

ANALYSIS OFFICE FACILITY MANAGEMENT STRATEGY AT PT X

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Abstract

Office facility management plays a crucial role in supporting operational activities, ensuring employee productivity and comfort. This study analyzes the management strategies employed by the General Affairs Division at PT X, focusing on facility planning, asset maintenance, workspace organization, and evaluation processes. Using a qualitative descriptive approach, data were collected through interviews, observations, and document analysis. Results reveal that while facility management improves operational efficiency and workspace utilization, challenges such as budget limitations and dynamic operational needs persist. Recommendations include implementing preventive maintenance schedules and adopting digital tools like Computerized Maintenance Management Systems (CMMS).

Keyword: general affair; office facilities; aset management; facility strategy

1. Introduction

Office facilities are fundamental to the smooth operation of any organization. They provide the infrastructure necessary for employees to perform their tasks effectively and efficiently. At PT X, the General Affairs Division is responsible for managing these facilities, encompassing planning, maintenance, and evaluation to ensure functionality and comfort for employees (Rahman, M., & Dewi, 2022). Effective management strategies in this domain not only enhance operational efficiency but also directly impact employee satisfaction and productivity. However, PT X faces challenges such as budget constraints, delays in facility maintenance, and the need to adapt to the company's evolving operational requirements.

Office facilities at PT X consist of various components, including workspaces, storage rooms, rest areas, and essential amenities such as toilets. These facilities directly affect the daily operations and morale of employees. Poorly managed facilities can lead to disruptions, inefficiencies, and dissatisfaction among staff, highlighting the critical need for effective facility management. However, maintaining these facilities under budget constraints while addressing dynamic organizational needs presents a significant challenge for the General Affairs Division.

The primary strategy employed by PT X involves a mix of reactive and preventive maintenance approaches. (Santoso, B., Andini, R., & Prasetyo, 2021) Reactive maintenance focuses on addressing issues as they arise, such as repairing broken equipment or fixing structural damages. Although practical in emergencies, this approach often results in higher long-term costs and operational disruptions. In contrast, preventive maintenance aims to identify potential issues and address them before they escalate, promoting long-term cost savings and operational stability. PT X's limited use of preventive measures underscores an area for potential improvement.

Facility management at PT X also involves navigating budget constraints while addressing a dynamic set of requirements. While the General Affairs Division allocates funds annually for maintenance and improvements, unexpected issues often arise, necessitating adjustments. The balance between planned expenditures and emergent needs requires a strategic approach to prioritize facility enhancements without compromising operational functionality.

The use of technology in facility management has been increasingly recognized as a solution to enhance efficiency. Tools like Computerized Maintenance Management Systems (CMMS) offer real-time tracking of maintenance needs, streamlined reporting, and better resource allocation. For PT X, adopting such digital tools could address existing inefficiencies, such as delayed responses to facility complaints and the lack of preventive maintenance schedules.

This study aims to analyze the current condition of office facilities at PT X, evaluate the strategies employed for their management, and examine the processes of evaluation and adjustment. By identifying gaps and opportunities in the current practices, this research seeks to provide actionable recommendations for optimizing facility management, thereby supporting operational efficiency and employee satisfaction.

2. Literature Review

2.1 Definition of Office Facilities

Office facilities refer to the physical resources and infrastructure provided by an organization to support employees in performing their work efficiently and effectively. These facilities encompass various elements, including workspaces, rest areas, storage rooms, and essential utilities such as toilets and lighting. According to Smith and Cooper (2020), well-managed office facilities contribute significantly to employee satisfaction, productivity, and organizational success. The effective management of these facilities involves regular maintenance, strategic planning, and the use of technology to ensure optimal functionality (Aisyah Ainaya, 2023).

2.2 Facility Management Strategies

Facility management strategies are the approaches employed by organizations to maintain and improve their physical infrastructure. These strategies can be categorized into preventive and reactive maintenance (Krismianti et al., 2023). Preventive maintenance involves scheduled inspections and routine servicing to prevent issues before they arise, while reactive maintenance addresses problems after they occur (Jones & Brown, 2019). Organizations that adopt a balance between these approaches often achieve greater operational efficiency and cost savings.

2.3 Technology in Facility Management

The integration of technology in facility management, such as Computerized Maintenance Management Systems (CMMS), has revolutionized how organizations handle maintenance tasks. CMMS allows real-time tracking of facility conditions, automated scheduling of preventive maintenance, and efficient resource allocation. Studies by Lee and Kim (2021) indicate that organizations leveraging CMMS experience a 30% reduction in maintenance costs and a significant improvement in facility uptime.

2.4 Challenges in Facility Management

Despite advancements in technology and strategic approaches, facility management faces challenges such as budget constraints, vendor reliability, and adapting to dynamic organizational needs. Budget limitations often force organizations to prioritize urgent repairs over long-term improvements. Additionally, inconsistent performance from external vendors can delay maintenance tasks and impact the quality of services provided (Adams et al., 2020). Addressing these challenges requires a combination of strategic planning, technological adoption, and continuous evaluation of facility management practices.

3. Material and Method

This research employs a qualitative descriptive research design to explore the strategies used in managing office facilities at PT X. A qualitative approach was chosen to gain in-depth insights into the experiences and perceptions of stakeholders involved in facility management.

1. Primary Data

a) Observations

Direct observations were carried out to assess the physical condition of facilities, including workspaces, storage rooms, rest areas, and toilets, as well as the implementation of maintenance activities. This

method provided firsthand insights into areas requiring improvement and potential inefficiencies in facility management.

b) Interviews

Semi-structured interviews were conducted with General Affairs Division staff and employees from various departments to understand the use, condition, and challenges of the office facilities. Interviews allowed for a detailed exploration of facility usage patterns, maintenance challenges, and employee satisfaction levels.

c) Documentation

Relevant documentation, such as maintenance logs, facility usage reports, and budget plans, was reviewed to understand historical and ongoing facility management practices. These documents helped triangulate findings from interviews and observations, ensuring a comprehensive understanding of facility management at PT X.

2. Secondary Data

The author conducts a literature study which is a technique of collecting data and information through literature and written sources such as books, previous research, and articles related to research. In this study, secondary data were collected to complement the primary data obtained through observation and interview. Secondary Data in the form of information that has been documented and relevant to the management of office facilities at PT X, then analyzed to complement the findings of the primary data and enrich the perspective on the management of office facilities at PT X.

3.1 Design Study

The study was designed to focus on understanding the real-world application of facility management strategies in a dynamic organizational context. The research framework was structured to:

1. Identify Key Challenges

Analyze the primary issues faced in maintaining office facilities, including budgetary, operational, and technological challenges.

2. Evaluate Management Strategies
Investigate how the General Affairs Division plans, implements, and adjusts its facility management practices.
3. Propose Improvements
Develop actionable recommendations based on findings to enhance facility functionality and employee satisfaction.

3.2 Data Analysis

Data were analyzed using Miles and Huberman's interactive model, which includes data reduction, data display, and conclusion drawing. To ensure validity, data triangulation was applied by comparing information from interviews, observations, and documentation. This approach provided a comprehensive understanding of the challenges and opportunities in office facility management at PT X.

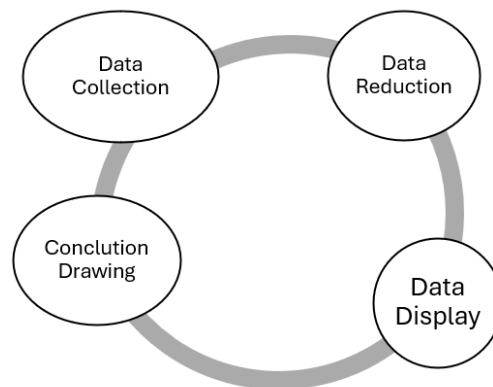


Figure 3.1 Data Analysis Components

Source: Data processed by researchers

4. Result

4.1 Data Description

the researchers carried out the research in accordance with the data collection process and the stages of research. The researcher conducted an interview by asking several questions related to the management strategy of office facilities in order to

provide a precise description. The participants in this study amounted to 4 (four) people, namely three in the general affair and one person in the financial section.

Table 4.1 Participant Data

Source: Data processed by researchers

No	Participant	Lenght of Service	Potition
1	Participant A	10 Years	General Affair
2	Participant B	5 Years	General Affair
3	Participant C	3 Years	General Affair
4	Participant D	2 Years	Credit Risk Officer

4.2 Data Result

Workspaces

The workspaces are equipped with ergonomic furniture, creating a comfortable working environment that supports employee health and productivity. However, the open-office layout contributes to noise disturbances, which can significantly reduce employee concentration and focus. Employees expressed a need for better noise management solutions, such as soundproofing or designated quiet zones, to enhance their work experience. Furthermore, the availability of personalized workstations was identified as a potential improvement to better cater to individual preferences and tasks.

Storage Rooms

The storage rooms are inadequately lit and poorly organized, leading to inefficiencies in locating and retrieving items. Employees often spend excessive time searching for necessary tools or documents, which disrupts their workflow. Improved inventory management systems, such as labeled shelving and digital tracking, are recommended to optimize storage room functionality and reduce time wastage. Regular audits and reorganization efforts can also help maintain order and ensure accessibility within the storage areas.

Toilets

Toilets are cleaned twice daily, but heavy usage by employees results in diminished cleanliness by the end of the day. Maintenance staff face challenges in keeping up with the demand for frequent cleaning. Additionally, some employees reported issues with plumbing, such as leaking faucets or malfunctioning flush systems, which require immediate attention to maintain hygiene standards. Enhancing maintenance schedules and increasing the number of facilities during peak usage times can address these concerns effectively.

Rest Areas

The rest areas are insufficiently spacious to accommodate all employees during peak hours, resulting in overcrowding and reduced comfort. Employees highlighted the need for additional seating and amenities to make rest breaks more relaxing. Expanding the rest area and incorporating features like vending machines, comfortable seating, and better ventilation can improve employee satisfaction and overall well-being. The inclusion of dedicated quiet zones for relaxation was also suggested as a way to further enhance the utility of rest areas

5. Discussion

The findings highlight both strengths and areas for improvement in PT X's facility management practices. Current strategies provide a basic framework for maintaining operational functionality, but reliance on reactive maintenance leads to higher long-term costs and inefficiencies. Implementing preventive maintenance schedules could significantly reduce recurring issues and extend the lifespan of office facilities.

The use of digital tools, such as Computerized Maintenance Management Systems (CMMS), is recommended to streamline reporting, tracking, and scheduling of maintenance activities. CMMS can enhance efficiency by providing real-time updates on facility conditions and maintenance status. Additionally, expanding rest areas and reorganizing storage rooms would address employee concerns about overcrowding and inefficiency, improving overall workplace satisfaction.

6. Conclusion, Implication, and Recommendation

Office facility management at PT X demonstrates efforts to maintain operational efficiency and employee comfort. However, challenges such as budget constraints, reliance on reactive maintenance, and delays in addressing facility issues remain prevalent. Recommendations for improvement include adopting preventive maintenance practices, leveraging digital tools for better management, and optimizing resource allocation through flexible budgeting. Addressing these challenges will enhance facility functionality and contribute to the organization's productivity and growth.

This research provides theoretical and practical contributions in the management of office facilities, especially for fast-growing companies. Theoretically, the study emphasizes the importance of structured preventive maintenance to maintain facility quality, reduce repair costs, and improve operational efficiency, as well as the importance of Integrated data-Driven periodic evaluations. In practical terms, the study recommends implementing a Computerized Maintenance Management System (CMMS) to improve the efficiency of real-time reporting, monitoring, and maintenance of facilities. With this system, the General Affairs Division can handle breakdowns faster, reduce response times, and reduce repair costs, ensuring the facility always supports the company's operational needs.

Further research suggests using quantitative approaches, such as surveys with a larger sample of employees, to obtain more representative data and in-depth analysis of facility conditions and their effects on employee productivity. In addition, research can be conducted on other companies or different industry sectors to test whether the findings related to facility management can be applied in general, and include other types of facilities, such as production or logistics facilities, to provide a more comprehensive picture.

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