

MEASURING THE IMPACT OF ELEMENTS IN SERVICESCAPE ON BUSINESS PERFORMANCE: A LITERATURE REVIEW

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Abstract: *Servicescape is known as a physical environment, which is a man-made environment, while facilities management (FM) is responsible to create a pleasant environment that encompasses servicescape elements. In the FM context, a lot of research on the impact of the servicescape are limited and are still lacking. The purpose of this study is to provide a literature review on measuring the impact of elements in servicescape on business performance. The methodology that was used for this paper consisted of a comprehensive literature review from numerous published sources; all the related references were discovered through electronic databases, journals, websites, and books. The literature review is utilised to examine the elements of servicescape and to measure the impact of servicescape elements on business performance. Specially, servicescape consists of four elements, they are ambient condition, spatial layout and functionality, sign, symbol and artifacts, and cleanliness. As such, the impact of elements in servicescape is the way people perceived the functionality of the surroundings. The individual internal responses such as comfort, pleasantness due to the environment, feeling of being safe, and happiness are strongly influenced by the servicescape elements. Accordingly, the result of this study will benefit the managers, facilities managers, investors, and the financial departments in their decision making in order to improve the performance of the organisation. This paper focuses solely on measuring the impact of elements in servicescape that are scarce in current studies. Hence, this paper makes an attempt to provide new information and added value to the investors, stakeholders, and the facilities management on the importance of the impact of the servicescape elements.*

Keywords: *Facilities Management (FM), Servicescape, Physical Environment, Business Performance*

Introduction

In today's world facilities management (FM) has changed dramatically. Indeed, from a relatively modest start, the job of the facilities managers now encompasses a wide range of complex and challenging roles, which are often across entire estates. Facilities managers are generally known to be responsible for the building and services which support the business operation and organisations. Various definitions have been used for FM in different perspectives. The International Facility Management Association (IFMA), which is a professional membership association for facility management, defines FM as a profession that encompasses multiple disciplines in order to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process, and technology. Meanwhile the British Institute of Facilities Management (BIFM) sees FM as an integration of processes within an organisation to maintain and develop the agreed services, which support and improve the effectiveness of its primary activities. Both definitions signify the structured processes and disciplines within FM, where their focuses are slightly different. IFMA focuses on the built environment and the works that needs to be carried out by the facilities manager to ensure its functionality. While BIFM concerns with the improvement and development of activities to support the core business. The definitions seem slightly different but they have the same purpose.

Besides that, the International Standard Organisation (ISO) (2017) defines FM as an organisational function which integrates people, place, and process within the built environment for the purpose of improving the quality of life and productivity of business. Drion, Melissen, & Wood (2012) assert that FM is a management function that focuses on how to develop, maintain and improve the physical environment that is needed to support and add value to the business organisation's process, as well as to create and maintain a physical workplace that provides optimal support to the people and employees of the organisation. The scopes of FM are to facilitate the use of resources, enhance organisational effectiveness, and improve the living and working environment for social and economic activities (Rondeau, Brown, & Lapedes, 2012). As have been cited by Mohd Noor & Pitt (2009), FM can be summarised as creating an environment that is cohesive to conduct primary operations of an organisation, taking an integrated view of the infrastructure services and to use it to provide customer satisfaction and value for money through the support for enhancement of the core business. Therefore, it can be concluded that FM is creating an environment for supporting the organisation in conducting its core business, whatever that is possible, by providing a safe, efficient and effective environment for business operation.

The growing urbanisation has created the need for more modern and complex buildings. Thus, managing FM requires a wide range of skills and knowledge. A facility manager's role may well have to run an organisation, to be responsible for everything from preparing budget targets, cutting costs, and making a decision for improving the performance of the business organisation, all of which have been challenging tasks for the facilities managers for some time. The business services need to improve their facilities day by day in order to attract customers. The business organisation is heavily dependent on the physical environment. According to the example from business and commercial real estate research, the shopping mall will attract their shoppers through image, look and feel of the atmosphere (Chebat, Sirgy, & Grzeskowiak, 2010). In order to provide service facilities that are considered as useful, the surrounding physical environment should be well suited to the end-users.

The physical environment, which is also termed as servicescape comes from marketing terms. The servicescape elements is a vital part of a business service organisation because it can influence the individual internal responses and behavioural responses. The impact of servicescape is important for business performance especially in deciding on a new investment, refurbishment, or upgrading of the organisation facilities. Bitner (1992) has argued that the ability of the physical environment to influence behaviour and to create an image is particularly apparent for business organisation, for the place where the business service is produced may have a strong impact on the customers' perceptions of the service experience.

Many studies of the research regarding the servicescape have started in the marketing field. In the past, servicescape has been referred to as an atmospheric (Kotler, 1973), physical environment (Baker, 1986), economic environment (Arnold, Handelman, & Tigert, 1996), market environment (Turley & Milliman, 2000), and store environment (Roy & Tai, 2003). The term of servicescape has been invented by Bitner, 1992.

Table 1 shows 20 articles that are based on the previous studies of servicescape, from the year 2011 until 2021. Servicescape has been employed in the various contexts of studies such as in the casino, exhibition hall, shopping mall, grocery retail, airport, restaurant, coffee shop, hotel, educational institution, and banking industry. Many studies are in a marketing area, business, technology, tourism, sustainability, as well as hospitality.

Table 1: Previous Studies on Servicescape

No	Title	Scope of Research	Journal
1	Does the look matter? The impact of casino servicescape on gaming customer satisfaction, intention to revisit, and desire to stay. (Year: 2011)	Casino	Hospitality Management
2	The impact of the servicescape on the desire to stay in convention and exhibition centers: the case of Macao Convention and Exhibition. (Year: 2012)	Exhibition Hall	Marketing
3	The shopping mall servicescape affects customer satisfaction. (Year: 2012)	Shopping Mall	Business
4	An exploration of the effects of the servicescape on customer and employee responses in a grocery retail context. (Year: 2012)	Grocery Retail	Marketing
5	The effect of the servicescape on customers' behavioural intentions in an international airport service environment. (Year: 2012)	Airport	Tourism and Service
6	Key indicator for measurement shopping mall's servicescape (Year: 2014)	Shopping Mall	-
7	Servicescape: Understanding how physical dimensions influence exhibitor's satisfaction in convention centre, KLCC. (Year: 2015)	Exhibition Hall	Business Management

8	The design of servicescape based on benefit sought in hotel facilities: a survey of hotel consumers in Seoul (Year: 2015)	Hotel	Asian Architecture and Building Engineerng
9	Servicescape attributes and consumer well-being (Year: 2016)	Visitors to a Travel Destination	Marketing
10	The factor of servicescape ambient influence towards visitors to shopping mall.(Year: 2017)	Shopping Mall	Technology
11	The role of servicescape in hotel buffet restaurant. (Year: 2017)	Restaurant	Hotel and Business Management
12	Using servicescape to manage student committment towards a higher education institution. (Year: 2017)	Educational Institution	Business Management
13	An exploration of the effect of servicescape on student choices in UK Universities. (Year: 2017)	Educational Institution	Marketing
14	A systematic underpinning and framing of the servicescape: Reflection on the future challenges in healthcare services (Year: 2017)	Healthcare Environment	Environmental Research and Public Health
15	Elements of servicescape impact on business performance: Facilities Management context. (Year: 2018)	General/FM context	Real Estate
16	The effect of servicescape on the emotional states and behavioural responses of hotel guests. (Year: 2019)	Hotel	Tourism Management
17	The impact of servicescape on customers satisfaction in banking industry. (Year: 2019)	Banking	-
18	Investigating the effects of airport servicescape on airport's users' behavioural intentions: A study of Incheon Internasional Airport Terminal 2 (T2). (Year: 2019)	Airport	Sustainability
19	The impact of social servicescape factors on customers' satisfaction and repurchase intentions in mid-range restaurant in Baltic States. (Year: 2020)	Restaurant	Open Innovation: Technology, Market, and Complexity
20	The impact of servicescape on consumer purchasing behavior: A study of coffee shop in Colombo, Sri Lanka. (Year: 2021)	Coffee Shop	Journal of Business and Management

Based on the previous studies they show the lack of study on the FM circle. Only one research from the real estate journal, which is a study about the element of servicescape, has an impact on business performance. It is more focused on the elements of servicescape. However, the impact of servicescape is not discussed in detail. There is still a lack of discussion regarding the impact of servicescape on business performance. Meanwhile, servicescape and FM are

interrelated, in which FM is responsible to create a pleasant environment that encompasses servicescape elements.

Since there is limited study and a lack of attention within the FM area, this research attempts to explore and fill the research gap on measuring the impact of servicescape on business performance in the FM field. Each element of servicescape and the impact of servicescape will be discussed further in the subsequent sections of this paper. This research adopts a comprehensive literature review from numerous published sources. All related references have been discovered through electronic, database, journals, and books.

This paper review and present the impact of a servicescape that has the potential to elevate the whole performance of an organisation which leads to the improvement of the business reputation and profit increment.

Servicescape

Servicescape originates from marketing terms. The concept of servicescape has been established in the marketing field since the past few decades. In marketing literature, the physical environment is called servicescape (Baker, 1986). While Kotler (1973) has defined the meaning of servicescape as an atmosphere, servicescape also means the physical environment in a service organisation (Weerasinghe, 2019). Correspondingly, there are various definitions of servicescape from other researchers' perceptions.

It was Booms & Bitner (1981) who had first introduced the term 'servicescape' that referred to the physical environment in which the service was delivered. Servicescape is defined as "the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service" (Booms & Bitner, 1981).

Servicescape provides the basis to create the environment for the occupants. Servicescape is a built environment or the man-made physical surrounding as opposed to the natural or social environment (Bitner, 1992). Besides that, Bitner (1992) states that the facility itself, or the 'servicescape', may have a large effect on the customers' satisfaction with the experience of service, and hence will play an important role in determining whether customers will intent to revisit in the future. Servicescape as a physical environment of an organisation encompasses several different elements (Juhari, Mohd Ali, & Khair, 2012). Thus, servicescape is needed by a building in order to deliver the business services.

Servicescape Elements

Many perspectives of servicescape elements are from researchers with different types of service setting. According to Mari & Poggesi (2011), these distinctions are still perceived to be relevant and are accurate reflections of a physical service environment even though they are more than twenty years. In 1981, Booms and Bitner have developed a model of servicescape to emphasise the impact of physical environment in which a service process takes place. The model of servicescape consists of three elements, they are:

- a) ambient; (temperature, air quality, noise, music, and odor)
- b) arrangement and function; and (layout, equipment, and furnishings)
- c) sign, symbol, and artifacts. (signage, personal artifacts, and style of decor)

According to Bitner (1992), two important aspects of the servicescape are:

- a) spatial layout and functionality (seats, aisles, hallways and walkways, food services, lines, rest rooms, and entrances and exits that are designed and arranged setting);
- b) elements that are related to aesthetic appeal (surrounding external environment, the architectural design, facility upkeep and cleanliness, signage, and other physical elements which customers view).

The elements of layout and functionality are important in business services such as theatres, concerts, or cinema because they would affect the comfort of the customers. The spatial layout is a common element of servicescape that can be generally applied to business services. While the aesthetic factors influence the ambiance of the place. The elements of servicescape give an impact on the individual's thoughts and feelings (emotional) that, ultimately, lead the customer to either approach or avoid the services.

After Bitner's study, several scholars adopted those servicescape elements and tried to explain their studies by developing their own environmental factors for a different type of business service setting. For instance, Siddiqui & Tripathi (2011) consider elements of servicescape will be exterior facilities, general interior, interior displays, and social dimension (attitude or behaviour of staff) for the shopping mall or retail store service environment. Turley & Milliman (2000) conducted a study on retail environment services and stated five elements of servicescape, which were as follows: external variables, general interior variables, layout and design variables, point-of-purchase and decoration, and human variables. On the other hand, the study by Hamzah, Abd Rashid, Mansor, & Shobri (2020) used four vital elements of servicescape which were the ambience, spatial layout and functionality, sign, symbols, and artifacts, and cleanliness for the shopping mall.

A study conducted by Jeon & Kim (2012) proposed ambient factor, functional factor, aesthetic factor, safety factor, and social factor as the elements of an international airport servicescape. The safety factors are critical and essential to people due to the service of the airport, for instance security accidents such as terrorism or emergency landing. Functional factor includes layout, comfort, signage, or pattern of design. Whereas aesthetic factor consists of architecture, color, scale, shape, or style of design.

Besides that, Lam, Chan, Fong, & Lo (2011) have considered ambience, navigation, seating comfort, interior decor, and cleanliness to be the elements of servicescape in the casino. Bitner (1992) has referred navigation as the spatial layout and functionality of the servicescape. Spatial layout and functionality influence users' density because they influence the traffic flow of patrons. Lam et al. (2011) claims sign and direction as navigation. A study by Lio & Rody (2009) has classified four distinct elements of the casino servicescape to be seating comfort, cleanliness, interior decoration, and gambling facilitators.

Han, Kang, & Kwon (2018) have studied the servicescape in the healthcare environment and classify the elements of servicescape into six elements, which are external variables, interior variables, ambient variables, functional variables, product, furniture or displays, and social variables. Each element of the servicescape is divided into several items under the servicescape (Refer Table 2 below).

Table 2: Classification of the Six Servicescape Elements

External Variable	Interior Variable	Ambient Variable	Functional Variable	Product/ Furniture/ Displays	Social Variable
<ul style="list-style-type: none"> • Entrance • Parking • Building architecture • Building design • Exterior design • Surrounding area • Location 	<ul style="list-style-type: none"> • Color • Flooring • Wall covering • Finishing • Material • Style • Attractiveness 	<ul style="list-style-type: none"> • Temperature /Humidity • Circulation/ Ventilation • Noise • Music/ Acoustics • Lighting • Aroma/ Scent • Cleanliness • Comfort 	<ul style="list-style-type: none"> • Scale/Size • Layout (easy to move, convenience) • Space • Traffic flow • Wayfinding • Accessibility 	<ul style="list-style-type: none"> • Furniture (Layout, arrangement number) • Painting/ picture/ artifacts • Decoration/ Accessory • Equipment/ Display • Signage/ Sign • Plants 	<ul style="list-style-type: none"> • Other customers (number, appearance) • service personel (number, appearance, credibility) • Crowding • Privacy • Communication

Sources: Han et al. (2018)

In another study, Siu, Wan, & Dong (2012), covered five elements of servicescape in the conventional centre context. Which are the ambient conditions, spatial layout, functionality, sign, symbols, and artifacts, and cleanliness. Mohd Rashid, Ma'amor, Ariffin, & Achim (2015) had used the spatial layout or functionality, ambient condition, and signs, symbols, and artifacts for a leisure event that was held at the Kuala Lumpur Convention Centre (exhibition and convention).

Kwong (2017) used four (4) elements of restaurant servicescape. Which are ambient condition, spatial layout and functionality, signs, symbols and artifacts, and cleanliness of servicescape. Cleanliness is important for attracting and retaining customers, especially for restaurant business because hygiene is the bottom line for customer satisfaction to a restaurant. Many researchers realise the importance of cleanliness. Wakefield & Blodgett (1996) states that cleanliness is important for servicescape especially in leisure services such as hotels, resorts, and amusement parks. Cleanliness is considered to be critical in hotels, hospitals, and clinics (Lee & Kim, 2014). According to Harris & Ezeh (2008) cleanliness plays an important role in creating a positive physical environment for business services. Cleanliness should be part of the servicescape elements because it can change the consumers' attitudes towards the service providers (Wakefield & Blodgett, 1996). Therefore, the cleanliness of servicescape is one of the strong elements to use in all types of business services.

The scholars have attempted to suggest their own elements of servicescape with different types of business service setting. The elements of servicescape vary depending on the nature of the business service and the customers' needs. Jeon & Kim (2012) have argued that there are no specified servicescape determinants for all service organisations. The elements show the various elements in each business service that are very important for an organisation to achieve success. Different contexts of business service may have different servicescape elements but mostly they have similarities. Servicescape as efficient elements are used to impact the business performance. The elements of servicescape impact the individual's thoughts and feelings (emotional) that, ultimately, lead them to either approach or avoid the services.

Impact of Servicescape Elements

Servicescape form perception in the mind of consumers. Accordingly, Figure 1, shows Bitner’s original framework of servicescape elements. Bitner’s servicescape framework focuses on the retail industry, for instance a shopping mall building. The framework depicted the role of the physical environments or servicescape in the service organisations that will be perceived by both the customers and employees, where both groups may respond cognitively, emotionally, and physiologically to the environment (Bitner, 1992).

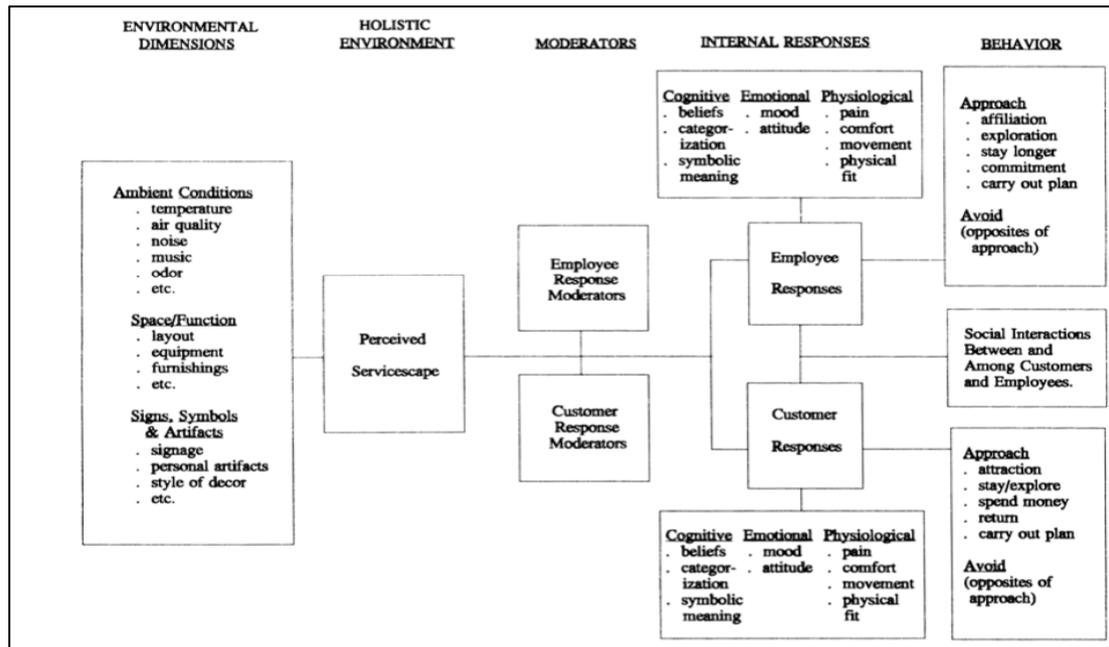


Figure 1: The Impact of Servicescape in Business Services

Sources: Bitner’s Framework of Servicescape

Therefore, the individual internal responses to the environment influence the behaviours of humans. The three responses are strongly influenced by the individual internal responses to the servicescape elements or the physical environment that leads to the approach or avoidance behaviour. Menzel Baker, Holland, & Kaufman-scarborough (2007) have stated that the customers’ approach or avoidance behaviours in the shopping mall’s environment are based on their perception and response to the ambient condition, the arrangement, as well as the symbols and artifacts. Environmental psychologists suggest that the reaction of human behaviours to places are two, approaches or avoidance (Mehrabian & Russell, 1974). All positive behaviours are approach behaviours such as the desire to stay, explore, work, and affiliate. Avoidance behaviours are a desire not to stay, not to explore, not to work, and not to affiliate. The research on environmental psychology was introduced by Kotler (1973). The researcher proposed the concept of atmospheric as a marketing tool and defined it as the design of buying environments to produce specific emotional effects in the buyer that enhanced the purchase intention.

In today’s business, ambient can be the deciding factor of whether or not a customer comes back. For a business such as a restaurant, maybe the customer wants to feel relaxed and comfortable. If it is too hot or too cold for example, this will not help the customer to enjoy their experience. Another business such as a shopping mall, visitors do not come to the mall to shop only but they would also like to enjoy the atmosphere (Hamzah et al., 2020). Lam et al. (2011) have found that the ambient of a business organisation significantly affects the cognitive satisfaction of the customers. Components such as the temperature, lighting, music, aroma, air

quality (Bitner, 1992) all contribute to the ambient of an environment. These affect the customer's senses and influence their experience. The ambient condition such as music, colours, light, displays, fragrances, a soft and cozy ambience can create a mood for people to feel worthy (Jain & Bagdare, 2011) and encourage people to stay longer (Morrin & Ratneshwar, 2003). Pleasant lighting and soft music send a signal to customers that a facility is of higher quality (Lam et al., 2011). The ambient condition such as the quality of air may influence the customers' comfort in a casino environment, where poor air quality leads to the reduction in the productivity of work and negative health affects for the workers (Teeters, Jones & Boatman, 1995). People's perception the ambient condition (Grayson & McNeill, 2009), a well-design layout (Siu et al., 2012), or good interior design such as furniture, pictures, plants, and flowers (Kim & Moon, 2009).

Hamzah et al. (2020) state the navigation can influence the customer's satisfaction in the business premise. The accommodation layout for comfortable movement is positively associated with the emotion of the people (Ariffin, Bibon, & Abdullah, 2012). A study conducted by Mohd Rashid et al. (2015) stated that the adequate space and layout of the room that were provided may enhance the pleasure and lead to satisfaction. As stated by Weerasinghege (2019), consumer satisfaction refers to the consumer's evaluation of the product or services after purchasing and have used the services. Customers may feel dissatisfied, are satisfied or delighted with what they have received from the services, which are performed by the particular organisation. Consumers' satisfaction is important because they are willing to spread positive word-of-mouth to other people loyally.

According to Lam et al. (2011), customers who feel more contented can indirectly increase their level of satisfaction when the spatial layout and functionality are well designed because the customers can navigate the business organisation better and have greater perceived control over the environment. This element of servicescape is crucial in influencing customers' comfort in various type of service businesses especially in theatres, retail stores, concerts, and upscale restaurants (Shashikala & Suresh, 2013). A study conducted by Jeon & Kim (2012) found that the spatial layout and functionality can directly influence people's positive emotions. Well-designed layouts are extremely important because they strongly affect traffic patterns in business premises, consumer behaviour, and operational efficiency (Weerasinghege, 2019).

An appropriate decoration and artifacts (sign, symbols, artifacts) lead to the feeling of satisfaction among the consumers. Thus, the sign, symbols, and artifacts are crucial to customer's satisfaction (Hamzah et al., 2020) because they provide information about the facilities of the business premise.

The element of cleanliness plays an important role as well in determining people's positive emotions when they visit any business service (Vilnai-Yavetz & Gilboa, 2010). Moon, Yoon, & Han (2016) also concur that the customers' pleasure can positively be impacted by the cleanliness of the business service. According to Lam et al. (2011) people generally feel more comfortable staying in a clean environment, and thus cleanliness clearly affects how long they will stay in a service area which affect their satisfaction.

Besides that, Mehrabian & Russell (1974) share that the emotional responses to the service environment stimulate the individuals' emotions and thus influence the behavioural intention (see Figure 2). The human perceptions of physical environments are pleasure, arousal, and dominance.

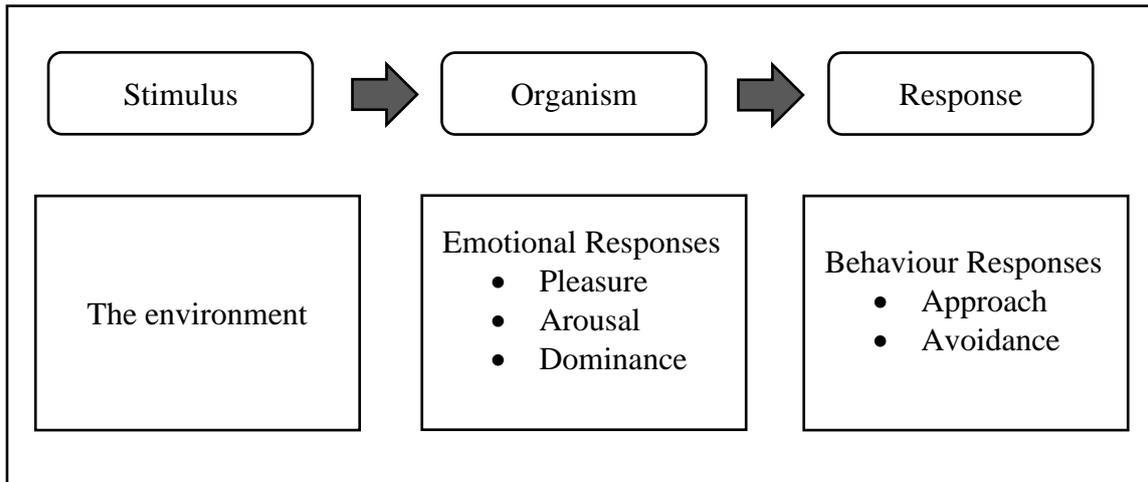


Figure 2: Stimulus Organism Response (SOR) Model

Source: Mehrabian & Russell (1974)

By using the Mehrabian and Russell model, numerous studies were conducted and had used environmental stimuli as the forecaster of emotional responses. In the theoretical model (S-O-R), environmental stimulants (S) result in emotional responses in individuals (O) and these responses of individuals lead to behavioural outputs (R). This model explains the mechanism of how individuals respond to environmental stimuli. Mehrabian and Russell (1974) have introduced this model as new changes for environmental stimuli where it has a direct effect on the customer behaviour whether they approach or avoid after their experience in that environment. The components of S affect the customer's mood as either satisfied or unsatisfied with the physical characteristic, then the O component in turn affects the R components, the approach or avoidance behaviour.

In the field of environmental psychology, pleasure, arousal, and dominance are considered as three basic dimensions of emotional responses that indicate peoples' state of feeling. Pleasure refers to happiness or satisfaction (feeling satisfied is just a component of the pleasure emotion). Sullivan (2002) has said that when users feel pleased in an environment, they are more likely to spend time and money in that business environment. Arousal is feeling the excitement, while dominance is when people feel that they can win by "beating the house". For instance, in casino services, dominance is an important emotion; Lio & Rody (2009), have mentioned that the dominance emotion might be critical for the casino context in Macau.

Besides that, pleasure involves such a feeling as happiness as opposed to unhappiness, pleasure as opposed to annoyance, or delight as opposed to sorrow. Arousal can be indicated by feelings such as stimulation as opposed to relaxation, excitement as opposed to calm, or frenzy as opposed to apathy. Meanwhile dominance is indicated by feelings such as controlling as opposed to being controlled, being influential as opposed to being influenced, or being in control as opposed to being cared-for (Ezeh & Harris, 2007).

Referring to another researcher, Foxall & Greenley (1999) have stated that pleasure refers to the emotional states of individuals such as happiness or unhappiness, comfortable or uncomfortable while the emotion of arousal refers to the excitement or calm, and dominance refers to the emotional states such as controlling or being controlled, overpowering, or obedient.

The three emotional responses are the characteristics of a person's feeling (Mehrabian & Russell, 1974).

Methodology

Literature reviews are defined as primarily a qualitative method. Content analysis has been applied for reviewing around 45 literature reviews during 2011-2020 in different service setting of servicescape. A content analysis is used to examine the content analysis literature in this study.

Findings

This study has identified four elements of servicescape and the impact of servicescape that is based on the literature review. Figure 3 shows the results of the study. The four elements of servicescape that are perceived by the users comprise ambient condition, space layout and functionality, sign, symbol, and artifact, and cleanliness. The elements of servicescape are common elements that can generally be applied to business organisations. Ambient is the element of servicescape that include temperature, lighting, music, colour, noise, scent, and air quality. While spatial layout considers the size, shape, and the arrangement of machinery, equipment, and the furnishing and other physical objects that are arranged, functionality refers to the ability of these items to fulfil the customer's needs and the accomplishment of organisational goals. Signs, symbols, and artifacts as tools can provide customers with information about the facilities that are provided by the business service. Cleanliness is important because it is considered to be the first impression by the customers in any business organisation. Shashikala & Suresh (2013) have found that cleanliness is important because customers normally spend several hours in a business organisation.

Servicescape has the potential to foster an individual's thoughts and feeling that, ultimately, lead to the behaviour of either to approach or to avoid the service. The human internal response such as the feeling of being safe, comfortable, convenience, calm, relaxed, pleasure, satisfied, and the feel of happiness foster the willingness to spread positive word-of-mouth to other people loyally, the willingness to pay more, and the willingness to stay longer, as well as the willingness to revisit.

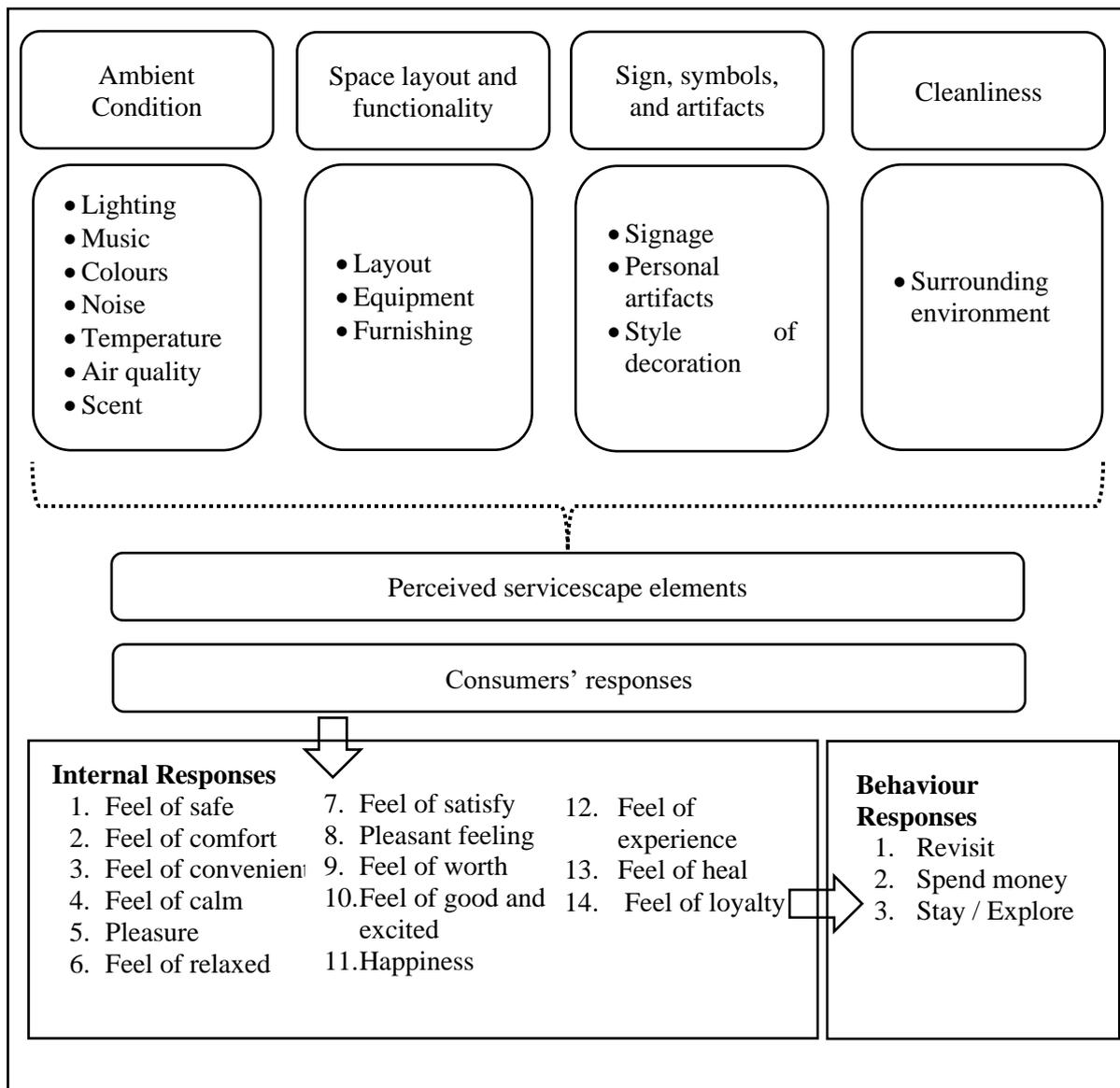


Figure 3: A Framework for Business Performance

Conclusion

An effective and efficient Facilities Management (FM) will create a safe and conducive environment to support the performance of an organisation's service. The elements of servicescape will create the service environments in the building that are able to make the customers approach or avoid the services that are offered. Therefore, facility managers should recognise the elements of servicescape in order to enhance business performance. It is important to recognise that elements of servicescape can be controlled to a large extent by facility management (Hee Lee & Lee, 2015).

Thus, the impacts of servicescape elevating the possibility of increasing the whole performance of an organisation that in the end leads to an improved reputation, and thus attracts more customers which lead to increased income and profit. For future research, this study will produce a measurement of intangible benefit of servicescape for decision making in a new investment, refurbishment or upgrading the organisation's facilities.

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