

PROSPECTS FOR PROFESSIONAL MANAGEMENT OF MULTI-TENANTED COMMERCIAL PROPERTIES IN PORT HARCOURT (PHALGA), NIGERIA

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ABSTRACT

Inefficient service delivery by property managers was identified as a problem confronting the management of multi-tenanted commercial properties in Port Harcourt. The aim of the research was to examine the prospects for professional management of multi-tenanted commercial properties. The research adopted Interpretivism as its philosophy and case study as its research design with Port Harcourt shopping mall and The Vineyard shopping center. The population was 93 comprising the management and tenants of both shopping malls. A total number of 93 questionnaires were distributed, 88 representing 94.6% were completed, returned and found useful for analysis. Findings include; a team of managers were responsible for the management of Port Harcourt shopping mall, whereas, a facility manager was responsible for the management of The Vineyard shopping center. Inefficiency in service delivery was caused by the wrong application of management strategies and default in the payment of service charge and administration. Professionals apply strategic policies to curb or contain risks; they help in meeting competitive challenges of property management, and they are highly knowledgeable and have the skills to manage properties/facilities were the needs for professionals to manage multi-tenanted commercial properties. The research concludes that multi-tenanted commercial properties managed by professionals are better managed and encounter less managerial problems. The study recommends that professionals should handle the management, repairs, and maintenance of all facilities/services in the shopping malls.

KEYWORDS: Prospects, Professional, Professional Management, Multi-tenanted, Commercial Properties

Article History

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INTRODUCTION

Commercial property management entails the application of specialized skill to care for the investment, sometimes of an individual, household or corporate body in buildings with the aim of securing highest return (Oladokun and Ojo, 2011). It has the purpose of establishment. Its purpose according to Scarrett (1995) is the optimization of the owner's investment. According to Oladokun and Ojo (2011), investment in multi-tenanted commercial property is most time expressed as the biggest investment of a household due to its capital requirement for its procurement, the success of such capital-intensive investment could be attributed to its management. Most often, people think that property

management is a simple operation of serving buildings, such as cleaning the common areas, providing security guards to mind entrances, and maintaining the common areas of building premises and services (Cheng, 1998).

However, as a specialized assignment, it has been explained (Sangosanya, 1986) as a business as well as a profession that involves an acquisition of knowledge and special skills in a particular field of endeavor. Good property management practice is about serving the users rather than the building (Li, 1997). The implication of this is that there is a need to acquire basic knowledge and training that will enhance effective performance.

In addition, a property manager should have an in-depth knowledge of the land, economics, accounting, finance, architecture, and building. More so, a sound knowledge of landlord and tenant law, access to a complete attorney, effective communication skill, the ability to organize and delegate effectively as well as good time management (Oladokun and Ojo, 2011).

The word prospects according to Cambridge dictionary (2017) means a person who might be chosen, for example as an employee. An employee in this context is the person given the responsibility to manage a property having acquired the necessary skill and experience through training and practice from a professional body and earn his/her living through his/her services.

Wikipedia (2017) defines a profession as a vocation founded upon specialized educational training, the purpose of which is to supply objective counsel and service to others. A professional is a person qualified or employed in one of the professions following an occupation as a means of livelihood or gain (Ifediora, 2010).

According to Yalokwu (2002), management can be regarded as the process of scheduling, organizing, leading and controlling the hard work of organizational members and by means of all other organizational members and by means of all other organizational where withal to achieve a placed goal. Put in another way, property management involves the careful organization of individual and material resources with the aim of achieving defined goals in real property investment. Its practice gives a robust basis for timely decision making in the maintenance of property resources together with facilities and bringing together the dominant interests of the property owner and a lot of tenants in the estate as captured in the lease agreements accomplished thereto (Dauda, 2010).

A multi-tenanted commercial property houses a number of tenants that have the sole aim of doing business. The uniqueness of multi-tenanted commercial properties is that so many commercial activities could be housed on one roof and the greater number of people could be working in the same building making available different goods and services to clients within the building structure and utilizing the land area (Streen, 2002).

In addition, it generates lots of income when properly managed. But has so much problems and challenges if not properly managed ranging from tenant selection, security issues, insurance, service charge administration, default in the payment of rent etc. (Watts, 2014; Snyder, 2012; Facility management world, 2014).

Inefficient service delivery by the property managers is identified as a major problem affecting the management of multi-tenanted commercial properties. This problem is attributable to the employment of non-professionals (quacks) as property managers. The non-professionals do not have the appropriate qualifications and experience in property management, yet are given responsibilities to manage multi-tenanted commercial properties by investors. This lack of experience and skill in property management resulted and culminated in managers acting unprofessionally and adopting management style, which is unethical and inefficient. This leads to various problems such as poor tenant selection, default

in the payment of rent, default in service charge payment and administration. Others include; security issues, poor supervision of repairs and maintenance work etc. It is on this premise that this research is conducted to investigate the problem of inefficient service delivery and establish the need for professional management of multi-tenanted commercial properties.

Description of the Study Area

The study area for this research is Port Harcourt local government area (PHALGA) in Port Harcourt, Rivers state. The focus is on Port Harcourt Shopping Mall located at No. 1 Azikiwe road, near government house Port Harcourt and The Vineyard Shopping center located at No. 88 Woji road GRA Phase 2, Port Harcourt.

Port Harcourt Local Government Area (Phalga)

This is one of the local government areas that are added in the greater Port Harcourt region. It is located 52 kilometers South-east of Ahoada and 40 kilometers North-west of Bori. It is bounded to the south by Okrika, to the east by Eleme, to the north by Obio-Akpor and to the west by Degema. Its size is 109 square kilometers. (Port Harcourt [local government area] City population retrieved 21- July- 2015). The area has a total population of 787,974 people in 2017 from 538,558 in 2006. (www.population.gov.ng). PHALGA is part of the Rivers State East Senatorial district consisting 20 electoral wards. The Mayor, who is the highest-ranking official in the Port Harcourt local government is elected by popular vote and presides as both head of wards and head of the local government council (Wolpe, 1974).

Brief History of Port Harcourt Shopping Mall

Port Harcourt shopping mall belongs to ARTEE GROUP. ARTEE group over the 27 years has grown from a humble beginning to become one of the fastest growing business conglomerates in Nigeria. The property was owned by Rivers state government and leased to ARTEE group in the year 2014 (www.sparnigeria.com/about-artee-group).

Currently, the shopping mall has four departments namely: Administration headed by a director, Maintenance headed by a director, Security also headed by a director, and housekeeping also headed by a director. All these departments report to the manager who incidentally transmits to the head office in Lagos. Management of the facilities is done in-house and outsourced through the maintenance department. The mall has forty-nine shops and about thirty-nine are owned by ARTEE groups including SPAR and others. They all have their headquarters in Lagos whereas the remaining ten shops are leased out to prospective tenants within Port Harcourt and Lagos. There are enough parking spaces and high level of security presence due to its closeness to Rivers state government house and its location at the central business district (CBD) attracts customers from all works of life within and outside Port Harcourt.

Brief History of the Vineyard Shopping Center

The Vineyard shopping center is located at No. 88 Woji road GRA Phase 2 in Port Harcourt. The Vineyard shopping center was established in the year 2015 and owned by a single individual. It's a three storey building with thirty-nine shops occupied at present. It has conference halls, swimming pools for leisure, bars, restaurants, entertainment centers or playgrounds for children entertainments during weekends and holidays. It has a parking space and its location in GRA attracts security presence. They have a facility manager that establishes the facilities management department. This department takes care of the entire property and its maintenance of facilities. The Vineyard shopping center has a generating set that supplies light 24 hours immediately there is a power outage from the power holding company.

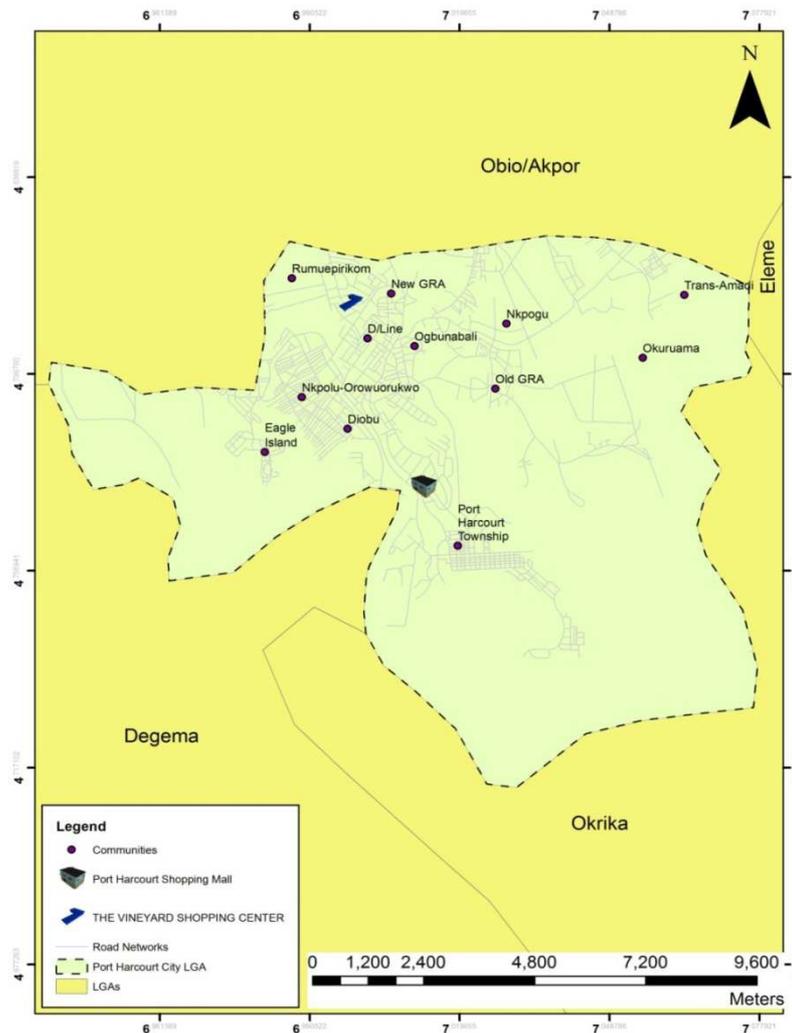


Figure 1: Map of Port Harcourt Local Government Area (PHALGA) Showing the Location of Port Harcourt Shopping Mall and the Vineyard Shopping Center

LITERATURE REVIEW

Concept of Management

Chika (2006) define management as the systematic process of planning, organizing, leading and controlling resources (land, labor, capital, and entrepreneurship) in order to achieve set goals. Whereas, McFarland (1968) defines management as a process by which managers create, direct, maintain, and operate the purposive organization through systematic, coordinated, cooperative human effort.

Concept of Property Management

Narains (2007) defined property management as “the range of functions concerned with looking after buildings, and that includes a collection of rents, payments of outgoings, maintenance, including repair, provision of services, insurance and negotiation with tenants or prospective tenants”. However, Smeby (2002) defined property management as “the science of getting maximum value from the investment made in assets by assuring proper utilization, preventing loss and pilferage and all other aspects of security-related issues, scheduling timely maintenance, tracking physical location, maintaining proper insurance coverage and scheduling depreciation write-offs”. Therefore, property management can be

defined as the process of keeping a property in a good state of health, devoid of decay to enhance the value of the property and yielding best returns to the investment (Oyedele, 2013).

Functions of a Property Manager

The property manager is mostly concerned with the interpretation and implementation of the owner's policy and interests. He purposes and gives advice on the alternative courses of action. The property manager must protect the interest of his client by making sure that financial and legal protections are guaranteed. The responsibility of the property manager covers the operation of the property investment (Hemuka, 1990).

According to Ibrahim (2014), Olayonwa (2000) and Colorado State (2005); the functions of the property manager includes:

- Determination of rental values, the collection of rents, keeping safe of the rents collected and rendering of accounts.
- Making sure that records and register that will provide necessary data on the property are kept.
- Ensuring good rent-paying tenants through careful selection, renewals, termination, negotiating and agreeing to terms and determining that tenancies/lease/sub-leases are well documented and consents given where necessary.
- Making sure covenants and other development is implemented.
- Dealing with the tenement, water rates and remitting same to appropriate authorities.
- Making an adequate insurance policy plan for the property.
- Making sure that services are provided to the satisfaction of owners and tenants.
- Carrying out periodic inspection, maintenance, and repairs.
- Selection and supervision of staff engaged directly and exclusively for a given property.

Meaning of Professional

Wikipedia (2017) defines a professional as a member of a profession or any person who earns their living from a specified professional activity. However, a professional derives its existence from a profession. Therefore, professional practice is the exercise or pursuit, by a body of persons bound by some form of legal framework that constitutes the body a legal person and provides it with a constitution, bylaws and code of conduct these enable the body to engage in an occupation or vocation or calling which requires advanced education, knowledge, skills and special training with membership entry restricted to those who have qualified and have satisfied the appropriate special stipulated and administered by the professional organization/institution (Ifediora 2010).

Attributes of a Professional Property Manager

Behavioral characteristics can be considered when determining an individual suitability with a given line of work and that suggests his success when eventually given the responsibility (Chika and Olusola, 2016).

Sociability

Property management is a business that requires humans interacting together. The professional property manager relates well with the owner of the property, his superior, staffs, tenants, and subordinates. Professional property managers work effectively with others and exhibit a level of confidence when relating with business associates (Chika and Olusola, 2016).

Assertiveness

A professional property manager needs to have self-confidence and a determined behavior towards getting results through personal imitating action. He spends more time in solving problems rather than dealing with people (Chika and Olusola, 2016).

Attentiveness to Detail

A professional property manager has the capability of supervising the details of the operation. He inspects in details invoices, vacant apartments, and offices to confirm that they are in good condition. He receives reports from resident managers and bookkeepers and addresses tenants complain promptly through careful inspection of monthly operating reports (Chika and Olusola, 2016).

Versatility

In spite of the fact that the profession is more specialized, the professional property manager through his skill may be required to do market analysis, act as an advertising executives, salesperson, accountant or maintenance engineer. These responsibilities could be achieved through his developed skills (Chika and Olusola, 2016).

Decisiveness

A professional property manager has to take the decision or implements policy that is geared towards effective management of the property. Delays or indefinite postponement of decisions may lead to loss of management account or income (Chika and Olusola, 2016).

Ability to Overcome Resistance

A professional property manager that wants to be successful develops a competitive attitude that helps him overcome resistance through the use of his negotiating skill with the prospective owner, supplier, tenant etc (Chika and Olusola, 2016).

Energetic

The enormous task ahead of professional property manager gives him strength and courage to face some difficult decisions that result in effective management of the property (Chika and Olusola, 2016).

Ability to Work within an Organizational Structure

A professional property manager must as a matter of fact, be able to work with numerous clients with a great number of buildings, tenants and different categories of employees working together on the properties. It is very necessary that the property manager operates as a team player (Chika and Olusola, 2016).

Integrity

One of the outstanding behaviors of the professional property manager is the ability to maintain integrity. Integrity cannot be compromised in any way. Despite the manager's knowledge, experience or skills, the moment he lacks the integrity he has automatically destroyed himself, others and the organization where he belongs. Integrity cannot be taught or demanded but an important prerequisite for a professional manager to possess (Chika and Olusola, 2016).

Entrepreneurship

An entrepreneur has the characteristic of being more aggressive in planning and achieving a result. An entrepreneur is a motivator who has the charisma to initiate ideas, take the risk and equally a good thinker (Chika and Olusola, 2016).

Commitment to Continued Education

Commitment to continued education is a priority to the property manager because he acquires more knowledge and experience through attendance of seminars and conferences available to managers. In fact continuous reading of journals and international publications will help him grow in the professional practice. (Chika and Olusola, 2016)

Multi-tenanted Commercial Property

A multi-tenanted commercial property is a building that houses many occupants for the purposes of doing business. It includes shops, offices, restaurants and snack bars, conference centers etc within one building. Some are storey's or high rise buildings. The beauty of multi-tenanted commercial properties is that various activities could be housed in one roof and a large number of people could work in the same location. More so, different goods and services can be made available to clients within the building structure thereby utilizing the available spaces (Ibrahim, 2014).

The art of managing multi-tenanted commercial property has been of old. This increase is due to urbanization, highly developed and sophisticated technology of building construction, the absence of the owner of the property, complex legal dealings between tenants and landlords including complex legislation and cost-effective variables that have impact on property possession and values. Therefore owners of multi-tenanted commercial properties require the services of a professional property manager that can take care of building services, maintenance, and tenants. (Aliyu, et al., 2016; Ibrahim, 2014)

Empirical Review

Ibrahim (2014) examined the management of multi-tenanted commercial properties with its problems and solutions in Abeokuta. The purpose of the study was to investigate multi-tenanted commercial properties and associated challenges posed by its management in view of proffering solutions. The findings showed that the challenges were defaulted in rent payment, tenant selection, misuse of premises, low management fee, irregular payment of service charges, overcrowding, landlord and tenants disputes, and deterioration in the facilities. The study concluded that professional property managers should be engaged in the management of multi-tenanted properties to curtail the challenges posed to its management.

Oladokun and Ojo (2011) investigated the incursion of non-professionals into property management practice in Nigeria. The purpose of the study was to identify the factors that are responsible for the high level of participation of non-

professionals into property management business in Nigeria. The methodology adopted involves the analysis of primary data collected from the twenty-two practicing Estate Surveyors in the study area. The study used the proportion method to determine the factors that were significantly responsible for the daily incursion of non-professionals into property management business in Nigeria. The findings indicated that the high level of participation of non-professionals was as a result of high income received from property management. The study concludes that the focus should not just be on profitability, but on client's satisfaction as an avenue of shifting non-professionals out of the practice.

Abolade, et al (2013), evaluated user satisfaction with property management services in commercial properties in Lagos, Nigeria. The purpose of the study was to examine tenants (users) satisfaction with management of commercial properties by Estate Surveyors in Lagos, Nigeria. The study adopted simple random sampling techniques. The analysis was done using frequency distribution, mean rank, and relative importance index. Findings showed that personal need is the most important factor that influences user's satisfaction with management of commercial properties. The study concluded and recommended that practitioners and academia should give more attention and value to the performance measurement of user's satisfaction in order to improve the good relationship among users and property managers.

Oladokun and Ojo (2012) evaluated the problems of commercial property management practice in Lagos state Nigeria. The purpose of the study was to identify those factors that can significantly prevent the achievement of the targeted objective of an investor, which needs to be taken care of. The study adopted the descriptive method of percentages: mean and proportion method. Relative importance index (RII) was used for analysis. The findings show that the key factors seen as problems of commercial property management in Lagos state includes; high rent, cumulative maintenance problems, electricity and plumbing needs, cash flow requirement and cost of construction. The study concludes by advising the professional body to develop a system that will assist members to acquire sufficient capacity and client relationship for better practice.

Okeahialam (2010) examined risk management in commercial shopping malls in Abuja, a study of investment implications. The purpose of the study was aimed at recommending the best management approach to commercial shopping malls in Abuja, in order to reduce the risk on returns to investment by enhancing prompt and regular rental income. The methodology adopted was the sampling method. Findings revealed the protracted legal battle between tenants and management, constant increase of rent, eviction conflicts as a result of making effort to recover vacant possession, subletting accommodation etc. The study concludes by recommending; avoidance of un-warranted legal battle, resolving the dispute out of court settlement should be applied as an option of first resort, proper tenant selection should be adopted to avoid rent default, and property value should be enhanced to meet the reasonable increase in rent.

Based on the above-reviewed literatures, this research is carried to emphasize the need for professionals to manage multi-tenanted commercial properties in Port Harcourt.

METHODOLOGY

The research adopted interpretivism as its philosophy and case study as its research design with Port Harcourt shopping mall and The Vineyard shopping center. Mixed method was adopted combining both qualitative and quantitative techniques. The study used questionnaires survey for primary data collection. A secondary source of data was through the use of textbooks, journals, seminar papers, internet materials and past research works on related topics. The population was 93 comprising the management and tenants of both shopping malls. A total number of 93 questionnaires were distributed.

88 representing 94.6% were completed, returned and found useful for analysis. Data collected were analyzed using descriptive statistics such as relative importance index (RII), tables, frequency, and percentages. The formulae below is the relative importance index.

$$RII = \frac{\sum W}{A \times N} = \frac{W1+W2+W3+W4+W5}{A \times N}$$

RII = Relative importance index, $\sum W$ = Sum of weight for each factor, A = Highest weight, and N = Total number of respondents

FINDINGS

The analysis shows the following results;

Persons Responsible for the Management of the Shopping Malls

Table 1 below shows that 4 respondents representing 100.0% of the population indicated that facility managers, (Non Estate Surveyors & Valuers) were responsible for the management of Port Harcourt shopping mall, while 1 respondent representing 100.0% of the population affirmed that a facility manager (Estate Surveyor & Valuer), was responsible for the management of The Vineyard shopping centre.

Table 1: Who is Responsible for the Management of Your Shopping Mall?

Responses	Port Harcourt Shopping Mall		The Vineyard Shopping Centre	
	Frequency	(%)	Frequency	(%)
The Owner(s)	0	0	0	0
Non-Professional	0	0	0	0
Facility manager (Estate Surveyors & Valuers)	0	0	1	100.0
Facility Manager (Non Estate Surveyors & Valuers)	4	100.0	0	0
Total	4	100.0	1	100.0

Source: Researchers Field Survey, 2017

Problems that Lead to Inefficient Service Delivery in Port Harcourt Shopping Mall

Table 2 below shows that wrong application of management strategies and default in payment of service charge and administration had relative importance index figures of 1.0000 and were ranked 1st respectively among the problems that leads to inefficient service delivery, while non-effective supervision of repairs and maintenance work by property managers had relative importance index figure of 0.9000 and was ranked 2nd among the problems that lead to inefficient service delivery.

Table 2: Problems that Lead to Inefficient Service Delivery in Port Harcourt Shopping Mall

Port Harcourt Shopping Mall Problems	Responses (N = 4)					$\sum W$	RII	RANK
	SD	D	NE	A	SA			
Wrong application of management strategies	0	0	0	0	4	20	1.0000	1 st
Default in payment of service charge and administration	0	0	0	0	4	20	1.0000	1 st
Non effective supervision of repairs and maintenance work by property managers	0	0	0	2	2	18	0.9000	2 nd

Source: Researchers Field Survey, 2017

SD = Strongly disagree, D = Disagree, NE = Neutral, A = Agree, and SA = Strongly agree

Problems that Lead to Inefficient Service Delivery in the Vineyard Shopping Centre

Table 3 below indicates that wrong application of management strategies had relative importance index figure of 1.0000 and was ranked 1st among the problems that lead to inefficient service delivery, default in payment of service charge and administration, and non effective supervision of repairs and maintenance work by property managers had relative importance index figures of 0.8000 respectively and were ranked 2nd as the problems that lead to inefficient service delivery.

Table 3: Problems that Lead to Inefficient Service Delivery in the Vineyard Shopping Centre

The Vineyard Shopping Centre Problems	Responses (N = 1)					Σw	RII	RANK
	SD	D	UN	A	SA			
Wrong application of management strategies	0	0	0	0	1	5	1.0000	1 st
Default in payment of service charge and administration	0	0	0	1	0	4	0.8000	2 nd
Non effective supervision of repairs and maintenance work by property managers	0	0	0	1	0	4	0.8000	2 nd

Source: Researchers Field Survey, 2017

SD = Strongly disagree, D = Disagree, UN = Undecided, A = Agree, and SA = Strongly agree

Need for Professionals to Manage your Shopping Malls

Table 4 below indicates that 41 respondents representing 89.1% of the population in Port Harcourt shopping mall responded yes, while 5 respondents representing 10.9% of the population in the shopping mall said no to professional management of the shopping mall. 33 respondents representing 89.2% of the population in The Vineyard shopping center responded yes, while 4 respondents representing 10.8% of the population said no to professional management of the shopping center.

Table 4: Is there any Need for Professionals to manage your Shopping Malls (Occupants)?

Options	Port Harcourt Shopping Mall		The Vineyard Shopping Centre	
	Frequency	(%)	Frequency	(%)
Yes	41	89.1	33	89.2
No	5	10.9	4	10.8
Total	46	100.0	37	100.0

Source: Researchers Field Survey 2017

Rate the Needs for Professionals to Manage Port Harcourt Shopping Mall

Table 5 below shows that professionals apply strategic policies to curb or contain risks had relative importance index figure of 0.9756 and was ranked 1st as the needs for professionals to manage the shopping mall, professionals are highly knowledgeable and have the skills to manage properties/facilities had relative importance index figure of 0.9659 and was ranked 2nd, professionals are objective, focused and performance oriented had relative importance index figure of 0.9366 and was ranked 3rd. Others are; professionals are creative and dynamic had relative importance index figure of 0.9122 and was ranked 4th, whereas, they help in help in meeting competitive challenges of property management and follow management practices based on global experiences and information had relative importance index figure of 0.8829 respectively and were ranked 5th among the needs for professionals to manage the shopping mall.

Table 5: Rate the Needs for Professionals to Manage your Shopping Malls (Occupants).

Port Harcourt Shopping Mall Needs	Responses (N = 41)					Σw RII RANK		
	NI	SI	UN	MI	EI			
Professionals are highly knowledgeable and have the skills to manage properties/facilities.	0	0	0	7	34	198	0.9659	2 nd
Professionals apply strategic policies to curb or contain risks.	0	0	0	5	36	200	0.9756	1 st
Professionals are objective, focused and performance oriented.	0	1	0	10	30	192	0.9366	3 rd
They help in meeting competitive challenges of property management.	0	4	0	12	25	181	0.8829	5 th
Are creative and dynamic	0	1	0	15	25	187	0.9122	4 th
They follow management practices based on global experiences and information	0	3	0	15	23	181	0.8829	5 th

Source: Researchers Field Survey, 2017

NI = Not important, SI = Slightly important, UN = Undecided, MI = Moderately important, and EI = Extremely important

Rate the Needs for Professionals to Manage the Vineyard Shopping Centre

Table 6 below indicates that professionals apply strategic policies to curb or contain risks and help in meeting competitive challenges of property management had relative importance index figures of 0.8849 respectively and were ranked 1st as the needs for professionals to manage the shopping centre, professionals are objective, focused and performance oriented, and follow management practices based on global experiences and information had relative information index figure of 0.8727 and were ranked 2nd, are creative and dynamic had relative importance index figure of 0.8667 and was ranked 3rd, while professionals are highly knowledgeable and have the skills to manage properties/facilities had relative importance index figure of 0.8485 and was ranked 4th as the needs for professionals to manage the shopping center.

Table 6: Rate the Needs for Professionals to Manage your Shopping Malls (Occupants).

The Vineyard Shopping Centre Needs	Responses (N = 33)					Σw RII RANK		
	NI	SI	UN	MI	EI			
Professionals are highly knowledgeable and have the skills to manage properties/facilities.	0	0	0	25	8	140	0.8485	4 th
Professionals apply strategic policies to curb or contain risks.	0	0	3	13	17	146	0.8849	1 st
Professionals are objective, focused and performance oriented.	0	0	4	13	16	144	0.8727	2 nd
They help in meeting competitive challenges of property management.	0	0	3	13	17	146	0.8849	1 st
Are creative and dynamic	0	0	0	22	11	143	0.8667	3 rd
They follow management practices based on global experiences and information	0	0	4	13	16	144	0.8727	2 nd

Source: Researchers Field Survey, 2017

NI = Not important, SI = Slightly important, UN = Undecided, MI = Moderately important, and EI = Extremely important

CONCLUSIONS AND RECOMMENDATION

This research extensively investigated how multi-tenanted commercial properties are managed, the problems that lead to inefficient service delivery and the need for professionals to manage multi-tenanted commercial properties. The research established that inefficiency in service delivery was caused by the wrong application of management strategies and default in the payment of service charge and administration. Professionals apply strategic policies to curb or contain risks; they help in meeting competitive challenges of property management, and they are highly knowledgeable and have the skills to manage properties/facilities were the needs for professionals to manage multi-tenanted commercial properties. Based on these discoveries, the research therefore, concludes that multi-tenanted commercial properties managed by professionals are better managed and encounter less managerial problems. The research hence, recommends that professionals should handle the management, repairs, and maintenance of all facilities/services in the shopping malls.

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