



اَوْنُوْزِ سِيْتِيْ تِيْكَوْلُوْ كِيْ مَارَا
UNIVERSITI
TEKNOLOGI
MARA

UNIVERSITI TEKNOLOGI MARA

**THE CRITICAL SUCCESS FACTORS
(CSFS) MODEL FOR FACILITIES
MANAGEMENT (FM) OF HIGH-RISE
STRATA HOUSING**

FARHAN BINTI MD DAHLAN

PhD

February 2022

ABSTRACT

High-rise strata (HRS) housing scheme is in high demand in major urban cities. Poor management practices by the management bodies in HRS housing scheme being a bone of contention among the residents and management body. Scarce mechanisms in the facilities management (FM) industry such as guidelines or standards of operation (SOP) as the reference point of the self-governance management have led to the lack of knowledge and strategies to improve their effectiveness in managing their strata housing. Additionally, HRS housing schemes aged more than ten (10) years post-construction show signs of obsolescence and incur great maintenance cost impact, albeit the topic which is under scarce research. Hence, this research fills this gap. This research aims to develop a Critical Success Factors (CSFs) Model towards the effectiveness of FM organisation managing HRS housing as the key management practices mechanism for management bodies. To achieve this aim, the research seeks to achieve three (3) research objectives which are: (i) to determine the critical success factors (CSFs) towards the effectiveness of FM organisations in managing Malaysian HRS housing. (ii) to analyse the relationship between the identified CSFs and the effectiveness of FM organisations in managing Malaysian HRS housing. (iii) to develop a CSFs model towards the effectiveness of FM organisations in managing Malaysian HRS housing. This research employs the positivism research philosophy where a survey method is used to collect the data involving committee members, supervisors, and residents in 116 non low-cost (NLC), HRS housing schemes in Kuala Lumpur. Data collection uses email and face-to-face questionnaire survey distribution, giving a response rate of 52 per cent. The data collected in this research was analysed using IBM SPSS version 24.0 software and the Partial Least Square Structural Equation Model (PLS-SEM) method. Overall, financial factor was found to be the topmost crucial factor contributing to the effectiveness of FM organisation in managing HRS housing. The result of the assessment of measurement and structural model has supported three (3) hypotheses relationship; namely financial, learning and growth, and pre-conditions during the developer's transition period having significant relationships with the effectiveness of FM organisations in managing HRS housing. The data obtained were used to develop a CSFs model on the effectiveness of FM organisations in managing HRS housing with an R2 value of 0.442. The study serves as an initial exploration that derives tentative conclusions and proposes an initial mechanism towards the effectiveness of FM in managing HRS housing. The final model may inform management bodies on the effectiveness of FM organisations as the initial mechanism for reference point in managing HRS housing in Malaysia. The model focuses on housing aged more than ten (10) years old, particularly those that involved in-house JMB and MC management, or are outsourced to MA. Rather than be taken as constructive findings, the model can be taken as indicative findings of the community-based FM (CbFM) approach. Future research may expand the model as the foundation for CbFM for Malaysian HRS.

ACKNOWLEDGEMENT

In the name of Allah, most gracious, most merciful. And the blessings and peace be upon the last messenger of Allah, Mohammed (peace be upon him). Alhamdulillah. Thank you, Allah, for providing me with the opportunity to embark on my PhD and complete this journey successfully.

First and foremost, I would like to express my deepest gratitude to my beloved husband, _____, who was always eager to understand what I was accomplishing and how I was progressing, even though it was more than likely you failed to comprehend what the journey was all about! My sons, _____ and _____, who always prayed for their mum every night, who accompanied me writing during the COVID pandemic, who saw my tears running out day and night, who saw my struggles each day until the submission of this thesis. May Allah bless you all in the highest heaven.

A special thanks to my babysitters, _____, who always lend a hand when I need help, no matter the time of day, evening, night, weekend or even before dawn, especially during the data collection stage. This gratitude is also extended to my father _____, mother _____, siblings, and brothers, who have always prayed for and supported me throughout this journey. Thank you for lending your ears for so many years! Thanks also to my niece _____, who accompanied me until late at night at the end of this writing stage.

Nonetheless, my heartfelt gratitude and thanks go to my ever-amazing supervisor, Assoc. Prof. Dr Ashrof Zainuddin, and co-supervisors, Assoc. Prof. Dr Mohd Hasrol Haffiz and Dr Asniza Hamimi Abd Tharim, for providing this research opportunity and for their passionate supervision, illuminating inspiration, ongoing encouragement, and invaluable technical suggestions throughout the course of this research. Thank you again for your support, patience, and ideas in assisting me throughout this journey. You believed in me and encouraged and guided me to use my creativity and imagination to achieve this great feat.

My thanks also go to

_____ whose knowledge and commitment not only helped to benefit the research but also provided considerable assistance during this journey. Not forgetting, I would also like to express my sincere gratitude to everyone who assisted and guided me along this path, my colleagues;

_____ and many more. Regretfully, there are too many to mention, but I will never forget your help. Thank you for all your encouragement! May Allah bless you all.

Finally, this thesis is dedicated to the loving memory of my late father-in-law, _____ and my late mother-in-law (1.2.2015).

TABLE OF CONTENTS

	Page
CONFIRMATION BY PANEL OF EXAMINERS	ii
AUTHOR'S DECLARATION	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xi
LIST OF FIGURES	xiii
LIST OF SYMBOLS	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER ONE: INTRODUCTION	1
1.1 Introduction	1
1.2 Research Background	1
1.3 Problem Statement	5
1.4 Research Question	10
1.5 Research Aim and Research Objectives	11
1.6 Operational Definitions	11
1.7 Scope and Limitation of Research	13
1.8 Significance of the Research	16
1.9 Research Methodology	19
1.10 Structure of the Thesis	20
CHAPTER TWO: LITERATURE REVIEW	24
2.1 Introduction	24
2.2 Definition of Success	24
2.3 Definition of Critical Success Factors (CSFs)	25
2.4 Definition of Facilities Management	26
2.5 Facilities Management Concept	28

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter introduces the background of the research for an initial insight into the research. The discussion begins with the research background, the issues, and the research problem. The problem discussed then gives rise to the research question, research aim, and research objectives. Next, the researcher provides the definitions of operational terms and research scope. The research methodology, research strategy, and significance of the research are then discussed. The final section of the chapter provides a brief outline of the thesis structure.

1.2 Research Background

Facilities management (FM) is an activity that supports an organisation's primary activities. It refers to the integration of processes within an organisation to maintain and develop services to improve the effectiveness of its primary activities. FM ensure that each element of a building is provided at optimum functionality and meets the users' needs in changing conditions.

FM affects neighbourhood conditions. Neighbourhood conditions constitute one of the most expected qualities of life indicators, such as rights for safety, harmony, good conditions of facilities and physical buildings and conducive neighbourhoods. From 2002 to 2011, the United Kingdom government initiated the Housing Market Renewal Initiative (HMRI) Pathfinder programme which is a scheme of demolition, refurbishment and new-building aimed to renew failing housing markets in particular states across the nation (Kasim, 2011). This case study gives an insight that there is a need and opportunity for FM to realign its business operations with the public interest as the initial strategy tackling the social and economic deprivations of the identified neighbourhoods across the nation.

In other citations, Article 25 of the Universal Declaration of Human Rights (United Nations Human Rights, 2008) stipulates that anyone has the right to an acceptable standard of living. The Malaysian National Housing Policy (2018–2025), in