (2006) cited in Hall (2008) defines the basic concept of facilities management as providing integrated management on strategic and tactical level to coordinate the provision of the agreed support facility services. It further groups the field of facilities management around client demands, which it summarises under two main headings of (i) space and infrastructure as well as (ii) people and organisation. The focus of this research will revolve around facilities management as it relates to people and organisation. This is where the employee value proposition comes in, since it relates directly to people in an organisation and when considering Barrett's (2000) view of facilities management as a service that creates a conducive environment for the achievement of core business objectives.

2.2. Strategic Facilities Management

Various definitions of facilities management have been given in chapter 1 above, however strategic facilities management can be located as a strategic facilitating function that fits between the objectives and the activities of the corporate or core business (Barrett, 2000). This supports the old view by Price and Akhlaghi's (1999) who saw facilities management as a new profession at the time that spans the total

integration of people, processes and places in the service of a core business. When one is thinking of strategic facilities management one needs to start thinking beyond just a facilities management function that tends to be technically orientated and reactive. According to Barrett (2000), there is a massive impact in terms of where, when and how people work that information revolution is having and consequently facilities are drawn to the center stage as a strategic issue, despite the fact that they were not perceived as such before.

According to Jack (1994), the word strategic in this topic implies a drive for which a path is set over the long term, that requires leadership and an understanding of the broader context in which facilities are operated. He further suggests that facilities include the buildings and services provided for the occupants; and defines management as meaning the professional and effective deployment of relevant resources and being totally accountable for measurable results. The focus of this research is around the occupants referred to in the above definition which is the people or the employees in an organisation. This therefore supports Spedding and Holmes' (1994) views that the aim of facilities management should not just be to optimize running costs of buildings, but also to raise efficiency of the management of space and related assets for people (which refers to employees) and processes, in order that the mission and goals of the organisation may be achieved at the best combination of efficiency and costs. Literature reviewed from various referenced authors in this study reveals that facilities management encompasses a vast spectrum of perspectives about people, organisations and change processes to realise the value of any organisation.

The mere mention of strategic facilities management implies the existence of operational facilities management. In a generic model of facilities management developed by Barrett (2000), that was developed through a large research project involving close interaction with a range of industry partners, a clear distinction is drawn between operational facilities management and strategic facilities management and the role of strategy in balancing the two is clearly highlighted. This generic model is depicted in Figure 1.

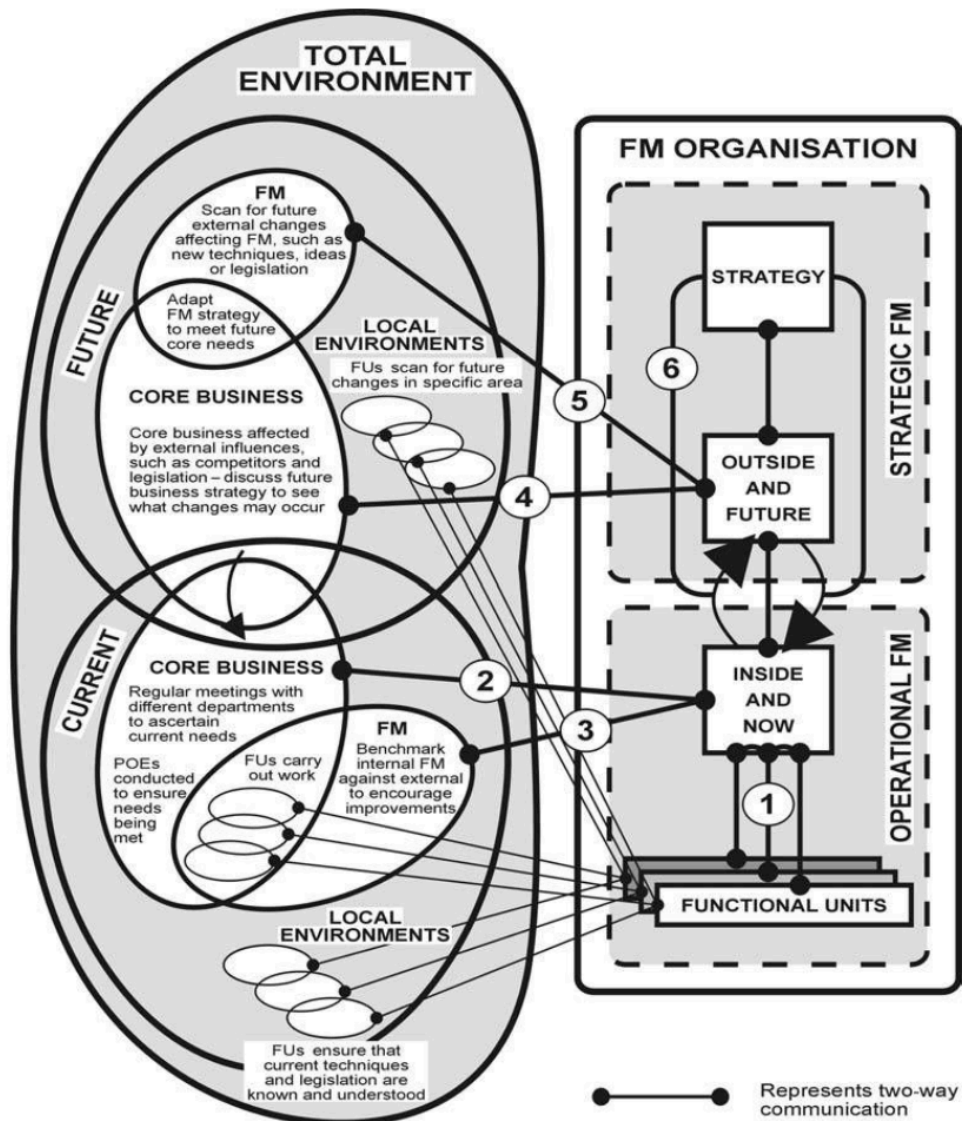


Figure 1: *Generic Facilities Management Model (Barrett, 2000:423)*

This generic model in Figure 1, highlights six principle linkages, where linkages (1) to (3) are at an operational level and linkages (4) to (6) are at strategic level. Linkage (1) shows the interaction between the facilities manager and various functional units within the facilities management organisation or department itself. In this case the facilities manager is more of a coordinator than an implementer. Linkage (2) shows an interaction with the core business to identify current facilities requirements in a regular basis. Linkage (3) is about benchmarking existing internal facilities provision against other facilities management organisations so as to identify areas of improvement. It must also be noted that all these linkages from (1) to (3) interact with the current state of the environment.

Looking at the strategic level linkages, (4) shows an interaction with the core business, however differently than in (2) above, in that here it is in order to learn and understand the future changes faced by the core business owing to external factors such as competitor plans. Linkage (5) is about scanning the specialist field of facilities management for possible long-term developments in thinking and linkage (6) is about strategy creation, that provides a clear context for decision making, that is fully informed by external factors affecting the core business and in the field of facilities management. The interaction between the strategic and the operational parts of facilities management organisation occurs with the aim of collaboratively balancing current operations with the needs of the future.

In order to implement all this, there is a need to have senior management that can create the conditions in which facilities can be effectively managed and have ultimate responsibility for generating the resource on organisation needs to support its business objectives. The above generic FM model supports Alexander's (1994) notion that there is a need to predict the future business conditions by strategic planners in order to make appropriate decisions about the balance of facilities needed, the way in which to organize their operation and management, and the best way of providing those facilities. The type of facilities manager that can be able implement this is one who will be to tackle this increasing responsibility, who is innovative and thorough in pursuing best practice (Jack, 1994).

It is important also that the incumbent facilities manager be a visionary and business leader who is able to develop and manage facilities to provide advantage (Alexander, 1994). Price and Akhlaghi (1999) argue that operational FM managers tend to be practical and mistakenly view facilities together with other senior managers as a necessary evil rather than a strategic asset and therefore as something to be managed for minimum cost rather than optimum value. These are not the kind of managers geared up to execute strategic facilities management. A good facilities manager needs to know what facilities management means for the organisation and what it means for the facilities management organisation or department. According to Alexander (1994), the organisation views facilities management as typically meaning, "creating a facilities

policy that expresses corporate values; giving authority to the facilities business unit to improve service quality; developing facilities to meet business objectives; recognizing the value that facilities add to the business.” The strategic role as far as facilities management organisation is concerned, entails the following: “formulating and communicating a facilities policy; planning and designing for continuous improvement of service quality; identifying business needs and user requirements; negotiating service level agreements; establishing effective purchasing and contract strategies; creating service partnerships; systematic appraisal – quality, value and risk” (Alexander, 1994).

2.3. Facilities Management and Business Performance

Understanding the needs of the organization is key to effective facilities management, and that can be measured in terms of providing value for money (Chotipanich, 2004). There has been only a handful of studies undertaken within the facilities management industry to study the link between facilities management and business performance (Tay, 2006). Facilities management covers a wide range of facility services and the management that could contribute to the relative success or the partial failure of an organisation (Chotipanich, 2004). As can be deduced from the literature discussed above, facilities management is a key function in managing all facility related resources, support services and working space or environment to support the core business of the organisation in both the long- and the short-term. Tay (2006) confirmed the suggestion made by Transfield and Akhlaghi (1995) that facilities are related to business performance indicators through a strategic capabilities approach. This supports the idea of strategic facilities management. According to Tay (2006), the strategic capabilities approach focuses on the design of routines which includes co-ordination through systems, procedures and structures, for long-term, continuous performance improvement.

Alexander (1994) mentioned three essential matters for the effective implementation of a facilities management strategy, viz. meaning, management and measurement. Meaning of facilities management as well as management, have already been covered in this literature review above. Measurement which is the last essential issue, will be

of performance measures and would necessitates the need for better tools to assess an organisation's rate and level of improvement, to ensure that there are gains being made. This makes it necessary to define performance measures. Defining performance measures empowers the organisation to establish position, communicate direction, stimulate action, facilitate learning and influence behavior (Amaratunga and Baldry, 2000). The organisation will establish its position through carefully and consistently measuring performance; and will be able to communicate its direction, through targeting what is to be achieved and with set timelines. It would stimulate action, through identifying what should be done and who should act; facilitate learning, through explanation of why this is measured and influencing of behavior is self-explanatory.

By extension to the definition of facilities management given by CEN (2006) mentioned above in Chapter 1, Kok, Mobach and Omta (2011) suggested that FM is a mechanism within the organisation, that supports the effectiveness of an organisation by coordinating demand and supply of facility services. This supports the fact that there is a link between facilities management and business performance and also clarifies that FM's primary responsibility lies within the organisation. Business objectives are reflected by the characteristics or nature of the organisation, which also reflect its operation process, and the organizational culture (Chotipanich, 2004). This necessitates the importance of how one positions facilities management as a strategic function in the organisation, and identifying stakeholders that are key in FM.

2.4. Positioning Facilities Management

There are various key factors that Chotipanich (2004) identified that can influence the positioning of facilities management and its functions. He categorised those key factors into two groups, viz. (i) internal factors, which include organizational characteristics, facility features, and business sector; and (ii) external factors, which include economic, social, environment, legislation and regulation, facilities management market context, and local culture and context. For the purpose of this research report, not all factors will be dealt with in detail, but only a few that are relevant to this study, and those are, the organizational characteristics, facility

features, culture and context. Facilities and support services of each organisation is heavily influenced by the characteristic of an organisation (Chotipanich, 2004). Chotipanich (2004), Atkins and Brooks (2000) and Stephens (1994) share a similar view that each organisation is likely to have its unique needs in facilities and facilities management function, even if it is within the same business sector.

De Vries, De Jonge and van der Voordt (2008), argue that facilities are increasingly used as one of the resources to improve organisational performance by positive image, cost reduction, increased employee satisfaction and increased labour productivity. According to studies by Chotipanich (2004), facilities management role can differ for the same organisation when it functions in different business scenarios. He further noted that organisations in dynamic business may require a swift support service to allow it to acclimatize quickly. The facilities management function in this scenario needs to be more responsive, then in a scenario where an organisation is operating in a stable business. This clearly indicates that the strategic task of the facilities management function seems to occur and vary from time to time.

When bringing forward the argument by Grimshaw (2004) that facilities management is a discipline that intervenes between employees and employers through the physical workspace, and that it has a part to play to the development of social theory; then one may start to appreciate the importance of facility features. Grimshaw's argument stems from his belief that the physical environment of work, through its impact on employees in the workplace, play a major social role, which is also related to the belief that the physical environment plays a critical role in the human process of work. This relates to the value dimensions in facilities management. When dealing with value construct, literature suggests multiple dimensions, e.g. exchange value, use value, social value, environmental value, relationship value and financial value (Coenen *et al.*, 2013). Workspace is normally designed based on the needs of the operation process of the organisation (Chotipanich, 2004). Facility features influence the approach and methods to FM and McGregor (2000) noted that they should be reviewed, selected and operated in an efficient manner that address business needs.

Cultural issues and contextual factors cannot be ignored by FM practitioners, since these influence standards, perception, and quality (Chotipanich, 2004). Wong (2000),

pointed that the differences in specifications and conditions of facilities, costs, standards, and culture can affect facilities management practices, and therefore FM practitioners have to be sensitive on cultural issues. Cultural issues involve people and literature reveals that facilities management incorporates a vast range of perspectives about people, organisations and change processes to realise the value of any organisation (Amaratunga & Baldry, 2001). These key factors appear to play an important role in the selection of facilities management practices which far out ways adopting standard or “best practice” facilities management, making blending generic facilities management principles and concepts to the specific contexts important (Chotipanich, 2004). Positioning facilities management therefore should take a holistic approach based on establishing FM practice that concerns itself with both internal and external factors, since they are interrelated. Krumm and de Vries (2003) noted that corporations need to make choices based upon the indirect influences of the physical workspace and its impact in supporting the business efficiently and effectively. Facilities managers have strived to enhance the efficiency of their contribution to the core business, and one of the means to this end has been the alternative workplace or workspace programs, which have been a hot topic amongst them for quite some time (Gersberg, Ouye & Nenonen, 2009)

2.5. Workplace Management

Facilities management in the workplace began in response to a rapid change in the business environment due to the influence of information technology and the need to attract and keep knowledge workers (Alexander, 1994). Workplace management has played an important role in office buildings as part of facilities management activity that provides the physical workspaces. Historically, places of work in office buildings used to work with single-occupant, status-based closed office (Gersberg *et al.*, 2009).

As far back as 1969 there has been talk of new office concept (Jensen & Nielsen, 2012), but only around the years between 1989 and 1994, office landscaping, with no territorial offices, universal plan offices, hoteling, team spaces, and spaces designed to encourage spontaneous interpersonal contact began to emerge (Gersberg *et al.*, 2009). This is the same period where a wide scale drive of work outside the boundaries

of the office buildings began. Programs like tele-work were launched, and mobile work was endorsed, letting employees work anywhere that suited business goals. All of this is part of literature that suggests that office work is becoming less administrative and also less time and place dependent (Martens, 2008).

The physical design of the workplace as well as the environmental conditions in workplaces are generally understood as important factors in organisational performance through contributions to worker satisfaction (Langston, Song & Purdey, 2008). Carpio (1996), concluded that employee satisfaction with their workspace has been found to be directly related to their job satisfaction. This obviates the importance of spending time and effort on good workplace environmental design to achieve comfortable conditions. Schwede, Davies and Purdey (2008) further suggest that innovative workplaces improve performance of the organisation by attracting and retaining more innovative workers. All of this indicates how important workplace management is in its contribution to the employee satisfaction which ultimately leads to performance improvements of the organisation.

Workplace management is highly influenced by the workplace design (Gersberg *et al.*, 2009), which is influenced by workplace trends and user demands (Schwede *et al.*, 2008) which include usability as it concerns how a space, is used and the effects of that use (Alexander, Blackstad, Hansen, Jensen, Lindhahl & Nenonen, 2013). Jensen and Nielsen (2012) summarised workspaces from their review of various literature that presented visions for the future offices, into three major themes, or trends that stood out. Those are (i) mobile working; (ii) open and diverse work settings, and (iii) shared use of space. The idea of mobile working is based on the theory that office work will increasingly take place outside the office. The theme of an open and diverse work setting is based on the argument that work spaces should be open, transparent and diverse to help the flow of ideas within the organisations. This theme is in direct contrast to the cellular office configuration, which is one in which each individual office is separate from the others (Davis & Blass, 2007).

The shared use of space is a trend based on the way in which workspaces are being used to minimize inefficient use or underutilization of desks and to provide staff with a greater freedom of choice in workplace settings. There is no wrong or correct choice

in these themes, the literature stresses that organisations should create and choose work environments that fit their identity, culture and work processes (Jensen & Nielsen, 2012). Whichever theme gets chosen for a particular organisation, it is important to provide workplaces that positively influence the workforce (Tucker & Smith, 2007). Pech and Slade (2006) argue that the working environment is a key root cause in employee engagement or disengagement, and they stress the importance of providing workplaces that positively influences the workforce.

According to Roelofsen (2002:248) also cited in Tucker and Smith (2007:199), “research has indicated that improving the working environment reduces complaints and absenteeism and increases productivity”. Wells (2000) made a point that workplace satisfaction has been associated with job satisfaction, and added that “perceptions of workplace quality have a significant effect on building users’ psychology”. Employees are inclined to spend more time, and are more effective, healthy and happy in a more pleasurable workspace or office space (Salaj, Baričič, Kovič & Praznik, 2008), and this resonates well with the theme of this research. The best and common practice regarding attributes of workspaces include:

- location, which is the degree to which the space is accessible by employees;
- enclosure which refers to the degree to which the space is enclosed by walls, doors, partitions or ceiling; and
- exposure, which is the degree to which the space offers visual or acoustic privacy (Morrell & Duffy, 2004).

2.6. Employee Value Proposition

Employee value proposition (EVP) is a key differentiator of success for organisations competing for human talent (Bell, 2005). Competing for human capital includes recruiting, developing, inspiring and retaining talented people. Sengupta *et al.* (2015) argue that retaining and attracting employees, whether current or potential, require the employers to understand the work value preferences of employees which vary across culture and time. When singling out retention from above as one of the human capital strategy, literature reveals that a sound retention strategy should include a business plan, a value proposition, progress measure, and management influence (Gering &

Conner, 2002). Recapping Bell's (2005) argument that it is worthwhile to also focus on non-financial factors rather than only remuneration; there are other factors such as company attractiveness, corporate conduct and ethics, respect – diversity and inclusion, work-life balance, and opportunities for personal and professional growth.

An important tool to the organisations to deal with the talent war effectively that has emerged in recent years, is employer branding (Sengupta *et al.*, 2015). Sengupta *et al.* (2015) conceptualizes employer branding in terms of internal and external employer branding that facilitate organisations retaining current employees and attracting present employees, respectively. He then concluded that value proposition models are the backbones of employer branding. It has been observed that companies involved in strongly branded or desirable business sectors (e.g. airline industry, finance etc.) have a potential advantage in being seen as an attractive employer (Bell, 2005). They may not necessarily be the best companies to work for, but there may be personal pride and social status that is derived from working for such companies because of their brands, and Bell (2005) suggests that can be an important driver. He further argues that the companies in the opposite side of the scale, viz. companies with initially low public profile and in a sector, that often has negative perceptions, can be very unattractive to work for. This stress the importance of employer branding in relation to attracting potential, and retaining employees.

It is therefore apparent that employers have to recognize that they need to offer the potential employee the right value proposition and this information has to be communicated in their recruitment message (Gowan, 2004). Such a proposition should be created with the goal of understanding what will be attractive to a high-profile employee who can contribute to the organisation's future success. Value proposition puts forward the company's strengths, and it identifies the needs that the company can satisfy and how it differs from its competition (Gering & Conner, 2002). There is a variety of factors that can influence or have an impact on employee value proposition which were encountered during literature review. The focus of this study only relates to facilities management. Some studies carried out by Martin and Black (2006), have revealed that facilities are both tangible and intangible assets of occupying organisations as they combine with people, processes, technologies and other assets to fulfill the organisation's mission.

Workplace strategies which include workspace designs and management have been used by some facilities management practitioners as a form of value proposition for employees to support any or all of the following change motives:

- “Supporting new business strategy and marketplace positioning;
- Sustaining organizational development and human relations initiatives;
- Attracting, nurturing and empowering human talent;
- Incubating business process reinvention and product innovation;
- Reinforcing technological systems re-engineering and operational efficiency;
- Stimulating information and knowledge management systems; and
- Catalyzing culture shift and identity change.” (Martin & Black, 2006:54).

Sustaining organizational development and human relations initiatives as well as attracting, nurturing and empowering human talent as a result of workspace strategies, begins to shape the direction of this study towards the main topic of exploring the impact of strategic facilities management on employee value proposition. It was interesting to come across the results of a survey that was conducted by the American Society of Interior Designers cited in Martin and Black (2006:54) study, that indicated that “41 percent of employees would base their decision to accept a position upon the physical workplace, second to pay, 51 percent of the respondents indicated that the physical workplace would impact their decision to leave”. This indicates the impact the physical workplace has on employee retention. Other studies showed that employees rate their current workspace higher on supporting effectiveness, supporting organisation’s mission, contributing to their success, facilitating the transfer of knowledge, enhancing the organisation’s brand, and enabling creativity and achievement (Martin & Black, 2006). One can therefore argue that the value of quality facilities and employee support features is a function of marginal contribution that the workplace and its features makes to strengthen profitability.

According to the Corporate Leadership Council EVP comprises of the benefits employee derive from the facilities made available to them in the work place, holding other EVP determinants constant. Studies carried by the Corporate Leadership Council (2006), show that an effective EVP can improve the commitment of new hires

by up to 29%, reduce new hire compensation premiums by up to 50% and increase the likelihood of employees acting as advocates from an average of 24% to 47%. Increasing employee advocacy also impacts on consumer brand perception by 70% and increases consumer loyalty by 41% (Council, 2008).

2.7. Added Value of Facilities Management

The need to improve understanding of how facilities management can become more effective and add value to the core business and different stakeholders, both from an academic point of view as well as in daily practice is eminent. There was a working party established by the EuroFM Network Group on the topic of FM value add which search for answers on the following questions:

- “What is or could be added value of FM?
- How is added-value defined in the literature?
- What kind of data are used to document and measure the added value of FM?
- What are the methodological potentials and barriers of measuring the added value of FM?” (Jensen *et al.*, 2012:200).

Jensen (2010), presented an FM Value Map that offered a starting point for the EuroFM Network Group to answer these questions. The generic version of Jensen’s Value Map is shown in Figure 2.

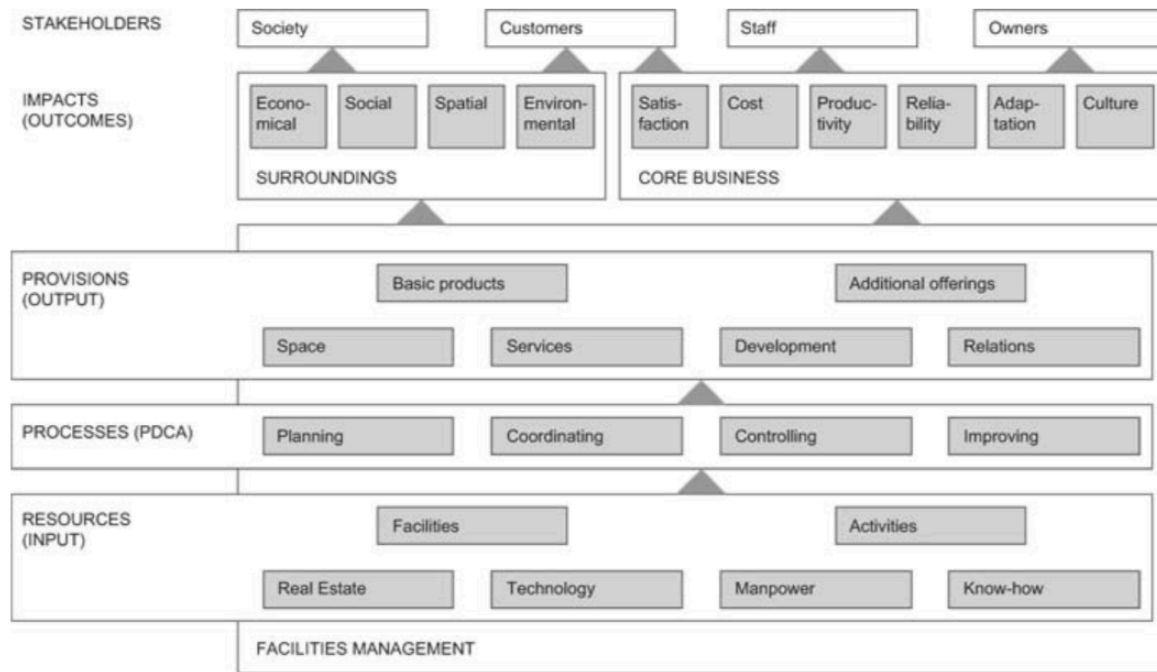


Figure 2: *The Generic FM Value Map (Jensen, 2010:182)*

This Figure 2 shows a theoretical framework to understand and describe the different ways that FM can create value for a core business as well as the surroundings for the benefits of multiple stakeholders which include employees, owners, customers, and society. It shows the resources used by FM as inputs into the internal processes to produce outputs like space, services, development and relations, and the impact of the provisions from FM can have on core business in terms of people satisfaction, costs, productivity, reliability, adaption, culture, and on the surroundings in terms of social, economic, spatial and environmental aspects.

There are some well documented studies on the role of facilities management and their impact on organisational performance (Tio, 2014). The performance and effectiveness of facilities themselves is a prerequisite to achieving best operational performance (Price & Akhlaghi, 1999). Facilities management are a source of competitive positioning (Frow & Payne, 2011) both in the goods and services sector but has been static in the latter (Alexander, 1994). The incorporation of facilities management into plans of the organisation as a function of business objectives and not be isolated from it.

2.8. Conclusion

Based on the literature review, it is clear that a facilities management strategy, when properly aligned with the overall organisational strategy, can have a positive influence on the performance of that particular organisation. This chapter provided an overview of facilities management, in particular strategic facilities management and facilities management strategies as well as the employee value proposition in order to establish the link and the relationship between these and how they influence each other.

It is clear that in order to achieve the aim of this research, the workplace environment in which there is actual implementation of strategic facilities management will need to be investigated. Moreover, the employees' opinions about the workplace will need to be understood. As a result of the literature review, there are a number of issues that will need to be investigated in order to achieve the aim and answer the research question. These are:

- The importance of the workplace environment;
- Does the current workspace environment support the employee's effectiveness?
- Does the current workspace environment contribute to the employee's success?
- Does the current workspace environment facilitate the transfer of knowledge?
- Does the current workspace environment provide flexibility for collaboration and teamwork?
- Does the current workspace environment enhance the organisation's brand?
- Does the current workspace environment foster camaraderie and friendship among employees?
- Does the current workspace environment enable creativity and achievement?
- Does the current workspace environment provide employees with a sense of belonging and establish a sense of community?
- The importance of office layout as a factor in retaining employees in the organisation.

- The importance of dining room facilities in the organisation; the childcare facility and the health club as a factor in terms of keeping employees in the organisation.

The manner in which these issues will be addressed is documented in depth in the following chapter.

Chapter 3: Research Methodology

3.1. Introduction

This research seeks to determine whether there is an impact of strategic facilities management on Employee Value Proposition. This entails researching the relationship between workspace design and employee value proposition in a chosen organisation. This chapter will outline the procedural framework that was followed to conduct this research. The research philosophy adopted in this research is realism and not critical realism. Realism is adopted because it begins from a position that the picture that science portrays of the world is a true and accurate one (Gray, 2014). Critical realism, however, asserts that the way people perceive the world depends, partly, on their beliefs and expectations, one outcome being that the complete truth may be hard to come by (Gray, 2014). According to Maxwell (2012) the most fundamental characteristic of critical realism relates to the difference between ontology and epistemology. Ontology refers to the nature of reality as it actually exists, and epistemology on the other hand refers to how humans gain knowledge of what exists, which is how they can know anything (Maxwell, 2012). Central to the research design will be to establish the relationship between data and theory, and a failure to think through this philosophical issue can seriously affect the quality of the management research.

Descriptive case study methodology is adopted for this research. Amaratunga *et al.* (2002) defines the case study approach as a research strategy which focuses on understanding the dynamics present within single settings and usually refers to relatively intensive analysis of a single occasion or case in point of a phenomenon being studied or explored. Yin (1994), defines case study as an “empirical investigation into contemporary phenomenon operating in a real-life context”. He argues that it is particularly effective where there is no obvious definition between the phenomenon and the context itself. To conduct the case study, the survey questionnaire will be used as part of this research design, which will thereafter be analysed, discussed and conclusion will be drawn.

3.2. Research Design

Research design is about shaping research activity, including the data collection, using methods that are most likely to accomplish the research aims (Easterby-Smith *et al.*, 2002). There are a range of informative practices that exist for qualitative research, and among those are case studies, ethnography, grounded theory and action research (Denzin & Lincoln, 2000). Denzin and Lincoln (2000) determined that choosing the appropriate practice is dependent on the context of the research itself, the type of information that needs to be gathered to answer the research questions, and the most credible source of that information. There are categories of research named by Blumberg, Cooper and Schindler (2014), viz. exploratory, causal and descriptive studies. Terre Blanche, Durrheim and Painter (2006) describe exploratory study as useful particularly in preliminary investigations of a field of study that is unknown and where new understandings or insights are being explored. He concludes that such a study is likely to produce understandings, hypotheses and more questions.

Partington (2002) describes descriptive research as a simplified explanation of some phenomenon. In causal studies, there is an implication that the existence of one variable or a change in that one variable causes or leads to an existence of or change or in the other (Blumberg *et al.*, 2014). In this type of research, the importance of considering the direction of the influence is key and may be dependent on the research design (Meyer, 2015). Blumberg *et al.* (2014) finds that in business research, the cause-and-effect relationship is less explicit. He therefore concludes that the interest lies in understanding, envisaging, explaining and controlling relationship between variables. The category of research that this dissertation fits into is a descriptive study considering that employee value proposition will be described in the context of strategic facilities management.

Central to research design, is the philosophical issue of the relationship between data and theory, which must be thought through carefully because failure to do that can significantly impact the quality of management research (Easterby-Smith *et al.*, 2008). According to Easterby-Smith (2008), understanding the philosophical issues in research can help clarify research design, enable the researcher to recognize which designs will work and which will not by identifying the limitations of particular

approaches, and can help the researcher to work with designs that he or she is not familiar with and may even help create new or adapt existing designs to fit his or her research. Amaratunga and Baldry (2001) identified two distinct philosophical approaches to developing research which are positivism and realism.

Acknowledging different research methodologies, Tuli (2010) supports the argument by social science scholars that the relative preference of each research methodology depends on philosophical issues related to the question of ontology and epistemology. Wahyuni (2012) defines ontology and epistemology as the two main philosophical dimensions to distinguish existing research paradigms, as they relate to the nature of knowledge and the development of that knowledge, respectively. Saunders, Lewis and Thornhill (2009) are of the view that in terms of social research there are objectivists and subjectivists. Ontologically, objectivists perceive that the existence of reality is external and independent of social actors and their interpretations of it, whereas subjectivists believe that reality is dependent on social actors and assumes that individuals contribute to social phenomena (Wahyuni, 2012). This is one paradigm.

The other paradigm, epistemology, is the beliefs on the way to produce, understand and use the knowledge that are deemed to be acceptable and valid (Wahyun, 2012). In addition to these two fundamental paradigms, Saunders *et al.* (2009) defines two basic beliefs that affect the way to investigate reality, which are axiology and methodology. Axiology is concerned with ethics, encompassing the roles of values in the research and the researcher's stance in relation to the subject studied, and methodology refers to a model for undertaking a research process in the context of particular paradigm (Wahyun, 2012). Description of these different paradigms shows that there are competing methodologies to social research built on different philosophical assumptions about the nature of social reality (Neuman, 2003). The research paradigm selected by individual researchers appears to be reliant on their perceptions of "what real world truth is" (ontology) or their nature of reality and humanity and "how they know it to be real truth" (epistemology) or the theory of knowledge that informs the research (Tuli, 2010). In addition to the choice of the research paradigm, it is also worth noting that the research purpose and research questions are fundamental basis on which to craft a research design (Wahyuni, 2012).

3.2.1. Positivism, Realism and Pragmatism

The basis of positivism is that the social world exists externally, and that its properties should be measured through objective methods from positive affirmation rather than being deduced subjectively through sensation or reflection of instinct (Easterby-Smith *et al.*, 2008). According to Mastin (2008) positivism is the view that the only authentic or realistic knowledge is scientific knowledge, and that such knowledge can only come from positive assertion of theories through strict techniques for investigating occurrences based on gathering empirical, observable and measurable evidence, subject to specific principles of logic.

Amaratunga & Baldry (2001) state that in positivism approach the observer has to be independent from the subject being observed. This is also supported by Dudovskiy's (2016) statement that, the researcher is independent from the study in positivism studies and human interests within the study is not provided for. In many cases management research is conducted in the positivist approach, which holds that through observing regularities researchers can make generalisations, within distinct limits, of relationships between variables (Partington, 2002). Therefore, the purpose of generalisation then becomes prediction. Meyer (2015) argues that for many experienced theorists the purpose is also prediction, but from a different viewpoint that the social world cannot be experimentally closed and does not operate according to a set of scientific laws, and therefore predictive is not possible. Partington (2002), adds that in social world, observed regularities can do no more than express tendencies caused by underlying generative mechanisms which may or may not be brought into play in a given situation.

Realism research philosophy is dependent on the idea of independence of reality from human mind (Dudovskiy, 2016). It shares principles of positivism and interpretivism (Meyer, 2015). In fact, Amaratunga and Baldry (2001) argue that realism approach understands reality as a universal, and socially constructed, rather than objectively determined. Similar to positivism, realism's promoters believe that social sciences can rely on the research approach dominant in the natural sciences. The existence of a gap between the researcher's concept of reality and the "exact" but unknown reality, is recognized by the realism approach. According to the realism philosophy as

Amaratunga and Baldry (2001) suggest, the researcher should not gather evidences or simply measure how often certain patterns occur, but rather welcome the different understandings and meanings people place upon their own experiences and reasons for these differences.

The realism approach attempts to understand and explain a phenomenon, rather than search for external cause or basic laws (Easterby-Smith, 1991; Remenyi & Money, 2012). Researching the impact of strategic facilities management on employee value proposition lends itself to the realism philosophy. The realism philosophy will best underpin this study seeing that employee value proposition has got to do with employee's experiences in their work environment. The work environment is dependent on the effectiveness of the facilities management strategy (Becker & Steele, 1990), on the other hand which can be measured objectively (positivism). It is because of this notion that the mixed approach of both realism and positivism philosophy are good match for this study, since both positivism and interpretivism is present, when one follows Blumberg *et al.*'s (2014) analysis of the approach when selecting the research method for the study.

There is an argument that positivism and realism are not totally different in terms of their impact on research, and in the generalisation of findings (Remenyi & Money, 2012). "Both approaches need a convincing argument that the findings are valid before these findings are accepted as a valuable addition to the body of knowledge" (Amaratunga & Baldry, 2001). The other branch of research paradigm is pragmatism, which Wahyuni (2012) describes as a paradigm that refuses to join the paradigm war between the positivist and interpretivists research philosophies. Interpretivists are those that believe reality is constructed by social actors and people's perceptions of it (Wahyuni, 2012). When distinguishing between realism and pragmatism, Tashakkori and Teddlie (1998) argue that realism favours practicality and accepting the physical aspects of life while pragmatism has the view that practical consequences are the criteria of knowledge, meaning and value. One can argue that both pragmatism and realism overlap in meaning, however pragmatism maintains that the most important determinant of the research philosophy adopted is the research question, where one approach may be 'better' than the other for answering particular questions (Tashakkori

& Teddlie, 1998), and that objectivist and subjectivist perspectives are not mutually exclusive (Wahyuni, 2012).

Tashakkori and Teddlie (1998) argue that pragmatism is naturally appealing, largely because it avoids the researcher engaging in what they see as pointless debates about such concepts as truth and reality. Therefore, the researcher using this method would accept only that which makes a difference to his or her decisions and actions. The theory of realism on the other hand explains that there is a reality quite independent of the mind, which Bhaskar (2011) describes as “what you see is what you get”. Bhaskar (2011) argues that one can identify what they don’t see through the practical and theoretical processes of social sciences. As both pragmatism and realism approaches to research are better at doing different things, the researcher chose the realism research approach to answer the research question. A realist’s position is constantly changing and much more in line with the purpose of the business and management research (Baskar, 2011; Dudovskiy, 2016). The case study methodology was selected as the overarching research strategy for this study for the reasons mentioned in 3.2.2, and it incorporates the approaches above.

3.2.2. Case Study Approach

Case studies are a form of experiential or experimental research particularly suited to circumstances where the research seeks to investigate a contemporary occurrence which is difficult to isolate from its context, where there are many variables of interest and where information can be collected from multiple sources (Yin, 2009). Amaratunga and Baldry (2001) describe case study as a research strategy which focuses on understanding the dynamics within single settings. Yin (1994) defines case study as an experimental investigation into existing phenomenon operating in a real-life context. In this research the use of case study as a means for research of a qualitative nature, is considered because of its ability to unearth entrenched meaning in a contextual setting (Brown & Baker, 2007). Case study approach that is utilized in this research to extract the necessary data to interpret and answer the research question will use data of both a qualitative and a quantitative nature. The description of qualitative and qualitative research is dealt with later in this chapter.

The essence of a case study is that it tries to enlighten a decision or set of decisions; why they were taken, how they were implemented, and what were the results (Yin 2014),. Citing Hartely (1994), Amaratunga *et al.* (2002) expresses that a case study research is a heterogeneous activity covering a range of research methods and approaches, a range of coverage, differing levels and lengths of involvement in organisational functioning and a range of different types of data. Amaratunga *et al.* (2002) further state that case studies are suitable for exploring new processes or behaviours or those which are little understood. A case study may be portrayed as a detailed examination of an event or a series of events which the researcher believes exhibits the operation of some identified general theoretical principle (Mitchell, 1983). An important advantage of the case material lies in the riches of its detailed understanding of reality (Amaratunga & Baldry, 2001).

Case study approach is a unique research design because it can be used in an interpretive manner to build theories or in a positivist manner to test theories (Bhattacharjee, 2012). The aim of the case study is to understand the case in depth, and in its natural setting, recognizing its complexity and context. In addition, it has a holistic focus, aiming to preserve and understand the wholeness and unity of the case. The adopted purpose of the case study in this research is what is listed by English, Fielding, Howard and van der Merwe (2006) which is as follows:

- “To develop problem solving skills by responding to specific questions based on a case;
- Present an opportunity to express thoughts in a coherent and readable way; and
- To build a reserve of knowledge and ideas that might serve one in practice”.

Some of the advantages of carrying a case study research is that there is a continual reality check with what is researched; what the researcher sees and hears poses a constant challenge to emerging theoretical ideas; there is a wide choice of research methods available to use, e.g. both quantitative as well as qualitative methods can be deployed; and because it is essential to draw boundaries around the study, conclusions and the circumstances under which they apply are apparent. Within the context of the literature on case study research, it can be deduced that a case study approach is suitable for this research design because it allows the use of multiple

sources of data which can then be converged. It should be noted that the aim of case studies cannot be to infer global findings from a sample to a population, but rather to understand and articulate patterns and linkages of theoretical importance (Amaratunga & Baldry, 2001).

3.2.3. Case Study Selection

Selecting a case study should be based on the research goals and the desire to achieve both depth and breadth in the study (Hoepfl, 1997; Stake, 2000; Patton, 2002; Collingridge & Gantt, 2008). The dominant strategy for case study selection is known as purposive or purposeful sampling; cases that promise to be rich in information are deliberately selected for the study (Geeling, 2013). For most researchers, there may be many possibilities when it comes to choosing a case (Meyer, 2015). The challenge would be, which is the best case to choose that often means not only the environment where the phenomenon is exhibited best but also where there is easy access to information and management support. The phenomenon of interest chosen for the purpose of this research relates to the occupation and experience of the researcher who works for the South African Reserve Bank (SARB). The ease of access to information and management support to conduct the research therefore was easily obtained.

Given that the researcher has a keen interest in, and experience with the phenomenon of employee value proposition linked to the strategic facilities management, this case study is the most appropriate for the purpose of this research topic. Further justification of the case study approach is supported by Amaratunga's *et al.* (2002) note that the key feature of the case study approach is not method or data but the emphasis on understanding processes as they occur in their context. They further deliberated that much case study research, because of the opportunity for open-ended or unrestricted inquiry, is able to draw on inductive methods of research, which aim to build theory and generate hypotheses rather than mainly to test them.

The single case study is the approach of choice for this study. The single case study is more appropriate at the outset of theory generation (Bhattacharjee, 2012). Although Amaratunga & Baldry (2001) argue that evidence from multiple case studies is often

considered more compelling and that studies involving multiple cases are regarded as more robust, May (2011) warns against the danger of comparative case studies in that comparison becomes the focus rather than the case itself. May (2011) concludes that this will undermine the aims of the study and will generate less trustworthy conclusions. He then notes that with the single case study, the depth and inherent understanding in the analysis will differ substantially when compared to multiple cases.

The SARB has in the past three years started implementing a newly formulated Facilities Management strategy and has also recently embarked on reviewing its employee value proposition. This makes it a suitable for this research topic and the single case method is most suitable for this research. In SARB's review of its EVP, there has not been any focus in linking that to the facilities management, and therefore the results of this study will be useful to this organisation in measuring the effectiveness of its strategic FM in relation to EVP. The case is SARB, and the unit of analysis is the role and impact that strategic facilities management has on the employee value proposition, which addresses the research question.

3.2.4. Qualitative and Quantitative Data

Qualitative and quantitative data collection are two distinct types of approaches that research may be categorised into (Amaratunga *et al.*, 2002). Punch (2014) describes qualitative data as data that can be defined as empirical information about the world, not in the form of numbers, but mostly using words. Amaratunga *et al.* (2002) noted that qualitative research approach concentrates on words and observations to express reality and attempts to describe people in natural situations. The quantitative approach on the other hand, he notes that it relies considerably in numbers that represent opinions or concepts.

Literature suggests that both qualitative and quantitative data methods involve differing strengths and weaknesses, and each strategy has its own specific approach to collect and analyse empirical data, and therefore each strategy has its own advantages and disadvantages (Amaratunga *et al.*, 2002). Punch (2014) lists the following as sources of data collection for qualitative research: interview transcripts,

recordings and notes, observational records and notes, documents and records of material culture, audio-visual materials and personal experience materials such as artefacts, journals and narratives. According to Partington (2002), qualitative research has its core strength that counter-balances one of the weaknesses of structured, quantitative research, which is its capability of answering not only the questions asked, but also answering those not originally asked, if executed in a relatively unstructured fashion.

In describing the data sources for the quantitative data Partington (2002) includes questionnaire or survey of some kind and remarks that this is not the only approach that can be followed. He explains that quantitative research is best portrayed by analytical approach to the data that are generated and always involves the analytical methodology. Punch (2014) argues that qualitative methods are the best way to get the insider's perspective, the participant's definition of the situation, the meanings people attach to things and events. This means qualitative methods can be used to study the lived experience of people, including people's meaning and purposes. He also adds that qualitative data have a holism and richness, and are will able to deal with the complexity of social phenomena.

The quantitative methodology conceptualizes reality in terms of variables, and the relationship between them (Punch, 2014). According to Frankel & Devers (2000), quantitative approaches generally seek to control and predict phenomena, often using experimental design and statistical analysis. It relies on measurements therefore pre-structures data, and usually the research questions, conceptual framework and research design. Samples of quantitative studies are typically larger than that of qualitative studies, and generalisation through sampling is usually important. Context is not seen as central in quantitative approach, typically data is stripped from their context, and there are codified and well-developed methods for data analysis (Punch, 2014). Amaratunga & Baldry (2001) suggest that findings from the quantitative research indicate relationships in the qualitative data that would otherwise have gone unnoticed, and also noted that the quantitative research is aimed not at finding causality, but rather at finding associations amongst the variables, which may support the findings in the qualitative data. It is for this reason that the researcher of this study considers the mixed method approach.

3.2.5. Mixed Method Approach

There is a strong inclination in the research community that both qualitative and quantitative approaches are best thought of as complementary and should therefore be mixed in research of many kinds (Amaratunga *et al.*, 2002). Fernandez & Azorin (2011), notice that the use of a mixed approach in research has increased since the late 1990's and state that this methodological approach starts from the premise that it is often necessary to choose between the two traditional strategies (qualitative and quantitative), the idea being that it can be more fruitful to consider how the strengths of each can be combined with the mixed approach. Based on this, one can therefore agree with Fernandez & Azorin's (2011) argument that the use of mixed methods may play an important role in research, since the results obtained using different methods can enrich and improve one's understanding of the matters under study and foster fresh ideas about them, in order to give answers to questions that are difficult to answer by a single classical approach.

Mixing qualitative and quantitative techniques on a given research project, for instance surveys and participant observation or interviews and archival data allows the researcher to balance the strengths and weaknesses of each approach (Abowitz & Toole, 2010 cited in Meyer, 2015). It is no surprise therefore that Amaratunga *et al.* (2002) refer to the mixed approach also as the balanced approach. With the growing emphasis on using the mixed approach, triangulation was adopted (Yin, 1994, cited in Amaratunga & Baldry, 2001 and Amaratunga *et al.*, 2002). Triangulation can be defined as the combination of methodologies in the study of the same phenomenon. Triangulation assumes that its effectiveness rests on the premise that the weakness in each single method will be compensated by the counter-balancing strengths of another (Amaratunga *et al.*, 2002). The basic notion of the triangulation technique is that quantitative and qualitative methods should be seen as complementary rather than as rival cohorts (Jick, 1979, cited in Amaratunga & Baldry, 2001).

Some of the reasons for linking qualitative and quantitative data are given by Rossman & Wilson (1991) cited in Amaratunga *et al.* (2002) as to: enable confirmation or verification of each other via triangulation; to elaborate or develop analysis; providing

richer details; and to initiate new lines of thinking through attention to surprises or ironies, “turning ideas around”, providing fresh insights. Cresswell (2014) lists about six major strategies that exist for mixed method research, namely: exploratory and transformative strategies; sequential exploratory; concurrent triangulation; and nested and transformative strategies. The major distinction between these strategies lies in the timing of the data collection and methods can be executed concurrently or in sequence (Cresswell, 2014, Bryman & Bell, 2014). A suitable approach for this research study would be the concurrent triangulation strategy since the quantitative and qualitative data collection is concurrent, meaning it is happening in one phase of the research project.

3.3. Data Collection

There is a range of data collection methods that are available for case studies including interviewing, observing, and collection of artefacts, documents and records (Yin, 2009; Denzin & Lincoln, 2000; Geeling, 2013). Using multiple methods to collect data is one of the key characteristics of case study research (Ellinger *et al.*, 2005 cited in Geeling, 2013; Yin, 2009), with mixed method approaches frequently used in organisation studies (Geeling, 2013). Blending quantitative and qualitative methods should be aimed at producing a final product which can highlight the significant contributions of both approaches (Amaratunga *et al.*, 2002), where qualitative data can support explicitly the meaning of quantitative research (Amaratunga & Baldry, 2001).

Both quantitative and qualitative data can be collected in a single study, and this approach, as elaborated in section 3.2.4 and 3.2.5 above also contributes to the construct validity of the research. Personal interviews are one form of gathering information from people and are very popular and one of the most effective (Fontana & Frey, 2000). The most widely used qualitative method in the built environment (of which this study falls under), is the interview (Amaratunga *et al.*, 2002). Qualitative method is a highly flexible method that can be used almost anywhere, and is capable of producing data of great depth (Amaratunga *et al.*, 2002). The goals of any qualitative research interview are to see the research topic from the perspective of the

interviewee, and to understand how and why they come to have this particular perspective.

In this case data was collected primarily through semi-structured interviews. All interviews were transcribed. Individual level data was collected by interviewing permanent employees (excluding temporary contractors) from different hierarchical levels, at the head office building of the South African Reserve Bank. More data was collected through conducting a survey by using a questionnaire which was administered electronically through the survey monkey. Although survey techniques, such as questionnaires and interviews are known to be labour intensive on the part of respondents and the researcher, with a further consequence of low response rate (Amaratunga *et al.*, 2002), they were still found to be the most effective in this study.

3.3.1. Data Sampling

Data sampling is a statistical process of selecting from a population (N) of interest a subset (n) of that population for purposes of making observations and statistical inferences about that population (Bhattacharjee, 2012). Bhattacharjee (2012) laid out three stages of sampling process which are; defining the target population; choosing the sampling frame; and selecting the sample from the sampling frame. For case study work it is of utmost importance to ensure variety and that sufficient points of view are sampled to develop a balanced picture (Partington, 2002).

3.3.1.1. Quantitative Sampling

Sampling in quantitative research according to Punch (2014), usually means people. People are the population representing the total target group who would, in an ideal world be the subject of the research, and about whom researcher is trying to say something, and the sample then becomes the actual group that is included in the study, and from whom, the data is collected. The target population whom the research is about in this study are the employees in the head office building of the SARB located in Pretoria CBD. A realistic sampling frame had to be established to deal with the fact that it may be impossible to access every employee in the SARB head office building. The sampling technique chosen for this study can be described as non-probability, convenience sampling.

Participation in the study by individual employees had to be done under conditions of self-selection. Practical constraints such as; inconvenience, insufficient time, lack of cooperation from some people including “survey fatigue” had to be taken into consideration. Survey fatigue is a high possibility in the Reserve Bank because there is always employee surveys taking place, either from different service departments or from various employees who are engaged in some form of studies. Non-probability sampling technique considers that some units of the population has zero chance of selection or the probability of selection cannot be accurately determined. Convenience sampling is regarded as a weaker form of sampling compared to random sampling, thus landing a minimal risk of bias to this study (Denzin & Lincoln, 2000).

3.3.1.2. Qualitative Sampling

Coyne (1997) argues that sampling methods in qualitative research are not so strictly prescribed as in quantitative studies. Frankel and Devers (2000) are of the view that qualitative research most often uses purposeful rather than random sampling strategies. In qualitative research, there are many variations of sampling described in literature and much confusion and overlapping of types of sampling, particularly in the case of purposeful and theoretical sampling, making sampling a very complex issue in qualitative research (Coyne, 1997). Purposive sampling approaches are designed to heighten understanding of selected individuals or groups’ experiences(s) or for developing concepts and theories (Frankel & Devers, 2000). Marshal (1996) argues that in practice, qualitative sampling usually requires a flexible, practical approach. Purposive sampling strategy is the chosen one in this study because it is non-random in ensuring that particular categories of cases within a sampling universe are represented in the final sample of a project. The rationale for using a purposive sampling strategy is that the researcher assumes, based on their experience and theoretical understanding of the topic being studied, that certain categories of individuals may have a unique, different or important perspective on the phenomenon in question and their presence in the sample should be ensured (Robinson, 2014).

3.3.2. Sampling Size

Where non-probability sampling techniques are used, the size of the sample is less precise compared to the probability sampling whose principle is that the sample size should be large enough to gather required data. Such instances would require the researcher to consider the representativeness of the different groups within the target population (May, 2005 cited in Meyer, 2015).

3.3.2.1 Quantitative Sampling Size

Koeber and McMichael (2008) argue that in quantitative research, sample size is dependent on the number of participants that can be statistically determined to represent the total population being studied. This number of participants is necessary to ensure that the research findings are generalizable to the total population studied (Koeber & McMichael, 2008). For the quantitative data collection in this study, the sample size consisted of a possible 1591 participants which are SARB full time employees in the head office building that form part of the case study. Taking into consideration that the completion of the survey would be voluntary, the researcher could only depend on a certain percentage of survey to be completed.

3.3.2.2 Qualitative Sampling Size.

The goal of generating a representative sample when collecting the qualitative data can pose a real predicament since the nature of qualitative data collection, generally limits sample size. A small sample can be specially selected to ensure representativeness, rather than relying on numbers needed to logically argue that sample captures all the various elements of the population (O'Leary, 2005). Interviews were conducted with individuals that represented each different departments as well as employee levels in the Bank and only those that have been relocated to the new workspace that resulted from the strategic facilities management implementation. This narrowed down the list of possible interviewees substantially and ultimately about 23 individuals participated and represented all levels of the bank employees. The interviewees were assured anonymity and therefore remained anonymous, although many of them did not mind even if they were not to be anonymous because they

regarded the interview as a safe and also presents them with an opportunity to contribute to the changes that may come to their facility and workspaces.

3.3.3. Questionnaire

There are two main data collection instruments used in this study. The survey questionnaire for the quantitative strand and a semi-structured interview for the qualitative strand. These were used to determine the impact of strategic facilities management on employee value proposition. This follows the fact that the self-completion questionnaire together with semi-structured interviews are one of the main instruments for gathering data (Meyer, 2015). Easterby-Smith *et al.* (2002) discusses three types of surveys, namely, factual, inferential and exploratory. He highlights differences between these survey types, when he notes that factual survey is explained to be often associated with opinion polls and market type research and has to do with “factual” data. He further states that inferential surveys are executed to establish relationships between concepts for the main predictor and dependent variables need to be established. He concludes that in exploratory surveys, the focus is on discovering ideas rather than collecting statistical data, and it’s the one you often find to be in the form of open-ended questions set in a questionnaire.

According to Bryman, Bell, du Toit and Hirschsohn (2016), the advantages of using questionnaires are that it is cheap and quick to administer, there is absence of interviewer effect in form of either ethnicity, age or gender. He also adds that the notion of people wanting to act in a socially desirable way when an interviewer is present is also reduced. Technological advancement that have introduced amongst other things Computer Assisted Survey Information Collection like the survey monkey, have introduced some major improvements in the way participants are engaged with. This is a huge improvement from past methods where surveys were mainly based on paper or telephone calls to computer tools (May, 2011).

Martin (2006) refers to three theoretical perspectives that point toward different matters that must be considered when constructing a questionnaire. Those are the model of the standardised survey interview; question answering as a sequence of cognitive tasks; and the interview as a conversation. From the perspective of the

model of the standardised survey interview, the questionnaire consists of standardised questions that operationalize the measurement constructs. The objective is to present a uniform stimulus to respondents so that their responses are comparable. From the question answering as a sequence of cognitive task perspective, the respondent must comprehend and interpret the question, retrieve relevant information from memory, integrate the information, and respond in the terms of the question. From the perspective of the interview as a conversation, the respondents do not necessarily respond to the literal meaning of the questions, but rather to what they interpret the question to mean.

The survey questionnaire was tested in a pilot version which is included in Annexure A and was improved and modified on the main survey included in Annexure B. The questions in the questionnaire mainly concentrate on the feeling the respondents have with regards to the condition of the facilities in the bank as well as the newly introduced changes in their workspace and that is linked to the value proposition, as the value add by facilities management interventions. The survey questionnaire is designed with the aim to develop standardised questions and response options that are understood as intended by respondents and that produce comparable and meaningful responses as recommended by Martin (2006). The interviews were conducted as a conversation with the selected employees and the interview outline is included in Annexure C.

3.3.4. Interviews

The interview is one of the trusted tools for the data collection in qualitative research. Punch (2014) describes interviewing as a good way of accessing people's perceptions, meanings and definitions of situations and constructions of reality. There are various types of interviews that exist and used in research and amongst those are the standardised interviews, semi-structured, unstructured, focused, and in-depth interviews (Bryman *et al.*, 2016). Without dwelling much into the differences in these types of interview styles, semi-structured interview was the chosen type for this research study.

In semi-structured interviews the respondent is encouraged to answer questions from their own point of view (May, 2011). It covers a wide range of context where the

interviewer has a string of questions in an interview plan, but is able to vary the arrangement of the questions. The questions tend to be more broadly framed than those in structured interview plan. The interviewer normally has some latitude to ask further questions to follow-up on significant replies or to seek clarity in some replies (Bryman *et al.*, 2016). The semi-structured interview questions are shown in Annexure C.

To obtain the information that the researcher is looking for, then choosing the appropriate people to interview becomes a very crucial exercise. In qualitative research, the interest is most often in understanding a particular case in detail. The researcher wants to know about a relatively small group of people, thus sacrificing breadth for depth (Esterberg, 2002). Esterberg (2002), suggests that research participants must be chosen for specific qualities that they can bring to the study. The chosen interviewees should provide interviewees with the greatest possible insight into the topic. That is why in this study the interviewees were carefully selected based on their level in the organisation (employment band representation), their location in the building, their age and the number of years they have worked for the organisation. Table 1 below sets out the interviewees chosen for this study interviews.

Table 1: *The list of selected interviewees*

Title and (Job Level)	Assigned Code	Role
Head of Department 1 (M3)	Respondent 1	HoD of one of the core departments leading a team of more than 80 staff and key client to the FM team
Head of Department 2 (M3)	Respondent 2	HoD of one of the support departments leading a team of more than 200 staff and key client to the FM team
Head of Department 3 (M3)	Respondent 3	Group Chief Financial Officer and Head of Financial Services Department.
Senior Manager 1 (M2)	Respondent 4	Senior manager from Human Resource Department responsible for all HR business partners.
Senior Manager 2 (M2)	Respondent 5	Divisional Head of Engineering responsible for more than 70 people
Senior Manager 3 (M2)	Respondent 6	Divisional Head in the Strategic Management Office.
Manager (M1)	Respondent 7	Section Head in the Financial Markets Department. One of the core departments

Manager (M1)	Respondent 8	Section Head in the Bank Supervision Department. One of the core departments
Manager (M1)	Respondent 9	Section Head in the Currency Management Department. One of the core departments
Support Cluster Specialist (FC4)	Respondent 10	Business Systems and Technology Department's IT specialist.
Economists x 3 (SP3)	Respondents 11, 12 & 13	Economists from Economic Research and Statistics Department and International Economics Relations and Policy Department.
Team Leaders x 3 (FC4 and FC3)	Respondent 14, 15 & 16	Team leader from Internal Audit Department, one from Legal Services Department and one from Corporate Services Department
Personal Assistants x 4 (FC2 and FC3)	Respondent 17, 18, 19 and 20	Personal Assistants of HoD's and Divisional Heads. These are some of the biggest users of FM services and greatly influence their principals.
Air-conditioning Technician (FC2)	Respondent 21	Maintenance Technician that is customer facing and experiences a lot of comments from staff about the FM services
Chef (FC2)	Respondent 22	Part of Hospitality Services within the Facilities Management team.
Security Guard (FC2)	Respondent 23	Representing the working group of the Security Management Department.

Seven stages of interview process were adopted in this study as listed by Meyer (2015) which are as follows: thermatising; designing; interviewing; transcribing; analysing; verifying; and reporting. The first stage of thermatising is about clarifying the purpose of the interviews and the concepts to be explored, which is followed by designing, which is about specifying the process and the procedures by which the goals will be achieved. The third is about conducting the interviews, which will be followed by transcribing or writing the text of the interview. Analysing that follows after that is about determining the meaning of the material(s) gathered in terms of the purpose of the study. The sixth step of verifying is about checking the reliability and validity of the evidence and lastly the seventh step of reporting is about communicating the results of the study to others.

Questions raised in the interviews aimed to address the following issues:

- Establishing the impact of the changes of the Facilities Management services that have been introduced in the SARB;

- Determining if the employees at various levels see the link between the newly introduced services as well as changes in the FM services and employee satisfaction;
- Ranking FM services performance indicators in terms of importance when it comes to influence on employee value proposition;
- Establishing if FM services are of any importance or play any role in the work performance of employees.

3.4. Pilot Study

Pilot study was done to test the data collection methods that were initially chosen, and to assess whether the data collected would be sufficient for the planned data analysis approach. The pilot study was done in the same SARB head office building where the main study was going to be carried out. A survey was used as a primary tool to gather information for this study with an attempt to establish whether there is a relationship between facilities and employee value proposition. A sample was categorised according to age, gender and whether or not the new facilities changes have been introduced to the respondent's departments or not. The pilot survey comprised of three option answers:

1. Disagree
2. Neither agree nor disagree
3. Agree

Survey Monkey was used to distribute the survey throughout the whole Bank's staff in the head office building. About 167 responses were recorded from different departments of the Bank. There was representation from about 20 out of 22 departments of the Bank. The pilot was seen to be a success, but when analysing data it became clear that using the survey alone for this study as initially discussed with the research supervisor was not going to be enough, and that is why the qualitative approach was also found to be important for this study and the interview process was also adopted.

The case study helped to refine the data collection instruments, reducing the chance of encountering missing values or possible misinterpretations in data collected. Some

of the refinements included changes made to address ambiguous questions; getting some questions reworded; and increasing the answer options as recommended by most respondents. This changed the survey from three option answers to five and seven option answers, and as mentioned above supplementing and supporting the survey with interviews.

3.5. Research Reliability and Validity

The use of reliability and validity have been mostly common in quantitative research and have now been reconsidered in the qualitative research paradigm (Golafshani, 2003). There are four tests that can be looked at for the purposes of this study that are used to establish the quality of empirical social research which are noted by Yin (2009). Those are construct validity, internal validity, reliability and external reliability. Construct validity is described by Wainer and Braun (1998) as the validity in quantitative research. Punch (2014) describes validity as the extent to which an instrument measures what it is claimed to measure and Punch (2005) cited in Meyer (2015) adds that an indicator is valid to the extent that it empirically represents the concept it contends to measure.

Internal validity as applied to exploratory case studies, is about establishing a causal relationship whereby certain conditions are shown to lead to other conditions as eminent from spurious relationships. In the data gathering process the researcher should keep on testing it against existing theory and other data (Partington, 2002). Reliability is defined as the extent to which results are consistent over time (Golafshani, 2003). He further refers to it as an accurate representation of the total population under study and that if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. External validity is about establishing a domain to which the study's findings can be generalised. It is suggested that case study research can be generalised against theory seeing that findings based on one case are challenging to generalise. Issues related to the reliability and validity of both the quantitative and qualitative data is presented in chapter 4 of this dissertation.

3.6. Ethics

The respondents to the survey and the participants to the interviews were informed from the onset of what the study was about and it was also clearly stated in the questionnaire. None of the respondents were paid or given some sort of incentive to take part in study, it was purely on voluntary basis. All the respondent's consents were attained prior to the questionnaire completion and their anonymity was maintained although none of the respondents requested or insisted on it. All the interview participants signed the consent form and the sample copy of the consent form is included in Annexure D.

3.7. Conclusion

The methodology employed in this study was intended to attain a representative sample of an appropriate cross section of the population of the employees of the chosen organisation in the case study. This chapter has outlined the procedural framework that was followed to conduct this research study. The research design was elaborated upon and the format of the research as a case study was explained. Data collection in the form of qualitative and quantitative data was described with the details provided around the instruments used to gather data. All ethical obligations were considered and satisfied.

Chapter 4: Research Results

4.1. Introduction

This chapter presents the data obtained from the study done in the South African Reserve Bank head office building in Pretoria. A survey questionnaire as well as interview questions as described in Chapter 3 were used for this study. A pilot study was conducted first before getting into the main study which helped in shaping what the final questions in the survey questionnaire should look like and also the resulted in the decision of conducting the interviews as well for the qualitative study. Before getting into details about the results, it is important to give a bit of background about the single case study that was chosen for this research.

4.2. Case Background

The single case study chosen for this research was the South African Reserve Bank which is also referred to as the Bank in this dissertation. The primary reason for choosing SARB was that the department that is responsible for Facilities Management recently adopted a Strategic Facilities Management approach in providing Facilities Management services to SARB. The SARB head office building in Pretoria central business district was commissioned in 1986 and was designed as a national key point building. The emphasis on its design was more about security than usability, given the period at it which it was commissioned and the political situation in the country at that time.

In 2015, the Corporate Services Department of the SARB, identified the need develop a strategy for the delivery of facilities management services to the Bank. It was identified that the FM strategy will need to 'drill down' to a functional delivery model level, including a functional structure or the organogram of the Facilities Management Division as well as other divisions within the Corporate Services Department that carry out some other Facilities Management as well as pseudo-FM functions. A strategic FM approach that was implemented looked at operating model development, skills requirements and skills gaps identification; development and revision of processes and policies; identification of tools and technologies required. This was all done to

improve the Bank’s FM function through a strategic approach that will enable efficient and effective service delivery and enable leading practice FM of the Bank’s facilities.

4.2.1. Strategic Facilities Management at SARB

Facilities Management strategy was developed following the process depicted in Figure 3.

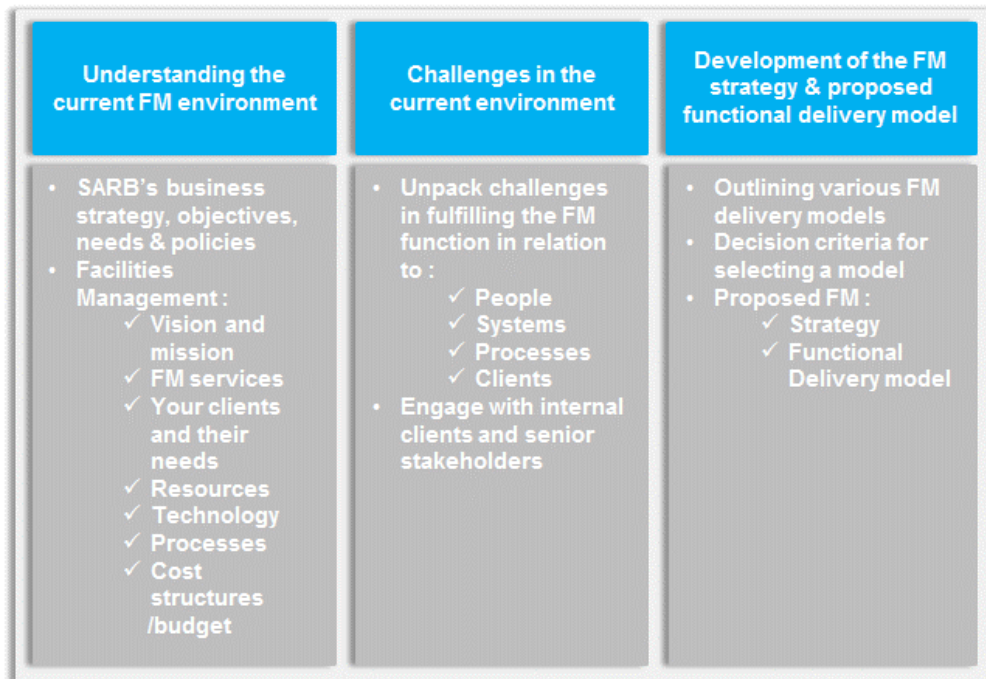


Figure 3: SARB’s FM Strategy Development Process (CSD-SARB, 2015)

Throughout this process there are a number of issues that were identified that needed to be addressed. Key to these were mostly people related challenges which include the continuous awareness of issues and problems or lack thereof of FM staff; communication with other service delivery components within SARB; lack of a formalised customer relationship management system; poor contract management of outsourced/out tasked activities; ineffective utilisation of departmental facilities representatives; general shortcomings within facilities management skills available, especially around customer relationship management, stakeholder management and change management etc.; inconsistent support from key business partners e.g. security, procurement, and legal services causing some delays and disruptions to service delivery initiatives. There were other systems and process related issues that were identified.

After analysing all of these issues and identifying the SARB's FM requirements, the new FM strategy was developed and that give rise to a new operating model which is illustrated by Figure 4.

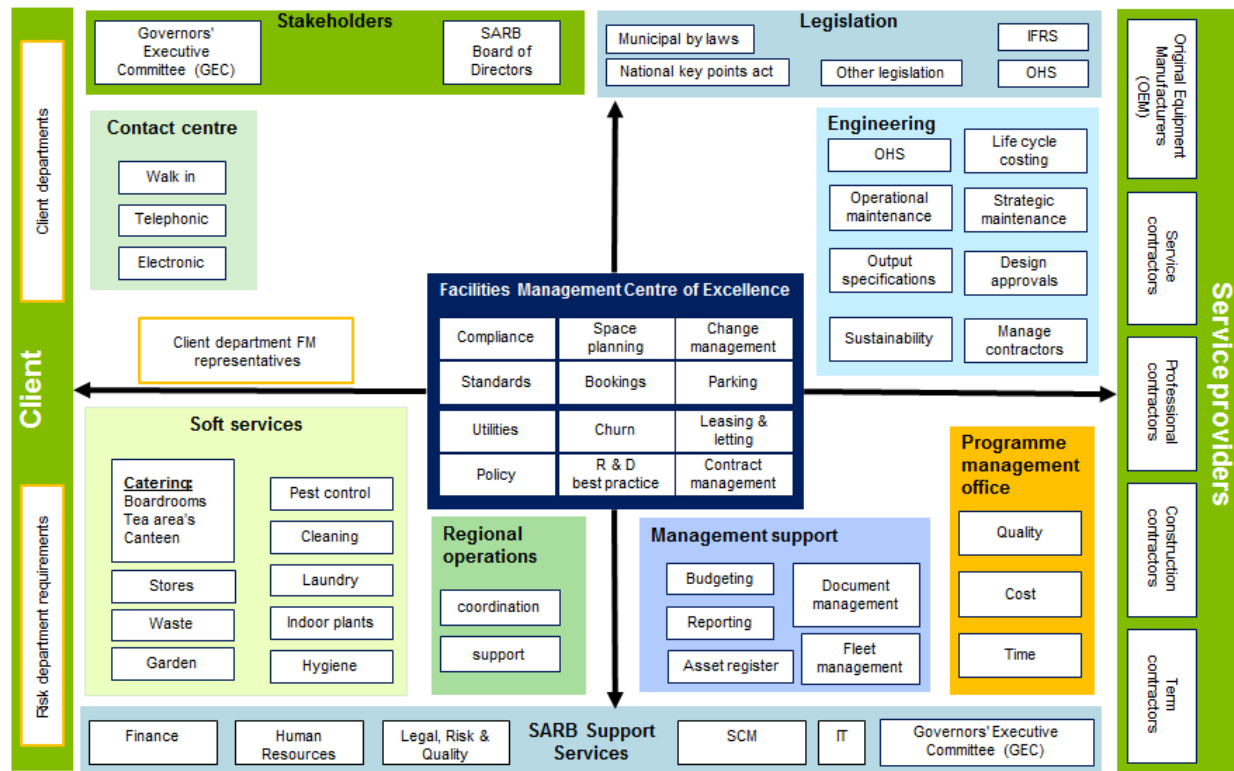


Figure 4: New SARB FM operating model (CSD-SARB, 2015).

This operating model gave rise to the establishment and development of strategic goals that will meet the needs SARB's FM purpose mission and functions. Strategic FM initiatives were established and the implementation plan was drawn. Some of the initiatives that were already in progress prior to the finalisation of this strategic process were integrated into the new strategic plan, and some of the miss-aligned plans were discarded. Table 2 shows some strategic considerations that were established as well as the implementation priorities, in line with strategies required to achieve the goals.

Table 2: SARB's Strategic Facilities Management Implementation plan.

STRATEGIC CONSIDERATIONS	STRATEGIES REQUIRED TO ACHIEVE THE GOALS	IMPLEMENTATION PRIORITIES
<p>Preservation of SARB's assets, facilities, resources and infrastructure</p>	<p>Ensuring readiness of facilities in excellent condition</p> <p>Ensuring effective and efficient infrastructure services</p> <p>Providing maintenance leadership and management</p> <p>Providing effective maintenance planning</p> <p>Upgrading of facilities to modern standards and keeping up with modern looks</p> <p>Development and management of service level agreements</p> <p>Provision of professional project management services</p>	<p>Planned Preventative Maintenance</p> <p>Structured Reactive Maintenance Processes</p> <p>Daily site walkabouts in order to assess facilities management service delivery</p> <p>Regular Facilities Condition Assessments in order to determine priorities and budgets</p> <p>Ongoing Improvement of facilities</p> <p>Formulation of accurate Bills of Quantities</p> <p>Review of procurement systems</p> <p>Undertaking of major maintenance activities via a structured Project Management approach</p>
<p>Quality client service</p>	<p>Understanding of and compliance with stakeholder requirements (presentation of high quality documentation)</p> <p>Meeting of all quality standards</p> <p>Undertaking of effective planning and scheduling</p> <p>Prompt and cost effective completion of service delivery through the provision of competent resources, both internal and external</p> <p>Proactive communication with stakeholders</p> <p>Benchmarking service delivery against local and</p>	<p>Quality Assurance System, based on a credible quality system e.g. ISO 9000, to be introduced</p> <p>Management quality assessments on tasks carried out by Staff and Contractors</p> <p>Regular courtesy calls, emails etc. to clients to obtain feedback on quality of work carried out.</p> <p>Assessment of quality to be done via regular Operations Meetings</p> <p>Regular interactive Departmental Meetings</p> <p>Formal annual Client Satisfaction Surveys to be implemented</p> <p>Customer service training for Employees and Contractors</p> <p>Internal FM roadshows to raise awareness and increase visibility</p> <p>In-house newsletter and / or in-house social media pages</p>

STRATEGIC CONSIDERATIONS	STRATEGIES REQUIRED TO ACHIEVE THE GOALS	IMPLEMENTATION PRIORITIES
	international higher education institutions	
Employee effectiveness and satisfaction	<p>Ensure adequate and sufficient tools, equipment and material</p> <p>Recruitment and retention of the highest calibre talent</p> <p>Structured training and skills transfer on a continuous basis</p> <p>Effective performance management against agreed KPA's</p> <p>Management of works order system</p>	<p>Ongoing training & development of all employees</p> <p>Introduction of mentorship programmes</p> <p>Personal development plans to be generated for all staff members</p> <p>Succession planning system to be put in place</p> <p>Align all resources as being valuable "tools of the trade"</p> <p>Ensure regular availability of all stores & materials when required</p> <p>Regular team meetings</p> <p>Ensure that no promises are made that cannot be kept</p>
Partnership with all stakeholder groups	<p>Fostering of respectful, productive and ethical working relationships</p> <p>Regular feedback meetings with internal and external stakeholders</p> <p>Realistic timeframes and meetings thereof</p> <p>Being responsive to stakeholder requests within set time standards</p> <p>Stakeholder surveys</p> <p>Clear communications structures and lines</p> <p>Creating and managing SLA's with stakeholders</p>	<p>Maintain visiting priority clients</p> <p>Improve relationships with the Procurement function</p> <p>Regular interaction with HR and Finance business partners</p> <p>Regular meetings with stakeholders in order to share plans and information</p>
Integrated and unified organisation	Operating as an integrated and unified organisation	<p>Use expertise common to all sites</p> <p>Fully utilise resources using integrated skills</p> <p>Do more with less</p>

STRATEGIC CONSIDERATIONS	STRATEGIES REQUIRED TO ACHIEVE THE GOALS	IMPLEMENTATION PRIORITIES
	<p>Standardised and seamless structure and operating model across the Bank</p> <p>Utilisation of specialist expertise</p> <p>Coordination of all activities relative to specific maintenance and project activities</p> <p>Ongoing assessments and audits</p> <p>Proactive engagement with other service delivery units e.g. Security etc.</p>	<p>Implementation of standardised processes</p>
<p>The creation of a safe and secure environment</p>	<p>Facility audits and inspections</p> <p>Compliance with health & safety regulations</p> <p>Standardisation of safety processes, templates</p> <p>Collaboration and cooperation with the Occupational Safety function</p> <p>Collaboration and cooperation with Protection Services function</p> <p>Acting on safety issues identified in the Risk Register</p>	<p>Compliance with the Occupational Health and Safety Act</p> <p>Undertaking health and safety training</p> <p>Regular health and safety meetings</p> <p>Prior approval of all events (via CVF Committee)</p> <p>Staff to be provided with the required PP&E</p> <p>Undertake audits on risk assessments</p> <p>Compliance with all statutory requirements</p> <p>Display all statutory requirements in workshops and public areas</p> <p>Training on health and safety regulations and requirements</p> <p>Availability of safety and disaster recovery plans</p> <p>Safety signage to be displayed.</p>

The implementation and execution of some of the projects that were born out of this process started in 2015, and therefore some results could already be seen and that is why it was most appropriate to choose this case study to check the effectiveness of the strategic FM as well as its impact on employee value proposition.

4.2.2. SARB's Strategic FM Implementation Outcomes

There are various projects that were implemented following the process mentioned in 4.2.1. above, and in those there were high impact projects that were identified and implemented. Although they required capital investment, they were supported by the Bank's executives. To mention a few was the "Upgrade of the canteen to implement a new hospitality services model. Figure 5 shows the look of the SARB canteen before and after it was converted into a new state of the art facility and renamed "Rest o' Rand".



Figure 5: SARB Canteen upgrade as a result of Strategic FM Implementation

The other high impact project was the implementation of the revised workspace standards, which resulted in the change of the furniture specification, office standards and partitioning. This included not only a more efficient workspace, but improved colour schemes in the office areas as well as the introduction of tea-pause areas and informal meeting pods. Figure 6 show some of the before and after pictures of the workspace improvement projects. This research gave an opportunity for employees of the Bank to give feedback about how they feel about the changes that have been introduced to the facilities of the bank.

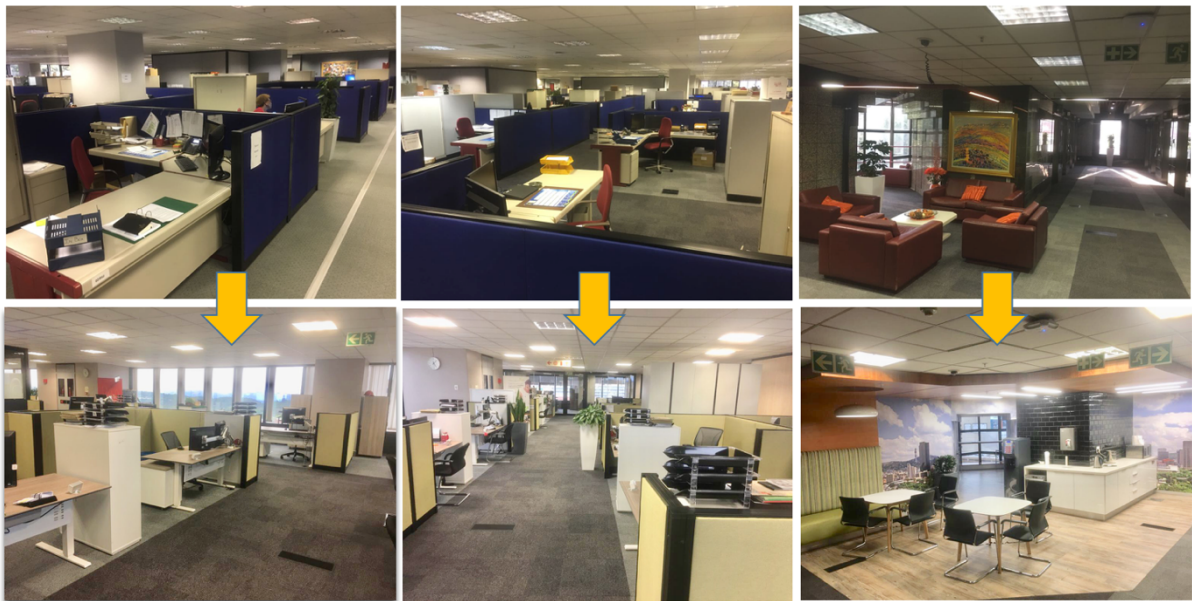


Figure 6: *Improvements in the SARB workspaces and pause areas.*

Some of the projects introduced and implemented include what the SARB FM team refer to as Value Add projects like, dry cleaning services for staff, shoe shine service, take home meals etc. Over and above this there were infrastructure upgrade projects that were carried out including the air-conditioning (HVAC) systems upgrade to improve human comfort within the workplace environment, as well as the data center upgrade to improve the IT infrastructure support for the Bank. The workspace upgrade project (see Figure 6) which includes new workstations and ergonomically compliant furniture are still ongoing, and by the time this dissertation was compiled, about 85% of the floors in the building have been completed, and the survey targeted mostly the people whose floors have been upgraded, although there were few people that took part in the survey whose floors were not completed as yet, most of whom were envious of the changes and expressed that they couldn't wait until their floors were done.

4.3. Quantitative Research Results

To establish the impact of the Strategic Facilities Management on the Employee Value Proposition, the best measure was to conduct a survey that measures employee satisfaction of the interventions due to the Facilities Management Strategy in their workplace environment.

4.3.1. Results from the Pilot Study

Although the pilot study was done to test the data collection methods that were initially chosen, and to assess whether the data collected would be sufficient for the planned data analysis approach, however because of the sample size and the fact that very few people that participated in the pilot also participated in the main study, its results therefore could not be ignored. It was interesting to see that the main survey results reflected a similar profile as in the pilot on similar questions that were asked. In relation to the impact of facilities on productivity, more than half of the respondents find the current facilities in the SARB to be sufficient and conducive for their productivity.

In terms of the impact that facilities have on the mood and attitude of employees, a third of the respondents believe that their mood and attitude is positively affected by the SARB's facilities look and feel. This number is higher than those who feel adversely affected by the current Bank facilities with regards to mood and attitude. A third of the respondents are of the view that the SARB's facilities are less competitive when compared to other financial institutions. Despite this, more than 50% of the respondents would still recommend SARB as a potential employer to their peers while others remained neutral. Over a third of the respondents are of the view that current facilities make collaboration with employees easier and facilitates relationship building.

When the pilot qualitative research was conducted, the participants were asked about the most and least satisfying attributes of the SARB facilities, from the written responses, majority of respondents stated that the recreational facilities such as Rest o' Rand were most satisfying. Some of the respondents cited space, privacy, air-conditioning and noise levels as their least satisfying attributes. The results of the main study research were aligned with what was revealed in the pilot study, with consistent responses from both group of respondents.

4.3.2. Results from the Survey

For the quantitative data collection, the population consisted of a possible 1591 participants which are SARB full time employees in the head office building that form part of the case study. However, this population was reduced to the targeted sample which excluded about 410 employees that occupy areas in the building that had not

experienced significant changes in their workspaces yet, due to the strategic FM roll-out programme which has not reached them yet. This reduces the targeted population to 1181 employees, out of which about 271 employees participated in the research by answering the questions. Of the 271 employees that took part in the survey, 214 completed the whole survey thus achieving the completion rate of 79%. Graphical representation of the result extracted from survey monkey, which is the tool used to conduct the survey, is used to explain the survey findings. Cronbach Alpha test was run for the reliability of data.

The Cronbach’s alpha coefficient was calculated to be 0.873 (see Annexure E), which according to George and Mallery (2003) means the reliability of data from the survey is good. It was established that about 5% of the respondents had taken part in the pilot survey that was conducted earlier and that the majority of those in the 21% that did not complete the survey, are those that had participated in the pilot study. Looking at the survey participation, there was a good representation of all levels of the Bank. The graphical profile (as shown in Figure 7) of the participants exhibits the actual profile of the age group spread as well as the Bank’s levels with the functional contributor level being the majority of the Bank’s employees and Heads of Departments being fewer than all employees in the structure.

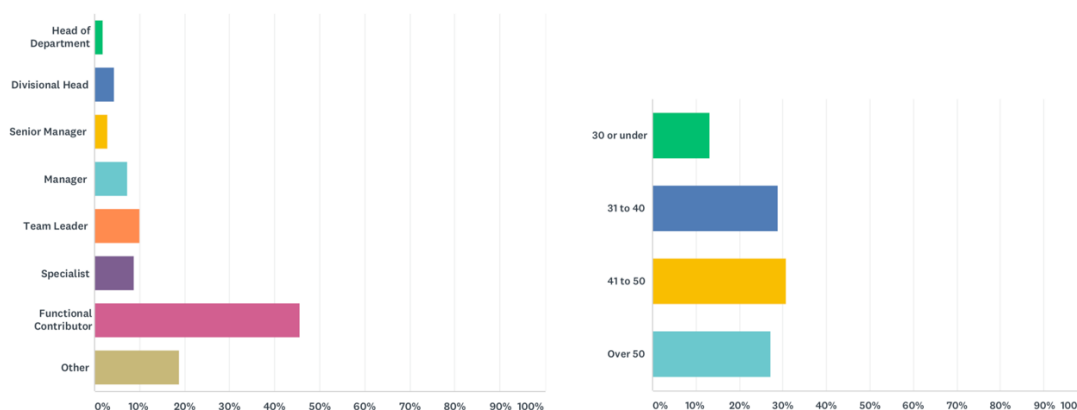


Figure 7: Graphical representation of participant’s job levels and age.

The majority of the respondents (over 63%) have been working in the Bank for more than 6 years and about 20% of the respondents skipped this question for unknown reasons, but this does not affect the survey results.

More than 70% of the respondents have experienced the new facilities improvements for more than 12 months of which about 57% of the total participants have had more

than 24 months experience on the newly improved workspaces. Less than 5% of the participants had not had their workspaces renewed yet, but it was important to single them out and hear their views about what they have observed. This was picked up from the question that asked about the description of the workspace as well as the floor location of the respondents. The majority of the respondents spend more than ten to forty plus hours a week in their workspaces, of which about 55% of them spend more than 40 hours and only about 10% spend less than 10 hours a week in the office.

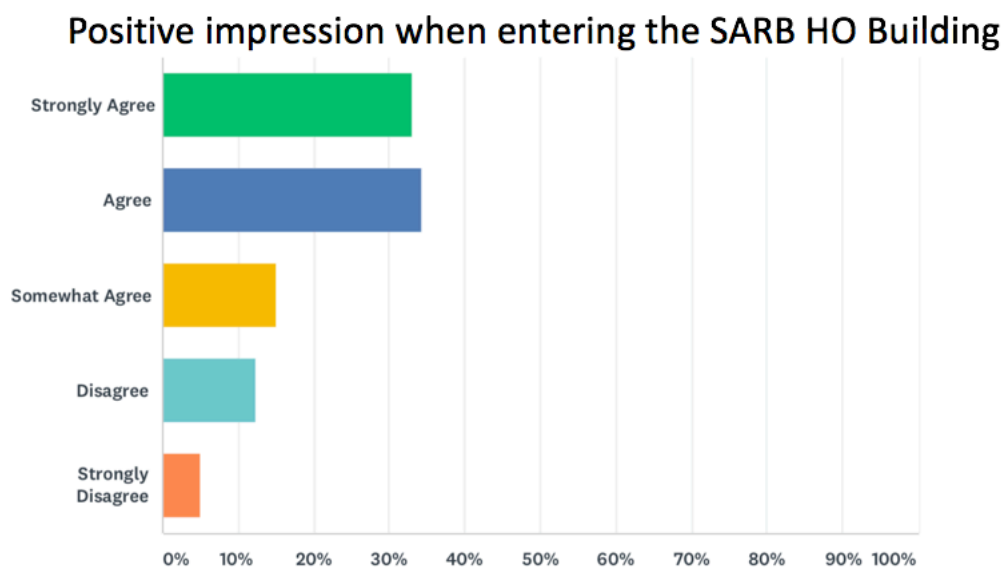


Figure 8: *The impression of staff about the building after the new changes.*

The majority of the respondents expressed that when entering the SARB head office building they get a positive impression, with more than 60% agreeing with this statement, an additional 15% somewhat agreeing and only 17% disagreeing as shown in Figure 8. This marked a significant change from a survey that was carried out by Corporate Services Department in 2015, where more than 90% of the respondents felt negative about the Bank’s facilities when entering the SARB head office building (CSD-SARB, 2015).

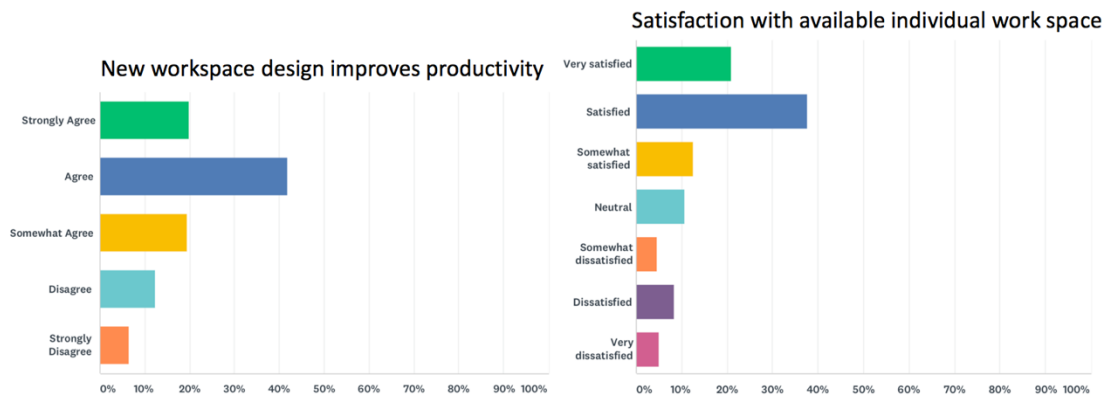


Figure 9: *Productivity and available individual work space.*

The impact of the new workspace design on employee productivity was seen as positive by more than 60% of the respondents with an additional 19,35% somewhat agreeing with the increase in productivity due to the new workspace design. The 6,45% that strongly disagree with the productivity increase were found to be the respondents that have not had their floors refurbished yet. Since the work space was reduced for individuals as a result of new furniture spec as well as improved workspace utilisation efficiency, this question became important in checking whether the reduced work affected employee productivity or satisfaction with their workspace. The results indicated that more than 70% are satisfied or somewhat satisfied with the given reduced work space. Less than 20% were dissatisfied with just over 10% neutral.

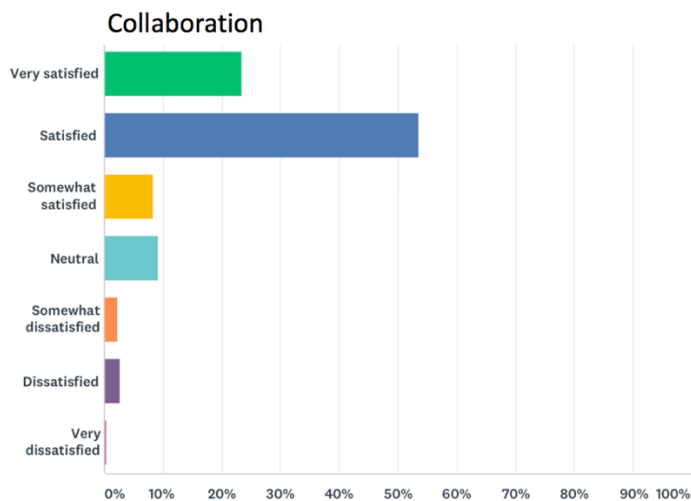


Figure 10: *Satisfaction with co-worker interaction.*

Close to 80% of the respondents believe that the new workspace design improved collaboration amongst themselves and other work colleagues. Less than 1% were very dissatisfied and just over 5% were dissatisfied and somewhat dissatisfied. This indicates that the new design achieved one of the traits it was intended to achieve.

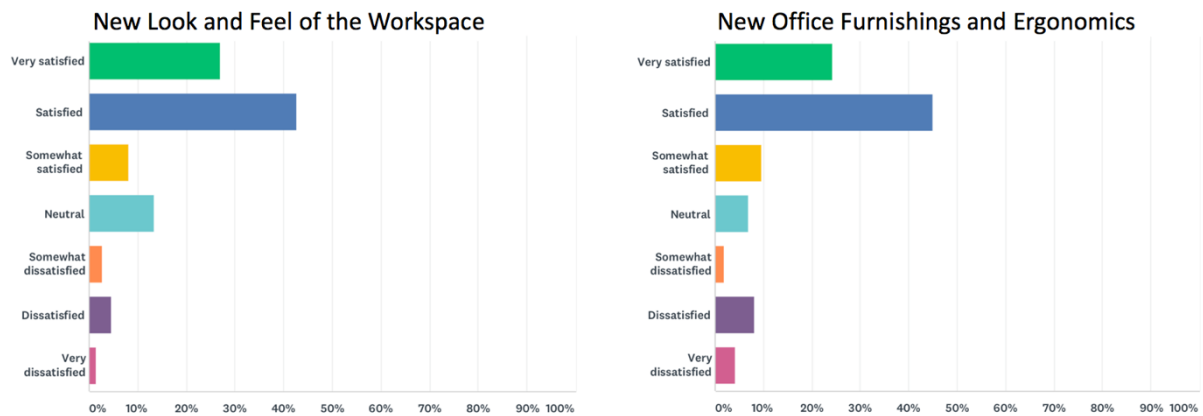


Figure 11: Satisfaction with the new look and feel of the refurbished floors and furniture.

More than 75% of the respondents are satisfied with the new workspace design look and which includes only 8,26% who are somewhat satisfied. Likewise, more than 75% of the respondents are satisfied with the new ergonomically friendly furniture and about 12,39% are dissatisfied and very dissatisfied with the new furniture specification. These results were also in line with the results of question 17 and 18 that touch on the usability aspect of the furniture as well as the satisfaction the employees have with the textures and colours of the finishes and furniture.

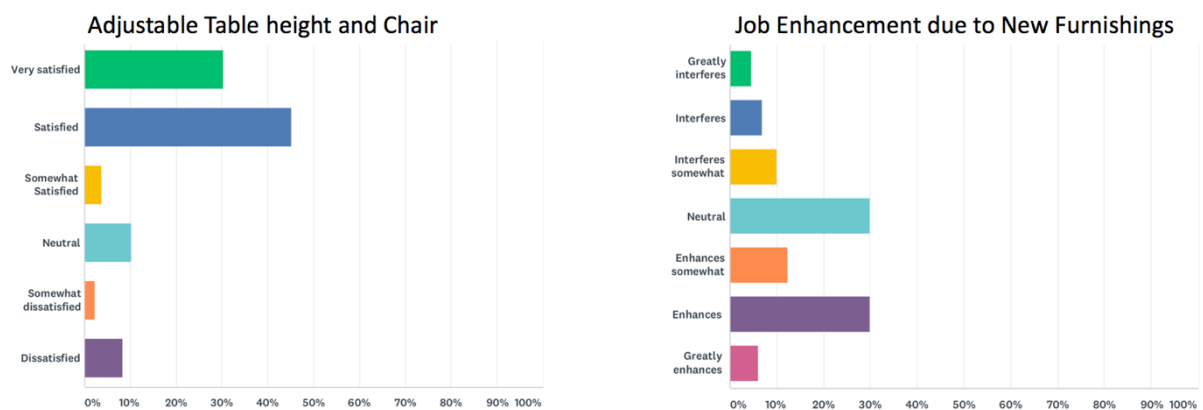


Figure 12: Satisfaction with the effects of new adjustable furniture on work enhancement or interference.

The ergonomic features of the new furniture spec are highly appreciated, as indicated by the majority of satisfied respondents. More than 75% of respondents are satisfied with the new furniture adjustability. Although there is almost a balance between those that feel the furniture enhances their ability to get the job done and the others that are neutral, there is however more than 20% of those that feel it interferes. It is possible that the high number of the neutral respondents in this question are those that have

not received training on the functionality and benefits of the new furnishings. This however remains to be tested.

The noise and acoustic quality still remains an issue to some respondents. This is evident in the number of respondents expressed dissatisfaction with the noise levels around their workspace as well as those that expressed that the quality of acoustics interferes with their ability to get the work done (33,8%).

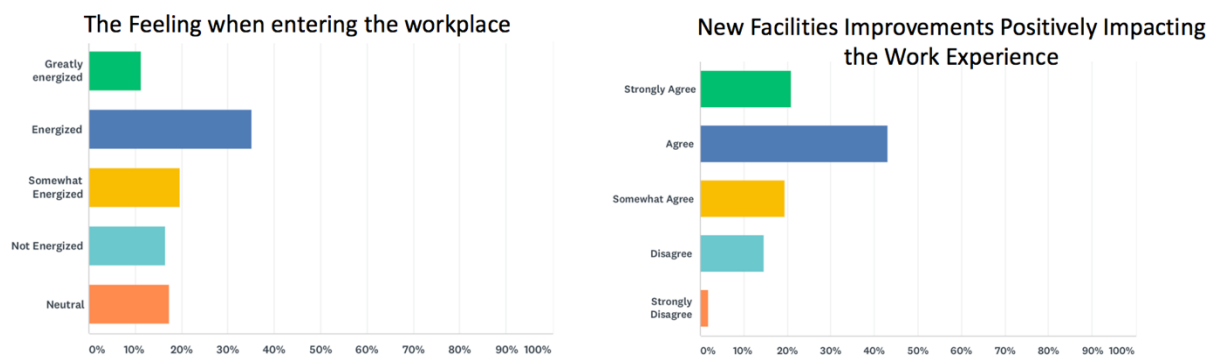


Figure 13: *The Impact of Facilities improvements on work experience.*

The combination of those that somewhat agree to strongly agree with the fact that the new facilities improvements have a positive impact on the work experience is an overwhelming 83,41% and just over 15% disagreeing, which means that there is a big notion that the facilities improvements which were brought about the strategic FM, have a positive impact in the work environment. More than 65% of the respondents felt energized when entering their workspace because of the new improvements, as seen in Figure 13. More than 15% of the respondents that felt they are not energized when entering the workspace and about 17,37% were neutral. This response is almost consistent to the number of respondents that expressed dissatisfaction with the sound privacy and noise levels in their workspace.

Exactly 50% of the respondents agree that their work environment contributes in helping them to be completely focused on their job duties. Just over 25% were neutral on this issue and 24,77% disagree, which includes over 10% that strongly disagree.

Recommending SARB as an Employer to Other Based on Workplace Design Look and Feel

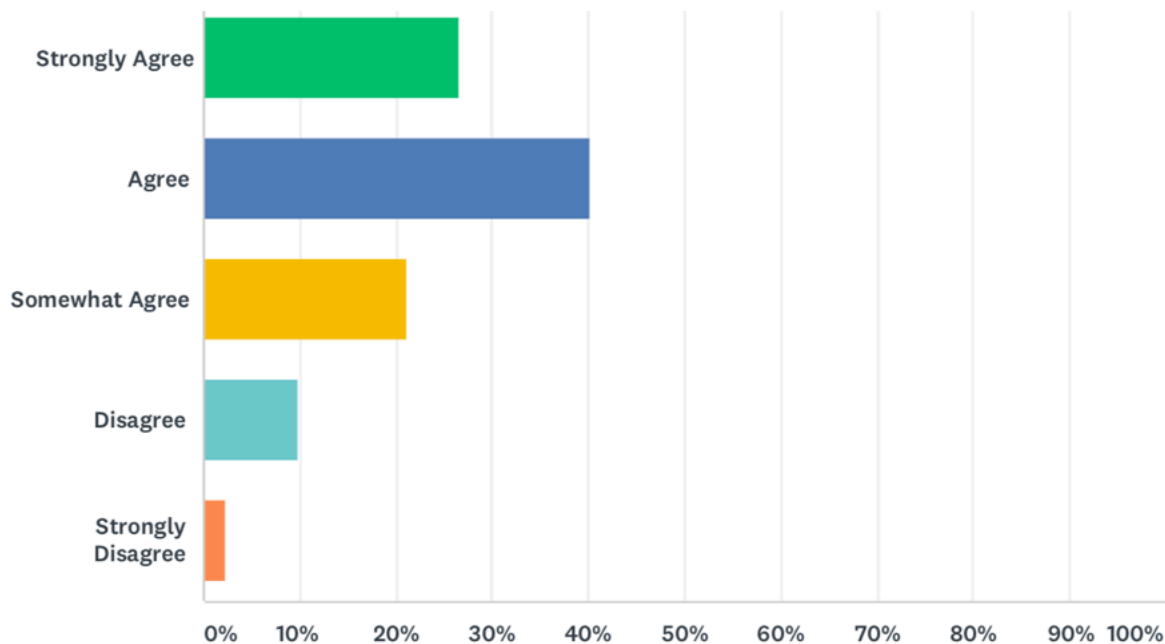


Figure 14: *The effect of workplace design look and feel on employment recommendation.*

It is interesting to note that the overwhelming majority of the respondents, about 87,86% agree that they would recommend the South African Reserve Bank as a potential employer to other people, including their friends, based purely on the workspace design, look and feel. This shows that facilities do have an impact on the recruitment part of employment which is one of the aspects of employee value proposition.

4.4. Qualitative Research Results

The qualitative research was conducted via interviews with employees that were selected to represent all job levels of SARB with the exception of the Governor's, the Deputy Governors' as well as the Currency Management Group Executive's level. Interviews were conducted on various chosen locations within the SARB building, but majority of them took place in the Rest o' Rand (former SARB canteen) during lunch hours as well as the researcher's office at a convenient time for the individuals that agreed to be interviewed, but mostly after office business hours. Because of the availability of the respondents, the interviewing of the twenty-three participants took approximately three months.

The research study topic was introduced in simple language so as not to confuse the interviewees and to make clear the objectives of the study. A consent form as seen in Annexure D was shared with the participant for them to sign before the interviews start. Interviewees were informed of the application of the information to be gathered through the interview and were made aware of the confidentiality of their answers as stated in the consent form. The format and the structure of the interview was clearly communicated, and all interviews were transcribed. The transcription was read back to the participant after the interview was finished to confirm if everything was captured as the respondent intended, because there were no recorders used. Interviewees were granted the opportunity to ask questions and make additional comments if they so wished, on questions that were asked.

The interview questions are included in Annexure C. The questions were predominantly about employee satisfaction which relates to EVP and establishing the link between employee satisfaction and facilities management service; and focused on the impact of facilities services to productivity. The interviewees were also given an opportunity to make recommendations on Facilities Management Services they would like to see implemented at SARB. Transcripts were produced after the interviews and were tabulated to provide visual presentation of information and insights that the interviewees submitted on the questions.

Thematic analysis of the transcript was carried out, and the thematic table is included in Annexure F. When a thematic analysis of the transcripts was done, phrases that stood out and those that were repeated in the interviews were “workspace size needs to be increased”, “new modern furniture is needed”, “we require more privacy and minimization of noise”, “cafeteria services needs to be improved” and “there must be provision of the health care centre.” These phrases link up with what SARB FM team refer to as FM value add services. The emergent themes derived from the phrases that stood out are the following: Space utilisation; work-life balance; and employee benefits. Figure 15 illustrate the emergent themes and some snippets from the interviewees to support the discussions on each emergent theme below.

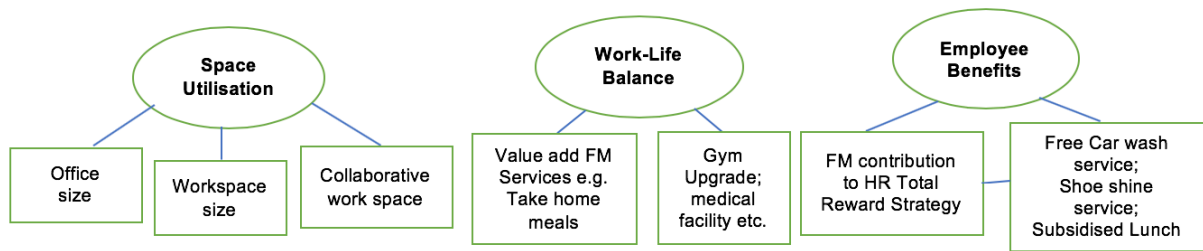


Figure 15: Some emergent themes from phrases that stood out of the interviews.

4.4.1. Emergent theme 1: Space Utilisation

In the interview for this research the facilities manager (Transcript 4) mentioned that the workspace size, which includes the size of offices as well as the desk location in open plan workspace, has a big influence in levels of satisfaction for employees with their work environment. As mentioned above, the workspace size was one of the repeat phrases during the interviews and that is where the space utilisation theme emerged from. The big challenge is that there is a conflicting interest between employee expectations when it comes to their workspace or office sizes and the space planners. To improve efficiencies in space utilisation, the space planners' strong aim when designing office space is to reduce the space being used per employee.

The space planner's main aim is to optimise utilisation in offices by the users of a building by increasing occupancy densities and thereby ensuring that the building is used optimally as a resource. Employees on the other hand, want the biggest possible workspace and they express unhappiness when their workspace is reduced. This situation agrees with Bordass, Leaman and Ruyssevelt (2001) who suggested that increasing occupancy densities, without taking into account how it will affect the satisfaction of building occupants may result in cost of dissatisfaction which may be greater than the savings from higher space efficiency.

4.4.2. Work-Life Balance.

Some of the interviewees (Transcript 16 and Transcript 12) feel that FM can do more in assisting employees balance their personal lives and work. The work-life balance emerged as a theme based on employee's appreciation as well as further requirements of the value-added services that the FM team provides, like the gym and

squash courts in the building, car wash, shoe shine and dry-cleaning services etc. All of these are about providing convenience to the employee's disposal.

4.4.3. Employee Benefits

When interviewing one of the human resource (HR) managers (Transcript 7), he expressed that some of the services provided by FM at SARB are to be packaged as part of employee benefits and are to be included as part of HR's total reward strategy (TRS). That was one of the re-assurances that FM is contributing positively to the EVP, since employee reward forms one of the pillars of EVP.

4.5. Conclusion

The discussion of two the data sets from the interviews and the survey is to be presented in chapter 5. The general perception that can be deduced from the survey and interview results is that the FM plays a significant role in the relationship that employees have with the employer. This is what seems to be the convergent view when the results are analysed and interpreted. The results also give the view that the qualitative and quantitative methods applied in this research study are complementary and therefore cannot be viewed as rival camps. The outcome shows good triangulation results. This is triangulation as defined by Denzin (1978: 291) as "the combination of methodologies in the study of the same phenomenon."

At least two of the themes that emerged from the analysis of the interviews i.e. work-life balance and employee benefits were adopted by the SARB's HR department as two of the EVP attributes that they found important for both attraction and retention across the entire SARB population. These two therefore were considered as part of the core EVP attributes that HR plans to focus on as part of their EVP program. From HR perspective these two attributes are broader than what came out of this study, however they realised that some FM services can be incorporated as part of the Total Reward Strategy, which firms up one of the roles FM has on EVP.

Chapter 5: Discussion of Findings

5.1. Introduction

This chapter presents a discussion of the research findings after the data that was collected had been analysed. The findings are discussed in relation to the research question, which is: “What role and impact does strategic facilities management have on the employee value proposition?”.

5.2. Strategic FM Impact and EVP findings

It was clear from the survey results as well as the interviews results analysis that more than 60% of the staff as represented by the sample believe and also experience the impact of facilities management services on their employee satisfaction, and improved productivity. They were able to see this because they could assess the changes they experience before there was a deliberate effort to make FM services improvements at SARB and after those changes were made. Only about a quarter of the SARB’s staff disagree that the improved facilities are sufficient and conducive for a productive workplace. Less than 18% remained indifferent on the productive impact of the improved facilities.

All the interview respondents except one who was not sure, expressed that the workspace as well as the surrounding facilities do affect their mood, either positively or negatively depending on the state of the facilities. They all maintained that the new look and feel has a positive effect on their mood, and the few that work on the floors that have not been refurbished yet, expressed that their mood was negatively affected by the dated look and feel of their workspaces. Mood is a state of mind that human beings do not have control over, whilst attitude is a behavioural result that humans can control but are largely affected by one’s state of mind (Ekman & Davidson, 1994). The quantitative research results showed that more than two thirds of the bank employees feel energized when they enter their workspaces, which is an indication of the positive effect on their mood.

The majority of the SARB employees according to the sample result, can recommend SARB as an employer to others based on the look and feel of the workplace design, however from the interview results it appeared that most employees feel that SARB is trailing behind other financial institutions when it comes to facilities improvements. This could mean that when competing for job candidates with other financial institutions that are seen to have better facilities than SARB, if all else remained equal, SARB will lose the competition. This is one of the direct indications that facilities have an impact on employee proposition, since they would even affect the hiring of staff.

In the qualitative study employees were asked questions relating to what are the most satisfying, and least satisfying attributes about the SARB's facilities in creating an value proposition for them. Of particular interest is that SARB's new furniture spec, recreational facilities such as the Rest o' Rand, the shoe shine and laundry service, and the new look and feel of the Bank were most satisfying. These constituted more than 50% of the most satisfying attributes. The other attributes include working space, gym, new live plants that replaced the plastic plants, lighting, boardroom/meeting rooms services, and air-conditioning, in smaller proportions adding up to just of 30% of the most satisfying category. The least satisfying attributes that employees cited are, space (as in workspace size), lack of privacy, air-conditioning and furniture (which also appeared in the most satisfying category).

5.3. Employees Comments and Recommendations

Interviewees were given an opportunity to ask questions, and to make recommendations about facilities they would like to have at SARB in the future. Allowing employee suggestions is important in creating recommendations and improving the link between facilities management and the value added for the employees. From the results, it seems that employees attach high value to workspace and privacy which made up more than 20% of the respondent's recommendation in placing facilities. Therefore, this means that the 20,83% dissatisfied and 16,67% very dissatisfied employees about the privacy of their workspace is a course for concern that requires attention. Workspace and privacy, day-care, satellite health-care centre and gym upgrades were all factors that were recommended and made up 54,7% of all recommendations.

Following the literature reviewed, best practice and individual interviews held with SARB employees, it was evident that employee welfare schemes impact on employee competency. Primary health care facilities that offer employees convenience are one such welfare schemes that were recommended by the employees. There was a strong support and appreciation from the employees about the newly introduced pause areas in the Bank, as well as the informal meeting pods. Employees acknowledged that these contributed positively in improving collaboration. More than the third of the employees are of the view that the newly improved facilities make collaboration with other work colleagues easier and facilitate relationship building. This is the evidence that employees agree that facilities contribute to the camaraderie in the Bank.

One of the interesting findings of the interview research was how employees define their understanding of facilities management. It was observed from the results that employees define facilities management according to the services they experience or interact with themselves. The common themes in their definition were cafeteria, cleaning, furniture, workspace management, parking management, building management, as can be seen in chapter 4, where they were summarised into three emergent themes. The research results also show that employees feel that facilities management services do add value to employee satisfaction as a function of working for SARB.

One thing that has been verified by the survey and the interviews results is the effectiveness of the SARB FM strategy. Adapting generic FM value map by Jensen (2010), as shown in Figure 2, one can see how the SARB FM strategy is creating value for a core business as well as the surroundings for the benefits of multiple stakeholders which include employees as well as potential employees. Jensen's value map shows facilities and real estate as input, and in SARB FM strategy, processes are established that promotes coordinating, controlling and improving as in the value map and producing the desired output of improved workspace, and value add services. These in turn result in the outcomes that impact on productivity and level of satisfaction as in the value map and confirmed by the results of this research.

This argument is supported by the majority of respondents agreeing to productivity improvements as a result of new workspace design, as shown in Figure 9. It appears that productivity is impacted by collaboration, which is enabled by the workspace design. The survey results revealed that the majority of respondents are mostly satisfied with collaboration or co-worker interaction as a result of the new workspace design. The most evident impact of the strategic FM at SARB to the EVP came out of the emergent themes as shown in Figure 15. Work-life balance is one of SARB's EVP attributes and is one of the emergent theme of this research which signifies the impact of strategic FM on EVP at SARB. Similarly, the adoption of some of the FM value add services under the emergent theme of employee benefit to the SARB's TRS signifies the impact of strategic FM on EVP at SARB. This emergent theme of employee benefit is the subset of the SARB's core EVP attribute: compensation and benefits.

The findings are in line with the literature reviewed. This has been demonstrated in the adaptation of the generic FM value map in the SARB FM strategy through the creation of value for a core business as well as the surroundings for the benefits of multiple stakeholders within SARB. The recommendations from the employees enhance the need and the importance of strategic FM and thus assuring its impact on value proposition in line with the reviewed literature. These speak to workplace strategies and workplace management as highlighted by Martin and Black (2006) and the role that facilities management impact on organisational performance as described by Tio (2014). The survey and interview results, including employee comments and recommendations address some of the issues raised in the literature review which includes:

- the confirmation of the importance of workplace environment and that the current workspace supports the employee effectiveness but further improvements are needed;
- that the current workspace environment contributes to the employee success, and that will improve more if more areas of collaboration are provided;
- the current workspace lacks in fostering camaraderie and friendship among employees and this should be looked into, however the new changes in the working environment do provide employees with a sense of belonging and establish a sense of community.

Chapter 6: Conclusions and Recommendations

This chapter presents conclusions reached after the data was analysed and compared. Recommendations and possible future research directives will be suggested.

6.1. Conclusion

In the context of the problem statement, research questions, aims and objectives, the following conclusions were made.

Problem statement: Facilities Management is perceived to focus only on the physical environment (Finch, 1992) and that detracts from its impact its impact on the most important organisational resource, which is the people, who use the workplace to produce value for the business.

The research results revealed that employees actually consider more than just physical environment as their expected service from facilities management but also other services that add value to their employment, e.g. cafeteria services, employee welfare services, recreational services, dry cleaning services. Although one can argue that these still have to do with physical space, but they are actually much more than that but about the utilisation and application of the physical space for the sole purpose of employee benefit.

Research question: Recapping the research question: “What role and impact does strategic FM have on EVP?” the researcher concludes that the question has been answered through this research study. The role can be summarised as that Strategic Facilities Management influences employee satisfaction in an organisation and therefore can be utilized and integrated as part of the EVP programme of any organisation. One way of achieving this is adopting some of the FM services as part of the employee reward or benefit as it came out in emergent theme in section 4.4.3. This study revealed that the impact Strategic FM has impact on EVP is the contribution to employee collaboration which influences employee productivity, employee retention and new talent attraction.

Research aim and objective: The intended aim of this research study, which was highlighted in the beginning of this thesis, is to determine whether strategic FM can be used as one of the tools to influence the employee satisfaction and behavior in an organisation. From the survey result it was clear that there are some elements of employee behavior that could be influenced by FM services. The case study revealed that the FM interventions that were introduced at SARB there was improved collaboration, which is one of the behavioral traits that is important for employee productivity. There was also confirmation that employees got energized when getting into their newly improved workspaces, which could be a positive contributor to productivity.

In conclusion, the study did show the importance of workplace environment to different levels of employees, and its support of employee effectiveness. It was beyond the scope of this study to determine the extent of this support and how it compares to other characteristics or other factors that support employee effectiveness. The study also addressed the questions raised in the literature review around workspace and collaboration; workspace and organisation's brand enhancement; workspace and promotion fostering of camaraderie and friendship among employees; workspace and employee sense of belonging and sense of community; workspace with other support and recreational facilities and employee retention.

Implications: The conclusion will have implication in the SARB's human resource strategy in relation to the EVP, since the study indicated the importance of workplace environment and its impact on employee effectiveness. The main implication is that strategic FM will form an integral part of the EVP initiatives that SARB implements.

6.2. Limitations

Limitations on the study are mainly associated with time. To get people to make time to complete the survey proved to be a challenge. Some responses were not received and some were incomplete, indicating that some people may have ran out of time to do other things. Due to demanding work pressures and limited time some respondents

were unable to avail themselves for the interviews, while some availed themselves after office hours.

6.3. Recommendations

It is evident from this study that facilities management has a role to play in employee value proposition, therefore a more deliberate approach should be adopted by organisations to shape and focus the influence of strategic FM to EVP. This means having employee focused FM strategic initiatives targeting directly the employee value proposition for the benefit of organisational success. Employee involvement in early stages of FM strategy formulation is very important in shaping the FM strategy that is people focused (Wells, 2000) and that will make people feel like they are part of the change makers rather than people who are on the receiving end of what is imposed on them.

With the latest workspace design trends, it is important to understand the best practice and the trade off with employee requirements, especially when it comes to privacy issues as well as employee collaboration. A degree of workspace personalization should be introduced in workspace designs, as some studies suggest that personalization of one's space may enhance well-being. This indirect relationship between personalization and employee well-being with satisfaction with the physical work environment and job satisfaction need to be explored further, to determine the extent to which each workspace could be personalized and also making sure that it is not a cost prohibitive solution.

The recommendations above are directed to various stakeholders that include:

- employees, who have to get themselves involved by suggesting or having an input to what they prefer in their facilities;
- human resource executives, to involve FM practitioners when crafting an EVP strategy;
- FM executives, to be more people focused in their FM strategy and to continuously improve workspace environment.

6.3. Areas for Further Research

Further research is needed to provide more knowledge about the added value of strategic facilities management. Future research would aim to:

- Identify value drivers of strategic facilities management and how they affect organisational performance;
- Determine how value creation of strategic facilities management vary by industry;
- Determine the necessary measures that can be used to examine the value relationship between facilities management and primary business activities in a consistent, valid, and reliable manner;
- Employee satisfaction as a measure of facilities management performance.

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Annexure A

Pilot Interview Questions

Please answer the following questions by choosing one of the options below for each option:

5 strongly agree, 4 agree, 3 somewhat agree, 2 disagree, 1 strongly disagree

1	Did the bank facilities give you a positive impression when you first entered the building?				
1	2	3	4	5	

2	Does the current workspace design increase your productivity or enable you to carry out your tasks effectively?				
1	2	3	4	5	

3	Do you feel energised when you enter the bank or your workspace?				
1	2	3	4	5	

4	Do the current facilities contribute to your commitment to working for the bank on a long term basis?				
1	2	3	4	5	

5	Does the work space design complement the brand of the SARB?				
1	2	3	4	5	

6	Do you think that the SARB facilities are up to standard with other banking institutions or financial institutions?				
1	2	3	4	5	

7	Do the workspace facilities have an impact on your mood and attitude?				
1	2	3	4	5	

8	Do you feel that the current workspace design represents you?				
1	2	3	4	5	

9	Are the current facilities at the bank adequate for your professional development and personal convenience?				
1	2	3	4	5	

10	Does the work space design make building relationships with your colleagues easier?				
1	2	3	4	5	

11	Would you recommend the SARB as a potential employer to your friends, based on the value proposition they offer you?				
1	2	3	4	5	

Please indicate which floor is your workstation or office in the building: _____.

Annexure B

Survey Questionnaire

Impact of Strategic FM on Employee Value Proposition (EVP)

Employee Information and Work Engagement

1. What is your job role?

Head of Department

Divisional Head

Senior Manager

Manager

Team Leader

Specialist

Functional Contributor

Other

2. What is your age?

30 or under

31 to 40

41 to 50

Over 50

3. What is your gender?

Male

Female

4. How many years have you worked in the SARB Head Office Building

Less than 1 year

1 to 3 years

4 to 6 years

More than 6 years

5. How long have you worked in your present workspace?

Less than 6 months

7 to 12 months

12 to 18 months

18 to 24 months

More than 24 months

6. How many hours do you spend in your workspace in a typical week?

9 or less

10 to 40

More than 40

7. How would the work that you do be described?

- Managerial/Supervisory
- Professional
- Technical
- Administrative support

8. On which floor is your workspace located?

9. Which of the following describes your personal workspace?

- Enclosed office
- Enclosed office, shared with other people
- Cubicles with high partitions (more than 1,5m)
- Cubicles with low partitions (about 1,2m or lower)
- Workspace in open office with no partitions (just desk)

10. The Bank facilities gave you a positive impression when you first entered the Head Office building.

- Strongly Agree
- Agree
- Somewhat Agree
- Disagree
- Strongly Disagree

11. The current workspace design increases your productivity and enables you to carry out your tasks effectively.

- Strongly Agree
- Agree
- Somewhat Agree
- Disagree
- Strongly Disagree

12. How satisfied are you with the amount of space available for individual work?

- Very satisfied
- Satisfied
- Somewhat satisfied
- Neutral
- Somewhat dissatisfied
- Dissatisfied
- Very dissatisfied

13. How satisfied are you with the amount of space available for your individual storage?

- Very satisfied
- Satisfied
- Somewhat satisfied
- Neutral
- Somewhat dissatisfied
- Dissatisfied
- Very dissatisfied

14. How satisfied are you with ease of interaction with co-workers?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Somewhat satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neutral | |

15. How satisfied are you with the new look and feel of the refurbished floors?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Somewhat satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neutral | |

16. How satisfied are you with your office furnishings and their comfort (chair, desk, computer stands/holder etc.)?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Somewhat satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neutral | |

17. How satisfied are you with the ability to adjust your furniture to meet your needs?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Neutral |
| <input type="radio"/> Satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Somewhat Satisfied | <input type="radio"/> Dissatisfied |

18. How satisfied are you with the textures and colors of surface finishes and furniture?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Somewhat satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neutral | |

19. Do your office furnishings enhance or interfere with your ability to get your job done?

- | | |
|-------------------------------------------|-----------------------------------------|
| <input type="radio"/> Greatly interferes | <input type="radio"/> Enhances somewhat |
| <input type="radio"/> Interferes | <input type="radio"/> Enhances |
| <input type="radio"/> Interferes somewhat | <input type="radio"/> Greatly enhances |
| <input type="radio"/> Neutral | |

20. How satisfied are you with the noise level in your workspace?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> dissatisfied |
| <input type="radio"/> Somewhat satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neutral | |

21. How satisfied are you with the sound privacy in your workspace (regarding the ability to converse without neighbours overhearing and vice versa)?

- | | |
|------------------------------------------|---------------------------------------------|
| <input type="radio"/> Very satisfied | <input type="radio"/> Somewhat dissatisfied |
| <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| <input type="radio"/> Somewhat satisfied | <input type="radio"/> Very dissatisfied |
| <input type="radio"/> Neutral | |

22. Does the overall acoustic quality in your workspace enhance or interfere with your ability to get your work done?

- | | |
|-----------------------------------------|-------------------------------------------|
| <input type="radio"/> Greatly enhances | <input type="radio"/> Somewhat interferes |
| <input type="radio"/> Enhances | <input type="radio"/> Interferes |
| <input type="radio"/> Somewhat enhances | <input type="radio"/> Greatly interferes |
| <input type="radio"/> Neutral | |

23. Do you feel energized when you enter the bank or workplace?

- | | |
|------------------------------------------|-------------------------------------|
| <input type="radio"/> Greatly energized | <input type="radio"/> Not Energized |
| <input type="radio"/> Energized | <input type="radio"/> Neutral |
| <input type="radio"/> Somewhat Energized | |

24. Do current facilities improvements have a positive impact on your workspace experience compared to the previous layout/design?

- | | |
|--------------------------------------|-----------------------------------------|
| <input type="radio"/> Strongly Agree | <input type="radio"/> Disagree |
| <input type="radio"/> Agree | <input type="radio"/> Strongly Disagree |
| <input type="radio"/> Somewhat Agree | |

25. My work environment contributes in helping me to be completely focused on my job duties.

- | | |
|----------------------------------------------------------|--------------------------------------|
| <input type="radio"/> Strongly Disagree | <input type="radio"/> Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Strongly Agree |
| <input type="radio"/> Neutral/Neither agree nor disagree | |

26. Would you recommend the SARB as a potential employer to other people including your friends, based on the workspace design, look and feel.

Strongly Agree

Disagree

Agree

Strongly Disagree

Somewhat Agree

Annexure C

Interview Questions

1. What is your role in the organisation?
2. How long have you been in this role for?
3. What level is your role in the organisation, in terms of the reporting structure?
4. What is your understanding of Facilities Management in the context of SARB?
5. Did the bank facilities give you a positive impression when you first entered the building? If no, what was the issue?
6. How would you describe your experience and feelings about the changes that have taken place in the Bank's facilities in the two and a half years?
7. Does the current workspace design increase your productivity or enable you to carry out your tasks effectively?
8. Do you feel energised when you enter the bank or your workspace?
9. Do the current facilities contribute to your commitment to working for the bank on a long term basis?
10. Does the new work space design complement the brand of the SARB?
11. Do you think that the SARB facilities are up to standard with other banking institutions or financial institutions?
12. Do the workspace facilities have an impact on your mood and attitude at work?
13. Do you feel that the current workspace design represents you?
14. Are the current facilities at the bank adequate for your professional development and personal convenience?
15. Does the work space design make building relationships with your colleagues easier or less easy?
16. Do you think facilities management services add value to you as an employee of the Bank?
17. In your experience, is there a link between employee satisfaction and facilities management services you get from the Bank?
18. Would you recommend the SARB as a potential employer to your friends, based on the value proposition SARB facilities offer you?

Annexure D



Information Sheet and Consent Form

*THE IMPACT OF STRATEGIC FACILITIES MANAGEMENT ON EMPLOYEE VALUE
PROPOSITION*

Department of Construction Economics and Management

Mr/Mrs ----- ,

My name is Sandile Mthiyane and I am conducting research as part of my Master's Degree in Property Studies. I am researching the potential effects of facilities management interventions on employees and how that relates to employee value proposition and would like to invite you to participate in the project.

As part of my research, I am interested in finding out if the facilities management interventions that have been implemented in the South African Reserve Bank have had positive or negative effect on your workspace and whether that had any impact on employee productivity and Employee Value Proposition (EVP).

Please understand that you are not obliged to participate, your participation is completely voluntary and the choice to participate is yours alone. If you choose not to participate, there will be no negative consequence. If you choose to participate, but wish to withdraw at any time, you will be free to do so without negative consequence. However, I would be grateful if you would assist me by allowing me to interview you.

The participants partaking in this interview will be asked roughly fifteen questions all of which are focused on the Bank's workspace environment, and will take approximately 30 minutes to complete. I intend to record the interview proceedings for the purpose of ensuring that responses and opinions for my research project are accurately recorded. In the event you are uncomfortable with the interview being recorded, I will ensure that no recordings are made during any part of the interview at your request.

There are no direct benefits to participants for partaking in the interview. However, this interview will be very helpful to me in gaining an understanding of how strategic facilities management could be used to effectively impact on employee value proposition. If you would like feedback on the research outcome, I will record your contact details and send you the results of the study when complete.

At present, I do not see any risk of harm resulting from your participation in this interview and any information attained from you during the interview will remain confidential and kept between myself, supervisors, the ethics committee, academic staff, as well as any internal and external examiners. Information will only be further disclosed with your permission.

If you agree to participate in my research please will you sign the informed consent below. Your time and effort is much appreciated.

I, agree to participate in this research report.

Signed at On

Signature

Annexure F: Thematic Analysis

	Transcript 1	Transcript 4	Transcript 7	Transcript 10	Transcript 12	Transcript 16	Transcript 19	Transcript 22	Transcript 23
Questions	Head of Department 1 (M3)	Senior Manager 2 (M2)	Manager (M1)	Support Cluster Specialist (FC4)	Economists	Team Leaders (FC3)	Personal Assistants (FC2)	Chef (FC2)	Security Guard (FC2)
4. What is your understanding of Facilities Management in the context of SARB?	Workspace, hospitality services, building infrastructure management, value add services.	building infrastructure maintenance, cleaning, workspace management.	Office management, cleaning, cafeteria and boardroom services, some FM services form part of the employee benefits and should be incorporated to TRS.	Cleaning, special services like dry cleaning, building services	Furniture and partitions, cafeteria, cleaning, parking management.	workspace management, asset maintenance management, building management	Parking Management, Office management, cleaning, cafeteria, boardroom services	Hospitality services, cleaning, office furniture,	Cafeteria, Shoe shine services, dry cleaning, furniture,
5. Did the bank facilities give you a positive impression when you first entered the building? If no, what was the issue?	No, it was dull with depressing dark colours	No, it looked like a prison.	No, it was scary seeing men with guns instead of receptionists	No, the furniture in the interview room was ugly.	No, the grey and black colours were not what I expected. They didn't fit the reputation of the Bank.	I had neither positive nor negative impression.	No, I was shocked to see how dark it was. I don't know whether it was the lighting or the colour of the walls.	Yes, I was just happy to get an opportunity to work for the Bank, it was only after some time that I noticed how dull it looked especially the canteen.	Yes, It looked better than where I was working before.
6. How would you describe your experience and feelings about the changes that have taken place in the Bank's facilities in the two and a half years?	Very good changes being done in our building. Good improvements in the ablution facilities, new workspace design and other value add services. Awesome.	The changes are good but they are taking too long to implement.	Some of the new changes are good, some are not so great. Majority are good though	Great changes taking place. I like the new workstations; new ablutions facilities and tea pause areas.	They are good improvements especially the new look and feel of the office and workspaces. I really appreciate the rest-o-rand services like the take home meals which help us with the home cooking.	Workspace looks beautiful and new desks are great because they are adjustable. The gym upgrade is also welcome since it will improve our personal lives.	I like the new changes. At lease the new colours are bright enough but do not compromise the dignity of the Bank.	Beautiful changes, especially the Rest o' Rand. Our kitchen is the best and it makes me happy to be working for the Bank.	they are making the Bank look more beautiful. I particularly like the shoe shine service.
7. Does the current workspace design increase your productivity or enable you to carry out your tasks effectively?	Yes - able to work while standing if I feel like.	Yes, it does contribute to the improvement of productivity	No, the workspace has been reduced.	Yes! There is improved collaboration due to the new workspace design.	Yes! In the sense that it is easier to interact with colleagues.	Yes! I can stand while working and be able to see my whole team.	Yes! The floating screens makes it easier to work sometimes.	Yes! We had input in the design of the new kitchen and my productivity improved.	Yes!
8. Do you feel energised when you enter the bank or your workspace?	Yes - The friendly colours that the facilities team introduced makes the work environment appealing.	Yes! The new look and feel is great.	Yes! The new entrance turnstiles are much better than what was there before.	Yes! It is very encouraging for some reason I don't quite understand.	Yes! Because of the new look and feel.	Yes! Because I know I am going to have a good meal during lunch time from the Rest o' Rand.	Yes! The offices look beautiful now.	Yes!	Yes! When I am on guard duty, I notice more smiles from staff now than before and that energises me.
9. Do the current facilities contribute to your commitment to working for the bank on a long-term basis?	There are other reasons that influence my commitment to working for the Bank. Facilities may contribute very little	Yes! It has become a good working environment	If they can just increase my workspace, maybe I can start thinking long-term	Yes! The improved facilities give me the impression that the Bank cares about its employees	Not sure	Yes! The bank takes care of us with this improved workspace.	Yes! They present a good working environment	Yes!	Yes! The new changes make a more work friendly environment.
10. Does the new work space design complement the brand of the SARB?	Yes. The modernisation of facilities is improving the image of the Bank and therefore the brand.	The brand of SARB is now duller than the new workspace design	Internal brand, yes!	Yes! I think it does.	I think so	Not sure	The SARB brand needs a refresh like the new workspace design.	Yes! Definitely.	Yes! I think so.
11. Do you think that the SARB facilities are up to standard with other banking institutions or financial institutions?	Not yet, but the new improvements are getting us closer.	Not all. There are some that we are better than	No, other financial institutions are more modern.	Yes! With these changes, it is really looking the part.	NO, there is still some work to be done, maybe once everything is done it will be.	Yes!	No, most financial institutions have modernised facilities	Yes! Even better than most.	Not all, may be a few.

12. Do the workspace facilities have an impact on your mood and attitude at work?	Yes, beautiful look makes my mood good.	Yes! The new look and feel enlightens the mood.	Not sure	Yes	Yes! The look and feel does affect the mood.	Yes! My mood was usually bad before the bank changed to the new office specifications	Yes! Workspace affects our mood	Yes, especially in my area of hospitality services.	Yes!
13. Do you feel that the current workspace design represents you?	My office represents me. I just love the new furniture spec.	No, I have a smaller table now. It looks nice but it is small.	Not really. Only senior managers and the HoD were consulted before changes were made.	Yes! It is more versatile than before and it promotes collaboration	Not really. I need more storage space because sometimes I have a lot of reading material to go through.	Yes! I am a team player and this setup promotes working in teams	Yes! I have some of my things in my workspace that represent me.	Yes	No!
14. Are the current facilities at the bank adequate for your professional development and personal convenience?	Not really	Yes! For convenience, no for development.	Yes!	Not sure	Not really. I feel like I need more work space.	Yes! For convenience	Yes! The ergonomic furniture makes things easy and keeps the blood circulating	Yes	Yes!
15. Does the work space design make building relationships with your colleagues easier or less easy?	Well, I in an enclosed office, but from my observation I noticed that my team collaborate better in their new work-stations, however I've received some complaints about the noise from some colleagues.	Yes! Although I am in an enclosed office, the glass walls makes it easier for me to interact with colleagues sometimes without much effort.	Yes! Collaboration is improved because of the layout design.	I suppose, yes because with the new setup it's easier to interact with colleagues.	Yes! There is an easier interaction then before.	Makes it very easy. The rigidity that was there in the past has been eliminated.	Yes! The flexibility promotes collaboration	Yes	Yes
16. Do you think facilities management services add value to you as an employee of the Bank?	Yes. I appreciate the take home meals. Sometimes when I work late and I just order food here and I don't have to worry about cooking late.	Yes! All the new offerings are useful to staff. This is also the feedback I got from my staff.	Yes! The new offerings at the cafeteria, the workspace upgrades, dry cleaning services and shoe shine services	Yes! Take home meals, shoe shine, new office upgrades etc.	There are few new good services that they have introduced that are valuable staff.	Yes! Especially the special services like the shoe shine and take home meals.	Yes! We utilise a lot of the FM services without which we won't be able to operate.	Yes! Many value add services have been introduced and people are loving it.	Yes
17. In your experience, is there a link between employee satisfaction and facilities management services you get from the Bank?	Yes. I believe a good and well looked after workspace increase employee satisfaction at least about their workspace.	Yes! Beautiful facilities make satisfied employees. The opposite is also true.	Yes! Bad facilities = unsatisfied employees. Good facilities = satisfied employees	Yes, there is a link because if my workspace is untidy, I am not happy.	Yes! The better the facility the more satisfied employees will be.	Yes there is a link. Many things that have been introduced by FM team have made me a satisfied employee	Yes! Just close the cafeteria for a week and you will see.	Yes definitely.	Yes
18. Would you recommend the SARB as a potential employer to your friends, based on the value proposition SARB facilities offer you?	Yes! Definitely	Yes!	Yes!	Yes!	Yes!	Yes!	NO!	Yes!	Yes!