

Relevance of Quality Assurance in Stakeholder's Value with Facilities Management in Rivers State University, Port Harcourt, Nigeria.

¹ NKPITE, Bari-ene Samuel and ² OHOCHUKU, Chinwennwo Phillips

¹*Department of Estate Management, Rivers State University Port Harcourt, Nigeria.*

²*Department of Architecture, Rivers State University Port Harcourt, Nigeria.*

ABSTRACT

Conducting proper quality assurance (QA) program in facilities management (FM) at tertiary institution is an important way of maintaining and retaining resources not to be wasted in the long run. And optimizing the processes that drives QA well in advance is relevant for stakeholder's value in FM services when an organization grows. Therefore, this study focused on the relevance of quality assurance for stakeholder's value in facility management at tertiary institutions in Nigeria. The study adopted ex post facto case study research design with semi-structured questionnaires administered on 58 Lecturers in the Faculty of Environmental Sciences Rivers State University Port Harcourt, Nigeria and retrieved 43 representing 74.1% response rate on activities of QA and the structure of FM in quality service delivery. The data collected was analyzed using frequency distribution, percentages and relative importance index (RII) on 5-point rating likert scale. The study reveals that 62% of respondents identified the functions of QA in FM as the fulfillment in quality requirements, systematic monitoring of FM and detects and corrects of problem variances in FM services. It also observes that the links between QA and FM relevant for stakeholder's value are purposes of QA, oversight development, quality approaches, standards and certification of FM services. The study further establishes that QA program in FM given value to stakeholders include feedbacks gathering, revising of quality methods, optimal checks of facilities, training of employees as to maintain quality standards and applied systems for replacing assets breakdown. The study concludes that the relevance of QA in FM for stakeholder's value should ensure facilities performance through the processes, procedures and policies applied on recurring basis across portfolio as to maintain stakeholder's satisfaction at optimal level of FM services.

KEYWORDS: Relevance, Connection, Quality Assurance, Stakeholder's Value, Facilities Management, Tertiary Institution.

I. INTRODUCTION

The application of quality control and facilities management are all important factors of overarching mandate of quality assurance. Quality assurance is the systematic process of implementing those standards set out by National University Commission (NUC). It is also important to ensure established confidence in stakeholders that the impacts, processes and output of educational system fulfill the expectations or measure up to minimum standards (National University Commission (NUC), 2012). Facilitating the creation of a learner-centered environment conducive to quality education and academic staff's professional growths; requires facilities to meet internal specified standards (Dawkins and Aldrich, 2012). The relevance of quality assurance to facilities management ensures stakeholders confidence (value) and credibility, as well as maintaining processes and internal efficiencies. Facility management is important for long term survival of the enormous infrastructure within the university environment (Oladokun and Ajayi, 2018). In terms of stakeholders' values, facilities represent larger percentage of fixed assets owned by universities. Such facilities need to be controlled with procedures by ensuring the services delivery in universities adheres to a set of criteria such as; monitoring, cleaning delivery to building regulations standards, safety, security and equipment maintenance (Nkpote and Frank, 2019; Nkpote and Wokekoro, 2018). The relevance of quality assurance to stakeholder's value in facility management can ensure consistence adherent to complaints about fm services provided across the institutions.

Tertiary institutions engage in the process of quality assurance (QA) as a means of ensuring a high level of quality in teaching, learning and research during the development of facilities and its services. Therefore, issues pertaining to the management of such facilities are always of value to all stakeholders. For this, quality assurance could be seen as a facet of the large discipline of facility management; managing the quality of facilities and services that involves many detailed steps of planning, fulfilling and monitoring activities in the universities. Karna, Julin and Nenomen(2013) stated that the functions of quality assurance as it concerned facilities management is with multifaceted and systematic data collected from stakeholders that is needed in facilities management services for effective decision making, confirming that the institutions' requirements will be met. In a typical settings stakeholder can be categorized as students, staff, visitors and the general public (Shafic, Yusoff, and Pawi, 2012), but staff and students have been identified as the most central users of University facilities (Karna et al., 2013). Hence, opinions of categorizing users of facilities management services become very important in accessing the quality assurance for stakeholder's value in facilities management within the university environment. However, quality assurance has its own specific function, and it pertains to the actual fulfillment of whatever quality requirement to be put in place (Nkpote and Ohochuku, 2020). Hence assessment of the level of stakeholder's value on quality assurance in facility management will provide useful information about whether present FM strategy, policy and service delivery system provides equal and balanced valued services experienced to all stakeholders.

Also, it is possible that past records of goodwill reports of university attract the best standard, quality and functional support facilities that can create a conducive and adequate environment to; support, stimulate and encourage teaching, learning and research activities (Lateef, Khmudi, and Idrus, 2010). Therefore, universities can continue to depend on quality assurance providing best services that has value to stakeholders with the available facilities in this era of globalization. (Leanan, Stevenson and Bordass, 2010) stated that only effective teaching, learning and research can sustain an institution's reputation; it is essential that the supporting facilities are seen performing optimally (Nkpote and Ohochuku, 2020). Hence, end-user's feedback as a tool of quality assurance is an essential tool for performance measurement and all stakeholders value to be concerned with end-user's feedback not only for performance measurement, but also to establish the necessary adjustment (Nkpote and Wokekoro, 2017), to make it orderly to serve the university better. Quality assurance encompasses processes and procedures that systematically monitor different aspect of facility management, through audits; it detects and corrects problems or variance that fall outside established standards and requirements creating values for stakeholders (Nkpote and Ohochuku, 2020). The foregoing indicates a rising need for the relevance of quality assurance for stakeholder's value in the facility management at tertiary institutions. However, few studies exist in Nigeria on the relevance of QA from the perspective of stakeholder's value in the facilities management to build a positive reputation for reliability and consistency in educational products or services improving the practices and strategies of facilities management. Therefore, this study aims to assess the relevance of quality assurance of stakeholder's value in the facilities management within the university settings using the foremost State University in Nigeria, Rivers State University (RSU), Port Harcourt, as a case study. This is with a view of providing university administrator and facility managers adopting quality assurance strategies to stay at the forefront of our educational sector with a competitive advantage. The specific objectives of this study pursued include:

1. Examining the operations of quality assurance in facilities management with respect to stakeholder's value.
2. Analyzing the inputs of quality assurance for effective facility management policy
3. Assessing the relevance of quality assurance for stakeholder's value in facility management.

II. LITERATURE REVIEW

Educational Institutions Quality of Products and Services: The educational enterprises and indeed businesses thrive on quality of their products and services (Odukaya, Chinedu, George, Olowookere and Agbude, 2015). The issue of quality assurance in tertiary institutions needs greater attention with the proliferation of universities and the attendant dwindling quality of service delivery is the apparent reason for this development (Nkpote and Ohochuku, 2020). In Nigeria, government have expressed the need to improve quality of tertiary institutions learn to attain and maintain quality of their product and service by placing value of the stakeholders which is relevant to strive for continuous quality improvement in line with their expectations per time for it to survive (Odukaya et al, 2015). The main purpose of quality assurance units seems to be for licensing and regulation rather than quality improvement creating value for stakeholders. According to Odukaya et al (2015), quality assurance assessment in Nigeria spans comprehensive, system-wide program accreditation and ranking of tertiary institutions. The mandate of existing quality assurance units tends to differ. Educational institutions thrive on the platform of quality. Quality is multi-dimensional concept embracing universities functions and activities such as teaching, learning and research, infrastructural development and related issues (Oladokun and Ajayi, 2018).

According to Giertz (2000), without quality there is hardly a university, in the full sense of the world. Refusal to make a state regular quality assurance inspections and corrections are opting to deplete the quality of operations in the university (Nkpitem and Ohochuku, 2020). Quality is equated with maintenance of acceptable standard of evolving a facility or service, such that the stakeholder being recipients of such facility and service enjoys commensurable value for money paid (Oladokun and Ajayi, 2018).

Quality Assurance : Quality assurance is the entire process of ensuring the delivery of quality service and the ensuring quality assurance practices in a tertiary institution has virtually become a way of life for the stakeholders created value for such institution (Nkpitem and Ohochuku, 2020; Odukoya et al, 2015). According to Njoku (2006), quality assurance may be internal or external; external quality assurance refers to the role of an external body; the National Universities Commission (NUC), which assesses the university's operations and/ or its programs to determine if it is meeting the set standards. Internal quality assurance on the other hand refers to a university's programmes and mechanisms for ensuring quality. In the university under the study, the internal quality control system was handled by the Quality Assurance Directorate. Quality assurance therefore is formed with the attempt to prevent defects from occurring, rather than solely focusing on finished facilities (Nkpitem and Frank, 2019; Nkpitem and Wokekoro, 2017). In line with this, Odukoya et al (2015) explained that organizations have tried to find ways of reducing defects in their facilities and services developing more complex quality control mechanisms. And systems and strategies have been developed today to monitor quality at all stages of production with more emphasis on prevention rather than cure.

Facilities Management: The long-term survival of the enormous infrastructure within the university environment is attributed to facility management (Oladokun and Ajayi, 2018). According to Becker (1990), facilities management existed to ensure that the facilities support organizational quality by creating a fit with organizational requirements. It is imperative that facilities play a critical role in the attraction and retention of stakeholder's value in tertiary institution. Management of such facilities are always of interest to all stakeholders (Nkpitem and Ohochuku, 2020). Facilities provided essential support for human resources for the attainment of organizational goals (Oladokun and Ajayi, 2018). For tertiary institutions, one of the important goals of FM is to attract the best and retain quality in stakeholder's value. In the view of International Facilities Management Association (IFMA) (2016), FM has been described as the profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology (Nkpitem and Frank, 2019). It implies that facility management as a multi-disciplines profession contains quality assurance as a process carried out among the people within a place with technology been used. Therefore, one of the functions of FM is to ensure workplace efficiency for proper cohabitation of end-users usually referred to as stakeholders.

Asiabaka (2008) stated that a direct relationship has been established between the quality of school facilities and the quality of the products of the schools. Cable and Davis (2004) identified that poor FM practice could result in inadequate functioning facilities; excess facilities not contributing to the organization's mission; and cost inefficiency, inadequate and unavailability of facilities for future needs. These are pointers to the fact that FM has a great impact on efficiency or otherwise of stakeholder's value.

Stakeholder's Value: The relevant stakeholder in a typical university can be categorized as student, staff visitors and general public (Shafic, Yusoff and Pawi, 2012). Karna, Julin and Nenonen (2013) have identified, students, staff as the most stakeholders of university facilities. This assertion could be attributed to the fact that they spend more time within the campus and use these facilities more frequently, the reputation of universities can depend on the ways they continue to provide best services to stakeholders with the available facilities where global market is open to stakeholder (Nkpitem and Frank, 2019; Oladokun and Ajayi, 2018). As only effective teaching, learning and research that can sustain the Institutions' reputation, it is essential that the supporting facilities are seen to be performing optimally with feedback as an essential tool for stakeholder's value (Leaman, Stevenson and Bordass, 2010). The important for stakeholder's value is concerned with end-user's feedback from performance measurement as to establish the necessary adjustment to make quality assurance serve the facility management better (Nkpitem and Wokekoro, 2017; Leaman et al, 2010). Satisfactory end-users' feedback from performance measurement so as to experience guarantees the attraction and retention of stakeholder's value (Prince, Marsdorf and Agahi, 2003). However, what constitutes satisfaction for stakeholder's value may differ from each stakeholder. For instance, Temple (2007) opined that good environment conditions; temperature, humidity, noise control and lightening are prerequisites for teaching and learning, whereas building designs and internal layout that suites workplace pattern contribute to stakeholder's value. This suggest that in order to ensure buildings and facilities are used for a purpose they are best suited or designed for, the stakeholders value should be the guiding tool of quality assurance. Nkpitem and Wokekoro (2017) submitted that satisfaction level of stakeholders is determined by the perceived outcome of such performance. Determining stakeholder's value has

been seen as viable tool for evaluating the performance of provided facilities in schools (Nkpitem and Wokekoro, 2018).

Linking Quality Assurance with Facilities Management Operations: Consistent facility management performance requires early integration of quality assurance standard in process design and delivery. The development of an operationally specific quality assurance system provides the framework required for ongoing management and continuous improvement of service delivery (Nkpitem and Ohochuku, 2020). The International Facility Management Association (IFMA) (2012) defines facility management as a profession that encompasses multi-disciplines to ensure function-ability of built environment by integrating people, place, process and technology. A quality assurance is a system that provides a framework for tying these disciplines into one integrated service delivery system (Anderson, 2005). According to Nkpitem and Ohochuku(2020), regardless of the complexity, the processes and standards used to deliver services, a created system is designed to produce an outcome or service experience for stakeholder's value. Aneffective quality assurance system provides warning of possible performance failures and the data necessary to continuously improve the measured operation in facility management (Anderson, 2005). The relevance of stakeholder value in quality assurance and facilities management lies on (Anderson, 2005);

- ❖ where all FM seeks integration of people, place, process and technology, while quality assurance seek integration of the various system that enable successful FM'
- ❖ A quality assurance provides the ability to identify and resolve performance issues that directly link to stakeholder's value.
- ❖ Using the system to convert data to knowledge and knowledge to action that helps the FM organization meet and exceed stakeholder's value (expectations).

It is obvious from the foregoing that there has been few amount of literature relating to the relevance of quality assurance for stakeholder's value in facilities management in tertiary institutions, for which a little or none of such have been carried out in Nigeria, especially Rivers state university. More importantly, public universities in Nigeria are recently facing decreasing financial allocation from government; the major financier, due to the economic situation. Consequently, this is affecting FM in tertiary institutions. Therefore, every piece of information that can help universities' administrator and facility managers in particular to give the best services to the stakeholder's value in the face of dwindling resources is necessary at this time. The instrument for this study was built on necessary adjustment made to suit the context of the study area based on the relevance operation-ability and applicability of quality assurance in facility management of Rivers state university, port Harcourt, Nigeria.

III. RESEARCH METHODOLOGY

The ex-port facto case study and survey design was adopted for this study which is in tandem with the set objectives. The focus of this study is based on quality assurance activities and the structure of facility management rather human entity within the Rivers State University that mark for the overall quality service delivery. Hence, the study population consisted of 58 Lecturers Faculty of Environmental Sciences within the Rivers State University Campus, forty-three (43) questionnaires were retrieved from the lecturers representing 74.1% response rate, with necessary questions raised to obtain information on quality assurance exercise and the structure of facilities management in quality service delivery to respondents. The study utilizes semi-structured questionnaire on a 5-pointrating Likert scale in presenting questions to the respondents to measure quality assurance activities performed in facility management, that ranges from 1 (not very important) to 5 (very much important). A simple random sampling technique was use to draw out 43 respondents of a population of 58 lecturers in six (6) Departments with 7 respondents from each department in the Faculty. The content validity was ascertained through the expert judgment, and data was collected by interviewing stakeholders (staff and management). Data collected was analyzed with simple descriptive statistics of frequency distribution, percentages and relative importance index (RII). Qualitative analysis was also applied on some collected data via content analysis.

IV. DATA PRESENTATION AND RESULTS.

Operations of Quality Assurance in the Facility Management for Stakeholder's Value.: Table1shows the operations of QA in FM that are of relevance to stakeholder's value in tertiary institutions. The relative importance index (RII) response in the table showed that detects and corrects problems variances in FM was rank with RII of 0.63 (1st), while fulfillment of quality requirements in FM was ranked with RII of 0.62 (2nd) and systematic monitoring aspects of FM was ranked with RII of 0.61 (3rd) as the operations of QA in FM that are of relevance to stakeholder's value in tertiary institutions.

Table 1: Operations of Quality Assurance in the Facility Management for Stakeholder's Value (N = 43)

Operations of QA in FM	Weight (N = 43)					Sum	Mean	RII	Rank
	5	4	3	2	1				
Fulfillment of quality requirements in FM	10	9	8	8	8	134	3.12	0.62	2 nd
Systematic monitoring aspects of FM	9	9	9	8	8	132	3.06	0.61	3 rd
Detects and corrects problems variances in FM	9	10	9	8	7	135	3.14	0.63	1 st
Average	9	9	9	8	8	133	3.10	0.62	Agreed

Legend: RII= Relative Importance Index

Source: Author's Field Survey, 2020.

Links between Quality Assurance and Facility Management Relevance for Stakeholder's Value.

Table2 shows the connections between quality assurance and facility management that are relevance in stakeholder's value. Information on Table2 reveals that 78.1% of the respondents on average agree with the connectionsbetween quality assurance and facility management that gives stakeholder's value as the purposes of QA, needs for oversight development, quality approaches in FM, QA standards and certifications on FM standards.

Table 2: Links between Quality Assurance and Facility Management for Stakeholder's Value (N = 43)

Links between QA and FM	Agree		Disagree		Total	
	Freq.	%	Freq.	%	Freq.	%
Purposes of QA	40	93.0	3	7.0	43	100.0
Needs for oversight development	38	88.3	5	11.7	43	100.0
Quality approaches in FM services	32	74.4	11	25.6	43	100.0
QA standards	30	69.7	13	30.3	43	100.0
Certifications on FM standards	28	65.1	15	34.9	43	100.0
Average	33	78.1	10	21.9	43	100.0

Source: Author's Field Survey, 2020.

Inputs of Quality Assurance Programs for Effective Facility Management Policy on Stakeholder's Value.

Also evidence in the study from an in-depth interview with stakeholders; it establishes that quality assurance programs in facilities management are:

- Gathering of feedbacks constantly from stakeholders;
- Revising methods of quality assurance regularly;
- Determining an optimal frequency for checks on provided facilities services;
- Training of employees (old and new) for the purpose of maintaining quality standards on provided facilities; and
- Developing a system for replacing assets that breaks down.

From the above points raised by the respondents interviewed, it implies a lot of facilities management services in tertiary institutions can be deplorable conditions and optimizing the processes that drives quality assurance programs well in advance is a good idea to instill stakeholders value in facility management, bringing the provided facilities from a messy situation and later on when the institution grows.

Relevance of Quality Assurance for Stakeholder's Value in Facilities Management: Table 3 indicates the relevance of quality assurance for stakeholder's value in facilities management in tertiary institution utilizing relative importance index (RII) for analysis. Information gathered from Table3 revealed that ensuring facilities performance was rank with RII of 0.69 (1st), while stakeholder's satisfaction was rank with RII of 0.65 (2nd) and FM processes, procedures and policies were rank with RII of 0.64 (3th) as the relevance of quality assurance for stakeholder's value in facilities management in tertiary institution. Other relevance of quality assurance for stakeholder's value in facilities management rankincludesconsistency in its applications (RII= 0.63) as 4th,

maintaining processes in internal efficiencies (RII =0.62) as 5th, specified quality standards (RII= 0.61) as 6th, while creating confidence and credibility in FM and allowing for compliance to service provision (RII= 0.61) as 7th respectively.

Table 3: Relevance of Quality Assurance for Stakeholder's Value in Facilities Management

Relevance for Stakeholder's Value	Weight (N = 43)					Sum	Mean	RII	Rank
	5	4	3	2	1				
Performance	12	10	10	7	4	148	3.44	0.69	1 st
Satisfaction	10	10	10	7	6	140	3.25	0.65	2 nd
Processes, procedures and policies	10	9	9	9	6	137	3.18	0.64	3 rd
Consistency in application	9	10	9	8	7	135	3.14	0.63	4 th
Maintaining processes in internal efficiencies	10	9	8	8	8	134	3.12	0.62	5 th
Specified quality standards	9	9	9	8	8	132	3.06	0.61	6 th
Confidence and credibility	8	10	8	8	9	129	3.00	0.60	7 th
Compliance to service provision	8	10	8	8	9	129	3.00	0.60	7 th
Average	10	10	9	9	8	136	3.15	0.63	Agreed

Legend: RII= Relative Importance Index

Source: Author's Field Survey, 2020.

V. DISCUSSION OF FINDINGS.

Operations of Quality Assurance in Facilities Management: Tertiary institutions engage in the process of quality assurance (QA) as a means to ensure a high level of quality in setting standards during the development of facilities or services. Quality assurance is one facet of the larger discipline of quality management which involves many detailed steps of planning, fulfilling and monitoring FM activities. The quality assurance function is concerned with confirming that a tertiary institution's quality requirements will be met. However, QA has its own specific functions, and it pertains to the actual fulfillment of whatever quality requirements have been put in place. Quality assurance encompasses the processes and procedures that systematically monitor different aspects of a service or facility which through audits, it detects and corrects problems or variances that fall outside established standards or requirements in FM.

Connections between Quality Assurance and Facility Management to Stakeholder's Value

The findings showed that links between quality assurance and facility management as it relates to stakeholder's value focused solely focused on:

- **Purposes of Quality Assurance:** Quality assurance builds on positive reputation for reliability and consistency ensures a level of consistent quality in its facilities or services which bolster stakeholders trust and confidence in the business and help the institution compete with others in the same environment.
- **Developing a Need for Oversight:** Quality assurance practices are being established around specialized tasks performed by stakeholders with the need to monitor the quality of components being maintained by large numbers of stakeholders created that a role for quality inspectors. Accessing a network of connections with stakeholders by joining a QA guild in institutions could then be benefited from the reputation of the guild based on standards of quality in the FM services to stakeholder's value.
- **Quality Approaches:** The approach to quality assurance might implement Quality control methods to improve the quality of educational infrastructure that could define quality by understanding core activities in effective FM, setting quality benchmarks, and measuring quality by designing surveys, performing audits and conducting supervision visits. Quality assurance methods focus on establishing good processes to FM services with the quality already built-in, rather than going through an unmonitored process, trying to "inspect quality" FM services that's already been finished.
- **Quality Assurance Standards:** A set of standards is designed to help organizations meet statutory and regulatory requirements for facility quality as well as stakeholder's needs. Consistency in standards maintains an effective quality assurance system for FM services in educational sector
- **Certification:** This offers independent confirmation of an organization's adherence to quality standards and can become certified by fulfilling the defined requirements. in order to be certified, the stakeholders develop goals for quality assurance that are codified into policies and guidelines specific to its business and processes, often with the FM services. These guidelines are then implemented by the organization and the systems are assessed for compliance with standards. The results of the assessment identify any areas that

fall outside of the standards and that the organization must address within a given time frame with certified standards met.

Inputs of Quality Assurance in Stakeholder's Value for Effective Facility Management Policy: It is

evidence in the study through qualitative analysis that stakeholder's values attain through QA programs in FM activities. And they include:

- **Gather feedback constantly:** it is important to ensure that enough feedback is collected from stakeholders involved in the QA process and all results are tested and recorded in a database that allows easy comparison and analysis them later on. QA involves some complicated procedures that can be hard to translate to measurable results; this is usually an indication that something is fundamentally wrong with the QA process itself. The important point of quality assurance is to verify certain parameters of FM processes, and draw any viable conclusions from the data gathered, either had a problem with the process itself, or with the way of testing it, some kind of changes will likely be made in order to proceed further with FM services testing.
- **Revise Methods Regularly:** Quality assurances one of the fields most prone to changes over time, and it is important to keep up with current trends not to fall behind Facility Management procedures. The actual methods used in quality assurance with facilities management environments tend to be very different from one institution to another, and that also makes it important stakeholders share experience with others in the aspects of FM as possible, in order to ensure that you always have an adequate overview of current trends. To help improve QA processes significantly, getting in touch with like-minded professionals can be a way of ensuring that a better understanding of FM as a whole, not just regarding QA but in general.
- **Determine an Optimal Frequency for Checks:** It may not be necessary to run QA tests as frequently as one may think, depending on the circumstances; decreasing the frequency of a certain verification procedure can have a positive impact on the facilities management performance with QA system as a whole, realizing that lots of resources has been wasted largely irrelevant on a process. On the other hand, running certain types of checks too frequently on facilities can have a detrimental effect to the validity of their results too, as some processes of QA have too much variance over short periods of time.
- **Training for new Employees:** Another important point to consider is those newcomers to the organization need to be brought up to speed as quickly as possible; not just those that are being employ for QA purposes, but stakeholders supporting FM auxiliary teams as well. There will likely be a lot of cross-work involved between QA to ensure that managing FM services with an approach that makes it important to ensure that all new employees have a sufficient understanding of the way QA works in FM organization.
- **Develop a System for Replacing Assets:** When facilities fail a test, it is important to decide what approach to apply with that asset; sometimes a repair is not the most optimal solution. A good system in place for replacing facility that breaks down is important to be able to determine the value of an asset, not only with regards to its immediate purchase, but also consider the impact that it will have on organization while the facility is out of service, and after payment for its replacement and subsequent installation. These matters can change the context quite a lot, and sometimes one may realize that QA process has just identified an obsolete element of FM operations.

Relevance of Quality Assurance in Stakeholder's Value with Facility Management: The key relevance of QA for stakeholder's value in FM as established in the study is the facilities performance; is all about ensuring that processes, procedures and policies are applied on a recurring basis across FM activities. To this end stakeholder's satisfaction is maintained, and indeed, surpassed, FM service levels that are consistent in both quality and approach as performance is optimized with long term values maintained along with long term profitability in FM services. However, ensuring consistency and application of the QA in FM service level with it value are all important factors of the overarching quality assurance mandate to stakeholders. It is important to note that quality assurance is a systematic process of implementing FM activities certification that is to ensure the facility meets internal specified standards, as well as stakeholder's confidence and tertiary institution's credibility by maintaining processes and internal efficiencies. The procedures by which QA ensure the FM service delivery adheres to set criteria is the key to ensuring that performance is not only maintained, but also delivered consistently. Performance needs to be monitored frequently and perhaps form a part of FM Key Performance Indicators (KPIs) as tool to measure internal service delivery, improve internal process through monitoring and continual improvement and make FM efficiencies.

VI. CONCLUSION AND RECOMMENDATIONS.

The study examined the relevance of QA for stakeholder's value in FM services at Rivers State University Port Harcourt, Nigeria. The study found that the relevance of QA for stakeholder's value in FM services is facilities performance; which is all about ensuring that the processes, procedures and policies applied in FM activities are on recurring basis across portfolio as to maintain stakeholder's satisfaction at an optimal level. Thus, for quality assurance to pull quality control and facilities management service level together is the backbone of stakeholder's value. Apply them all together, and great values can be achieved through quality/consistent values delivered to stakeholders in a competitive environment whilst ensuring that tertiary institution's operational systems are aligned and performing at optimum. At tertiary institution quality encompasses training, health and safety as well as stakeholder's relation management set up with the foresight of FM services delivery. It's now becomes a major part of the tertiary institution's activities actively involved on a day to day basis to ensure a focused approach. Applying quality assurance during project diagnostic reviews, FM services when pulled together in all its elements, was extremely useful as a tool for operational staff. Using a holistic approach during a review ensures all elements are approached with their intrinsically linked elements. All too often the major concern of FM in QA is finance and delivery of services, when the whole picture which includes staffing, procurement, CAFM, response technology, etc. are care for with subsequent action plans for improvements drafted, monitored and implemented by FM teams and closely monitored for achievement by the quality assurance team. Such an approach can quickly create values to the stakeholders and the institution as the FM services delivery is improved, the quality of delivery is improved, management satisfaction is improved, staff morale is improved, and consistency of delivery is improved.

Conclusively, the relevance of stakeholder's value in FM is that quality assurance has an ongoing mandate of diagnostic reviews of all projects with complete reporting, follow up on actions and client feedback. The study recommended that this approach has been very well received by both internal and external clients alike; as the FM market extremely competitive, stakeholders should adopt quality assurance strategies as way to stay ahead of the FM services. And as competition is increasing; new challenges are presented at each phases, and quality assurance teams should have a relevant role in ensuring that stakeholder's value is placed at the forefront of the FM industry with a competitive advantage.

REFERENCES

1. Ajayi T, and Adegbesan S.O. (2007). Quality Assurance in the Teaching Profession. *Journal of Education studies*, 11(4), 14-30.
2. Anderson, A. (2005). How to Build Effective Management Systems. Bizmanualz.
3. Asiabaka, I.(2008). The Need for Effective Facility Management in Schools in Nigeria. *New York Science Journal*, 10.-21, assessed from <http://www.sciencepub.org>.
4. Becker, F.(1990). *The Total Workplace*. New York, UK: Van Nostrand Reinhold.
5. Cable, J., and Davis, J.(2004). *Key Performance Indicators for Federal Facilities Portfolios*. Federal Facilities Council Technical Report 147. Washington, DC: National Academics Press.
6. Dawkins, R. and Aldrich, A. (2012). Integrating Quality into Facility Management Operations. Accessed from 2012_Integrating Quality into FM Operations. White paper pdf.
7. Giertz, B. (2000). The Quality Concept in Higher Education, Uppsala: Uppsala University Development and Evaluation Unit.
8. International Facilities Management Association (IFMA), (2016). What is Facility Management? Accessed from <https://www.ifma.org/about/what-is-facility-management>.
9. International Facilities Management Association (IFMA), (2012). Accessed from www.ifma.org.
10. Kärnä, S., Julin, P. and Nenonen, S.(2013). User Satisfaction on a University Campus by Students and Staff. *Intelligent Buildings International*, 5 (2), 69 - 82.
11. Lateef, O., Khmidi, M., and Idrus, A. (2010). Building Maintenance Management in a Malaysia University Campus: A Case Study. *Australian Journal of Construction Economics and Building*, 10(1/2).
12. Leaman, A., Stevenson, F., and Bordass, B., (2010). Building Evaluation: Practice and Principles. *Building Research and Information*, 38 (5), 564– 577.
13. Materu, B. (2007). Higher Education Quality Assurance in Sub-Sahara Africa: Status, Challenges, Opportunities and Promising Practices. World Bank Working Paper No. 24, Washington: African Region Human Development Department, World Bank.
14. National Universities Commission (NUC) (2006). 2006 *Webometric Ranking of World Universities: Matters Arising*. Monday Memo NUC, Abuja, 5(11);1-10
15. National Universities Commission (NUC) (2004). Appraisal of Higher Education Policy Options. *The Comet*, Thursday p. 26.
16. National Universities Commission (NUC) (2004). The Role of National Universities Commission in Quality Assurance in Nigerian Universities. *Nigerian University System* 12(1):2.

18. National Universities Commission (NUC) (2002). Course System and Grade Point Average in Nigerian Universities NUC, Abuja p. 14 Is this a newspaper?
19. Njoku, P. (2006). Quality Imperatives and World Class Standards Positioning Universities in Africa for the 21st Century Convocation Lecture Presented at the 1st Convocation Ceremony of Covenant University.
20. Nkpitem, B. S. and Frank, O. L. (2019). Potential Benefits for Adopting Post Occupancy Evaluation (POE) as Maintainability Tool for Nigerian Public School Buildings. *International Journal of Science Arts and Commerce*, 4(1), 79-89.
21. Nkpitem, B. S. and Ohochuku, C.P. (2020). Challenges of Managing Quality Assurance Activities as Panacea for the Transformation of Practicing Facility Management during Pandemic Occurrences. *International Journal for Advance Academic Studies*, 2(4), 211-215.
22. Nkpitem, B. S. and Wokekoro, E. (2017). Post Occupancy Evaluation Tools for Effective Maintenance Management of Public Schools. *British Journal of Environmental Sciences*, 5(3), 1-8.
23. Nkpitem, B. S. and Wokekoro, E. (2018). Users Evaluation of Building Elements of Rivers State Government Model Primary Schools. *Journal of the Nigerian Institution of Estate Surveyors and Valuers*, 41(1), 85 -97.
24. Odukoya, J.A., Chinedu, S.N., George, T.O., Olowookere, E. and Agbule, G. (2015). Quality Assurance Practice in African Universities: Lessons from a Private Nigerian University. *Journal of Education and Social Research*, 5 (2), 251-260.
25. Oladokun, S.O. and Ajayi, C.A. (2018) Assessing Users' Perception of Facilities Management Services in a Public University: A Case Study Approach. *Journal of Facility Management Education and Research*: 2018, 2 (2), 62-73.
26. Price, I., Marzdorf, F., L, S., and Agahi, H., (2003). The Impact of Facilities on Student Choice of University. *Facilities*, 21 (10), 212– 222.
27. Shafie, F., Yusoff, W. Z., and Pawi, S., (2012). User's Satisfaction towards Facilities Management, FM Desk in Public Educational Institutions in Malaysia. *Advances in Management and Applied Economics*, 2 (3), 59– 69.
28. Temple, P. (2007). *Learning Space for the 21st Century: A Review of Literature*. New York: Higher Education Academy.