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Ensuring Ethical FM Services Performance Control

Master's thesis in Project Management
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Preface

This master's thesis, titled **Ensuring Ethical FM Services Performance Control**, is submitted in fulfillment of the final requirement for the Master of Science in Project Management with specialization in Civil Engineering at the Norwegian University of Science and Technology (NTNU) in Trondheim, Norway.

First, I would like to express my gratitude to my brilliant supervisors, Dr. ing. Alenka Temeljotov-Salaj, professor and vice dean for innovation at the Department of Civil and Environmental Engineering, NTNU, and Dr. ing. Jardar Lohne, Research Scientist at the Department of Civil and Environmental Engineering, NTNU, to whom I owe the knowledge, expertise, and motivation for this study. I'd also like to express my appreciation to all the professors, lecturers, and instructors in this master's programme at NTNU.

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And to God our father, I owe you everything in this world.

Abstract

The purpose of this thesis is to examine the ethical implications of Facilities Management personnel, to determine the structural reasons for these dilemmas in light of how such a service is controlled and operated, and to propose ethically sound solutions to these problems from the client's perspective. This master's thesis undertook with a literature review in order to grasp the current studies and gain a deeper understanding of the operations and management of facilities management services in relation to ethics. The final method was a qualitative interview in which ten interviewees were inquired about their direct knowledge and experience with FM Services. The qualitative approach then revealed challenges with respect to organization, strategy, and provision of services in cleaning and property services, which strongly influenced the emergence of ethical challenges in the execution of these services within the FM sector. The organizational challenges was characterized by general challenges, the degree of control, the line of command, and the consequences of the services approach. Moreover, the personnel encountered wage theft, exploitation, worker's dissatisfaction, and financial greed as the ethical challenges experienced in the management and delivery of services. This was supported by the finding that such organizational and ethical challenges arise as a result of Service Level Agreement discrepancies, workers' financial difficulties, autonomy, and unawareness of one 's rights. In fact, the services level agreed on proved impossible to reach. This causes a series of challenges such as exploitation, wage theft, etc. Facility Management is transitioning from a broad body of knowledge to a service-defined sector that is essential for the support of individuals and businesses, with which these ethical implications may be associated, as well as the extent to which these challenges emerge and necessitate a response. From the client's perspective, the overall analysis of the outcome has led to the development of ethically sound control processes that are pertinent for addressing operational and management challenges of FM services. In this study, operational control characterized by strict adherence to scope, effective communication, straightforward SLA, and follow up/feedback has been outlined as the primary direction the client must then focus on, as clients only rely on the tangibility in service quality to validate the efficacy of services rendered in FM. In literature, least of the challenges outlined in this master thesis qualitative study has been concluded in previous studies, but the operational control was not yet developed in the literature in relation to the delivery of services in FM. Based on the analysis of the qualitative study's results, these operational controls propose a solution for addressing ethical challenges from the client's perspective. These findings from this master's thesis will be valuable for discovering enhancements not only to Property and Cleaning services, but also to other disciplines within the FM service sector as a whole.

Sammendrag

Hensikten med denne oppgaven er å undersøke de etiske implikasjonene til Facilities Management-personell, finne de strukturelle årsakene til disse utfordringen i lys av hvordan en slik tjeneste kontrolleres og drives, og å foreslå etisk forsvarlige løsninger på disse utfordringen fra klientens perspektiv. Denne masteroppgave foretok et litteraturstudie for a hartge hva som har blitt gjort po forsningsomrade og for a fa dypee innsiht i drift og forvaltningstjeneste med hensyn pa etikk. Den siste metoden var et kvalitativt intervju der ti intervjuobjekter ble spurt om deres direkte kunnskap og erfaring med FM-tjenester. Den kvalitative tilnærmingen avdekket deretter utfordringer med hensyn til organisering, strategi og tjenesteyting innen renhold og eiendomstjenester, noe som sterkt påvirket fremveksten av etiske utfordringer ved utførelse av disse tjenestene innenfor FM-sektoren. De organisatoriske utfordringene var preget av generelle utfordringer, graden av kontroll, kommandolinjen og konsekvensene av tjenestetilnærmingen. I tillegg møtte personalet lønnstyveri, utnyttelse, arbeiderens misnøye og finansiell grådighet som de etiske utfordringene i administrasjon og levering av tjenester. Dette ble støttet av funnene om at slike organisatoriske og etiske utfordringer oppstår som et resultat av uoverensstemmelser i tjenestenivåavtalen, arbeidernes økonomiske vanskeligheter, autonomi og uvitenhet om ens rettigheter. Det viste seg faktisk at tjenestenivået som ble avtalt, var umulig å nå. Dette medfører en rekke utfordringer som utnyttelse, lønnstyveri osv. Facility Management er i ferd med å gå fra en bred kunnskapsmasse til en tjenestedefinert sektor som er essensiell for støtte til enkeltpersoner og bedrifter, som disse etiske implikasjonene kan være forbundet med, samt i hvilken grad disse utfordringene dukker opp og nødvendiggjør en respons. Fra oppdragsgivers perspektiv har den overordnede analysen av utfallet ført til utvikling av etisk forsvarlige kontrollprosesser som er relevante for å håndtere drifts- og ledelsesutfordringer ved FM-tjenester. I denne studien har operasjonell kontroll preget av streng overholdelse av omfang, effektiv kommunikasjon, enkel SLA og oppfølging/tilbakemelding blitt skissert som den primære retningen klienten må fokusere på, da klienter kun stoler på håndgripbarheten i tjenestekvalitet for å validere effektiviteten til tjenester utført i FM. I litteraturen er minst av utfordringene skissert i denne masteroppgavens kvalitative studie konkludert i tidligere studier, men driftskontrollen var ennå ikke utviklet i litteraturen i forhold til levering av tjenester i FM. Basert på analysen av den kvalitative studiens resultater, foreslår disse operasjonelle kontrollene en løsning for å møte etiske utfordringer fra klientens perspektiv. Funnene fra denne masteroppgaven vil være verdifulle for å oppdage forbedringer ikke bare til eiendoms- og renholdstjenester, men også til andre disipliner innen FM-tjenestesektoren som helhet.

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List of Abbreviations

SLA   Service Level Agreement

FM   Facilities Management

O&M   Operation and Maintenance

O&MM   Operation and Maintenance Management

PM   Performance Measurement

1 Introduction

Worldwide development has resulted in significant changes in labor sectors, posing social and economic challenges and resulting to an increase in global mobility, notably labor migration, in the recent decades (Ollus, 2016). Moreover, distinct industries that have been concentrated upon these workforce segments have faced ecological and financial issues as they strive to improve their competence in emerging as a reliable provider of services and goods to satisfy overall societal demands (Tseng et al, 2019). However, the implication of development demonstrates improved services and infrastructures, in a more particular context, the construction industry, which is one of the biggest sectors to control these worker-driven manpower market, justifies the importance of assisting the realization of modern and sustainable progress and expansion, which is critical in both developed and developing countries around the world (Wolstenholme et al. 2009). In addition, the Architecture, Engineering and Construction/Facilities Management (AEC/FM) sector, which is critical for addressing deficits in the built environment and for enclosing comprehensive practices in optimizing facilities life-cycle stages from planning to end-of-life, faces several challenges in its operation (Camposano & Smolander 2019), digitalization (Zhang et al, 2022), information sharing and management (Pouria & Froese, 2001), and Codes of Practice (Grimshaw, 2001).

Furthermore, besides its strong economic contribution, the construction industry is one of the most visible fields that faces ethical questions, stemming from its complex elements that necessitate adequate resources and approaches for asset life cycle management. Bowen et al. (2007) went on to say that "collusion," "bribery," "negligence," "fraud," "dishonesty," and "unfair practices" are all factors in this phenomenon. In addition, according to Brown & Loosemore (2015), ethical challenges are defined by an intensive approach, a vested personal agenda, and a divergent mindset, which poses a threat to the construction industry's operation. Moreover, the significant body of AEC in part related to FM in both practices somehow does not sit alone in defining how much challenges are observed in the execution of such sectors, but rather in determining the implementations of proper guidance in influencing to which these industries meet their goals, and whereby to acknowledge sustained organizational performance and standards of conduct.

Facilities Management, on the other hand, is a body of knowledge concerned with the management of service sectors, the emergence of responsibilities, and the provision of strategies from a broad perspective of the physical environment to the bottom lines of corporate functions, all of which are crucial to the creation of quality life, surroundings, businesses, and sustainable development. Facilities Management is evolving from the production of solutions and support for building assets to a broader focus on the establishment of FM organizations' corporate core support functions (Price et al, 2011). The need to consider not only performance targets within FM service sector administration, but also commercial operation output, labor wellbeing, safety and security, optimized workplace conditions, and the concept of employee satisfaction, are then subsequently regarded and defined as a crucial function of Facilities Management (Cotts and Lee, 1992, cited in Kamarazaly, 2008).

The extensive expansion of FM has presented a challenge to the discipline's functionality. Thus, according Grimshaw (2001), ethical perception from practice is a fundamental for a discipline to obtain professional recognition as well as to work in an industry-driven context. Furthemore, Ho & Oladinri (2016) stressed the susceptibility of the AEC industry practice in relation to Facilities Management sectors, highlighting the significance of ethical code implementation and incorporation in operation. Furthermore, Roper (2017) observed that the functionality of ethics as a Facilities Management competency was indeed the least emphasized, indicating its insignificance given that ethics is one of the most important aspects of any profession. From the perspective of both the construction industry and FM services in general, ethical regulations should aim to be establish as a driving process, in which it reinforces both academic and practitioner oversight for an ethically sound operation and rendering of services delivery. This master's thesis will therefore investigate ethical implications in the operation, provision and delivery of Facilities Management services encompassing property and cleaning services, the drivers for these challenges to arise, and the development of ethically sound client control in the execution of such FM services.

1.1 Research Questions

To answer the goal of this master's thesis, the following research question was established. This research question was emphasized as an investigation into the organizational and operational challenges faced by industry actors in the delivery of Property and Cleaning Services, which is

then assumed to define and outline ethical challenges faced by industry actors in the execution of such services.

Research Question 1: The first question's objective is to point out the potential ethical issues that may arise in the delivery of Facilities Management services. This question will be answered through the empirical investigation.

> ***RSQ1:*** *What kind of ethical dilemmas are relevant to the services rendered in Facilities Management?*

Research Question 2: The second questions purpose is to give structured reason from the provided answer in the first research questions. This question will be also answered through the empirical investigation.

RSQ2: *What are the main drivers for ethical challenges to occur in the context of these services?*

Research Question 3: This master's thesis' primary goal is to investigate and learn more about the FM industry's actors. This will then explicitly outline the ethical challenges, and drivers for such difficulties to arise, and proposed methods for ethically sound control from a client perspective in Property and Cleaning services rendered in Facilities Management, as well as reflect what the empirical inquiry says about the workers in the FM service industry and suggest solutions and actions for organizations to implement.

> ***RSQ3:*** *From the client's perspective, what are the measures for controlling that the operations are ethically sound?*

1.2 Limitations

Facilities Management is a broad industry that encompasses a variety of service categories for commercial operations. Only the property and cleaning services under FM service sectors are discussed in this paper. This was done due to the time constraint, which stipulated that the thesis must be completed within six months, making it more efficient and much simpler to manage the study's scope to emphases only to property and cleaning services.

1.3 Thesis Structure

The Introduction section presented the study's background, limitations, and research question formulated in this master thesis. This section, the thesis structure contains the following subsequent sections that are organized all throughout the paper as follows:

- Section 2: Theoretical Background – This section presents the overall literature review conducted to gain a deeper understanding of existing research, as well as the knowledge gap that serves as the primary research focus for the finalization of this master's thesis.

- Section 3: Research Methodology – This section provides an overview of the approach that was utilized in developing this master's thesis holistically. In addition to this, it describes the manner in which various methodologies attempt to fill in the knowledge gap. This section will then provide a description and explanation of the numerous methodologies used in this master's thesis. It will also provide an explanation of why these approaches are necessary to support the purpose of the thesis.

- Section 4: Result – This section presents the result of the qualitative Interview.

- Section 5: Discussion – This section includes the interpretations that were derived from the qualitative interview, in addition to validating the challenges that were discovered in regard to what the literature implies. In addition, the research question that was posed in this master's thesis is answered in this section.

- Section 6: Conclusion – This section delivers the overall conclusion from what is included in this master thesis holistically. This section also provides a brief summary of answers to the research question, implications, and limitations in connection to challenges associated in this paper in general.

- Section 7: Future Studies – In light of the challenges and limitations encountered in the execution of this master's thesis, this section outlines the areas that future researchers should address. Due to the expansive nature of the FM industry, it is recommended that in this section, in addition to cleaning and property services, researchers focus on other service rendered in FM.

2 Theoretical Background

This section offers the theoretical background necessary to comprehend the rest of the paper. In Section 3 of Descriptive Research, the approach for acquiring the literature is clearly addressed. This section is divided into three sections. First, we will examine Facilities Management in general, including Operation and Maintenance Management (O&MM), which deals with FM-related services from a tactical perspective. Followed by the Building Adaptation project, which entailed significant operations carried out during the operation phase of facilities' life cycles. Thirdly, performance control in FM services will be reviewed, including the services' approach, service-level agreements (SLA), and trends from both Property and cleaning services. And last, the knowledge gap, which is formulated according to what the existing studies indicate about the purposes of this master's thesis, which illustrates the link between the client, workers, and FM organizations that are fundamental to the delivery of FM services. The subsection that follows examines architectural, engineering, and construction ethics as well as the theory behind descriptive and normative ethics. The control at Services rendered in Facilities Management from the client's perspective follows Facilities Management.

2.1 Ethics in the A.E.C. Industry

According to Oyewobi et al. (2011), the construction industry has been recognized as a source of ethical dilemmas that have tarnished the industry's reputation, stemming from environmental destruction, market liberalization, illegal behaviors, and inferior and undermined quality control. Furthermore, Lohne et al. (2021) claimed that criminality is particularly visible in the "architecture, engineering, and construction (AEC)" industry, which has been observed to emerge in multiple instances, involving corruption, money laundering, and fraudulently materials. Ethics plays a key role in ensuring optimal working arrangements and establishing and setting professional standards and a code of moral arrangements not only in the construction industry, as well as in other professions and disciplines. Scholars characterized ethics in two judgements, namely the Normative Ethics and the Descriptive Ethics. Normative ethics focuses on how we should claim that anything is right or wrong in basis of practicing the best behavior, while on the other hand, descriptive ethics informs us more about what we felt that something is we think is right or wrong. In modern day moral philosophy, ethics tells us more how we perceived things beneath our judgement, on how we consider things right, or things unacceptable depending on the situation.

Regardless, the issues concerning ethics must be investigated further in the academic sector in order to develop solutions and control the operations from both the Facilities Management and the Architecture, Engineering, and Construction (AEC) sectors, which are the mainstays of economic development and, to a lesser extent, social and environmental development. Springing from studies conducted in Counterfeit materials in the Norwegian AEC-Industry (Engebø et al, 2016), which aims to outline the effects of counterfeit materials which serves as room for challenges in cost, time, quality and safety. Furthermore, we can conclude that the ethical dilemmas that plague these industries demand more realistic proposals since they have a considerably influenced the productivity, worker wellbeing, business outcomes, and resource conservation, all of which are beneficial to business and societal development, likely to result in more opportunities for a prosperous society. Another study by Engebø et al, (2018) examines the difficulty of managing construction organizations due to the structure of complex production processes, as well as the impact of work-related crimes on the reputation of construction organizations. Furthermore, contractors believe that completing work in accordance with contracts is a good way to maintain their reputations clean. To summarize, projects and construction organizations are complex environments in which humans can have a significant impact on how ethical challenges occur in the sector. As a result, preventing criminal actors from participating in project environments should be prioritized.

This master's thesis focuses on identifying ethical issues in services provided throughout the use phase of construction projects, which is when facilities management is mostly observed and applied throughout the life cycle of buildings or facilities. This study, then, does not look for someone to condemn for the ethical challenges experienced by employees, nor does it contemplate legislative actions to address the challenges described; rather, it focuses on the workers' perspective on the nature of their labor and how it aligns with our social system's standards. "What is perceived as unethical can – in certain circumstances – be lawful, while what is perceived as ethically laudable can be deemed unlawful," wrote Lohne et al. (2017), trying to demonstrate that ethical problems in the Architecture, Engineering, and Construction (AEC) industry are essentially

indication of a broader understanding of the limitations between something unlawful and what we believe is right.
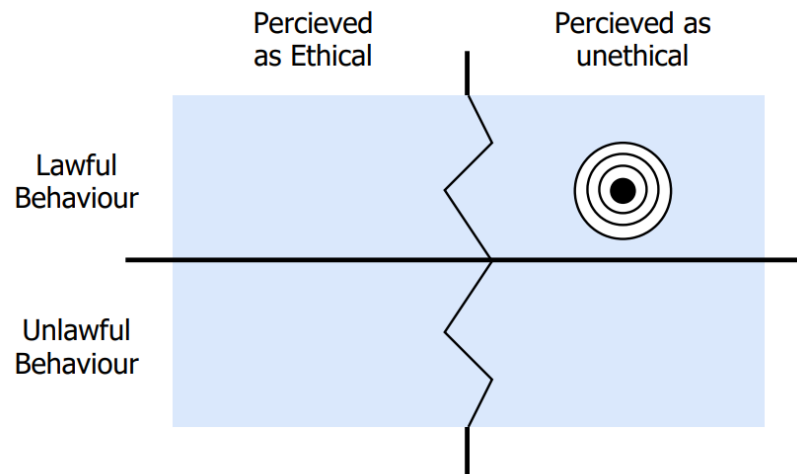
Figure 1: Distinctions between lawful/unlawful and ethical/unethical behavior, as explained in Lohne et al. (2017).

Brown & Loosemore (2015) indicated that Ethical challenges are just options we face in the workplace, but the real challenge now is how we think and act in situations when we must choose to take use of our advantages. This idea has thus raised the subject of the sort of behavior we individuals might confront in the workplace, concentrating on the opportunity to have something ethically objectionable in instances where we are obligated to do so, rather than our judgment. The purpose of this study is to identify ethical challenges in the construction industry where Fm intersects with the construction sector. Lohne et al. (2021) argues that the characteristics of the AEC-industry as follows; a) "a low technological entry point for industry actors", b) "unique products", c) "A significant number of clients within the industry are single-project clients", d) "On-site production", e) "Unique project teams", and f) "Complex, non-stable materials value chains" make the industry vulnerable to these ethical challenges.

The **Figure 1** shows that there is no clear line between what is considered "unethical" and what is considered "ethical." We can infer from this scenario that folks who encounter ethical dilemmas intentionally act in ways that benefit them, rather than acting ethically acceptable activities, or vice versa. Furthermore, the analogy could imply that in a real-life situation, ethics is as important as the necessity to perform an act that is ethically or unethically proper in nature, but it is eventually

overlooked by the person performing the activity. In terms of this master's thesis, the ethics that will be discussed in this article will not concern how people view something to be right or wrong, but rather how they believe something to be wrong against their judgment.

2.2 Facilities Management – Client Perspective

Facilities Management (FM) is described as "a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology" (International Facility Management Association, (IFMA) 2016). As the world strives to push the limits of innovation, industrialization, and development, the growing demand for space and facility management has emerged as a critical area in transforming society's needs into more

Figure 2: Responsibilities in FM and their corresponding organizational levels (Haugen, 2008)

sustainable operations that has given FM clearer set of responsibilities and the importance of management (Casini, 2021). The role of FM, thus, is crucial in defining organizational objectives at all levels, safeguarding the values, securing workplaces, and establishing boundary of spaces and productivity, leading to organizational success.

In addition, Facilities Management embodies "the approach, analysis, and optimization of all processes, relating to the building or other real estates that can be used for business needs of the organization, except the core-business of the organization" (German Facility Management

Association (GFMA), 2018, Gao & Pishdad-Bozorgi, 2019, Casini, 2021). FM has become an important aspect of the property and construction sector, as a profession and discipline that has grown in prominence resulting to the establishment of FM institutions (e.g. EuroFM in Europe, IFMA in the USA, GFMA in Germany, etc.) all over the world (Tay & Ooi, 2001). And has now expanded gradually from focusing on conventional building setting to a wider perspective of collective living (Collins et al, 2022). Nevertheless, proper practice is required of FM, emphasizing the need for such a clear understanding of the breadth and purpose of FM in essential for this to thrive as a discipline.

The **Figure 2** shows a simplified representation of the FM sector's hierarchical organization, which has served as a guiding foundation for the sector's continued development in the Norwegian context (Klungseth & Blakstad, 2016). Furthermore, FM practitioners must have a deep understanding of how fundamental FM organizations work in order to improve the quality of services offered on a commercially. The strategic, tactical, and operational levels are clearly delineated in the diagram, and each requires its own set of management standards to suit the needs of the organization that performs FM tasks. The illustration however, implies that the requirement for coordination and planning must be clearly visible at all levels of the company in order to achieve efficiency and meet the organization's overall goals.

Facilities management is regarded as both a professional practice and an academic discipline. Since the 1970s, the growth of FM has skyrocketed as a simple part of sustaining cleanliness in infrastructure premises to accomplishing organizational strategic interests. Nevertheless, sustainability has developed into such an integrated practice and way of acquiring environmental awareness to all components of community, and as a method to quantify and preserve the built environment through FM services has become the industry's hotspots. FM is now significantly related to optimizing business operations, determining the value of properties, processes, and support provided to prolong building life - cycle in contemporary society. In a summary, FM has established a critical role in the corporate sector for fulfilling user needs and boosting resource productivity.

2.2.1 The FM Operation and Maintenance Management (O&MM)

Property operations and maintenance (O&M) is an important part of the FM industry since it identifies the core functions and processes that are involved in the service rendered. Buildings deteriorate with time, and O&M is the mechanism that controls this degradation. Operation & Maintenance (O&M) in Facilities is described as the "encompasses a broad spectrum of services, competencies, processes, and tools required to assure the built environment will perform the functions for which a facility was designed and constructed" (Sapp, 2018, cited in Gao & Pishdad-Bozorgi, 2019). As a result, O&M is the longest part of the building life cycle; here is where Facilities Management is mostly undertaken, and as a result, it costs more resources to continuously support business operations and objectives. On the other hand, the core role of FM operations and maintenance (O&M), is to outline the activities that must be controlled in order for a facility, its components, systems, and users to execute their intended functions (Sapp, 2018, cited in Gao & Pishdad-Bozorgi, 2019).

Nonetheless, O&M is an important element of FM operations, and it's critical to understand how these activities arise on a commercial level, as well as which aspects of O&M are more significant to support future business growth. To continue, understanding difference between operations and maintenance is necessary to understand the management of services. As such, Operations and Maintenance Management (O&MM) is the further developed to reflect strategies required. The elements of O&MM are defined as follows: **Operation** is "the effort required to supply the property with heating, water, and electricity and to maintain both the outside and inside of the building". **Maintenance** is "the work needed to preserve the function of the building, the technical and aesthetical standard and the value of the building". **Management** is "the organization and coordination of the activities of an enterprise in accordance with certain polices and in achievement of defined objectives" (Sevnsson, 1993, as cited in Muhey, 2012). Operation and maintenance management is inextricably linked to the facility life cycle since it entails determining the cost of
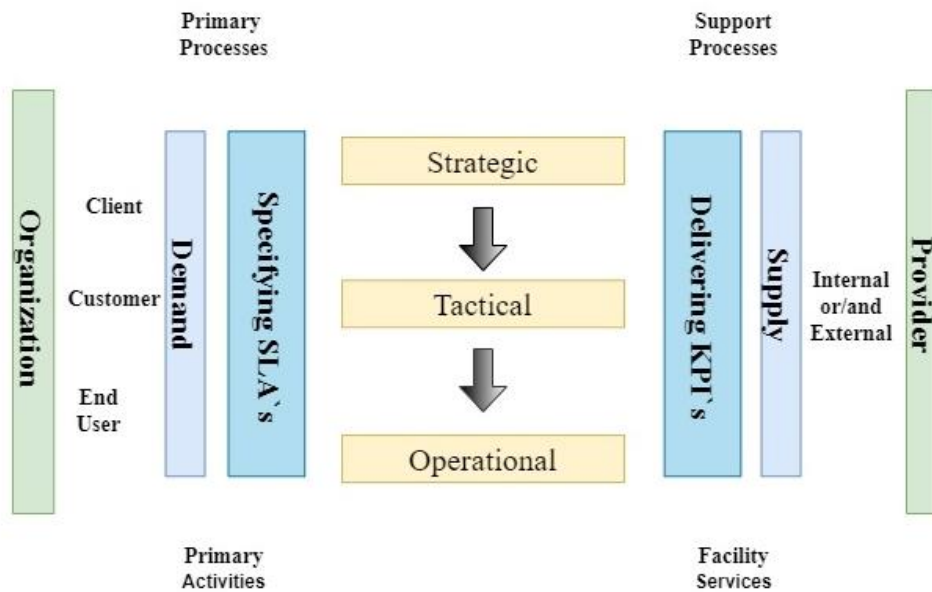
Figure 3: Relationship of FM processes to the Facility Management model (NS-EN
15221-5, 2011, cited in Garcia, 2017)

the entire life cycle, which includes how the building will function during its operational phase (Lu et al. 2020). However, Facilities Management Professionals must invest time and resources to manage the information required to enhance how O&M process is managed, taking into account digitization such as the integration of BIM tools (Lu et al. 2020), and increasing assessment to further substantiate existing FM standards and practices (Lai & Man, 2018).

Figure 3 depicts the degree to which operations and maintenance management activities are integrated into FM as a whole, taking into account the various degrees of responsibilities (Garcia, 2017). As shown in the diagram, primary and facility activities influence the overall function of the business organization, limiting the need for internal initiatives in managing and conserving resources to extend building lifecycles while still reinforcing the operational, tactical, and strategic goals of the organization in which Facilities Management operates and upholds. However, there appeared to be an insufficient knowledge of how strategy influences operation and maintenance. Although the figure illustrates a comprehensive perspective of the integration of processes in FM as a business support, it does not include the planning component of FM.
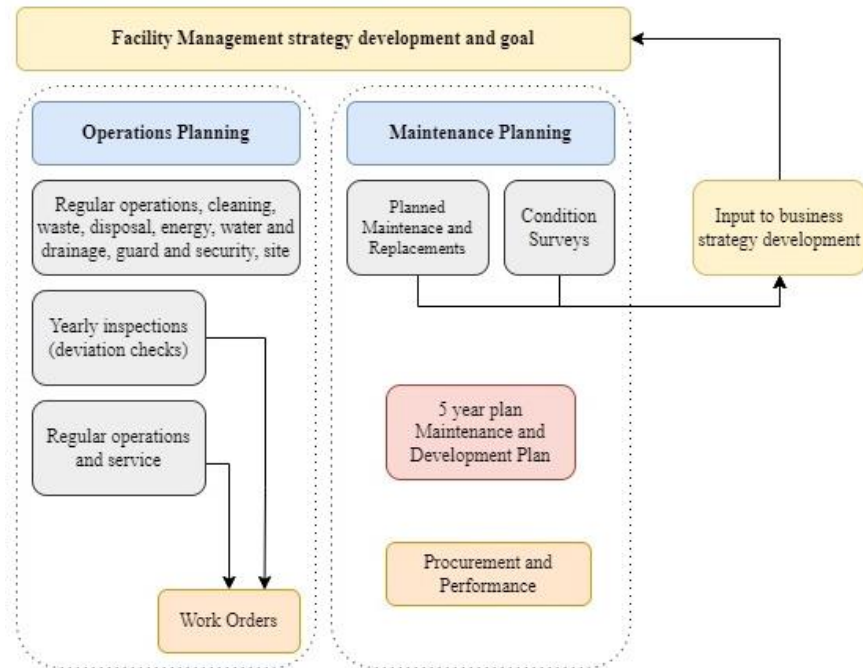
Figure 4: Relationship between the organization`s overall goals and strategies, operations, and maintenance planning and action (Valen, 2011., Garcia, 2017)

Nevertheless, planning operation and maintenance are prerequisite of good FM practice. *"The relationship between the organization's overall goals and strategies, operations and maintenance planning and action"* (Valen, 2011, cited in Garcia, 2017 p27.). This appears to be the case with all organizations, irrespective of their involvement with the FM sector. To have a better strategic approach, it is essential to recognize the characteristics of Operation and Maintenance planning. The **Figure 4** illustrates the difference between Operations planning and maintenance planning.

Operations Planning:

According to Garcia (2017), operations planning consists of a variety of activities linked to facility maintenance such as regular operations, sanitation, waste management, power operations, plumbing, safety, and site-based activities. Planning takes place on a weekly, monthly, or annual basis, depending on the demand for the facilities administered. Furthermore, information management is taken into account when planning operations to reflect what performance dimension are recommended in major operations and adjustments in building life cycles. Nonetheless, operations planning entails keeping a close eye on what the facility requires in terms of physical operations, which are then prerequisite in maintenance planning that crucial in

sustaining the property's structural integrity. Furthermore, operations planning entails all of the technical qualities of the building components, as well as all of the elements required for its operation and user comfort.

Maintenance Planning:

Maintenance planning is primarily focused on the actual activities that are carried out to extend the life of a building. Maintenance planning, according to Valen (2011), is the set of actions required for a facility over a long period of time (Garcia, 2017). Furthermore, maintenance planning must ensure that the highest building performances are achieved as an objective, that resources are conserved, and that the physical facility is maintained in order to avoid large changes in long-term maintenance management. Furthermore, Valen (2011) defines a maintenance plan as an operational document that includes the following management criteria: (1) Provides a description of the building's structural integrity for stability and necessity for interim and long-term interventions; (2) Effective scheduling and regulated activities; (3) Major undertaking adjustment; (4) Provides accurate pricing frameworks (5) Strategic cost estimation for future adjustments; and (6) Gives the overall knowledge for monitoring and reporting(Garcia, 2017).

2.2.2 Building Life Cycle

Building Life cycles are important tools in assessing financial and environmental footprints of facilities, as well as the reflection of its structural components that seeks maintenance and other measures to prolong building usable integrity. According to Hasik et al. (2019), quantifying the reductions in impacts of new construction versus refurbishment projects has been an excellent strategy. In addition, they have indicated that 53-75% reductions using Building Life cycle Assessment (LCA) to environmental impacts caused by adaptive reuse. The concept of repurposing existing building components rather than demolishing them completely helps to reduce overall waste. This could aid decision-makers in making more specific assessments in building solutions that seek sustainability in energy management, waste management, and resource efficiency. Understanding LCA, according to Kovacic & Zoller, (2015), will be critical in determining the performance of facilities from the design phase to the operation phase. They also recommended that a Life Cycle Cost (LCC) model must be established to assist facility operations and maintenance managers in improving energy and resource management efficiency.

Nevertheless, understanding Building Life Cycle is prerequisite of Architecture, Engineering, and Construction Sector. It gives overview of the impacts associated in implementation and usage all over its stages.

Building Life Cycle															
Production			Cosntruction		Use Phase							End of Life (Termination)			
A1	A2	A3	A4	A5	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4
Raw Materials Supply	Transport	Manufacturing	Transport	Construction	Use	Maintenance	Repair	Replacement	Refurbishment	Operational Engery Use	Operational Water Use	De-Construction (Demolition)	Transport	Waste Processing	Disposal
								Activities							

Figure 5: The Building Life Cycle (EN 15978, BUILDING RESEARCH ESTABLISHMENT, 2018)

Figure 5 shows how the building life cycle is linked to several actions that improve a facility's useable integrity. On the figure, we can see that the phase from B2 to B5 incorporates significant activities in maintaining building conservation at a period where the analysis for the building life cycle is formed in a point in time referred to as the Reference Study Period (RSP). The following activities in the life cycle of a building are discussed:

B2: **Maintenance** - This stage of the facility's use phase is responsible with preserving the building's functional integrity and technical stability. This should involve tasks like as cleaning floor tiles or coverings, or, for example, replacing windows to improve the building's adaptability for such use. This is the most essential component of the facility's usage phase since it can extend the building's useful capacity, eliminate the need for substantial upgrades, and save money in the long run. B2 comprises preventive and routine maintenance, both of which are critical in the running of a facility. Cleaning schedules, replacements of damaged building sections, and or essential components for optimal building utilization are examples of activities.

B3: **Repair** - During the use phase of a facility, this stage involves considerable building alterations that are required to restore optimal building performance. These activities are carried out in order to restore the building's usability, such as removing and replacing damaged windows and doors. B3 covers all important corrective maintenance during a building's operating life, enhancing productivity and decrease the possibility of significant modifications to the building's functional condition.

B4: **Replacements** - This stage of the facility's use phase is focused with the replacement of building components that are either impossible to repair or have reached their manufacturer's stated end of life. This stage may only comprise components that are not intended to change the building's function, but it seeks to keep the building's original purpose in relation to its replacements. B4 comprises extensive replacements of building technical components such as ventilation and heating, as well as replacements of windows, floors, and doors to the degree possible. This stage focuses on enhancing operational efficiency in building operations and reducing energy and resource consumption.

B5: **Refurbishments** - During the usage phase of a construction project, important building modification operations are carried out in order to change the building's functional use. Changing floor designs by building additional partition walls or converting gym facility space to offices or classrooms were among the actions included in these activities. This stage is usually the most substantial of the cost of maintenance that a building owner may invest in order to maintain the building in a useable form for as long as possible. Building refurbishments were often considered renovations, however it is the refurbishment that modifies the building's functional state that distinguishes it from a renovation. Refurbishments and renovations will be further discussed separately in the sections that follows.

2.3 Building Adaptation Projects

Adaptability refers to a building's ability to adjust to changing demand for its use. How to deal with physical deterioration of structures and how it impacts operations and productivity is the present challenge in natural degradation of existing facilities, which range from small houses to huge commercial and industrial facilities. In terms of the issues related with building degradation, adaptability plays an integral role in mitigating further deterioration, which can lead to termination,

by allowing building operators the option to reevaluate the necessary measures to restore usability and save expenditure. The built environment presents challenges both to cultural and technological advancement, as to question building provision of comforts and actions necessary to preserved it (Godbolt et al. 2018). Furthermore, nations at global scale have strengthen actions to mirror sustainability in dealing cultural heritage which has been a challenging aspect in the Architecture, Engineering and Construction (AEC) industries (Godbolt et al. 2018). Building Adaptation projects are an important aspect of facilities management (FM) in this master's thesis since they determine services that are critical in sustaining and controlling problems in the built environment on a bigger scale.

Building Adaptation Projects are far less economical than new construction, and they can help to promote sustainability while also preserving the cultural integrity of sites (Shahi, 2020). Furthermore, building adaptation strongly supports the transition of urban sustainability and communities because it reduces environmental impacts such as carbon footprints, as well as the acquisition of new materials that are required in the construction of a facility when compared to adaptive measures. Shahi et al 2020 has provided the definition frameworks for Building Adaptation Projects according to their scope. The following definition will be discussed in the sections that follows.

2.3.1 Refurbishment

Building refurbishment is the process of improving the existing conditions of a building for the existing use. It can include the restoration of the previously acceptable conditions or making improvements to the existing systems, including the addition of energy-efficient strategies and renewable energy production. Fufa (2021) argues that refurbishments reduce 50% Green House Gas (GHG) emissions, thus refurbishments play an important role in achieving long term environmental goals for cities. Shahi et al (2020) define Refurbishment as the "*process of improvement or modification of an existing building, through maintenance, repair, improvement/upgrading of existing systems, and incorporation of energy efficiency measures, in order to make it fulfil current building standards for existing use (without change of use)*". Since such conundrum for worldwide scale of building stock conservation and restoration has pushed the sustainability as to consider apprehensions regarding building ecological impact, but also utilize these spaces for today's commercial developments, refurbishments have been widely used

as a means to modify buildings with cultural and historical reputations. The Norwegian Green Building Council (2019) then described the considerations to consider while deciding whether to demolish or maintain an existing structure as follows: (1) Demolition and New construction is much cheaper than Refurbishments. (2) Regulations on Environmental Certifications can be considered in New Constructed Facilities. (3) Spaces are permanent for existing facilities. (4) Climate requirements are demanding for refurbish facilities. (5) Natural lightning is difficult for Refurbish Facilities.

The following activities under refurbishments have been assessed and outlined by Shahi et al (2020): (1) Retrofitting, boosting the building's energy efficiency by upgrading the HV AC system, efficient energy utilization, and or finding out more sustainable energy sources. (2) Renovations include the replacement of permanent building components, considerable alterations to the physical interior layout, and/or the repair of windows and doors. (3) And last, Rehabilitation, which entails more substantial changes to building components, such as long-term maintenance and optimizing resource efficiency.

2.3.2 Adaptive Reuse

Adaptive reuse has been seen as a conservation solution to today's challenges regarding heritage buildings as integral parts of productive and modern cities. At the same time, making use of those heritage buildings that comply with demand in space, as well as current environmental requirements, while reserving them as a permanent part of urban skylines and perspectives is seen as a conservation remedy. This has changed building conservation into a broader idea of countermeasures for urban regeneration and resilience, rather than only the preservation of existing buildings (Bullen & Love, 2011). Furthermore, adaptive reuse has aided in the transmission of cultural character to succeeding generations, creating new challenges to global growth and development in people's lifestyles to adapt to modern surroundings while preserving the relics of a rich past and heritage (Mısırlısoy & Günçe, 2016).

Adapted reuse has been described by Shahi et al (2020) as the practice of prolonging the life cycle of a facility by repurposing its building components, space, materials, and usage. It has been noted that Adaptive reuse is very challenging in terms of designing and planning for the new use of existing facilities under consideration (Mısırlısoy & Günçe, 2016). Furthermore, in terms of establishing cultural reputation, the consideration of future use is critical. According to Shahi et

al. (2020), two elements for adaptive reuse are considered in functional areas and are as follows: (1) Conversion, which deals with non-functional facilities or insufficient capacity through other means of building refurbishment, resulting in a complete alteration in the space function and total modification is required. The second (2) is Material reuse, which aims to recycle materials from buildings that have been repaired or recovered in parts.

2.4 Performance Control in FM Services

Performance measurement in FM is focused with the efficiency and effectiveness of organizational efforts in order to maximize their benefit in a measurable and standardized manner (Amos et al. 2019). In FM services, clients may be able to assess the degree to which a products or services meets their specific satisfaction requirements. The dilemma now just how much of an FM service can be appraised from of the client's perspective, and what control measures are implemented by the client to validate this scenario? Clients are the sole motivation for the emergence of FM services, both operationally and strategically, irrespective of approach, and taking into account the client's perspective is an outstanding element in determining control in the services that will act as a reference not only to the client, but also to supplier side. According to Amos et al. (2019), performance assessment in FM is complex, and using the improper evaluation criteria to justify it could result to knowledge gaps among stakeholders. They went on to say that control methods need be tailored to every circumstance since FM lacks performance assessment frameworks that applicable to all contexts, resulting in a lack of a standard set of performance metrics. According to Atkin and Björk (2007), FM is dominated by client demand for which service they want to utilize to meet their needs, emphasizing the relevance of the client perspective in optimizing the optimal usage of FM services in general.

2.4.1 Service Level Agreement

In services and goods that are sought true collective arrangement are usually blinded by documents that dictates the level of conditions between two parties. In determined period of time, clients has the possibility to dictates all the conditions that may be included in those binding documents where both parties are guided and are generally obligated to adheres to both parties conditions. These binding documents, that is defined by both seeker and provider is referred to as Service Level Agreement (Marilly et al.2002). Yan et al, (2007) defined service level agreement as the

"contractual obligation between the service provider and the service consumer by specifying mutually-agreed understandings and expectations of the provision of a service". This definition by Yan et al. (2007) exactly elucidates the exact context of SLA to services that are rendered in Facilities Management. As for instance, a services seeker referred as the "client" knows exactly what terms and conditions must be integrated in the contract that will be gratified by the services provider known as the "Supplier". Both parties must be aware of what to include in the contract to validate which services and goods are met and what specific enclosure both parties agreed to satisfy.

2.4.2 Approaches to FM Services

In FM literature, there appear to be three approaches to services. Outsourcing, In-house, or a hybrid approach all are possibilities. Clients, on the other hand, select the strategy for these services, just as they select the best technique for meeting their needs. According to Kamarazaly (2008), in terms of FM organizations, the FM approach must rationalize substantial targets to support the business demand. Furthermore, the approach taken must be accompanied by the formation of competent management in order to validate "Best Value for Money." In this section, we'll examine the two methods to facilities management services: outsourcing and in-house services, with an emphasis on current customer perspectives. Financial restrictions and a lack of strategic management are the two most important factors that can affect the outsourcing approach in Facilities Management as mentioned by Hou et al. (2016). As a result, budgetary constraints in a scenario where the customer exercises influence from over key service provider by confining the resources can lead to unsatisfactory outsourcing alliances.

Chase et al. (2004) define Outsourcing as the "act of moving some of a firm's internal activities and decision responsibilities to outside providers". Moreover, Lankford & Parsa (1999) stated that "outsourcing is the procurement of products or services from sources that are external to the organization". In client perspective, outsourcing appears to be true to both definitions, implying the need to purchase a product or service due to the customer's inability to organize the services or goods on their own. Outsourcing, in common management literature, is a smart business option for accomplishing strategic and operational objectives for both the supplier and the customers because they both profit from the business arrangement.

In-house approach on the other hand, pertains to a "service that is provided by a dedicated resource directly employed by the client organization, where monitoring and control of performance is normally conducted under the terms of conventional employer/employee relationship, although internal service level agreements maybe employed as a regulating mechanism" (Barrett & Baldry, 2003, p.17, cited in Kamarazaly, 2008). In-house strategy has the advantage of understanding more about the organizational requirements and trends, making it more efficient and effective to manage business solutions, make the optimum use of resources, and get the maximum benefit.

2.4.3 Trends in Property Services

The Statsbygg is Norway's largest state-owned management organization, with responsibility for the country's state-owned properties, real estates, cultural heritage, and sole responsibility for managing and implementing building and construction projects as a representative for client in public projects in the Norwegian construction industry. In year 2020, they spend the most on facility upkeep, amounting to 1 billion Norwegian crowns (Statsbygg, 2020). This is mainly focused on statutory internal control on Facilities relating to fire and electrical safety. In addition, Statsbygg focuses on prioritization of maintenance to strengthen future development plans for the properties so that the tenants get functional, area and energy-efficient premises. Large-scale property services, however, are more focused on growing control over public facilities utilization and how it connects to economic progress.

On a micro level, property services are far more centered on how to correspond corporate goals not only to economic viewpoint, but to how to use infrastructure in a holistic way, taking into consideration the indoor climate, efficient space utilization, and providing a balanced environment for users. Property services, especially building refurbishments, are now considered as a major sector in AEC industry (Noori et al. 2016). The sector seems to have become a substantial remedy associated with the existing building stocks (Kohler & Hassler, 2002) that share not only environmental impact (Sodagar, 2013) but also cultural identities within city terrains (Statsbygg, 2020). Formal guidelines in the creation of property services appear to be lacking in the literature, particularly at the micro level of operations (Singh et al. 2014). Many authors claim that property services, particularly refurbishment projects, are considerably more distinct and definite than new construction, and that efficient planning of these activities within the building life cycles of facilities is critical in averting problems that arise during the process (Kemmer, 2018).

Furthermore, building renovations are more unpredictable, which will almost certainly result in problems due to the "uncertainties" linked with them (Noori et al. 2016).

According to Mansfield (2012), property services pose a lot of challenges especially in technical regulations concerning building requirements in adherence to greener operation, technical advancement, materials, renting, design and efficiency. In addition, this will pose more how property services organization optimize their operation not only to what the outcome of refurbishment project they intend to implement. It is much important also to consider the context of workers viability in achieving these objectives with relates to good working conditions, good practice and proper ethical working guidelines. Roper (2017) emphasized the importance of ethical guidelines within FM organizations to the breath of Facilities Management, with the inclusion of all services rendered in this sector. As much as property services is concerned in maximizing built environment receptance and flexibility to technological and economic challenges, this master thesis considered more on the perspective of how these property services delve into operational dilemmas concerning good management and excellent working conditions.

In more particular challenges in Facilities Management sector, Uotila et al. (2020) concluded that refurbishment projects are strongly characterized by uncertainty and complexity that usually results in poor outcomes. In addition, Uotila et al. (2020) suggested that in front end development of refurbishment activities projected to enhance building performance, uncertainty sources must be addressed explicitly. Trautrims et al. (2020) investigate the Modern Slavery Act in the United Kingdom and the ethical vulnerability of supply networks. Their research investigates how the British building services management industries handle ethical issues. Motivation, risk areas, and remedies are the points of reference for UK modern slavery act compliance in the supply chain. Their study demonstrates how it can assist future academics in focusing on development techniques and convincing organizations to do so.

2.4.4 Trends in Cleaning Services

Cleaning services, on either contrary, are a common building maintenance service that can save resources by reducing the need for further costly building services or property services. Moreover, cleaning services increase work efficiency, promote a much more good work environment, as well as provide a clean environment for facility users. Cleaning services are much more demanded to

support operations in Educational Facilities (Kok et al, 2015), in Healthcare Facilities (Davies, 2010), and public owned premises (Haugen, 2003), that are the main solution for efficient and daily convenience for all facility users. In addition, cleaning is considered a secondary process in achieving client success and meeting customer needs in more efficient facility operation (Toffolutti et al., 2017; Van Vlijmen and van den Hoogen, 2013; Vos et al. 2018). Furthermore, in the healthcare industry, cleaning has become a crucial control routine for infections and facility cleanliness in healthcare facilities (Washer and Joffe, 2006, Johnson, 2011). Furthermore, as challenges surfaced in the implementation of cleaning services in healthcare facilities, it was further emphasized that cleaning services have a substantial influence on facility cleanliness conditions in reference to infection prevention and control, resulting in the repudiation of services outsourcing (Toffolutti et al. 2017).

The purpose of Du Toit's (2020) study is to determine the factors that influence the adoption of housecleaning services in South Africa. According to the study, "loss of control," "feelings of detachment," and "lack of consistency" are the reasons why cleaning services are terminated. On the other hand, according to Rawling et al. (2021), "wage theft" is evident for cleaning personnel because businesses fail to meet minimum labor standards. In addition, they mentioned that the Cleaning Accountability Framework (CAF) could be a solution to these challenges. In addition, Ollus (2016) examined the formation of exploitation of migrant workers in the Finnish cleaning industry. The result indicated that cleaning workers are exposed to "flexibility," which may then transform into "forced flexibility," putting them at risk for abuse and poor working conditions. In addition, Davies (2019) found that market dynamics, worker subcontracting, and a lack of regulatory oversight contribute to the exploitation of workers in the Finnish cleaning industry.

2.5 Knowledge Gap
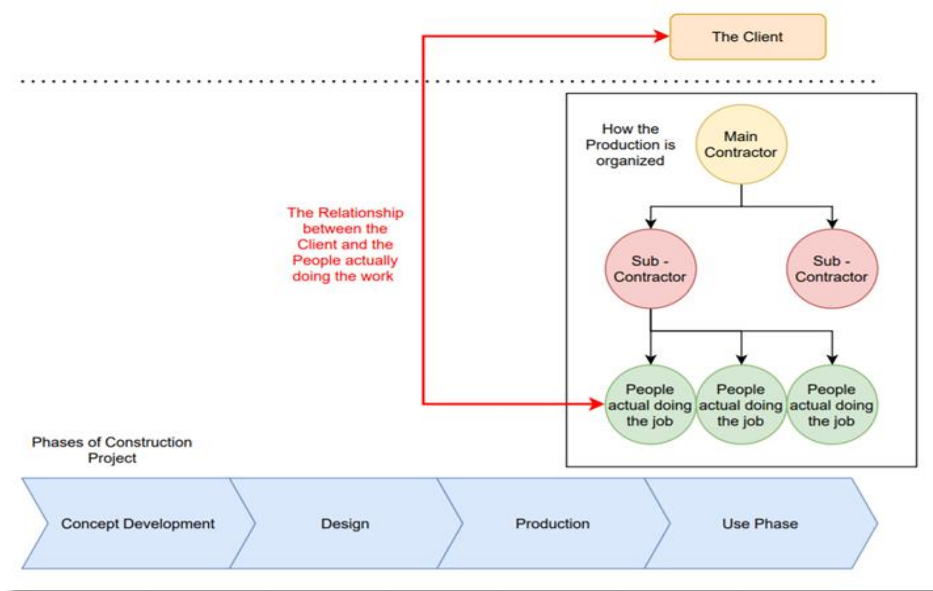
Figure 6: The knowledge Gap

Identifying the knowledge gap is challenging, but the focus of this study is control in the context of this phase of construction projects, which refers to facilities management services. **Figure 6** indicates that, according to the literature review undertaken for the master's thesis, there may have been a disconnection or a barrier between the client's value transfer and the personnel who undertake the tasks. This master's thesis will claim that the workers experience ethical challenges since they are not directly influenced by the client or because the client has no total control over the personnel. Assuming that all of these activities are outsourced, a second plausible explanation is that there is a possibility that these individuals within the supplier/worker organization will engage in unethical behavior. This concept stems from the notion that the FM phase contains an intriguing scenario, at least in terms of moral dilemmas. This is the gap that this master's thesis seeks to address. The process and approach will then be discussed in the following section on how to address the research gap. A mixed of literature review was then formulized to map the existing knowledge and then will be strengthen by qualitative study as reinforcement inquiry.

3. Research Methodology

In this master's thesis, a thorough literature review and a semi-structured interview were employed to investigate the research topic. The findings of the literature review serve as a guide for determining what contemporary studies should say about the main issue of the study and formulate the knowledge gap regarding the topic. Using the findings from the literature study, the empirical component of this paper's interview question guide was developed. The following step is to correlate what the literature says about the present predicament of the FM service sector with what is being discovered during the interview. The following section offer in-depth explanations of the methodology employed in this master's thesis and the nature of the research done to address the knowledge gap.

3.1 Qualitative Research

The goal of qualitative research is to investigate the "how," "why," and "what" of a knowledge-based curiosity (Green &Thorogood, 2014, Haven & Grootel, 2019). Qualitative Research can be defined "as the study of the nature of phenomena and is especially appropriate for answering questions of why something is (not) observed, assessing complex multi-component interventions, and focusing on intervention improvement" (Busetto et al. 2020). Over time, academic research has gotten more defined and stringent, and academic authors have evolved new approaches to better aid scientific studies. For example, Aspers & Corte (2019) define Qualitative Research as "an iterative process in which improved understanding to the scientific community is achieved by making new significant distinctions resulting from getting closer to the phenomenon studied". Furthermore, some authors have claimed that something engaging and important deserves to be designated "qualitative research," and that this notion helps future researchers evaluate the standard of qualitative research (Aspers & Corte, 2019).

In a qualitative research study, a stand point investigation is used to cater to the study's intended data, yet approaching this type of research necessitates the researcher to have a thorough understanding of the differences between qualitative and quantitative research. The resulting data are utilized in qualitative research to determine which direction analysis should take, as well as to produce hypotheses and new research questions (Haven & Grootel, 2019). Qualitative research, on the other hand, shows a systematic picture of clarification and knowledge following the execution of a concept. Preregistration, an open scientific technique that includes the design of

"research question(s)", "method(s)", and "analytic plan(s)" before data gathering, is an important part of hypothesis-driven research like the Qualitative Research (Mertzen et al, 2021). Since qualitative research does not typically check the reliability and the design of qualitative research is often arbitrary and biased, one might disagree towards the notion of preregistering qualitative approach (Haven & Grootel, 2019). However, many authors regard qualitative research as a great instrument for confirmatory research since it verifies the probabilistic reasoning of experimental study hypotheses (Mertzen et al, 2021). The qualitative approach was selected as the best methodology for this master's thesis in order to obtain the perspectives of professionals with direct knowledge and expertise in the operation and delivery of service within the FM service industry.

3.2 Research Design

The research design for this master's thesis was developed to overcome the knowledge gap from the theoretical background. This master's thesis seeks to identify ethical challenges in cleaning and property service rendered under Facilities Management Sector, as well as control methods that may be used to address the structural causes of ethical challenges in the industry. A Literature Review was conducted to identify the knowledge gap and gain a proper understanding of the study's theoretical framework, current studies, and what was missing from the field. Exploring the implications and trends of Facility Management as a profession, industry, and body of knowledge. This will therefore provide the author with a systematic understanding of how Facility Management is seen in commercial operations, in relation to the given society of its service standards. The concept of ethics in nature, both from a Descriptive and Normative perspective, was a second focus of the literature review. In addition, the literature assessment will include a supplemental literature analysis of ethics in the Architecture, Engineering, and Construction (AEC) industry.

Operation and Maintenance (O&M) will also be addressed in the literature review, as they are crucial variables for this investigation. O&M are the defining processes of what is included in Facilities Management as an industry and will supply the knowledge necessary to comprehend corporate organization operations in terms of products, services, clients, and end-users. Building Adaptation Projects will also be significant, as they are a discipline under Facilities Management that refers to the improvement of existing facilities' conditions and performance. On the final section of the literature review, the control of FM services from the client's perspective will be

examined because it provides a strong foundation for FM services delivered on a commercial scale. This section will cover Service Level Agreements, the definition of a client, and an overview of Property and Cleaning services in the Norwegian context. The qualitative interview is the final significant component of this paper's approach. This is the most crucial section of the master's thesis in addressing the paper's central problem. The qualitative Interview, consisting of an in-depth interview with professionals who provide the specific FM services mentioned in this study, will be selected as the most advantageous methodology, since the literature has established the need for empirical investigation.

3.2.1 Literature Review

A useful technique to progress a scientific theory that is mostly founded on the findings of existing studies is to conduct a literature review (Kumar et al, 2019). Its main purpose is to give a scientific writer a better understanding of the existing gaps and boundaries in a certain field of investigation, either as fresh knowledge or as supplemental information to the scientific community. In addition, Literature Review is largely considered as methodology of "collecting" and "synthesizing" existing research work (Baumeister & Leary,1997; Tranfield et al, 2003; Snyder, 2019). Furthermore, literature review helps tackle research topics with a profound strength that "no single study" can match by synthesizing results and interpretations from a variety of empirical data (Snyder, 2019). Literature reviews are widely used in academia, and they have proven to be beneficial in providing up-to-date understanding of scientific hypotheses, identifying gaps in the research corpus, and enabling academic researchers in projecting future study possibilities (Paul & Criado, 2020).

Regardless of the sort of literature review to be used in a study, a method should be followed to fit the study's needs and the approach to be used in order to obtain the most likely outcome of the idea. Paul & Criado (2020) has provided an over view of systematic guidelines on how to conduct literature review. Synthesizing and expertise crafted from numerous standards and guidelines from comprehensive investigation of academics concerning literature reviews have bolstered the study developed from their article. The process involved in their guiltiness as follows:(1) **Designing the review;** Designing the literature review involves defining the purpose of the study. This part of the guidelines should also validate, as explained by Paul & Criado (2020), which review approach is most useful in meeting not just the purpose but also in contributing to the future reader's interest

in the study. (2) **Conducting the review**; After defining the purpose, and type of approach, the actual review commences. In this section of the guidelines, research design should be implemented, as well as how to collect resources for review and what measures must be made in the identification, handling, and reporting of subjects examined.(3) **Analysis;** After conducting the actual review, the analysis looks at how the final product satisfied the objectives. It also entails a specific form of analysis based on the researcher's criteria. (4) **Writing up the review;** Finally, the framework that determines the level of transparency and completeness is written into the review. This section of the rules should also describe the need and motivation for undertaking the review, catching the readers' attention. In this master thesis, Literature review is essential aspect of obtaining the critical component of the study. The subsequent result from the literature review has helped the author in drafting the interview questions, and also identifying research gaps.

3.2.1.1 Flow of Literature Review

In this Master Thesis, there are four important steps in the research flow. The purpose of this research flow is to highlight the study's relevance, timeliness, and clarity. The purpose of the literature review is to gain a better overview of the current of knowledge on the subject. In the literature review, the author additionally established protocol, as indicated in **Table 1**. It identifies the guidelines, sources, and data collected from academic journals. The steps that follow describe the overall procedure conducted in this Master Thesis. This master thesis's literature review will now narrow its focus to Facilities Management, Operations and Maintenance (O&M), Management, Building Life Cycles, and Performance control FM Services.

1. Guidelines	2. Sources	3. Collected data
-Sources: Electronic Databases, Specific recommendation of Journals.	-Google Scholar	-Title, author(s), year of publication, country.
	-Scopus	-Keywords
-Ranging from 6 years ago (2016-2022)		-Purpose of the study.
		-Method of the Study
-Written in English		-Result of the study.
		-Other Information.

Table 1: Protocol established in the literature review (Adopted from Gamit, 2021)

Search *Number*	Boolean Strings (Google Scholar Format). Note that the author uses "Ethics", "Unethical", and "Ethical".	Results from Google Scholar	The article that has been selected for inspection (Based on title)	Actual article included in this paper based on overall content.
1	"Facilities Management" "Operation and Maintenance" "Processes and Management"	43 results	25 inspected	**11**
2	"Facilities Management" "Building Life Cycle" "Processes and Management"	12 results	4 inspected	**2**
3	"Facilities Management" "Control" "Processes and Management"	204 results	65 inspected	**14**
4	"Facilities Management" "Control" "Processes and Management" "Operation and Maintenance"	41 results	32 inspected	**12**
Total		**300 articles**	**126 Articles**	**39 Articles**

Table 2: Overview of Search history from step 1.

Step 1: The author and supervisors defined the keywords for use in searching in this first step. The Google Scholar search engine will be the starting point for our inquiry. **Table 2** displays the search engine's search history. This phase built a Boolean Operator, which uses quotation marks to separate the phrases entered into the Google Scholar search engine. **Table 2** reflects the operators as well.

Step 2: The second step was to assess the identified article from step 1 in terms of its overall journal/article quality, taking into account the abstract, title, content, and keywords found within the entire text of the paper. This step was taken to ensure that the articles were thoroughly examined in order to identify while excluding articles which were not necessary for this master's thesis. Identifying the connection between Facilities Management and how its operation and management are controlled, what processes and management are involved, and how Facilities Management Relates to Building Life Cycles as a point of investigation for this master thesis are the criteria for such an assessment.

Step 3: The snowballing technique was the third step. The technique of looking at the citations and references of an article discovered as another approach of investigating the topic searched is known as "snowballing" in research methodologies. The resulting articles from step 2 are the entries that are snowballed in this step. This snowballing technique was adopted into the literature review flow in order to get a more in-depth grasp of the issue as well as a broader point of search for relevant sources of information in the enormous body of scientific publications. In total, 39 articles are outlined in step 1,2 & 3.

Step 4: The final step was to conduct a broad web search. This final phase comprises all internet-based scholarly and non-scholarly literature searches. The materials that come from this stage are referred to as gray literature. The title, abstract, contents, and keywords from sources such as reports, fresh sources, data and statistical compilations, and publications are used to assess materials in this step. The overall flow is shown in **Figure 7**.
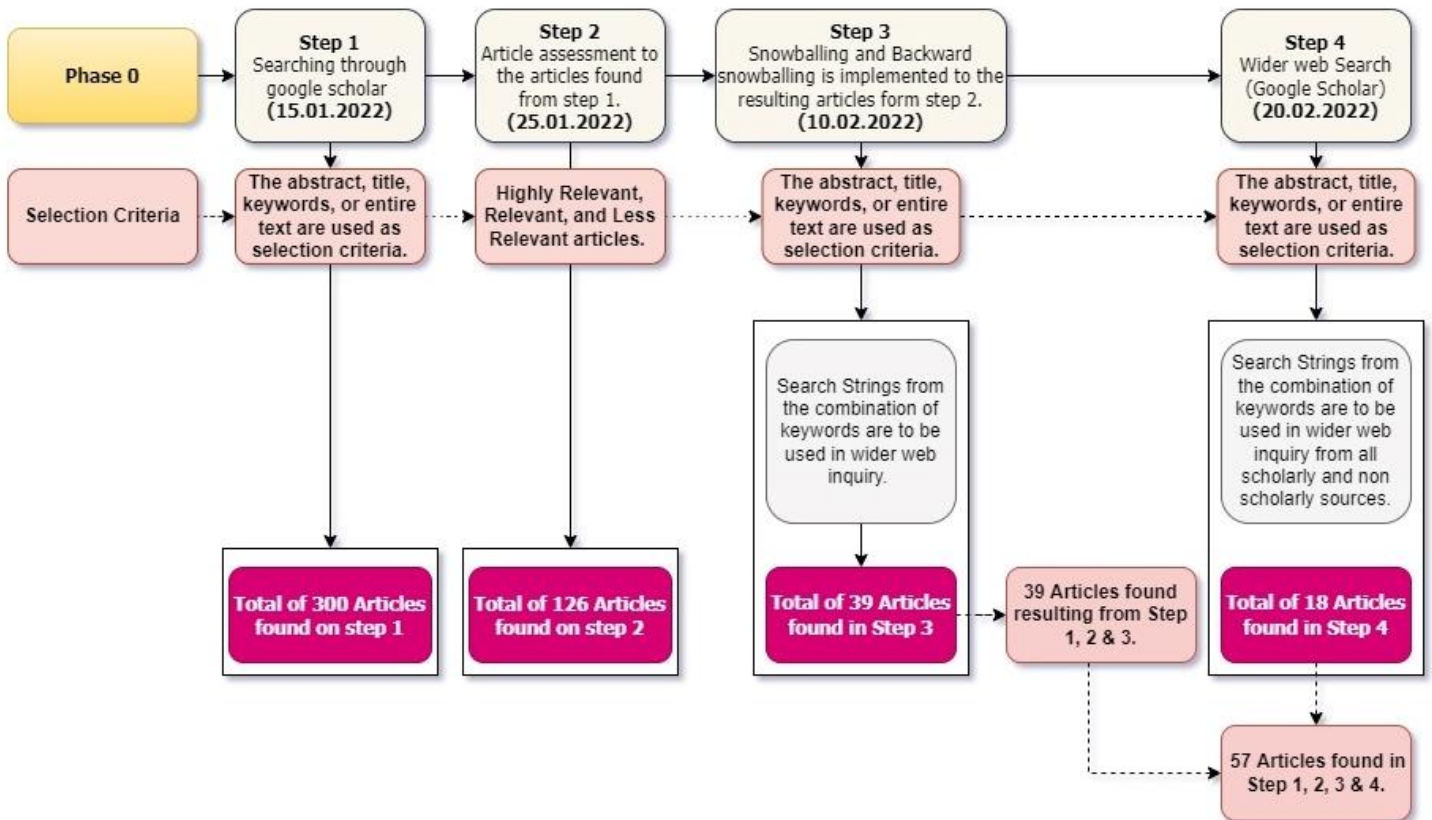

Figure 7: Flow of the literature search conducted.

3.2.1.2 Advantages and Disadvantages of Literature Review

Discovery of existing knowledge and gaps is one of the advantages of Literature Review. According to Creswell, J. W., and Creswell, J. D. (2017), literature review drives the process of a scientific research in a variety of ways, including providing justification for a variety of theoretical perspectives and contributing direction to the topic under investigation. Furthermore, it aids researchers in defining the study's scope and significance, as well as how analyses of the topic's evolution are undertaken (Boaz et al, 2009). Nonetheless, in the scientific community, a review of the literature is a great strategy since it permits for a comprehensive evaluation of all resources relevant to the subject. Furthermore, a legitimate in ethical consideration on how researchers perform discretion to the process of their research is reached via a literature review, which is an important methodology in the research community.

On the other hand, there may be limitations in using this methodology. For example, in their study report, Boaz et al, (2009) noted that literature review has the disadvantage of limiting the researcher's ability to locate and access current material that is more relevant and contributes to the publication. This could be a set of circumstances in any research project where the researcher faces difficulties mapping current knowledge and it may, to the extent of his or her ability to gather the necessary points to make the study viable for the acquisition of new knowledge or, in the worst-case scenario, abandon the topic due to incompetence in obtaining the necessary literature. Nonetheless, it is critical that the researcher understands the benefits and drawbacks of the approach he chooses to utilize in the study. As methodology determines the acquisition of knowledge prior to the establishment of a new idea, this requirement is critical in achieving the best possible success in generating a competent and well-credible work.

3.2.3 Qualitative Interview

The use of qualitative interviews to measure and collect data on human attitudes and behavior has piqued the scientific community's interests. It necessitates practice and competency on the part of the researcher, as qualitative interviewing is demanding and requires a set of abilities in order to achieve efficient results. (Roulston, 2009; Mirick & Wladkowski, 2019). Qualitative interview has been proven effective in the research of *Building and Environment* (Pelenur & Cruickshank, 2013), in *Energy Efficiency* (Broberg Viklund, 2015), in *Pharmacy Research* (Rosenthal, 2016), in *Healthcare* (Chapman et al, 2015), in *Construction and Logistics* (Chileshe et al, (2016), in

Academics (Singh et al, 2021), and in *COVID 19 pandemic situations* (Prieto et al, 2021). With these examples of research done using Qualitative Interviews, it is evident that the research community considers it as exploratory instrument in understanding deeper on the experiential "Real Life" scenarios that are essential in greater development of industries, academics, environment, and healthcare.

Furthermore, structured queries and follow-up inquiries are used in qualitative interviews to gain a deeper understanding of participants' experiences, thoughts, ideas, attitudes, and expertise (Patton, 2002; Rosenthal, 2016). Furthermore, successful qualitative interviewing necessitates the researcher producing an exemplary document that includes the subjects' elements, sentiments, and attributes without prejudice to one's experiences or opinion of an event, and that trust is an integral part of the interview, which will undoubtedly contribute largely to clarifying answers needed in the interview purpose (Roulston, 2009; Mirick & Wladkowski, 2019). In order to avoid bias in Qualitative Interviews, information handling must be carefully structured, processed, and extensively examined (Galvin, 2015). This master's thesis employing a qualitative methodology seeks to extract insights from experienced industry professionals who are presumed to have encountered ethical problems in the delivery of the services they deliver. In addition, this eliminates the knowledge gap in determining the client-worker connection.

3.2.3.1 Interview Approach

Although this study presents limitations on the interviews done, the qualitative interviews chosen were a mix of semi - structured and unstructured and structured interviews. On the positive note, structured and semi structured interviews have become such a technique of the author since they demonstrate a mixed strategy in approaching the interview subjects when flexibility in approach is required due to the diversity of persons involved in the various FM services. The Italic section that follows includes the procedures and information utilized in the qualitative research for this master's thesis.

Development of interview guide:

The interview guide was created utilizing the literature review that was created as part of the specialty project and consists of 19 questions (see **Appendix**). The interview guide's questions were developed based on how they responded to the master's thesis's research question. The actual

interviews were performed after the interview guide was established and approved by the authors' supervising authority.

Introduction, Facilities Management and its Services, Approaches to FM Services, Defining Ethics in Workplaces, Control in FM Services, and the Closing Part were the six components of the interview guide. The objective of the introductory section is to familiarize and comprehend the subject's responsibility, role, and work arrangement. The second and third sections are designed to determine the extent of the interview subject's knowledge of the FM service industry and its approaches. The subject's own ethical issues in the FM service industry are examined in the fourth section. The fifth section tries to look into the control of services provided in the FM industry. The final section seeks to obtain additional information that is crucial to this master's thesis but may have overlooked by the author during the formulation of the interview guide.

Selection of interview objects:

The author created a tentative list of people who needed to be interviewed for the paper throughout the thesis's preliminary phases. As described in section 2 (see **Figure 2)**, the category and criteria for the needed worker for the paper are described for the level where the worker is stationed in order to identify the level of responsibility and autonomy as well as reporting to higher levels within the organizations. As illustrated in Figure 2, it's typical to take into account the managerial level of FM organizations participating in the study that has a direct link to the paper's topic. But in this master thesis, it's most essential to consider the people working at the operational level because they have direct exposure to the actual services rendered in the sector. This was done due to authors pastexperience in working in the industry. This has given the author the glimpse of what is happening in the service delivery and choose to focus on the operational level. The author has also considered individuals from various types of businesses working in Facility Management services, or has direct management and reporting over the services, particularly in the Hospitality sector.

Company code	Nature	Type	Interview Object	Title	Language	Interview Length
FMO 1	Private	Cleaning	001	FM Personnel	English	29:46
FMO 2	Private	Cleaning	002	FM Personnel	Norwegian	16:59
FMO 3	Private	Cleaning	003	FM Personnel	English	23:19
PSO 1	Private	Property	004	Property Service Worker	Norwegian/English	24:37
PSO 2	Private	Property	005	Property Service Worker	Norwegian/English	54:47
HO 1	Private	Hospitality	006	Technical Manager	English	13:27
FMO 2	Private	Cleaning	007	FM Personnel	English	23:34
PSO 3	Private	Property	008	Property Service Worker	Norwegian	42:11
FMO 2	Private	Cleaning	009	FM Personnel	English	32:33
HO 2	Private	Hospitality	010	FM Personnel	English	27:24

Table 3: Interview Object overview.

In terms of process done to contact the selected interviewees, the author has an indirect connection to the respondents, primarily through direct acquaintances and connections to other individuals. Most interviewees were very responsive in the preliminary phase of the interview process, but as a person's position within the organization becomes more defined at a higher level, obtaining an interview becomes more difficult, and most people either do not respond or explicitly decline the request for an interview. One interviewer asked the author if the interview was paid, most of the sent request was confirmed but then later declined for undeclared reasons, and most of these people were from the organization's management level. On the plus side, 10 interviewees agreed to be interviewed at a mutually agreed-upon location and time.

Interview Setup:

First, an interview request was given to the interviewee, along with a list of what information is required, to the best of their knowledge. After they affirm their willingness to participate in the interview, the location, time, and date will be set. The most prevalent location for interviews was

on the NTNU campus, specifically in the private rooms that may be reserved through the university's website. Some interviewees requested that the interview be held at their workplace. Some interviewees have asked venue in public places, and two interviewees has even gone to the author's residence.

The interview was performed at random on any day of the week, and three of the interviewees completed interviews on Sundays due to the interviewee's interest. For ethical consideration, the author will always request the interviewee for their consent regarding their willingness to participate in the interview and that their personal data will not be asked or needed during the interview. Furthermore, the interviewees are requested to consent to the author's supervisory authority having access to their recordings. In addition, the interviewee will receive follow-up information about how their consent can be revoked at any time without specific reason, and that the author will act accordingly to their request.
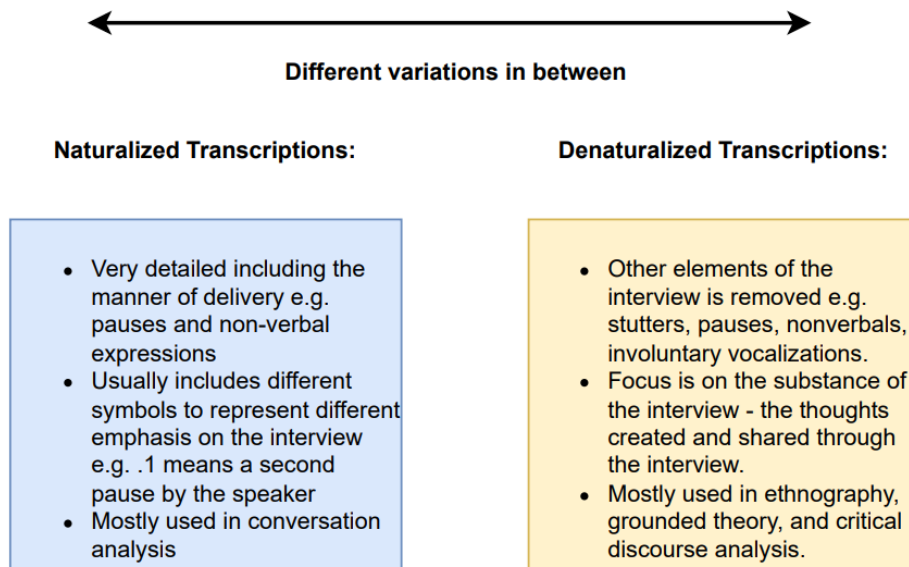
Interview Transcription:

Figure 8:Types of Transcription (Oliver et al, 2005)

In analyzing qualitative interview, transcription is an essential part on the data analysis. This could be executed in several approach, as for instances, considering naturalism and denaturalism as mentioned by Oliver et al, (2005). Because of the diversity of expression in discourse related to

interviews, meaning can shift, necessitating more in-depth analysis and interpretation (Oliver et al, 2005). Furthermore, the researcher has the authority to determine the level of information required for the purpose of conducting the interview, given that the justification for such a level does not jeopardize the content and hence the study's viability. **Figure 8** represent the types of transcription necessary for Qualitative Study that is adopted in this master thesis.

The author used a modern tool to transcribe the interview. And, as a foundation for the transcription, the author used a naturalized method of transcription that took into account the interviewee's delivery, emotion, and natural discourse. Because the author is looking into ethical issues surrounding the main topic of the master thesis, it's crucial to think about how the interviewee delivers his or her response, which will be also reflected in the paper's discussion. The study was developed to acknowledge the perspectives of the interviewees of this study, their personal experiences and their interactions, all of which are considered independently throughout the research process (Andrews, 2012). Thus, rather than giving them a "polish" for the benefit of style, statements from interviewees were used in a rather raw state in the analysis. In practice, when it comes to the rendering of the interviews, this means that the reader will encounter utterances such as "to to to" and "it it it it" for example, where the stammering from the interviewee is taken up in the direct quotation.

In this master thesis, the interviewee will receive copy of their interview transcription for accuracy and confirmation. This was done due to the following reasons: (1) This will allow them to leave out anything that they do not want included in the author's research notes, as well as supply extra information that they may have overlooked or forgotten during the interview. (2) This will ensure that the interview transcribed accurately reflects the interviewee's point of view and with no misunderstanding. Interestingly, none of the respondents actually returned the interview transcription. Several email reminders were sent, etc.

Transcription storage and security handling:

Storing data is in accordance with the Norsk senter för forskningsdata (NSD) and NTNU requirements. The transcriptions were saved in NTNU's digital infrastructure via SharePoint and Microsoft teams to ensure that they were secured. This digital infrastructure where interview transcription is stored are can be only accessed by the author and its supervising authority using secured Fiede login. The subject of interview, and all information that may pertain to specific

individuals were replaced by representations for example **Interview Object 001** for interviewees, and **FMO 001** for FM organizations.

3.4 Data Analysis

This master's thesis focuses on Facilities Management Services in the Property and Cleaning industry. The background of this master's thesis was heavily influenced by Ho & Oladinri, (2016) concept of the subjectivity of the construction industry in relation to the Facilities Management Sector, emphasizing the importance of imposition and marginalization of ethical codes; for instance, in the FM services industry, ethical issues may have predominated. Given this setting, the authors argue that the control framework may have played a crucial role in recognizing and containing the problems. Consequently, this article may have concentrated on three concepts: facilities management from the client's perspective, ethics, and control; it is essential to specify the limits of these notions in order to determine what the thesis is seeking to demonstrate. In this master's thesis' theoretical component, the Framework will be addressed in further depth.

This study employed a method called as Directed Content Analysis. Since this literature-based thesis provides insufficient literature to address, further study is necessary. The author has subsequently chosen to implement the Directed Content Analysis as outlined by Hsieh & Shannon, (2005). In the subsequent parts, the Directed Content Analysis that was undertaken for this study is described in detail. This was created based on the Directed Content Analysis undertaken by Bazrafshan et al, (2021):

Phase 1: Theories and empirical foundations: This phase contains the theoretical Background Implications and the development of Knowledge Gap.

Phase 2: The Qualitative Data Gathering: This phase conducts the principal data collection undertaken to this master thesis which includes the qualitative approach that was executed to acquire insights from industry professionals.
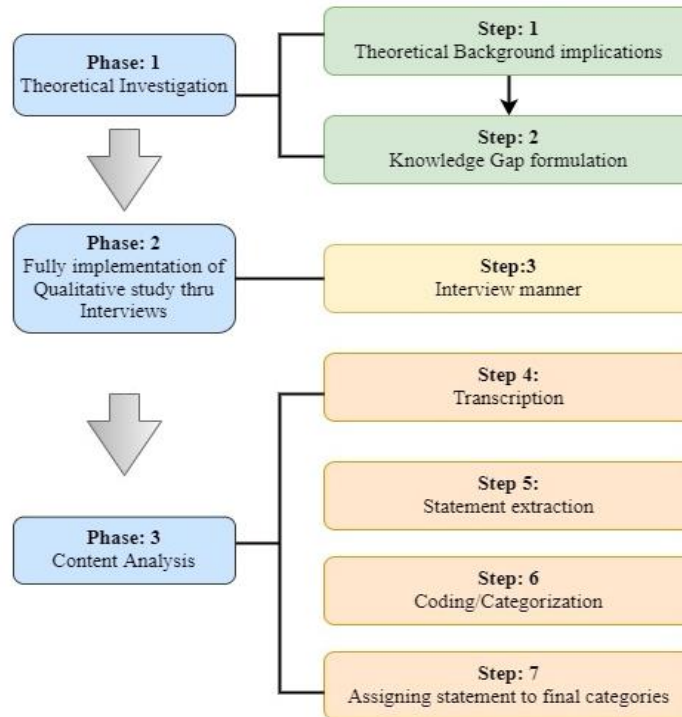
Figure 9: Directed Content Analysis undertaken (Bazrafshan et al, 2021).

Phase 3: The Content Analysis: This phase contains the main analysis undertaken from the generated raw data from phase 2. This phase includes transcribing the data's from the interview, extraction of relevant statements from the raw data, followed by the coding and categorization, and lastly, the last step which is the assignment to final categories. The processes performed in the analysis of the data acquired from literature review and qualitative interviews is illustrated in the **Figure 9**.

3.5 Methodological Limitations

As its primary method for collecting data from interviewees, this master thesis has relied exclusively on qualitative research. This thesis should have also considered document review from the various FM organizations implied, which would have provided more tangible relevance and supplied a clearer understanding of what is more required in terms of organizational materials in operation of the services rendered from cleaning and property organizations. In addition, ninety percent of the interviewees are from the operational level of FM organizations. The thesis should also consider the organizational level at a higher levels, which would have contributed

significantly to a deeper comprehension and presented more justification as to why the challenges were identified in the operation.

Furthermore, the author has experienced challenges in the data collection. Out of 30 sent invites to individuals working in the industry, only 10 has accepted the interview, which add to challenges encountered in the data gathering. Moreover, in the qualitative study, this master thesis encountered language barriers, as few of the interviewees have explicitly stated that the Norwegian language must be used for the interview, and the author has limited proficiency in communicating in the language required by the interviewee, so the challenges can be on both sides in terms of communication.

4 Result

4.1 Qualitative Interview

This section contains the findings from several interviews done with personnel in the Facilities Management Service Industry who provide both Property and Cleaning services. The outcome will begin with Organizational Challenges in Commercially Widely Provided FM Services, which includes the general challenges faced by workers in the services provided, followed by the degree of autonomy, Line of Commands, work satisfaction, and work organization implications. Each subsection includes an explanation of why these concepts were chosen.

4.1.1 Organizational challenges in FM services

According to Garcia, (2017) analysis of the literature on Facility Operation and Maintenance Management (O&MM), facility management O&MM is an essential component of the activities required for building preservation and ongoing adaptation in commercial operations, as seen in Figure 1. (). Due to the nature of the work performed in Facilities Management, specialized tasks are recognized as a good factor in determining performance assessment, as stated by Amos D. et al. (2019) in identifying the challenges in performing such activities or services. The sections that follow are guided by the overriding issues shown in the structuring of FM sector activities. Based on the review of the Interview Transcripts, it was determined that the organization's culture played a role in the emergence of the concerns described by the respondents, as detailed in the parts that follow.

4.1.1.1General Challenges

This section highlights the personal challenges encountered by Personnel as a result of the interview objectives. These challenges are given in a uniform manner, with the most often reported challenges listed first, followed by those that are cited least frequently. The purpose of this master's thesis is to explore the perspective of employees, and the broad challenges described in this part give interviewees a sense of the personal problems and challenges they experience as a result of the management structure of their work environment.

Physical Challenges

The personnel's significant attention on working conditions is then revealed to be one of the challenges mentioned in the interview results. Working in FM services in Cleaning has been physically hard for 4 out of 10 (Interview Object 001, 003, 005, 009) of the interviewees, and can lead to mental problems that require more attention in the management of the services that these workers perform. Physical challenges are regular in terms of defining criteria in allocating specific jobs to precisely suitable individuals who are expected to do the work they are required to do under normal circumstances. However, according to Interview Object 010, flexibility is expected as part of routine activities that are performed as part of the services that they provide, but in this case, additional tasks beyond what the worker is expected to do pose challenges that may have a physical impact on their wellbeing.

"*it's completely it's highly indulging physical activity which is really challenging because if you if you work in a complete physical environment for maybe five days continuously 8 hours per day it becomes very difficult to take the two days of rest and actually it creates difficulties in life physically as well as mentally*" - *Interview Object 001*

As stated in the direct quote from Interview Object 001, organizational issues arise when tasks and specific activities are inadequately evaluated. In a more explicit comment resulting from the interview, interview object 005 indicated that one of their coworkers in their organization suffers from back discomfort as a result of the heavy weight they must carry due to the nature of their physical labor-intensive job. In terms of Workplace Challenges, the perspectives of Interview Objects 001 and 005 have corroborated the arrangement-related challenges that workers confront.

On the other side, the customer must have control over the process; yet, the literature reveals an enormous gap in control between personnel and the owner.

Uncertainty

Four out of ten (Interview Object 007, 008, 010, 004) of the interviewees claimed that the unpredictability of work conditions posed a challenge at their workplace since they don't know what to do or what has to be completed. As part of operational control, workers are directly connected to their parent organization. However, problems arise when the parent organization only communicates with the client and there is ineffective information transfer within the base workers, which justifies the unpredictability of the work to be performed. In addition, the lack of labor requirements from clients makes this considerably more challenging. Moreover, according to Interview Object 001, this is a huge challenge for outsourced workers because they must deal with workplace uncertainty. Interview object 007, for example, stated:

"I think going to new places every time this is the most challenging thing that has ever happened to me because you don't know what to expect how big the places is." **Interview Object 007**

Furthermore, one interviewee (Interview Object 004) mentioned that sometimes they experience disparity in what they have plan to do so, and what the actual work situation they have to accomplish.

"Most challenging is sometimes you check the drawing but when you go to the place its not the same so you have to think how do you solve it in which way can you solve that's the most challenging, if what you build is good enough, that's more challenging." **Interview Object 004**

This is an example of emergence of gap in planned versus actual performance that justify the presence of uncertainty in the workplace that these service worker provider experiences.

Language

Good communication is the foundation of efficient and effective workplaces. Communication, on the other hand, is essential not only for the exchange of information on work-related issues, but also for fostering interpersonal relationships. Three of ten interviewees reported having language challenges at work, which has raised the likelihood of not just misunderstandings and gaps in task

definitions, but also abuse and prejudiced viewpoints, both of which were extensively emphasized by the personnel. For example, according to Interview Object 006,

*"In my aspect I consider my job most challenging when it comes to when it comes to people that doesn't understand Norwegian and or English for example they have there their own language so if I gave any tasks to them and they say yes and then I came back and then there's nothing done that's most challenging in my opinion, language barrier" - **Interview Object 006***

Interview Object 006 finds it difficult to distribute tasks to employees who do not speak the same language as their company. This scenario focuses on the managerial level of delegation, which presents complications to managers to delegate day-to-day tasks. Furthermore, the importance of common language in the workplace not only recognizes task-to-task activities, but also places a higher emphasis on developing corporate culture and talks more about how organizations deal with cultural variations among their employees. In contrast, from the perspective of the workers, Interview Object 007 stated that completing delegated activities that are difficult for them to comprehend poses obstacles as well as ambiguity about the jobs that they must do.

"It's like you don't know where at first you don't know where they're going to send you and it's like what do you have to do? do you know this place? it's it's really challenging it's mostly if you don't know the language because I came here with an English but not everyone speaks English." **Interview Object 007**

Furthermore, a communication barrier not only affects the effectiveness of workers and employers in the workplace, but it also increases the likelihood of a gap in client requirements. This might be a major issue for service industries such as property management, which must engage directly with clients to specify the service they must deliver.

"Clients could also be hard to deal with but I think I I handled it well pretty well'cause most of the workers that I work with they were they were from other countries too so they couldn't speak Norwegian pretty well so I had to to to to talk for them I had to take responsibility to I had to be the one that could communicate with them" **Interview Object 005**

Effective communication with clients improves business success, builds trust, and clearly defines the problems, what has to be done, and what the clients want from the service. Furthermore, good

client communication reinforces the importance of business operations and adds value to the organization.

Mental Health Conditions

One of the most intriguing factors that create additional challenges in the operation of FM services in both property and cleaning services is the issues that have been identified as a consequence of the interview. Six of the 10 interviewees (Interview Object 005, 003, 001, 009, 007, & 008) discussed their experiences with how mentally demanding their workplace is. As a result of working in the sector, these six interviewees had concrete statements about their crucial experience coping with mental health. Furthermore, they have said emphatically that their mental health issues and the reasons of those issues are the result of the extensive working conditions that their particular FM organization employs in their operations. For example, Interview Object 005 claims that the working environment at their workplace is unhealthy because he witnesses a lot of bullying and unfairness, which leads to mental health issues among the employees. He went on to say that this problem is primarily due to their acknowledged managers' mismanagement, which has unwittingly increased the gap between the workers' personal relationships, resulting in some people resigning.

"Yeah it really did affect me a lot I mean it was pretty stressful it wasn't it didn't feel good it's like I thought I was at the end I thought I was like addicted to stress but stress is not good for the mind for the health." – ***Interview Object 005***

Furthermore, another respondent (Interview Object 007) has recounted the experience of another worker, highlighting the obstacles of racial discrimination as a result of language limitations and personal capacity to communicate with other employees, resulting in mental problems for that employee. The interviewee went on to remark that simply thinking about it makes her feel stressed, and that she can't image how the other person feels.

"I have heard about people like I don't know if you were coming from a different country and there's people from other countries there could be a conflict because like I said I had this friend who was coming from a country that it doesn't matter where and people were not nice to him because of because he was a little bit different and this is not good so I didn't like that and like I said for me it has never happened but I can imagine that this stuff happens and it's not good but

*I do believe it can affect like the way they're thinking their motivation and everything." – **Interview Object 007***

Employers also contribute to mental health issues by suppressing employees, making the workplace not only demanding but also mentally unpleasant. The interviewee went on to explain that the pressure has had a significant impact on the quality of their job and their motivation to work.

"It will also affect the mental health as a whole because of compulsion you need to work in some company like "FMO 001" and you are not getting payment as you are expected to get and you are getting suppressed and you are getting not the equal treatment then it will affect your mental health too I used to have like a lot of things going on on my mind during that time." **Interview Object 009**

Interview Object 003 and Interview Object 009 both pertain to the same organization where they previously worked, which has severely harmed their mental health stability due to poor management, irregular work schedules, underpayment, and direct suppression from the boss, who scolds employees harshly and treats them unfairly. These two interviewees have expressed a strong desire to share their experiences with this subject, citing the causes and ensuing effects on their well-being.

4.1.1.2 Degree of Autonomy

The results of the interview have brought intriguing problems in terms of work organizations, both in Cleaning Services, which includes services provided to the hospitality sector, and in Property Services. The majority of the interviewees have highlighted issues with how they perform the tasks that have been assigned to them, ranging from low to extremely high levels of autonomy by their organization. Furthermore, coping with unpredictability, client expectations, and work scheduling puts obstacles on the workers' side, increasing the possibility of job-related problems leading to personal problems that the worker observes and experiences. The subsections that follow contain actual quotes from the interview transcription to portray the perspective of the workers on these challenges.

Type of Work

The type of activity that the worker does differs depending on the client. According to the results of the interview, two out of ten interviewees (Interview Object 004 & 005) are performing routine tasks in their organization, while the remaining eight interviewees stated that the tasks they perform vary depending on the client or their base organization, posing challenges in how they carry out their work. For example, Interview Objects 004 and 005 stated that in some particular situation, clients specify the task that they must do and that they have little autonomy over the type of work they must complete. This type of employment may be convenient for some, but for Interview Object 005, because they have low autonomy over the things they must perform, it becomes challenging to do the same thing all of the time, making their workplace uninteresting.

"I get the drawing and then the location where I'm going to work and then I will be sent there with my colleague and then we do as it says on the drawing. we ask the customer if they are agreed if they do we just do it" – **Interview Object 004**

Interviewee 006, on the other hand, has emphasized the challenges of doing different types of work at the same time. For example, Interview Object 006 works in their organization's management department, but also in the operational levels, which the interviewee finds challenging. Furthermore, Interview Object 010 emphasizes the challenges of working in a multitask environment, as they must perform various tasks on a daily basis, and the extent of what they must do varies depending on the clients that their facility accepts, but tasks affirmation is coherent, and their management is aware of this issue.

"The nature of my job is to supervise for example in every morning I have to delegate all the task for the to my colleagues like how many rooms they must have finished in one day and as for me as my job also in the management I have to communicate with my boss and to all my colleagues in the reception kitchen and housekeeping. . . It's more like I have a lot of uh challenges is or task in every day for example I need to talk to someone if there's something happen in one room something to fix it's my job also to fix things if it's things happen in a room or some equipment that it's not good enough to use also delivery to complete for the housekeeping management." – **Interview Object 006**

Nevertheless, Interview Object 001 emphasizes the importance of workplace hygiene as a requirement for someone working in the cleaning industry, as well as the importance of maintaining not only cleanliness but also the careful consideration of workplace overall health

sanitation, as either the worker or facility users may suffer from more harmful health effects. Interview Object 007 highlighted this topic as well, particularly in relation to the COVID 19 Pandemic, which adds another barrier to their workplace. They went on to say that this type of labor in the workplace is quite important for the clients because they are responsible for sustaining the facility's general operational use and this becomes additional work they have to undertake.

"I have to go there the processes are like as for Norwegian standards I have to work as per all the I mean as per step by step like I have to ensure that with because of me also the infection should not happen there. . . I should not be the person who is going to infect others so yeah" – **Interview Object 001**

"Regarding the cleaning that I'm doing in the kindergarten it's a big area and I need to clean each and every place and I need to take care of the hygiene because the child are regularly coming in that place and I need to take care in this COVID situation particularly more on the hygiene part" – **Interview Object 007**

""But sometimes problem happens, machine breaks etc., and I need to think quick since my boss are not always there to help as they are busy most days of the week so I have to make my own decisions on what machines are available and what machine fit the job" – **Interview Object 002**

In a similar manner, Interview Object 002 mentioned that the type of job they have to perform requires some flexibility, which adds to the volume of work they have to accomplish. Furthermore, Interview Object 002 indicated that much of the time, the circumstance prompted them to do activities which they were not supposed to do because if they did not, the main tasks they were required to do would not progress or be completed, as the tasks they were required to be flexible in doing so, are prerequisites to the main tasks they must complete.

Work Organization

All of the interviewees answered that their base organization organizes the work that they must do 100 percent of the time. This covers the activity plan, the type of facility they will be working on, and the level to which individuals will interact in their workplace. However, some of the participants cited challenges organizing the job they must do. For example, when it comes to the types of work challenges, Interview Object 005 stated that they have to repeat the same tasks over and over, which makes their work tedious and uninteresting.

*"It was already planned so it was very organized and just do the job. . .we do like the same stuff all over again. . . we really know well pretty well how to do these tasks, so it was kind of boring we were doing all the same stuff all the time." – **Interview Object 005***

Furthermore, five (Interview Object 007, 002, 006, 004, & 010) of the interviewees claimed that they follow the same process at all times, whereas the remaining Five interviewees (Interview Object 001, 003, 009, 005, & 008) said their workloads were changed. For example, Interview 007 mentioned that they only work with one facility all of the time, but that facility has multiple individuals who perform various tasks on a regular basis.

*"The process is, it's almost the same every day it's like we have the same routine like we come we come to work we have each one of us has their own different plans and we just do our job and hope it was good" – **Interview Object 007***

This is true for Interview Objects 002, 006, 009, and 010, however in this case, Interview Object 002 is also considered for extra labor outside of the tasks she has been assigned.

*"Everything is organized by my supervisors so I have one supervisor and she organizers every thing for me like the cleaning stuff and everything that is required in the workplace or sometimes even I have to I might have to do the extra cleaning so she contacts me for that and she provides me the stuffs for cleaning and I do the I just go and do the cleaning" – **Interview Object 002***

In another situation, Interview Object 005 stated that their company compels them to depart one job to go to another, which is quite challenging for the employee. In the interview, he also mentioned that he has to take on a lot of personal accountabilities in situations where he has to take on the tasks of other employees and ensure that they are completed as well, which has become very problematic and causes a lot of problems not only in the workplace but also in the workers' personal relationships with another workers.

*"There's no one else that wants to take that task 'cause it's not it was heavy carrying this kind of windows when we are 3 people and I only have my own task to fulfill which I really don't need to help that much cause I have enough stuff to do but still I will I would be sent too to another group it's it's pretty energy consuming. . . but it could really beat me up later on so yeah but that wasn't really good" – **Interview Object 005***

Irregular work scheduling

One of the interviewees (Interview Object 001) has emphasized the difficult aspect of their job schedule, stating that it has become a personal burden for them. Work-life balance is achieved when employees feel secured and valued as a result of a well-established work schedule. From the perspective of the interviewee, they are treated quite poorly by their organization's leader.

"It was quite challenging always as we didn't have the fixed time schedule for our work as it was not a regular job but if some people would call then we would have to go so we couldn't schedule anything for our week and even if we have plans for the day then we had to quit those personal plans and then had to go for work like it had no timings as well and it of course was not so motivating." – ***Interview Object 003***

Furthermore, the difficult part is that they must complete the task regardless of the current state of the worker; they are compelled undertake tasks in very short notice outside of the scheduled work because they are compelled to do so.

4.1.1.3 Lines of Commands

Workers are more efficient when their roles are defined and commands are properly established, but issues might develop when there is a disagreement in the area of command or a gap in transmitting what one person should do in respect to other workers. Line of command is one of the intriguing features of the interviewee's organizational culture that they have shared in this area of the results.

Unclear/Clear line of Command

Controlling services could be difficult if the company fails to draw a line between management, employees, and the client in defining what should be done or what the employee should accomplish. Employees should be knowledgeable with the scenario in order to adjust and take action in the beginning of the assignment they have been delegated. Two of the interviewees, for example, implied that their organization's line of command is unclear since they seek task permission from numerous personnel. Another two interviewees claimed that they receive several lines of orders from top management or at the same operational level in their organization, whereas six interviewers stated that they only have one supervisor. For example, Interview Object 008

stated that they follow specific work definition from their architect, but they receive delegation from their main boss.

"My boss, but also firstly the architects of whatever project I work at (in this case the kindergarten), We follow the drawings, but my boss delegates the objectives and oversees the work" – **Interview Object 008**

This situation could be difficult for the employee because they must comply to enforced unreasonable deadlines that come with the tasks, making their working environment hectic. Furthermore, Interview Object 004 claimed that as part of their negotiation, they either receive orders from their employer or the client. Furthermore, Interview Object 005 stated that having clients in the workplace makes duties more difficult because they bring inconvenient things for the worker.

"Yeah, sometimes my boss tell us what to do and sometimes the client tells us what to do. small service like small houses my boss get called and my boss call me back ask me to go to that place and talk with the client what they want and then yes we wright what they want and then we told our boss and then the boss he's he will give us a green light like okay do it or maybe no you can't do it we have to find another solution." – **Interview Object 004**

Uniform/Multiple line of Command

Another intriguing finding from the interview was the chain of command via which the employees shared their useful insights about their organizations. When there is a long turnover of command, challenges develop, putting good communication and proper decision-making of the individual receiving command from several people at risk. In the workplace, for example, Interview Object 006 stated that she receives orders from their primary director as well as from supervisors on the same level as her. The highest level of management may be unaware of the situation, putting the organization at jeopardy of setting unrealistic objectives due to confusion or misinterpretation of the order or tasks received from various commands.

"My director are the one who determined my work and arrangement and also my colleagues" – **Interview Object 006**

Furthermore, some of the interviewees described their current organizational structure, in which they receive many directives from various managers. For example, Interview 009 stated that in

addition to having a main supervisor who determines what tasks they must complete, their company also permits workers to be transferred from supervisor to supervisor.

"I have 3 leaders out of them one of my one of the leader is my . . . . who will involve me in every activities if other leaders also need help regarding cleaning services then my leader will inform to the other leader and they will assign me into another work but I have one leader who is supervising me all the time and they are my leader will follow up all the activities that is within her area and I am her main staff but if another leader also need my help then she will tell her and then only and she will tell me and then only I can go to work in another leader place." – **Interview Object 009**

According to Interview Object 009, this should not be a problem, but according to Interview Object 005, it can be a problem when executing jobs that other supervisors assign them to do because the assignment may be something you are specialized in or something that you find difficult to do.

4.1.1.4 Work Satisfaction and Dissatisfaction

The satisfaction and dissatisfaction of the workers in their workplace is an intriguing outcome of the interview. Six of the interviewees (002, 004, 009, 010, 007, 006) stated that they are content with their careers, while the remaining four stated emphatically that their workplace is unpleasant and has caused them personal distress. Interview Object 002 is one of the most satisfied employees of the FM cleaning industry interviewees, with overall good comments on their organizational processes, conditions, benefits, and culture. For example, Interview Object 002 indicated that their company has high working ethics regardless of race, and that understanding cultures and languages from working in a varied environment is good. Furthermore, Interview Object 004 from the property services has expressed the same positive feedback from their organization, indicating that the challenges are quite few and that they would never contemplate working for another company because theirs provides them with excellent benefits.

"I work for "Company X" and I am very happy to be working for such a big cleaning firm, as it is not just in Norway, but internationally, I am fully employed (100%) and work every day(Weekday) pluss 1 day in the weekend every other week. I am a very responsible employee" – **Interview Object 002**

"I am very loyal to my work I never consider checking or go another place to work I like my work the payment is good. I never consider to work to another places. In general, I never I haven't experience ethical (challenges) at my work. I like my work I have no problem in it its not so much challenge" – **Interview Object 004**

Four of the interviewees (Interview Objects 001, 003, 005, and 009), on the other hand, have shown strong discontent with their workplace. One of them has expressed such dissatisfaction that the employee has resigned. For example, Interview Object 005 has expressed workplace issues such as bullying, injustice, favoritism, and physical challenges, which have led to employees leaving their firm.

"I see it people are having some mental problems which is which needs understanding which needs a bit more support, when it comes to my my previous boss it was just too cocky with himself and without really understanding the whole situation and he doesn't really take things seriously . . . I've I've told him the problems but he didn't take it seriously so now I wasn't heard I felt like I wasn't heard and so yeah that's why I quit. . . I said as mentioned the most challenging was were the people that I am working with cause they are they're just not I mean they're not really mindful towards other workers they're just their stuff they don't give a f*ck, Some specific people are individuals or some workers that are really that creates bad atmosphere work." – **Interview Object 005**

From the interview object 005 statement, we were able to discern that their organization faced greater challenges. According to this interviewee, management problems arise frequently in the operation of their services, which explains the challenges in dealing with people, the unsuitable actions of supervising authority, and the declining health of workers, all of which stem from the poor company culture they had encountered within their organization. In addition, Interview Object 005 claimed that self-employment dismissal is the solution he sees for this scenario, adding that workers should be treated any better than he was in the organization.

4.1.1.5 Consequences of Service Approach

The result of Qualitative interview has also presented consequences in the organization of services that FM organizations implement within their organization. According to Interview Object 001, the standard of cleaning in Norway has very high expectation, and that's makes the work even

more challenging as they have to deal both on Clients and their parent organization's expectations. One consequence that both Interview Object 001 and 003 experience is that the mobility is challenging since they are tasked to deliver service at random set up of facilities where they are expected to accomplish at given period of time. This should not be a problem if the location of work areas that they have to undertake is predetermined and is stationary.

"The second thing is traveling because this work is outsourcing we don't have a specific office where we always go and work, we have to travel different places and work there, so yes travelling also makes us exhaust as well as it also takes a lot of time to do". – **Interview Object 001**

In addition, Interview Object 010 concluded that, as part of being in house facility service provider, most of the task that they have to undertake are pre-determined or in a quota (Allocated), triggering challenges in task workload as they are expected to accomplish the same type of areas and facilities but the degree of what is needed to be done varies in terms of man power which makes it sometimes difficult to accomplish.

"Every day is like very challenging because the rooms are quiet different every day some rooms are clean not that messy and some rooms are very very messy, Especially in weekend that would be very challenging because there's a lot of party and you can see peanuts all over the rooms and bottles of drinks so it's really take more time to to do your tasks." – **Interview Object 010**

Interview Object 010 added that, the management of the organization that they work for is aware of the situation, and that as a worker, you are expected to be flexible in doing the task allocated but sometimes it is impossible to finish, and you need extra time to finish the tasks and that affects after work plans that you already have.

4.1.2 Emergence of Ethical dilemmas in FM service operation.

This section describes the challenges encountered by the worker, or at least ethically sound obstacles that workers themselves have described. The subcategories that resulted in this section present the ethically sound in nature problems listed by the majority of interviewees. This was distinguished by the degree of how these challenges emerge in the delivery of services, as well as

how these challenges occur as a consequence of incompetence, the type of contracting, and the operational approach.

4.1.2.1 Underpayment

Three out of ten interviewees believe they are underpaid, and it is clear from their work arrangement that they are having challenges receiving sufficient remuneration from their particular company. Interview Object 003 claimed that they are demotivated to complete their jobs because they believe that their boss will pay them less than the hours they have performed, despite the fact that they know from experience that the work requires longer than the allowed time.

*"I haven't personally experienced the ethical challenges in my current workplace however I had faced it in my previous work where we had to do deep cleanings and go around the old buildings and like scratch scratch and scrub the old kitchens for hours and hours but we were also not getting paid for the hours that we worked.. . The thing is about the saddest part is we were not getting paid for what we worked so even if we spent 8-9 hours cleaning that kitchen or the place, we were just getting paid for two hours or three hours." - **Interview Object 003**

Furthermore, Interview Object 009 stated that their boss was never satisfied with their work, and that practically every job they take required complete contentment and exceptional work performance, but that they were paid so little for it.

*"I used to have challenges a lot of challenges in resolve in terms of satisfying my own leader because she was she need a super good job with less payment and less hour for." – **Interview Object 009**

Interview object 009 also mentioned that they have been paid 50% less for the tasks they have done, and that working with their boss has been difficult. This is a common concern in the cleaning sector, according to Interview Object O001, because it determines the human bias of FM organizations in ethical operations in terms of worker welfare. Furthermore, comprehensive appraisal of work assignments should be carried out so that employees are certain that they are not being exploited by their company. Furthermore, Interview Object 001 stated that, as a result of this issue in the cleaning sector, workers cheat at work in order to reduce the number of hours they are obliged to work and adhere to the permitted time, degrading quality and causing problems with clients.

4.1.2.2 Exploitation

Three of the participants responded that they believe they are exploited at work. FM organizations that have placed a greater emphasis on achieving a financial edge over increasing their operations have put their employees' well-being at risk. According to Interview Object 001, exploitation occurs when workers are not given the opportunity to see what they might expect from the jobs they must complete. This could be true in terms of doing a proper workplace assessment and avoiding uncertainty when completing work obligations. Furthermore, Interview Object 009 empathized with the suppression of workers by employers in order to gain control of the workplace, which has resulted in inappropriate remuneration and treatment of workers, both physically and mentally. Then, according to Interview Object 003, exploitation occurs when workers are unaware of legally and rights, and certain organizations take advantage of this. Furthermore, Interview Object 003, 001, and 009 has the same origin of FM organization, and they have all implied the presence of exploitation in their organization

*"I think it's also because we were new and not every people are aware of the laws especially immigrants they might not know about every laws that worker as a person they get so due to not being aware of the laws and their rights they also might be prone to this type of I would say the uh work exploitation." – **Interview Object 003***

In contrast to Interview Object 003, issues occur when they admit the circumstance while attempting to disregard the poor treatment they are receiving from their individual workplace. This was affirmed by Interview Object 009, who stated that workers should never accept this type of working arrangement and that it is the workers' choice to stay and work in that organization, and that if they sense that they are being treated unfairly, they can seek legal action.

4.1.2.3 Greed

Some of the most difficult experiences that have come from the qualitative interview were greediness of their higher oversight authority, which was shared by the most of the interviewees (Interview Object 001, 003, 004, 005, & 009). This has supplied intriguing grounds for the research of ethical challenges that workers may face under this topic as one of the major goals of this master's thesis. Three of the ten interviewees stated that their coworkers and managers engage in direct severe self-indulgence. For example, Interview Object O004 claimed that in the operations

of the services that they provide, if the need for equipment arises, the worker must beg for its usage, which is unexpectedly intriguing for the management of the services supplied by that organization.

"All my bosses is we have 3 engineers and we have a the big boss and the one of engineer is very greedy like if you need some some machine sometimes you have to beg to get it but sometimes if you ask the big boss it's always yes one of our engineers trying to save or give as much money to our company." – **Interview Object 004**

Another noteworthy finding from the qualitative approach is that Interview Object 009 revealed that their employer is attempting to limit their authority in accomplishing their job, and that as a result, the employee must act in ways that differs from how they intended things done. And the reason for this, according to the workers' perspective, is the employer's ultimate financial gain without comprehending the impact of repression on the worker. Furthermore, Interview Object 009 stated that their organization's administration was never transparent, implying that they face significant issues in establishing their workplace culture.

"It was not good at all as I told you she was trying to suppress I believe maybe not in her point of view but I feel like she is trying to suppress the her employer (employee) and she want to get more work in like she want to suppress the hard work she want to make us more work pay less and get the benefit more by herself." – **Interview Object 009**

This statement from Interview Objects 009 and 004 about their organization's greediness was also mentioned by Interview Object 001, who stated that their organization's Service Level Agreement, which is a legally binding agreement that defines the enclosure of goods and services that their organization is required to adhere to, was signed together by the client despite knowing that their organization lacked the resources to adhere to it. This has generated considerable issues in workers' work arrangements, as they are obliged to readjust in order to meet the agreement's terms and conditions.

"If my parents companies business owner or or customer becomes greedy or or maybe business challenge that they want to sign the agreement at the top notch situation where they they we are the customer also knows that at this price it cannot be done and the parent company also know at

this price is cannot be done they may try to exploit the people like me who are outsourced" –
Interview Object 001

On the other side, challenges involving greed, regardless of its nature, have the greatest impact on how FM organizations operates. As outlined in Interview Objects 001 and 003, this will greatly raise the possibility of workers experiencing work - related problems or being exploited. This intriguing interview result justifies the larger ethical issues that property and cleaning service workers encounter.

4.1.2.3 Negative deviant workplace behavior

Due to the emergence of ethical challenges in the workplace, as mentioned by the interviewees (Interview Object 001, 003, & 009) regarding underpayment from their respective organization, workers have stated that they feel compelled to cheat at work or, in some cases, take shortcuts in their tasks to adhere to the time constraints that their manager has set in accordance with those tasks. Workers believe it is the correct thing to do because their organization has given them no choice but to strive to control the situation as well. For example, Interview Object 001 stated that his supervisor only pays him for 2 hours of work while taking longer to complete the job.

*"I mean this thing affects really affects the motivation for this work and also loyalty for the parent company also gets reduced in terms of financial ethics if financial ethics grades it gets broken and of course quality most important thing like if ethics are not there if I'm losing my honesty for my parent company as well as customer the quality of work also gets reduces so yeah this is very important thing I mean these are some effects of unethical behavior." **Interview Object 001***

Furthermore, Interview Object 003 stated that this was not unmotivating to them as a worker, and that they had to deal with the limited hours and additional work required in order to satisfy the employer. In addition, Interview Object 009 mentioned the same context, claiming that their boss was never flexible in their management of the company and that their inability to complete jobs effectively was due to the boss's oppression of the workers.

4.1.3 Conflicting demands in Authority.

The results of the qualitative interview will be presented in this section. This section outlines the issues that the FM organization faces in delegating tasks to personnel who deliver the services they

provide. Some of the map out challenges were also mentioned in the earlier sections of the report, but this sub section goes into great depth on why these challenges cause problems for workers and how FM organizations oversee the services they offer. Furthermore, some of the results appear to be in conflict with the other response provided by the interviewee, which is rather interesting because FM Organizations openly exposes organizational challenges.

4.1.3.1 Full Delegation

Six interviewees (Interview Objects 001, 003, 004, 005, 008, and 009) claimed that they are given complete delegation to execute a task in some situations. In practice, this should be a good technique to verify a worker's ability to complete a task without monitoring. However, from the perspective of the workers, they have faced challenges with job uncertainty since management is unaware of the scope of the task they have delegated, and the worker is forced to bear the repercussions. Many interviewees acknowledged the challenges of working in an uncertain way, but with full delegation, the work becomes much more demanding because they must conform to task constraints.

*"But when I check the place and look for it sometimes it doesn't I don't think I'll be able to finish it one day sometimes I think the work very fast like for example my boss told me that I have to finish it in one day, sometimes I finish before the day it's over so its very different, sometimes I don't take break I just work and work to make it done by the time." – **Interview Object 004***

Furthermore, when the duty is allocated in that entirety, many workers have difficulties dealing with clients because they are aware that the worker may be flexible in choosing their preferred method, risking the worker's reputation in their parent organization. Because this is an outsourced job, Interview Object 001 claimed that they don't have to go to their parent organization during working hours because they may go straight to the allocated tasks. However, problems develop when management totally ignores the need of effective task evaluation, as their employees may be forced to engage in activities that are outside of their organization's scope.

4.1.3.2 Uncertainty priorities

Workers have also had challenges in the job when coping with two directives. For example, Interview Object 005 stated that in addition to his boss's directives, the clients are present at the workplace to further complicate matters. This is an excellent illustration of competing demands in

authority, as the worker is required to follow orders from both the boss and the client, resulting in workplace conflicts. The employee further stated that while a thorough explanation could resolve the situation, the presence of clients at work drives obstacles and makes the work arrangement more challenging.

*"Sometimes (client) they do it could be it could be a hassle cause there just like you know you're just somehow like and uhm not bothering but they they could they could be interrupting the work and it it it it takes our time you know and and they especially when they the the the boss said that you need to do it she needs to finish today and then the clients just comes or comes with complaints and what time we need to and they need want to talk with the at inconvenient things." – **Interview Object 005**

Interview Object 004 also highlighted this because clients are occasionally present in the workplace. Clients always define the job that workers must complete, but occasionally the client requirements are so demanding that they disrupt workplace activity, causing workers to have issues with their base organization. Furthermore, eight of the participants stated that the clients are usually represented by another worker who checks on work progress and monitors duties.

4.1.3.3 Sub Delegation

One of the respondents also brought up issues with tasking and how their higher management assigns duties to their employees. For example, Interview Object 005 has stated that in addition to being assigned to one team for specific tasks, he was also delegated to another group for additional tasks, which is challenging because he already has a lot on his plate from the original group, and now he has another responsibility to fulfill from another group.

*"I would say like uh when uh the boss just suddenly calls me and let's say "foreman" and sends me to the another group which is not my job and I'm not even done with my job yet so I had to to fix fix it up for them then comes another one so it's pretty stressful I would say it was pretty stressful moments even until now."– **Interview Object 005**

Sub delegation is a positive thing since it demonstrates that workers and groups have a wide range of expertise in the services that the organization delivers. However, from the worker's perspective, this results in increased responsibility, which generates personal issues and jeopardizes relationships with coworkers.

5 Discussion

The goal of this master's thesis is to identify ethical challenges in Facilities Management services from the client's perspective in the Cleaning and Property services. A literature review was conducted to extend the understanding of the services rendered in the industry in order to meet the goal of this master thesis. In addition, a qualitative study was carried out in order to obtain real-world perspectives from workers and personnel who have worked in the industry for a long time.

The qualitative study revealed significant challenges highlighted from many perspectives of workers who are exposed in the operation of cleaning and property services, including Organizational Challenges, Emergence of Ethical Dilemmas, and Conflicting Demand in Authority presented in **Table 4**. As seen in Table 4, the author subsequently provides a brief overview of the challenges identified in the qualitative study pertaining to both cleaning and property services, as well as the indication for the existence of the challenges in the literature.

The majority of the underlying arguments in this master's thesis discussion are either explicitly or implicitly answered in the literature, or they are outlined as new challenges presented in this study but not found in literature. Therefore, the discussion should compare what the literature has to say about the challenges encountered in an indirectly or directly manner based on what the interviewee has provided, or to the extent that what the literature has to say about existing major challenges in Facilities Management services sector that could result to other challenges presented in the discussion. The Table 4 summarizes the findings in relation to the literature review completed in conjunction with this study. For the criteria in selection of interviewees as described in **Section 3.2.3.1 Methodology**, the authors identified and selected the interviewees which was founded on the idea that all these workers have the practical knowledge in justifying the knowledge gap of this master's thesis and that these workers have the authenticity to answer what is required in this master's thesis, as the author himself has worked as a facilities management worker, which has given him a glimpse of how the industry operates and what its challenges are.

Category	Challenges	Property Services	Cleaning Services	In literature
Organizational challenges in FM services	General Challenges	Interview Object 004, 005, 008.	Interview Object 001, 003, 006, 007, 009, 010	Hou et al. (2016), Casini (2021)
	Degree of Autonomy	Interview Object 004, 005	Interview Object 001, 002, 003, 006, 007, 009, 010	-
	Lines of Commands	Interview Object 004, 005, 008	Interview Object 006, 009	-
	Work satisfaction and Dissatisfaction	Interview Object 004	Interview Object 002	-
Emergence of Ethical dilemmas in FM service operation	Consequences of Service Approach	-	Interview Object 001, 003	Hou et al. (2016)
	Underpayment	-	Interview Object 001, 004, 009	Rawling et al. (2021)
	Exploitation	-	Interview Object 001, 003, 009	Davies (2019), Ollus (2016), Tautrims et al. (2020)
	Greed	Interview Object 005	Interview Object 001, 003, 009	-
	Negative deviant workplace behavior	-	Interview Object 001, 003, 009	Du Toit (2020)
Conflicting demands in Authority	Full delegation	Interview Object 004, 008	Interview Object 001, 003, 009	-
	Uncertainty priorities	Interview Object 004, 005	-	-
	Sub delegation	Interview Object 005	-	-

Table 4: Comparison between challenges identified from the qualitative study and literature.

This chapter is divided into 3 sections, each of which aims to answer the master thesis's research question. The first section will address the issues that emerge in the services, taking into account the approach, nature of the organization, and intensity of the services, all of which were discovered through the qualitative study, and the author will try reflect on the literature. The second section

will address the emergence of ethical issues that workers or staff in the industry undergo. Furthermore, the final section will discuss client-side control. The qualitative investigation of this master's thesis was analyzed and interpreted, resulting in the formation of three categories: (1) Ethical Challenges in Facilities Management Services, (2) Structural Reason for Emergence of Ethical Challenges, and (3) Control in Client Perspective. Furthermore, each of the categories may be related to why the others occur, and in certain cases, the categories may be limited to various conditions. The sections that follow discusses the master thesis's overall findings in respect with what the literature implies and how to fill the gaps in the existing research. The interview results were analyzed and interpreted to generate these categories, which were then supported by the literature.

5.1 Ethical Challenges in Facilities Management Services

The purpose of this section is to explore the Ethical issues in the Facilities Management Services Industry, as well as their likely implications, and to synthesize and interpret the resulting scenarios from the interviewees perspective. This is one of the most frequently discussed categories among interview objects. Furthermore, this section aims to answer the Research Questions:

What kind of ethical dilemmas are relevant to the services rendered in Facilities Management?

This difficulty relates to the general challenges faced by the employees in terms of their working conditions and how their different organizations handle the services they provide, as well as the control activities or metrics indicated in the interview results. In addition, this section will also discuss the ethical challenges that the workers have experience in the delivery of service both from the management and operation part.

5.1.1 SLA Misalignments

Unrealistic SLA

One of the interesting facts identified as a result of the study is that misalignment in SLA is prevalent in some distinctive outsourcing FM organization. According to one of the interviewees, their company, *FMO 1*, is negotiating SLAs for a top-notch situation, but it is apparent that the SLA cannot be satisfied within the limitations of the agreement by both parties, resulting in problems for the workers who are then outsourced for the performance of such services. In the

literature, **SLA** is described as a legally binding contract that both parties must abide by. This challenge could be arguably related to what Hou et al. (2016) claiming that the biggest problems in outsourcing FM are financial constraints and a lack of strategic management, which could result in service disruptions and an unfavorable partnership in relation to establishment of Service Level Agreement. *FMO 1* is obligated by the terms and conditions of the unreasonable SLA they agreed into with the client. Furthermore, workers are expected to adjust in every task they must do as a result of this, which is challenging for the majority of interviewees because uncertainty is what makes outsourcing difficult. As described in the theoretical background section, the literature (e.g. Hou et al. 2016) has tackled specific challenges with the provision of services through outsourcing in a broad sense. The analysis presented in the result section indicates that additional issues arise, such as unrealistic SLA. These issues seem little debated in the literature, in relation to workers' standpoint on solicited contracting of services through SLA. This challenge appeared to be in supplementary to what the literature says about existing challenges and very important to be considered for future research.

Unreasonable Deadlines

Furthermore, in addition to unrealistic SLA, interviewee also mentioned the challenges regarding the adherences to time constraints. According to the interviewee, their organization, PSO 3, enforced impossible-to-meet deadlines in the execution of services they render. Furthermore, this FM organization, which is on the property sector, imposes punitive repercussions when workers fail to meet certain deadlines, which has a negative impact on workers' well-being owing to pressure according to the interviewee. It is possible to argue that this challenge is related to the problem highlighted by Amos et al (2019), who indicate that performance measurement and assessment in Facilities Management organizations are extensive and difficult, resulting in gaps between stakeholders. But in accordance with what the interviewee is saying, the challenge regarding time constraints is a consequence of a mismatch and a lack of clarity in between upper management and workers in understanding the scope of work associated with providing clients with the required services. The literature may have outlined the lack of performance control in FM in general, but based on the interviewees, the knowledge gap results to the specific challenges regarding unreasonable deadlines. Therefore, the literature has supplied supplementary proof of the challenges stated by respondents, but it speaks more to the holistic view of the FM industry as

a whole than to what the interviewee highlighted as the problem. Unrealistic deadline is always a problem in general and should be emphasized in future literature as driver of non-ethical behavior.

5.1.2 PM in Efficiency, Effectiveness, and Satisfaction

Worker's Dishonesty

Worker performance is nearly difficult to ascertain. This master thesis outlined challenges that may occur in the workplace in terms of worker efficiency, effectiveness, and satisfaction. Worker's dishonesty in the workplace as a result of ethical issues in the workplace is one of the notable outcomes within this section. One of the interviewees stated that because of the unethical challenges they face from FMO 1, they are prone to work dishonesty owing to the fact that they are compensated less, which in turn causes them to degrade the quality of the jobs they are required to execute and complete that can be attributed to cheating. This could be argued that it relates to challenges mentioned in the literature by Du Toit (2020), stating that "loss of consistency" and "loss of control" are the disadvantages of hiring cleaning workers. In addition, the interviewee noted that clients occasionally disagree with the output of the services provided, which contributes to the difficulty of accomplishing tasks in the workplace. In the literature, Du Toit (2020) added that the services recipient, which is the clients, may also contribute to these issues because they provide characteristics for such challenges to occur owing to high cleaning standards expectations and a three-part work contract that limits dependence and accountability. Due to the likelihood of dishonesty in the workplace involving workers' cheating and clients' involuntary acceptance of services rendered, the data from the study's results correspond to the literature. This shows that worker honesty is very important in the industry since the literature corresponds to what the actual actors in the industry is implying concerning the operation of FM services.

Decreased workplace productivity

In addition to workplace dishonesty, the interviewee also highlighted decreased workplace productivity as a result of ethical problems they faced. This has been portrayed as one of the outcomes of the ethical challenges confronted by FMO 1, HO 2, and PS0 2 interviewees. This is the result of a lack of effort on the part of the workers to dedicate themselves to their tasks, which ultimately compromises the tangibility of service quality and concludes in degraded FM services delivered. According to the interviewees, this was characterized by the organizations' lack of

precise work schedules, incorrect tasking, improper renumeration, and poor treatment, all of which contributed to workers resentment. This could be argued as related to the consequences of lack of clear ethical rules that govern FM firms mentioned in the literature by Roper (2017). In the absence of particular ethical principles guiding Facilities Management, the literature supports the creation of workplace challenges, as highlighted by interviewees, as a result of the absence of such guidelines, resulting in decreased workplace productivity among workers. Productivity is very important in the workplace. Therefore, the literature supplied the rationale for the emergence of such challenges experienced by the actor in the industry.

5.1.3 Undervalued FM service Personnel

This subcategory describes an FM organization that prioritizes employee welfare. This is one of the most intriguing subcategories that has emerged from the interview results, and it's all about workers getting their due as the driving factor for success and service delivery, which would be critical in the property and cleaning section's process conditions under the larger FM area. This study indicated major disputes about how FM organizations have placed little emphasis on maximizing their resources values in terms of labor work force, as well as failing to consider workers' well-being and reputation both within and outside their firm.

Wage Theft

The underpayment of workers in cleaning services, in which workers have experienced "wage theft" in the manner from not actually being paid for the actual performance that they may have executed, is one of the important challenges that arises as a result of the study. This difficulty was particularly prevalent at FMO 1, where the greatest number of interviewees (3 respondents) indicated challenges with inappropriate staff compensation. The challenges related to minimum labor standards that FM organizations employs to their organization that was highlighted by Rawling et al. (2021). This challenge could lead up to more challenges experience by the workers in terms of work execution. In accordance with what the literature says about this issue, the majority of FM organizations covered in this master's thesis lacked an ethical guiding principle, which reflects the severity of work-related issues involving the inadequate establishment of labor norms that provide workers with a comfortable situation within their organization. Therefore, the literature aligns with what the interviewees said about the ethical issues they experience at work,

which are associated with underpayment they experienced. This shows how important proper remuneration is, in the operation of the services rendered in FM as describe in literature and what the workers is actually implying. Future research should be more emphasized in this aspect for safeguarding workers not only in property and cleaning services, but on wider FM service sector.

Unjust treatment (Bullying)

Bullying has also emerged as a major workplace concern in the property services sector. This has demonstrated the devalued workers who have faced unjust treatment and bullying at work. This was mentioned by one of the interviewees as it very prevalent to their organization. This then support the lack of ethical rules indicated by Roper (2017), implying the importance of work culture that strengthens healthy workplace for workers and inclusiveness to all FM services delivered. The literature lacks definitive proof attempting to address the challenges related to bullying in the delivery of FM services, but it could be argued, based on what Roper (2017) says about the absence of ethical guidelines governing FM in broad sense, we could argue then, that these challenges are the result such insufficiency of FM as discipline and profession. In addition to the literature pertaining to the challenges and to what is indicated by the interviewee, Camposano & Smolander (2019) stressed the need of excellent practice in the operation of property services, which may be the root of these challenges in the workplace. Literature has supplied evidence in support of the issues indicated inferentially due to the absence of ethical governing norms and the requirement for excellent practice in the operation of such activities. Therefore, the literature discusses, in a larger sense, the need for moral standards in the FM sector, which is justified by the issues identified by interviewees, but in a more specific challenge-related context. The importance of addressing bullying in the workplace is evident based on what the interviewee is saying, and this is always a problem. Therefore, it is recommended for future studies to consider the transfer of values and norms from all the actors in the industry, in terms of good working culture which would then establish more ethically sound operations and avoid the emergence of much more serious problems in workers wellbeing.

5.2 Structural Reasons for Emergence of Ethical Challenges

This section will go over the structural reasons for the formation of ethical and organizational challenges as mentioned in the master's thesis. According to the research, ethical issues arise as a

result of ambiguous borders between what is viewed as right and wrong, yet behaving with self-awareness, as Lohne et al. describe (2017).

__What are the main drivers for ethical challenges to occur in the context of these services?__

This section will examine the Process and Operational challenges that govern the property and cleaning categories under Facilities Management. The problems that relate to people as an intrinsic aspect of the process used by FM organizations are then addressed. This part will justify the research question developed for this master's thesis.

5.2.1 Process and Operation Related Challenges

Ineffective Management

Based from the analysis of the result, one of the key drivers of ethical challenges in the provision of Facilities Management Services is ineffective management. This was characterized by a lack of clear definition and tasks, ineffective delegations, a high degree of autonomy, and greediness, all of which demonstrate FM firms' lack of effective management. These challenges implied by most of the interviewees where the most recurring patterns that have arisen as a result of this master thesis, necessitating the demand for reformation for FM Organization in regard to their process and operation management, in reference to employees' views. In accordance with what literature is saying, Casini (2021) has underlined the importance of governance and a clear set of roles for successful FM practices. This demonstrates the significance of FM as a discipline, professional body, and transformative body of knowledge committed to the total fulfillment of society through service delivery. The literature justifies the ineffective management that resulted from the qualitative research conducted in this paper. Consequently, the results from the study fits clearly with what the literature says about the significance of a successful FM practice, as demonstrated by the challenges highlighted by the interviewees.

Conflicting Demand in Authority

In addition to ineffective management, the study has identified the conflicting demands in authority of workers involved in the service as a consequence of process and operation-related issues. This was characterized by an uncertain set of defined responsibilities and the incorrect identification of commands from the personnel supervisory authority in regard to the command

that is constrained to accept the service. This was mentioned by interviewees in three scenarios: (1) workers versus uncertainty, wherein the tasks given to workers are uncertain; (2) commanders versus commanders, wherein the uncertainty related to satisfying two bosses; and (3) workers versus workers, wherein the challenges arose from the sub delegation of tasks by another worker to another worker. This has produced challenges in service delivery, as personnel are required to follow several commands and are vulnerable to shifting priorities. This was not yet debated in the literature and has been noted as newly identified challenges in the operation of FM service sector from this master thesis. This challenge is highly suggested for increased emphasis in future studies.

5.2.2 Challenges connected to people, workers, and self-government

Autonomy

This subcategory addresses the issues that come with people's decisions to work in FM service in industry. This master's thesis discussed exploitation, greed, unjust treatment, and underpayment as a result of the ethical challenges they face in the sector. But the wider picture is how eager they are to be a part of an organization that has severely harmed their well-being as a result of physical and mental issues that workers have acknowledged as a result of their experience working in the industry. This part will then apply the workers' perspective on why ethical challenges develop in their job. In literature, Davies (2019) characterized these challenges mentioned by the interviewees as a result of market dynamics, worker subcontracting, and a lack of regulatory control as a result of these issues arising, but on the other side, perhaps the employees are equally to blame for the challenges arising. Giving FM service industry actors' competencies, habits, endurance, and self-governance as drivers for these challenges to occur. In addition, people on its own drive the challenges not only to how these services are delivered, but also to how they are managed, operated, and executed in human nature, which relates the means of workers in doing the job according to their self-awareness if there is something right or wrong in their own perspective. The literature may have described the challenges experienced in the services sector of the FM industry in general, but not from the perspective of the industry's workers who are exposed to these difficulties. Therefore, the literature supports the issues highlighted in this master's thesis based on the findings of the qualitative investigation.

Financial Challenges

One of the findings from this study that supports this trend is the worker's financial stability to accept labor regardless of labor standards since financial income is the most influential concern. This has led FM organizations to exploit workers in order to meet their financial needs, which is not an acceptable working condition. In relation to literature, Ollus (2016) underlined exploitation as a result of migrant labor, which was interestingly highlighted in the findings of this study from the qualitative interview. Workers are highly impacted by these challenges since they spend their well-being to do their jobs; nevertheless, FM firms take advantage of their financial situation and exploit them with imposed adaptability. It's not yet debated in literature on how to solve these challenges. The consequences of this challenge are highly evident based on the result of the qualitative study. However, Rawling (2021) suggested the Cleaning Accountability Framework (CAF), which is successful in finding and rectifying noncompliance by FM organizations, hence improving working conditions in the cleaning industry. Financial challenges are always a problem concerning workers regardless of labor sectors. It is very important to safeguard the workerforce in FM for a more ethically sound operation. This should be given more emphasis in future studies.

Unfamiliarity with their rights

Furthermore, another surprising finding from this study that supports the challenges regarding the acceptance of poor working conditions is that workers' unfamiliarity with their rights in relation to the law in the industry in which they function is one of the reasons why perhaps ethical challenges arise from their workplace. There are currently no materials in the literature that discuss this rationale for the convergence of challenges in general, not only in FM. This could be arguably relating to what Trautrims et al (2020), stating that the present FM supply chains are very prone to ethical challenges with clear motivations and risk areas. Furthermore, based on the result of this paper, FM organizations may have aggressively exploited these implications which has then increased risk in workers unjust working situation. Furthermore, workers are not protected just because they are unaware of their rights as employees. In contrast, FM organizations maintain good practice and overall conformance to acceptable labor norms in order to show overall good management practice. The literature have outlined the broad challenges associated with exploitation in Facilities Management, but the workers have a different explanation for why they

face difficulties in their job with these particular FM organizations. Thus, the workers add something more, in supplement to the literature that has not previously been particularly discussed.

5.3 Control in Client perspective

This section discusses the client's likely solution as a direct authority for the execution and delivery of services sought from FM organizations. This section aims to discuss the findings from ethically sound in nature measures that are outlined in the result of this paper in relation to the goal of this master thesis in investigation of ethical challenges in the rendering Facilities Management Services from a client perspective. The following Research Questions are then addressed in this section:

From the client's perspective, what are the measures for controlling that the operations are ethically sound?

5.3.1 Operational Control

Effective Communication

Controlling is difficult on the client side because they typically rely on the quantifiable of the provided services. According to the findings of this study, clients typically act as the approving authority in validating the quality and overall satisfactory outcome of products and services obtained from third-party providers, such as FM organizations. The way the client is present at the workplace but indirectly connected in the workers, posing some misalignment in information and thus creating challenges in the delivery of services, is explained in the result. This could then be resolved by providing **Effective Communication** that is characterized by a client-worker-commander setup to fill in the missing client relationship in the worker who actually performed the service. Workers and clients' relationships are easily defined in other industry sectors, but in FM, workers are directly influenced by their parent organization but lack a formal connection to the client. This then raises concerns about the operational control that the client expects to exercise in the workplace, putting workers at risk and generating ethical issues. The literature reinforces the effectiveness of established communications in the majority of industries; however, when considering the service delivery of FM, effective communication as client control for the validation of effective service delivery has not yet been debated in the literature.

Feedback and Follow-up

Furthermore, **feedback and follow-up** should be considered from the client's perspective as a way to bridge the gap between the client and the workers. To avoid operational challenges, this should be clear in terms of definitions of commitments and targets for both the client and the delivering organization. This specific subsection is still missing from the literature. Because the body of FM is so broad, it is difficult to map this specific working arrangement on the organizational structuring of FM organizations.

Strict Adherence to Service Scope

What's more, clients should consider the strict adherence to the scope of what they expect from the service provider. This scenario is distinguished by uncontrollable changes or a continuous expansion of service scope. This was explicitly implied in the overall analysis of the result, where changes in the scope of service delivery have challenged workers' authority in the workplace. This could also lead to ethical challenges if the scope has grown uncontrolled manner and subconsciously. Clients usually initiate these challenges because they require more work than was agreed upon, request more changes, additional work, or go so far as to drives problems in the workplace. In this case, both the supplying organization and the clients must reset the terms agreed upon in order to neutralize the work performed while strictly adhering to the scope that was originally agreed upon. In both cases, flexibility may be compromised. This is very important factor in the operations the services rendered in FM for client control. Thus, future studies should emphasize this strict adherence to scope as governing factor for ethically sound control for clients.

Monitoring Guidelines

In addition to the outcome of this master's thesis, FM organizations must classify and establish a Monitoring Guideline for the validation of services delivered in order to control the process and implementation of strategies necessary for the execution of services and to actually accomplish Service Level Agreement alignment. This was subsequently supported by the challenges that develops during the execution of services when people suffer gaps in performance assessment or in the degree of dispute in performance management by both the customer and the third-party organization. This implied operational control in client engagement was indicated based on the findings of the qualitative investigation as a whole. The literature seems to have not yet debated this topic.

5.3.2 Control on Tangibles in Service Quality

Straightforward SLA

One of the intriguing outcomes of this master's thesis on ethical challenges in the delivery of FM services is the massive imbalance of the Service Level Agreement (SLA) with the delivering FM organization. This was characterized by the procurement of services from the supplier, but both parties are aware that the agreement is impossible to meet, putting workers' welfare at risk as a result. According to the analysis of the results, one way to avoid these challenges is for both parties to be transparent in the formulation of the SLA or Straightforward SLA. With this arrangement, the client can ensure that the delivery of services is straightforward, and it can protect workers from abusive employers who exploit them in delivering the services they sought in relation to the misalignment in the Service Level Agreement. Furthermore, clients should place emphasis on defining the objectives of the service level agreement and avoid overlooking the capacity of the contracting service provider. This can avoid the FM Organization imposing forced flexibility on workers who conduct or perform the work.

Homogeneous Tangibles in Service Quality

One technique to measure the success of the delivery of products, solutions, or services is to assess their tangible service quality. In light of the findings of this master's thesis, there is a disconnection between the client, the supplier, and the people on the definition of tangible service quality. This reflected the research gap where the relationship between the client and the people had not been developed, resulting in value misalignment deficiencies. Typically, the client and the base organization control the services, without enabling workers absolute autonomy under the customer's monitoring to authenticate the services. This was then reinforced by the findings of this study, which revealed that, according to personnel who have worked in the industry, it is difficult to meet client expectations since clients only rely on the connection to the FM organization and the direct connection to the personnel is insufficient.

Strategic Alignment

From the standpoint of the cleaning industry, clients' stringent adherence to direct communication with the supervising authority is effective, and the supervising authority controls the people directly as reinforcement. This should not be a problem in general organizational structure, as

flexibility and transparency must be clearly defined for a process to be effective. But in the case of the worker, when this setup deteriorates, when clients, knowing the nature of the activities to be performed, specify tangible service quality straightforwardly in the personnel without recognizing the adequate commanding workflow and instead directly control the personnel, this has caused challenges in the execution of performance by the personnel, resulting in aggravation at the workplace, demotivation, and a failure to meet the expectations of the customer. In addition to the perspective of the property sector, the FM organization that realizes much more about required functions than does the client also generates complications in the personnel workplace. This was then characterized by the maturity of the FM organization's constraints on their personnel that later then, poses challenges in the workplace.

6. Conclusion

The goal of this master's thesis is to investigate ethical concerns in the Facilities Management Industry's supplied services. Since the value of good practice in FM as a discipline, industry, and field of knowledge, ethical challenges in the operation phase of building lifespans remain limited in literature. This has necessitated the development of this master thesis for the purpose of tackling the drivers of such ethical challenges from the client's standpoint thru empirically-based qualitative study. This master's thesis intends to contribute to the enhancement of such existing knowledge, the necessity for which will assist practitioners in realizing ethically sound practice for consideration of outstanding management and operation in broader facilities management service industry.

For the purposes of achieving this paper's objectives, this master's thesis has concentrated on a literature review and an empirically-based qualitative study. The literature review laid the foundations for the realization of available research and precise understanding of the study's background for cumulative process to the development of this master's thesis. On the qualitative study, this is what has supplied a strong entry ground for the rationalization of industry-experienced professionals, who have subsequently, from the perspective of this master's thesis, presented the reasoning that have positively influenced the objectives of this master's thesis of what is then, ethical challenges that is emergent in the operation and management of services rendered in Facilities Management industry.

The study may have encountered limitations and delimitations in observing the purpose of the paper as well as challenges in the completion of this paper; however, this has resulted in a more defined scope for the paper stemming from the property and cleaning sector that has been identified as the focused subject of inquiry. The purpose of this master thesis is to examine these areas and then explain, from an operational and management standpoint, why these challenges threaten the prior participation of stakeholders, specifically the client and personnel relationship in service delivery. The subsequent sections present the primary findings of this master's thesis in accordance with the stated study question.

What kind of ethical dilemmas are relevant to the services rendered in Facilities Management?

The qualitative approach then revealed challenges with respect to organization, strategy, and provision of services in cleaning and property services, which strongly influenced the emergence of ethical dilemmas in the execution of these services within the FM sector. The organizational challenge was characterized by general challenges, the degree of control, the line of command, and the consequences of the services approach. Moreover, the personnel encountered wage theft, exploitation, worker's dissatisfaction, and financial greed as the ethical challenges experienced in the management and delivery of services.

What are the main drivers for ethical challenges to occur in the context of these services?

The emergence of ethical challenges experienced in the delivery of services was supported by the finding that such organizational and ethical challenges arise as a result of Service Level Agreement discrepancies, workers' financial difficulties, autonomy, and unawareness of one 's rights. Facility Management is evolving from a diverse body of knowledge relating to a number of entities and enterprises that necessitate its services as fuel for operation, with which these ethical concerns may adhere to, as well as the extent to which these challenges arise and require a response.

From the client's perspective, what are the measures for controlling that the operations are ethically sound?

From the client's perspective, the overall analysis of the outcome has led to the development of ethically sound control processes that are pertinent for addressing operational and management challenges of FM services. In this master's thesis, operational control characterized by strategic

alignment, strict adherence to scope, effective communication, straightforward SLA, and follow up/Feedback has been outlined as the primary aspect the client must then focus on, as clients only rely on the tangibility of service quality to validate the efficacy of services. This was not discovered in the literature regarding the delivery of services in FM, but based on the analysis of the qualitative study's results, these operational controls propose a solution for addressing ethical issues from the client's perspective.

This master's thesis may have limits in language, time, and the focus of the study, but it argues for expanding the existing research on the administration of the Facilities Management services industry. The study's findings led to the discovery of a relationship between the existing literature on FM challenges and the challenges in Facilities Management service delivery that were highlighted by industry actors. Furthermore, this master's thesis has supplied compelling evidence for additional research into the FM industry as a whole. This thesis will then significantly contribute to the research gap in addressing the interaction between client and FM professionals.

7. Future Studies

Based on the overall conclusions and limitations of the master's thesis, this section identifies important topics that can be used to enrich the content of the master's thesis and future research essential to the enhancement of the FM services industry. First, due to the limits of focusing solely on property and cleaning services, future research should also consider the other services provided by FM service sectors. In addition, due to the difficulties associated with the qualitative interview procedure, this master's thesis has concentrated solely on the workers' perspective. Future research should also address organizational levels at the higher levels. Thirdly, this master's thesis concludes that tangible service quality is used as a client-perspective performance management indicator for provided services, then future research should examine the creation of such performance evaluation criteria for effective transfer between clients, personnel, and the FM organization delivering the service. And lastly, due to time constraints, this master's thesis investigates the goal of the study using just a literature review and qualitative research. Future research should also go more thoroughly into the examination of documents that are essential to the operation and management of services provided by Facilities Management.

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Appendix

Developed interview Guide (English)

Date and Time: _____ Location: _____   Interview Number: _____
Role description and department: _____
Education: _____
Years in Service: _____
Company nature: _____

- We introduce to each other and talk about the master thesis and its goals (Reasons from specialization project report).
- The interview is voluntary to participate, and all information will be anonymized and randomize.
- All interviewees will receive summary of their interview for accuracy.

Introduction	1. How will you described your organization, your role and responsibility? 2. What is your current project/work assignment? 3. Could you described the nature of the project/work assignment you are currently taking, the processes involved, and who are the people you Interact with?
Facility Management and its Services	4. Do you work in more than one FM organization? If yes/no, how it is organized? 5. Do you consider your work assignment/Job/occupation as under Facility Management? 6. Who determines you work assignment/work arrangement?
Approach to FM Services	7. Are you directly employed by your organization to work in it, or are you purposely sent to work with other organization/entities? (In house or outsourced), is it always this way or was a change before. 8. In what aspect you consider your job as the most challenging?
Defining Ethics in Workplaces	9. How do you consider ethics in your workplace? 10. Did you personally experience ethical challenges in your workplace? 11. If yes, how these ethical challenges affect your work arrangement in general? (Quality, Motivation, Loyalty, etc.) 12. In your own point of view, what are the reason for these ethical challenges to happen?
Control in FM Services	13. How do you describe Service Level Agreement? 14. Who set the requirement for your work assignment? 15. Who monitor your workplace? 16. In what ways do you considered your job as well done? 17. In what way your client and your base organization is involved in monitoring your workplace?
Closing	18. Is there anything else you want to add or something that I should know about? 19. Do you know someone who can help me with the questions?

Utviklet intervjuguide (Norsk)

Dato og klokkeslett: _____ Sted: _____ Intervjunummer: _____
Rollebeskrivelse og avdeling: _____
Utdanning: _____
År i tjeneste: _____
Bedriftens karakter: _____

- Vi introduserer for hverandre og snakker om masteroppgaven og dens mål (Begrunnelse fra fordypningsprosjektrapport).
- Intervjuet er frivillig å delta, og all informasjon vil bli anonymisert og randomisert.
- Alle intervjuobjekter vil motta et sammendrag av intervjuet for nøyaktighet.

Introduksjon	1. Hvordan vil du beskrive din organisasjon, din rolle og ansvar? 2. Hva er ditt nåværende prosjekt/arbeidsoppgave? 3. Kan du beskrive arten av prosjektet/arbeidsoppgaven du tar, prosessene som er involvert, og hvem er personene du samhandler med?
Facility Management og dets tjenester	4. Jobber du i mer enn én FM-organisasjon? Hvis ja/nei, hvordan er det organisert? 5. Betrakter du din arbeidsoppgave/jobb/yrke som under Facility Management? 6. Hvem bestemmer din arbeidsoppgave/arbeidsordning?
Tilnærming til FM-tjenester	7. Er du direkte ansatt i organisasjonen din for å jobbe i den, eller blir du med vilje sendt til å jobbe med andre organisasjoner/enheter? (In house eller outsourced), er det alltid slik eller var en endring før. 8. I hvilket aspekt anser du jobben din som den mest utfordrende?
Definere etikk på arbeidsplasser	9. Hvordan vurderer du etikk på din arbeidsplass? 10. Opplevde du personlig etiske utfordringer på arbeidsplassen din? 11. Hvis ja, hvordan påvirker disse etiske utfordringene din arbeidsordning generelt? (Kvalitet, Motivasjon, Lojalitet, etc.) 12. Etter ditt eget ståsted, hva er årsaken til at disse etiske utfordringene oppstår?
Kontroll i FM-tjenester	13. Hvordan beskriver du Service Level Agreement? 14. Hvem satte kravet til arbeidsoppgaven din? 15. Hvem overvåker arbeidsplassen din? 16. På hvilke måter anså du jobben din som godt utført? 17. På hvilken måte er din klient og din basisorganisasjon involvert i å overvåke arbeidsplassen din?
Lukking	18. Er det noe mer du vil legge til eller noe jeg bør vite om? 19. Kjenner du noen som kan hjelpe meg med spørsmålene?