



SERVICE EXCELLENCE IMPACT ON USERS SATISFACTION AND WORKPLACE MOTIVATION

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ABSTRACT

FM has taking on a broader organizational strategic role, hence providing a viable strategy to integrate and coordinate resources to sustain service excellence is largely significant. The study aimed at assessing the impact of service excellence on user's satisfaction with facilities and work motivation. A survey research was carried out through the use of questionnaire instrument. A total of three hundred and fifty (350) questionnaire were

Introduction

In the area of hospital management, FM has maintained its core objectives of providing an enabling environment that supports the core activities of the hospital in the area of clinical and medical diagnostic services, which is why Shohet and Lavy (2004) assert that hospital FM is one of the key elements for the successful delivery and implementation of hospital services. Other areas in which FM adds value in hospitals include management of infrastructure facilities such as estate and property, indoor air, structure and fabric, water supply, electricity and telecommunication management referred to as hard FM; and catering, cleaning, waste management, security and laundry services described as soft FM (Liyanage & Egbu, 2008).

Service excellence results from an exchange that exceeds the needs and expectations of the customer (Dibb, Simkin, pride & Ferrell, 2005). In the FM domain, special attention is given to hospital FM because hospitals are among the most complex, costly and challenging buildings to manage (Loosemore & Hsin 2001). However studies concentrating on service excellence in hospital FM are scanty as many studies have been focusing on hospital service quality and satisfaction. Therefore service excellence approach to FM in hospitals is essential to enhance overall user satisfaction. It is therefore against the foregoing that the research wishes to assess the impact of service



administered, and three hundred and four (304) were retrieved. The Stratified sampling technique was adopted for the study, while data obtained from the field were analyzed using smart PLS 3. The study found out that service excellence has the strongest effect on work motivation and on the other way has weak effect on satisfaction. The Study concluded that users are quite satisfied with the FM services in the hospital. The study recommends provision of quality FM services in the hospital, as from the findings higher level of satisfaction influences work motivation which in turn raise productivity at the workplace.

Keywords: Facilities management, Performance, Service Excellence, User's Satisfaction, Work motivation

excellence on user's satisfaction with FM services and work motivation in the study area. To meet the challenges of the twenty-first century, organisational strategies need to become more participatory and flexible. With the increasing services competitiveness, the past decades have highlighted the relevance of performance measure and service excellence. The need to integrate and coordinate resources to sustain quality services is Indeed an overwhelming ambition (Umbugala, 2015)

Facilities management services in Hospital

According to Barret and Baldry (2009), FM services in the Hospital includes; pottering, medical electronics and maintenance, operational estates, printing services, security, catering services, car parking, patient services (hairdressing, chaplaincy), reprographic services and receipt and distribution. Okoroh, Gombera, John and Wagstaff (2001), observed that soft FM services that are generally provided in hospitals as shown in table 3.

Classification of Hospital FM services

Estate management support Services	Environmental management support services	Hotel support services
Grounds	Health and safety	Catering
Gardening	Pollution control	Reception
Energy	Fire precautions	Residences
Utilities	Incineration	Housekeeping
Property management	Waste management	
Property maintenance		
Design		



Building services		
Site support services	Business support services	Space management support Services
Portering Security Car parking Telecom Accommodations Cleaning Hygiene	Leisure Recreation Strategic maintenance Transportation Occupational health Reprographic Procurement Information technology Purchasing Marketing Complaints management	Space utilization Space allocation Space audit

Although hospital FM service coverage is complex and varies from hospital to hospital, four common and vital services can be identified: catering, estates, domestic and portering (Sarshar, 2006). On the other hand, Cole (2004) identified FM services for hospitals to include; cleanliness, hospital food and a safe and comfortable environment. In the same vein, Miller and May (2006) suggested that the most vital FM factors to people were cleanliness, hospital food, comfortable environment and privacy and dignity.

Concept of Users' Satisfaction

Kotler and Keller (2006) view customer satisfaction as a person's feelings of pleasure or disappointment resulting from comparing product's perceived performance (or outcome) in relation to his or her expectation. Similarly, Athanassopoulos (2000) stated that customer satisfaction is to be identified and recognized as something that is closely related to the "value" obtained from a product or service that is matched with the concept, the consolidation of the quality characteristics of a product or service is according to the price offered. On the other hand, customer satisfaction is the doctrine that emphasizes the significance of making worth for customers, predicting and handling their presumptions and manifesting the capability and duty to meet their requirements (Dominici and Guzzo, 2010).

Concept of Service Excellence

The concept of service excellence is based upon the ability to provide an excellent service in order to attract and retain customers, service users want greater choice and will not be manipulated on their perception of reality (Cook, 2008). Service excellence is the



perceived culture of proficiency, competence, collaboration, compassion, esteem, prominence and also personality (Beevers, 2010).

Antonacopoulou and Kandampully, (2000) were of the opinion that service excellence is the process of transformation that provides greater value to the service by realizing new uses and possible substitutes of creating satisfaction and delight in the consumption process. Service excellence is a direct consequence of attention to people, customer satisfaction and loyalty are the consequences of excellence in a series of encounters between service providers and service users (Bitran, & Gurumurthi, 2004). In contrast a possible antecedent to excellent services is simply extending the level of services beyond the normal expectations of customers, or the ability to regularly surprise customers in order to remain a service leader in the industry (Eisawi, 2012).

On the other hand Gouthier, Giese and Bartl (2012) define service excellence as the provision of excellent service quality through a management system in order to exceed customer's previous satisfaction so as to result in not only customer satisfaction but also customer delight and therefore greater customer loyalty. Furthermore, he added that the most effective way to exceed customer's expectations and to delight them is through a systematic approach, such as a management system. Firms need service excellence because it leads to greater customer satisfaction, which in turn leads to higher profitability hence satisfying customers alone would not be sufficient because even customers that are satisfy quit the service at a high rate (Johnston, 2004). In addition Asif and Gouthier (2014) Defined Service excellence as a means of providing services that both exceed customers' expectations and delight them and that Service excellence is critical to an organization's sustainability because it increases customer loyalty and profitability.

Work Motivation

According to Azar and shafighi (2013), several factors are involved in the life of any organization; the most important of these factors include labor, machinery and Capital, among these factors, the most important and most effective is labor or human resources, because labor is the creator source for efficiency of machinery, capital, materials, and the other factors.

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, and determines the form, direction, intensity and duration of a work-related behavior (Latham and Pinder, 2005). Facilities management offers potentials for value enhancement and viewed as a strategic activity in redefining core competence for most organisations that strive to achieve quality, excellence and competitive advantage (Umbugala, 2016).

The study Area

Dalhatu Araf Specialist Hospital Lafia (a state government owned hospital) was established in the year 2000 and it was the only State Government owned hospital in Lafia,



the state capital. It provides medical services for patients and training of students from school of nursing Lafia. The hospital has six functional clinical departments. These include Surgery, Paediatrics, Obstetrics /Gynaecology, Family Medicine, Ophthalmology, Dental and Internal Medicine departments. There is also a functioning two way referral system between the department of Family Medicine and all the other departments. From an unpublished data, averages of 1000 patients were seen weekly at the Dalhatu Araf Specialist Hospital Lafia.

METHODOLOGY

This study adopted the quantitative method aimed at achieving the overall strength of the study. Quantitative method was used to identify, assess, and analyze the outcome of the questionnaire survey which includes Users perception towards FM service excellence in the hospital. The target respondents of this study were mainly staff (technical and administrative staff) in the hospital as at the time of the survey.

Approximately, the total number of staff in the hospital as obtained from the human resource department and research ethics committee of Dalhatu Araf Specialist hospital Lafia was eight Hundred and two (802). To determine the sample size for this research, Bartlett *et al* (2001) table of determining sample size (2001) was used. The table indicates that for population size of eight hundred and two (802), sample size of about Two hundred and three (203) can be used as the minimum. In the same vein, this study adopted the stratified random sampling technique in selecting sample, So that each element or member of the population will have equal chance or probability of being selected. The choice of the sampling technique was based on the nature of the population of the study. It is the view of the researcher that only staff who are among the major users of FM services in the hospital are required for the survey rather than patients and all other all users of FM services in the hospital considering the research topic.

Reliability Test

This study adopted the use of internal consistency reliability test. The Results indicated that a reliable Cronbach's alpha of more than 0.7 was achieved in all of the constructs. As the cronbach's alpha are at the lowest point of acceptance based on Pallant (2011).

Reliability of Field data

S/N	Constructs	Cronbach's Alpha	Cronbach'sAlpha Based	Standardized Items	Items
1	Service excellence	.717	.717		10
2	Satisfaction	.749	.747		10
3	Work motivation	.754	.746		8



RESULT AND DISCUSSION

In order to determine the effect to which service excellence has on users satisfaction with FM services in Dalhatu Araf Specialist Hospital Lafia (DASH), Partial Least Squares-Structural Equation Modelling (PLS-SEM) was used. Chin (2002), Wong (2013) and Hair, Hult, Ringle and Sarstedt (2014) recommended the assessment of exploratory factor analysis (EFA), convergent validity and discriminant validity of the outer (measurement) model before the assessment of the inner (structural) model which were presented below.

Convergent Validity and Reliability

The convergent validity of the outer (measurement) models was assessed using the factor loadings, t-statistics, Average Variance Extracted (AVE) and composite reliability. Convergent validity was achieved whenever the factor loadings are high and statistically significant. A t-statistic value above 1.96 indicate significant outer loading (Wong, 2013). Average Variance Extracted (AVE) is recommended to be above 0.5 while composite reliability is recommended to be above 0.6 (Hair *et al.*, 2014). The use of Average Variance Extracted (AVE) to measure the convergent validity ensures that each measurement model is measuring what is supposed to measure.

Validity and Reliability Result

Latent Variables	Indicators	Factor Loadings	Cronbach's Apha	Composite Reliability	AVE
Service Excellence	SE1	0.655	0.757	0.818	0.501
	SE2	0.662			
	SE3	0.630			
	SE4	0.679			
	SE5	0.612			
	SE7	0.634			
Satisfaction	S3	0.568	0.787	0.841	0.500
	S4	0.534			
	S5	0.631			
	S6	0.645			
	S7	0.633			
	S8	0.644			
	S9	0.643			
	S10	0.738			
Motivation	M1	0.583	0.735	0.811	0.517
	M2	0.564			



	M3	0.523			
	M4	0.801			
	M5	0.487			
	M7	0.818			
	M8	0.571			

The table presents the factor loadings cronbach's Alpha, Average Variance Extracted (AVE), the R² Value and the composite reliability. The entire items factor loadings, ranging from 0.487 to 0.818, were significant at 0.001 levels. The Average Variance Extracted (AVE) was 0.501 for service excellence, 0.500 for satisfaction and 0.517 for motivation respectively which is above the recommended 0.5 threshold. The composite reliability C.R value was 0.818 for service excellence, 0.841 for satisfaction and 0.811 for motivation which is above the recommended 0.6, signifying high internal consistency of the outer (measurement) model. However, in line with Hair *et al.* (2014) recommendation for deleting indicators with poor outer weight to improve AVE, zero Therefore, the convergent validity and reliability were confirmed.

Discriminant validity

The discriminant validity was assessed using the constructs' correlation and the constructs' cross loadings. Fornell and Larcker (1981) established that the discriminant validity of a construct is achieved when "square root" of Average Variance Extracted (AVE) of each of the research construct is greater than the correlation among the other research constructs. The cross-loading among the constructs was assessed to ensure that none of the construct is loading more in another construct on than itself (Hair *et al.*, 2014).

Discriminant Validity

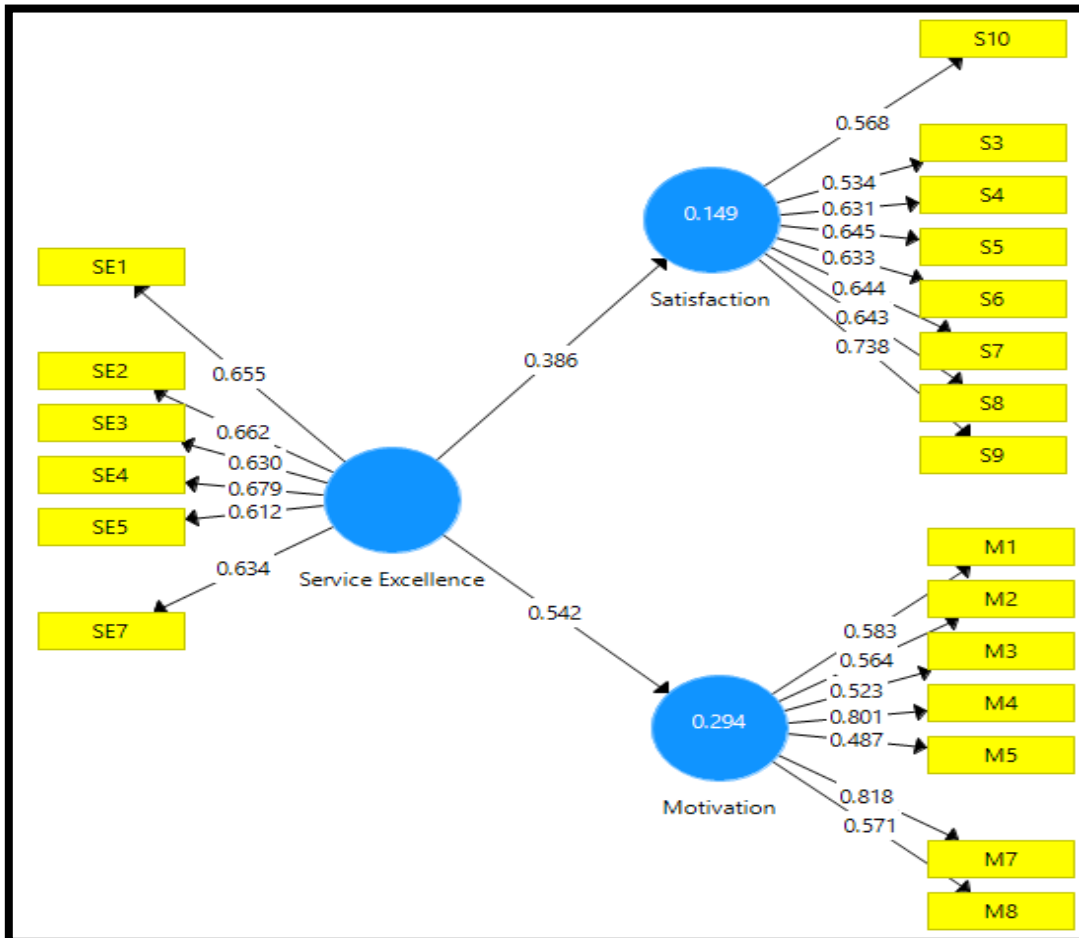
	Service excellence	Satisfaction	Motivation
Service Excellence	0.7078	0.348	0.542
Satisfaction	0.348	0.7071	0.386
Motivation	0.542	0.386	0.7190

The result shows that the highest correlation matrix was between Service Excellence and work motivation yielding 0.542. An assessment of the square rooted AVE shows that the square root of each construct is greater than its correlation among other constructs. It further shows that none of the research constructs is cross-loading more on another construct than itself. Therefore, the discriminant validity, through constructs correlations and cross-loadings, was confirmed. Therefore, the models were suitable for Partial least squares (PLS) regression analysis.



Assessment of the Structural Model

The effect of service Excellence on user's satisfaction and work motivation in the study area was assessed using PLS interface.



Effect of Service Excellence on users satisfaction with FM services and work motivation

The coefficient of determination, R^2 , is 0.149 for the Satisfaction endogenous Latent Variable and 0.294 for work motivation. This means that Service excellence moderately explain just 14.9% Variance in Satisfaction and 29.4% Variance in work motivation.

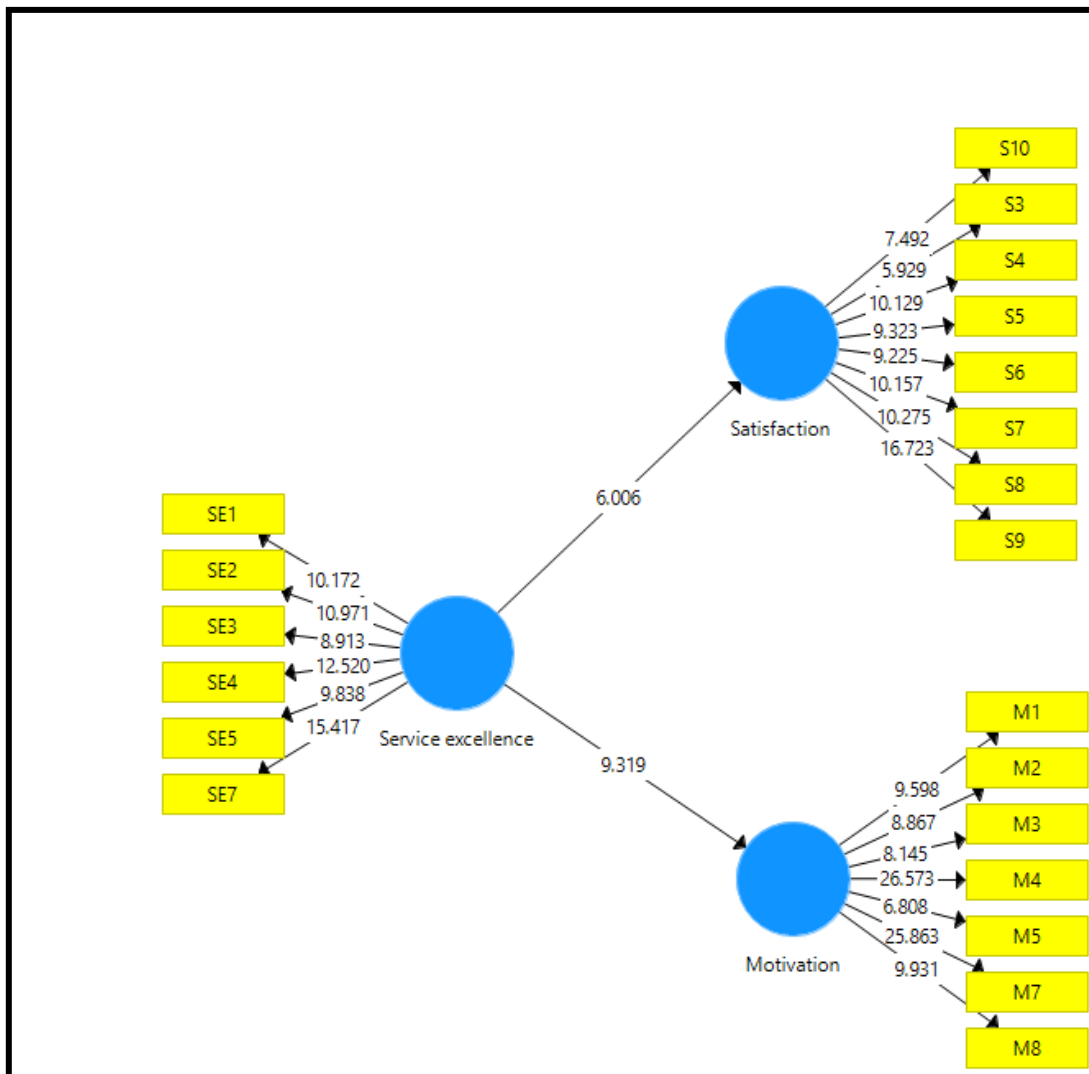
Inner Model Path Coefficient Sizes And Significance

The inner model suggest that service excellence Has the strongest effect on work motivation (0.542) and on the other way has weak effect on satisfaction (0.386). moreover the hypothesised path relationship between service excellence and users satisfaction is statistically significant (0.386) and other hand the hypothesised statistical relationship between service excellence and work movitation is also statistically



significant (0.542). thus it can be concluded that service excellence moderately predicts users' satisfaction and work motivation. On the other hand, service excellence affects users' satisfaction with FM services in the study area as well work motivation.

Assessment of the Structural Path Significance in Bootstrapping



T-statistic of structural Model (Direct Effect)

Figure 8 shows the t-statistics of each construct and indicator respectively. The result shows the effect of service excellence on user's satisfaction with FM services and on work motivation in the study area. This is statistically significant as indicated by t-statistics of 6.006 and 9.319 respectively which is above 1.96 thresholds. The effect of service excellence on user's satisfaction with FM services is significant as the result indicated a t-



statistics of 6.006 which is above 1.96 thresholds. On the other hand, the effect of service excellence on work motivation is also statistically significant as it indicate a T- statistics of 9.319 Satisfaction which is also above the 1.96 threshold.

Findings confirm the existence of strong effect of service excellence of FM services on overall satisfaction of user's and work motivation. This is consistent with findings from previous studies such as Otani and Kurz (2004), and Rohini and Mahadevappa (2006). This finding however makes important contribution to service excellence literature which is unique from previous studies. For instance, while previous studies such as Ikeiashi et al (2015), focused on impact of service quality on user's satisfaction, this study captured the effects of service excellence on users satisfaction with FM services and on work motivation. The findings also shows that cleaning, Facility Refurbishment and plant maintenance, waste management and security services are the top three rated services in terms of quality of service delivery. It means that the decision to outsource these services has been well received by user's s as they are reasonably satisfied with the services rendered by vendors. However, plant maintenance services (PMS) and waste and environmental services (WES) did not possess strong relationship with overall satisfaction. These findings also confirm the findings of Ikeiashi *et al* (2015).

CONCLUSION

This study assessed the impact of service excellence on users satisfaction ~~perception~~ with FM services using data generated from Dalhatu Araf Specialist Hospital Lafia, Nasarawa state Nigeria. Findings reveal that all the service excellence attributes of FM services received high mean values indicating that users are satisfied with FM services in the hospital. Specifically, satisfaction Facility Refurbishment, plant maintenance and repairs, and general cleaning services received very high satisfaction ratings from respondents. The High rated FM services are cleaning, Facility Refurbishment and plant maintenance, and waste management and security services while the least rated service is the restroom management and landscaping maintenance.

RECOMMENDATION

Based on the research findings, the following recommendations were made.

- a) The FM department should ensure provision of quality services at all time as this influences work motivation which in turn enhance productivity at the workplace.
- b) The FM department in the Hospital needs to establish effective information gathering and management practices to achieve service excellence, such as the provision of a more comprehensive feedback form and a guideline to the staff members. This is an information age as such Communication is significant this generation as health is to life.



- c) It is recommended that the Hospital should include the ~~keep~~ key performance index (KPI) to measure the Performance of the FM department so as to achieve excellent FM services delivery. A rather check and balance mechanism to guide effectiveness and performance management. The requirements for excellence services delivery are a viable strategy and operational flexibility which indeed can lead to sustainable advantage.
- d) The study highlighted relevant research evidences and identified key factors underpinning service excellence and the need to integrate and coordinate resources to sustain quality services. This is to pave way for reliability, quality services and delivery excellence. Conversely as motivational factor, this era is moving into a conceptual age where service excellence can be achieved only by the provision of proactive strategy that seeks to guarantee expectations of all.

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