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KNOWLEDGE SHARING MODEL FOR PERFORMANCE IMPROVEMENT IN OUTSOURCED FACILITIES MANAGEMENT OF GOVERNMENT BUILDINGS

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ABSTRACT

The outsourcing of support services in Malaysian government properties aimed to lighten the government's financial burden by transferring non-core activities resources management to facilities management (FM) vendors. It enables the government to emphasis on increasing the public service delivery, responding to the demand for agile, reactive, and sustainable public sector. Nevertheless, several problems were highlighted from previous studies such as poor service delivery, weak performance management and lack of communication concerning outsourced FM (OFM). As such, an effective knowledge sharing (KS) strategy is desired to improve the overall performance of OFM, by facilitating the exchange of knowledge, skills and expertise within and between organisations. This ensures the knowledge capital in OFM organisations is preserved and effectively managed, ultimately enhancing OFM service delivery, and ensuring optimal public fund investment. Hence, this study aims to propose a model of KS that can improve the performance of OFM deliverables in government buildings. Three objectives are set to achieve the research aim, which are to identify the factors that determine KS for OFM improved performance, to investigate the relationship of KS determinant factors with OFM improved performance in government buildings and to develop a KS model for performance improvement in government buildings. The research employs deductive approach, utilising quantitative methodology. A self-administered online questionnaire survey was conducted with 112 OFM personnel from the Facilities Management and Maintenance Contract (FMMC) and Housekeeping and Pest Control Services Contract (HPCSC) under the administration of Public Work Department (PWD), representing 56% of response rate. The research involved three stages of analysis, Factor Analysis through SPSS version 28, Structural Equation Modelling through Smart PLS 4.0 and expert validation through semi-structured interviews. The Factor Analysis confirmed the first objective, by finalising 30 of 33 proposed items into five key factors, organisational culture (OC), self-attitude (SA), nature of knowledge (NK), opportunity to share (OS) and motivation to share (MS). The hypotheses testing for second objective however disclosed only individual dimensions, SA and NK literally support the performance improvement in OFM of government buildings. For the final objective, expert validation led to the development of a KS model that can enhance OFM in government buildings. The proposed KS model addresses the knowledge gap by identifying key factors influencing KS in OFM within government buildings. The unsupported hypotheses were attributed to lower statistical dominance and research limitations. Nonetheless, it is recommended that these hypotheses to be tested in different research contexts for a more comprehensive study. The findings serve as a foundation for future KS-FM studies, highlighting a promising outlook for further research, not only on similar topics but also across various FM subfields. The proposed KS model contributes both theoretically and practically to the KS-FM field, supporting improved OFM performance of government buildings.

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CHAPTER 1
INTRODUCTION

1.1 Introduction

This chapter gives an overview insight of the whole study while describe the foundation understanding of the research purpose and its direction. The chapter begins with introducing the research background that led to the research problems, hence explaining the rationale of conducting the research. As such, the researcher further explains the aim and objectives of the study, the research questions to be solved and the hypotheses that need to be answered. It also explains in brief the methodology of the research, the scope that it covers as well as the limitation that influence the findings of the research. It ends with justifying the significance of the study and summarising the chapters outline for reference of the research content.

1.2 Background of Study

In the global competitive market, the robustness of a company depends on the ability for it to sustain in business and strive through economic challenges by optimising its intellectual assets and resources. The evolution of Facilities Management (FM) in recent years reflects its growing importance in contributing to various business success. Its role has expanded significantly, as it is now recognised as a strategic function to enhance the overall performance and competitiveness of an organisation.

Traditionally, FM was viewed primarily as a cost-cutting measure, focused on reducing expenses related to maintaining and operating buildings and other physical assets. Unlike the developed markets such as United States (US), United Kingdom (UK), Australia and Japan, Facilities Management (FM) in Malaysia was initially driven by the government sector through the Public Works Department (PWD) since 1974 (Myeda & Pitt, 2014; Mukhlis et al., 2017). The initial focus then was on maintenance of public buildings, roads, sewerage systems of buildings. It was in 1996 that FM has embarked on a new era, following the privatisation of non-clinical support services in public hospitals, marking the start of OFM involving government buildings

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