

**INTERGRATION OF THE CONCEPT OF SHARED
WORKSPACES TO OFFICE BUILDINGS IN SRILANKA**

S.P.M.S Pathirana

189624L

Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa

Sri Lanka

August 2023

**INTERGRATION OF THE CONCEPT OF SHARED
WORKSPACES TO OFFICE BUILDINGS IN SRILANKA**

S.P.M.S Pathirana

189624L

Degree of Master of Science in Project Management

Dissertation submitted in partial fulfilment of the requirements for
the Degree of Master of Science in Project Management

University of Moratuwa

Sri Lanka

August 2023

DEDICATION

I offer this research to my family members for their priceless backing and inspiration.

DECLARATION

I declare that this is my own work. This thesis/dissertation does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any other university or institute of higher learning and to the best of my knowledge belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Also, I hereby grant to the University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, in whole or in, part in print, electronic or another medium. I retain the right to use this content in whole or part in future works (such as articles or books).

10.08.2023

.....

.....

S.P.M.S Pathirana

Date

The above candidate has carried out research for the Masters Dissertation under my supervision.

10.08.2023

.....

.....

Dr.Menaha Thayaparan

Date

ABSTRACT

The concept of space is quite complicated and makes it difficult to define. To achieve the organization's optimum goal the space that is available for work need to be well organized and designed. Shared workspace concept defined as membership based workspaces where diverse groups work together in shared, communal setting. There are certain scenarios where existing office buildings with un-utilized floor spaces. Therefore this study is targeting to solve this issue by checking the adaptability of the shared workspace concept for the selected space in an office building.

The aim of this study is to develop a framework to identify the adaptability of shared workspace for office buildings in Sri Lanka. The objectives of this research identify shared workspace concept, need of the concept for an office building, the characteristics that a building must consist to adopt the concept, enablers', barriers and recommendations to overcome the barriers. Along with a literature review qualitative research approach was adopted by using expert interviews and two case studies. Content analysis used to analysis the findings of the study.

This study provides evidence, by only having an unutilized space won't make an office building eligible to adopt shared workspace concept. To adopt this concept to an office building it must have certain characteristics, those are respect to office type, organization culture, core business, operating hours, support structure, accessibility. The barriers have been identified in relation to financial and consistency of the business as lack of privacy, noise level, monitoring and controlling of space, availability of a support structure, matching all the co-workers expectations as whole, legal and regulatory barriers. The solutions were supported from experts' ideas/opinions and findings from case studies. Ultimately a framework was developed to check the adaptability of shared workspace for office buildings in Sri Lanka.

Keywords: Barriers, Drivers, Office building, Shared workspace, Sustainable facilities, Sri lanka

ACKNOWLEDGEMENT

This research would not be a reality without the assistance and guidance of many individuals and organisations. Therefore, I make this an opportunity to express my gratitude for everyone who contributed in numerous ways, sharing their knowledge and experience.

First and foremost, I would like to express my sincere gratitude to my supervisor Dr. Menaha Thayaparan for the great commitment, guidance and encouragement given throughout the research

My sincere gratitude shall also be extended to Prof. Anuradha Waidyasekara, Head of the Department of Building Economics and rest of the academic and non-academic staff of the department

Without the support, guidance and knowledge provided by the experts in the industry this research would never be a success. Therefore, I extend my gratitude for the expert and professionals in the industry who allocated their valuable time for providing required knowledge.

Last but not least, I express my heartfelt gratitude to all my family members, all my batch mates for sharing their experience and knowledge throughout the study.

Pathirana S.P.M.S.

August, 2023

TABLE OF CONTENT

DEDICATION	III
DECLARATION.....	IV
ABSTRACT	V
ACKNOWLEDGEMENT.....	VI
TABLE OF CONTENT	VII
LIST OF TABLES	X
LIST OF FIGURES	XI
ABBREVIATIONS	XII
CHAPTER ONE.....	1
1. INTRODUCTION	1
1.1 Research Background	1
1.2 Problem Statement.....	4
1.3 Aim and Objectives	5
1.4 Research Methodology	6
1.5 Scope and Limitation	7
1.6 Chapter Breakdown	7
1.7 Chapter Summary	7
CHAPTER TWO.....	8
2. LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Sharing Economy.....	8
2.3 Shared Management	9
2.4 Shared Workspace	11
2.4.1 Shared Workspaces	11
2.4.2 Digital Workspaces	13
2.4.3 Characteristics of Shared Workspaces	14
2.4.4 Barriers and Enablers of Shared Workspace.....	17
2.5 Office Buildings.....	18
2.5.1 Types of Offices and Layouts	19
2.5.2 Office Cultures	21
2.6 Demand and Supply Estimation Factors of Space in an Office Buildings	23
2.7 Office Spaces in Sri Lankan Context.....	24

2.8 Application of Shared Workspace for Office Buildings.....	27
2.9 Factors Affecting the Implementation of Shared Workspace.....	29
2.10 Theoretical Framework.....	30
2.11 Need to have Shared Workspaces for Office Buildings in Sri Lanka.....	32
2.12 Summary.....	32
CHAPTER THREE.....	33
3.RESEARCH METHODOLOGY.....	33
3.1 Introduction.....	33
3.2 Research Design.....	33
3.3 Research Philosophy.....	34
3.3.1 Positivism.....	34
3.3.2 Interpretivism.....	35
3.3.3 Selected philosophical stance.....	35
3.4 Research Approach.....	35
3.4.1 Quantitative Approach.....	36
3.4.2 Qualitative Approach.....	36
3.4.3 Mixed Method Approach.....	37
3.4.4 Selected research approach for this study.....	37
3.5 Available Research Strategies.....	38
3.5.1 Selected Research Strategies.....	39
3.5.1.1 Qualitative Survey.....	39
3.5.1.2 Case Studies.....	40
3.6 Research Techniques.....	42
3.6.1 Data Collection Techniques.....	42
3.6.2 Data analysis techniques.....	45
3.7 Research Process.....	46
3.8 Chapter Summary.....	48
CHAPTER FOUR.....	49
4. ANALYSIS AND RESEARCH FINDINGS.....	49
4.1 Introduction.....	49
4.2 Analysis and Findings of Expert Interviews.....	49
4.2.1 Objective of Expert Interviews.....	49
4.2.2 Respondent Profiles of Expert Interviewees.....	50
4.2.3 Shared Workspace Concept.....	51

4.2.4 Enablers of Shared Workspaces	66
4.2.5 Barriers for Shared Workspace	71
4.3 Analysis and Findings of Case Studies	80
4.3.1 Objectives of the Case Studies	80
4.3.2 Strategies of Achieving Case Study Objectives	81
4.3.3 Brief Background Details of the Case Studies	81
4.3.4 Descriptions of Case Studies	82
4.3.5 Details of Case Study Interviewees	83
4.3.6 Summary of Barriers for Shared Workspace Concept to Sri Lankan Office	90
4.3.7 Recommendations to Overcome the Identified Barriers	91
4.4 Developing a Framework to Verify Adaptability of Shared Workspace in Office Building Sri Lanka	94
4.4.1 Theoretical Framework	94
4.5 Summary	96
CHAPTER FIVE	97
5. CONCLUSIONS AND RECOMMENDATIONS	97
5.1 Introduction	97
5.2 Conclusions	97
5.2.1 Objective 01- To review the shared workspace concept to emphasize significance of the concept in the context of office buildings	97
5.2.2 Objective 02 - To investigate the characteristics of office buildings in adopting the concept of shared workspace in Sri Lanka	98
5.2.3 Objective 03 - To explore the barriers and enablers to adapt shared workspace in office buildings	98
5.2.4 Objectives 04 - To propose recommendations to improve the efficiency of shared workspace of office buildings in Sri Lanka	98
5.3 General Conclusions	99
5.4 Recommendations	99
5.5 Limitations	99
REFERENCES	101
ANNEXURE	106
APPENDIX A: EXPERT INTERVIEW GUIDELINE	106
APPENDIX B: TRANSCRIPT OF AN EXPERT INTERVIEW	112
APPENDIX C: TRANSCRIPT OF CASE STUDY	116

LIST OF TABLES

Table 2-1: Differences between Conventional and Shared Management	9
Table 2-2: Characteristics of Shared Workspaces Compared with Classical Work Organizations.....	16
Table 2-3: Zones in Colombo.....	26
Table 4-1: Respondent profile of Expert Interviewees.....	50
Table 4-2: Factors Affecting for the Emerging Trend.....	51
Table 4-3: Characteristics that were discussed with Experts	53
Table 4-4: Why Shared workspaces are needed for an Office building	56
Table 4-5: Office Classes	59
Table 4-6: Experts' Validation over Type of Office	61
Table 4-7: Experts' Validation over Office Culture.....	62
Table 4-8: Spaces that Can Recreate or Use it as it is as Shared Workspaces in An Office	64
Table 4-9: Enablers of Shared Workspaces.....	67
Table 4-10: Barriers for Shared Workspace	72
Table 4-11: Suggestions to Overcome the Privacy as a Barrier	73
Table 4-12: Suggestions to Overcome the Noise as a Barrier	75
Table 4-13: Suggestions to Overcome Monitoring and Controlling Of Space as a Barrier	76
Table 4-14: Suggestions to Overcome Unavailability of the Support Structure as a Barrier....	78
Table 4-15: Suggestions to Overcome Co-Workers Expectations as Whole the Barrier	79
Table 4-16: Background Details of the Case Studies	82
Table 4-17: Respondent profile of Case Studies	84
Table 4-18: Need to have Shared Workspace for an Office Building according To the Cases	84
Table 4-19: Characteristics of an Office to Adopt Shared Workspace Based On Case Studies	85
Table 4-20: Spaces in an Office that can use as Shared Workspaces.....	86
Table 4-21: Enablers of Shared Workspaces for an office Buildings	87
Table 4-22: Summery of Barriers and Challengers	89
Table 4-23: Recommendations Summary	91

LIST OF FIGURES

Figure 2.1: Synthesizes the three steps of the work virtualization process	12
Figure 2.2: Shared management Implementation steps.....	29
Figure 2.3: Theoretical Frame Work	31
Figure 3.1: Nested approach (Kagioglou et al, 2000).....	34
Figure 3.2: Presents the research process followed in the dissertation.....	47
Figure 4.1: Proposed Theoretical Framework	95

ABBREVIATIONS

BOMA	Building Owners and Managers Association
CBD	Central Business Districts
CCSS	Computer Controlled Central Switching System
CSCW	Computer Supported Cooperative Work
ICT	Information and Communication Technology
IEQ	Indoor Environment Quality
IFMA	International Facilities Management Association
IT	Information Technology
ITES	Information Technology Enabled Services
PD	Planned Developments
PORT	Premium Office Rent Tracker
SBD	Secondary Business Districts
SLASSCOM	Sri Lankan Association of Software and Service Companies
TWS	Team Work Station