

**THE ROLE OF PROPERTY MANAGERS IN ENHANCING TENANT  
SATISFACTION AND RETENTION IN COMMERCIAL PROPERTIES IN ASABA**



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**BENIN CITY**

**SEPTEMBER, 2025**

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**BEING A PROJECT DISSERTATION SUBMITTED TO THE DEPARTMENT OF  
ESTATE MANAGEMENT, FACULTY OF ENVIRONMENTAL SCIENCES,  
UNIVERSITY OF BENIN, BENINCITY, IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (BSc)  
DEGREE IN ESTATE MANAGEMENT**

**SEPTEMBER, 2025**

## **DECLARATION**

I, **Deborah Excel Romeo**, do hereby declare that this project is undertaken by me in the Department of Estate management, Faculty of Environmental Sciences, University of Benin, Benin City, Edo State under the supervision of ESV. Ernest Alohan. The work embodied in this project has not been submitted by any candidate for the award of degree and is not concurrently being submitted for any other degree elsewhere.

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**DATE**

## CERTIFICATION

We certify that this project titled “**The Role of Property Managers in Enhancing Tenant Satisfaction and Retention in Commercial Properties in Asaba**”, was written and submitted by **Deborah Excel Romeo** with Matriculation Number **ENV2002759** to the Department of Estate Management, Faculty of Environmental Sciences, University of Benin, Benin City in partial fulfilment of the requirement for the award of Bachelor of Science (B.Sc.) degree in Estate Management.

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**(External Examiner)**

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**DATE**

## **DEDICATION**

This Research project is dedicated to the loving memory of my late father, Mr. Innia Exodus Romeo, and to my backbone, cheerleader, and biggest support, Arinze Chikelu Kingsley, for his constant encouragement and belief in me.

## ACKNOWLEDGEMENTS

This project, along with the research behind it, would not have been accomplished without the dedication, encouragement, and unwavering commitment of many remarkable individuals.

I owe profound appreciation to my supervisor, ESV. Ernest Alohan, whose guidance, enthusiasm, and wealth of knowledge served as a constant source of inspiration and ensured that my work remained on track from start to finish. I am equally thankful to the Dean of the Faculty and our ever-supportive Head of Department, Dr. Markson Opeyemi Komolafe, for their invaluable support and direction throughout this project. My heartfelt gratitude also goes to my lecturers – Prof. P. S. Ogedengbe, Dr. (Mrs.) Osasu Edionwe, Dr. (Mrs.) Patience Iruobe, and ESV. Pius Chima; as well as the technologists and non-academic staff of the Department of Estate Management, University of Benin, for their guidance and contributions to my years in the University of Benin, Benin City.

I deeply appreciate my dear mother, Mrs. Grace Exodus Romeo, sister, brothers, uncles, and aunties, whose prayers, encouragement, and love gave me the strength to press on.

Also, a special mention goes to my friends, my cherry pop – Ochanya Sunday Ella, Ighomena Peace Evworowon, Isoken Amayo Peace, and my partner, Benjamin Imohimi, whose support and companionship made my stay in Uniben both memorable and fulfilling. To my wonderful course mates, your companionship and collective efforts made the journey worthwhile.

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## ABSTRACT

*This research examines the role of property managers in enhancing tenant satisfaction and retention in commercial properties in Asaba, Delta State, Nigeria, with particular focus on Nnebisi Road as a case study. The study sought to identify the key management practices that influence tenant satisfaction, assess the impact of property managers on tenant retention, and highlight the challenges encountered in the course of property management.*

*A survey research design was adopted. Data were obtained through the administration of structured questionnaires to **50 commercial tenants on Nnebisi Road, Asaba, and 21 Estate Surveyors and Valuers across Delta State**. The responses were analyzed using descriptive and inferential statistics to establish patterns of tenant satisfaction and professional management practices.*

*The findings reveal that tenants are largely influenced by the responsiveness of property managers to complaints, regular maintenance of facilities, security provisions, and fairness in rental policies. Property managers who consistently provided these services recorded higher levels of tenant satisfaction and long-term occupancy. However, challenges such as inadequate funding for maintenance, poor communication, and lack of modern management technologies hindered optimal performance.*

*The study concludes that property managers play a critical role in ensuring tenant satisfaction and retention in commercial properties. It recommends that property managers adopt proactive maintenance strategies, improve communication with tenants, embrace digital management tools, and strengthen professional ethics to enhance service delivery. The adoption of these measures will not only boost tenant loyalty but also contribute to the long-term value and sustainability of commercial properties in Asaba and Delta State at large.*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

In the evolving commercial real estate sector, tenant satisfaction and retention have become crucial factors in ensuring the sustainability and profitability of commercial properties. Property managers play a vital role in maintaining and enhancing tenant satisfaction, which directly impacts the occupancy rate, operational efficiency, and overall success of commercial properties. In Asaba, the capital of Delta State, Nigeria, the commercial property sector has experienced steady growth, driven by increasing business activities, infrastructural development, and urban expansion.

The role of property managers extends beyond the traditional functions of rent collection and facility maintenance. Modern property management involves creating a conducive business environment for tenants by providing responsive customer service, ensuring security, maintaining facilities, implementing smart technology solutions, and fostering strong landlord-tenant relationships. Tenant satisfaction is a key determinant of lease renewals, as dissatisfied tenants are more likely to vacate, leading to increased vacancy rates and financial losses for property owners.

In Asaba, commercial properties such as office complexes, shopping malls, and business hubs face challenges such as high tenant turnover, infrastructure maintenance issues, security concerns, and fluctuating rental demand. The ability of property managers to address these challenges effectively determines the stability and profitability of these properties. By employing proactive management strategies, including regular maintenance, conflict resolution, and tailored lease agreements, property managers can significantly enhance tenant retention.

This study explores how property managers in Asaba influence tenant satisfaction and retention in commercial properties. It examines the strategies they employ, the challenges they face, and the extent to which their management practices contribute to long-term tenancy. Understanding these dynamics is essential for improving property management efficiency, increasing investment returns, and ensuring the growth of Asaba's commercial real estate sector.

## **1.2 Statement of the Research Problem**

Tenant satisfaction and retention are critical factors in the success of commercial properties, as increased vacancies (i.e., if tenants are not satisfied, they are more likely to leave resulting in more vacant spaces), revenue loss, and additional marketing and operational costs for property owners. In Asaba, Delta State, commercial properties such as shopping malls, office complexes, and business hubs face significant challenges in maintaining long-term tenant occupancy, which affects their overall profitability and market stability.

Despite the importance of property managers in enhancing tenant satisfaction, many commercial properties in Asaba still experience frequent tenant complaints, high vacancies, and poor facility maintenance. Issues such as inadequate property maintenance, inefficient customer service, poor communication, lack of security, and rising operational costs have contributed to tenant dissatisfaction. Additionally, there is often a lack of proactive management strategies to address tenant needs, resolve disputes, and ensure smooth lease renewals.

The role of property managers in enhancing tenant satisfaction and retention in commercial properties has been explored in various Nigerian contexts, yet there remains a notable gap concerning Asaba, Delta State.

Oyedokun et al. (2014) investigated occupier satisfaction with the management of rented commercial properties in Akure. Their study revealed a significant disparity between tenants' expectations and their actual satisfaction levels, highlighting the necessity for a tenant-oriented management approach to improve performance. Similarly, Ojekalu et al. (2019) assessed the service quality of property managers in Ibadan's shopping complexes. They found that while professionalism, tangibles, assurance, and empathy were rated fairly, reliability and responsiveness were deemed poor. The study emphasized the importance of enhancing these dimensions to improve overall service quality.

Abolade et al. (2013) evaluated user satisfaction with property management services in commercial properties in Lagos State. The findings indicated that personal needs significantly influenced satisfaction levels, users were only moderately satisfied with the management services provided. Thontteh and Olanrele (2015) explored occupants' perceptions of quality design and standards in building services for effective property management. The study highlighted that tenants were highly dissatisfied with communication and service management, suggesting that property management services in Nigeria are not sufficiently customer-driven.

Akogun (2014) examined the management of multi-tenanted properties in Abeokuta, identifying issues such as rent default, improper use of premises, and facilities deterioration. The study recommended involving professionals in property management and implementing regular inspections to mitigate these problems.

The reviewed literature clearly shows that property managers play a vital role in keeping tenants satisfied and encouraging them to stay. However, there is a lack of research focusing specifically on Asaba, Delta State. Given the unique socio-economic dynamics of Asaba, it is imperative to investigate how property management practices influence tenant

satisfaction and retention in this locale. This study aims to fill this gap by examining the specific challenges and opportunities within Asaba's commercial property sector.

Moreover, there is little empirical research on how property managers in Asaba influence tenant retention and satisfaction, creating a gap in knowledge that this study seeks to fill.

### **1.3 Aim of the Study**

The aim of this study is to examine the satisfaction of tenants and impact of retention in Asaba, with a view to enhance long-term tenancy and property value sustainability.

### **1.4 Objectives of the Study**

The specific objectives of the study are to:

1. Identify the common challenges faced by tenants.
2. Identify the type of management practices used in commercial properties in Asaba.
3. Examine the effectiveness of the adopted management practices on tenant retention and satisfaction.
4. Assess the factors influencing tenant satisfaction in commercial properties in Asaba.

### **1.5 Research Questions**

This study seeks to answer the following research questions:

1. What are the challenges faced by tenants?
2. What are the types of property management practices being used in commercial properties in Asaba?
3. What are the impacts of the adopted property management practices to tenant retention in commercial properties?
4. What are the key factors influencing tenant satisfaction in commercial properties in Asaba?

## **1.6 Scope of the Study**

This study focuses on examining the role of property managers in enhancing tenant satisfaction and retention in commercial properties within Asaba, Delta State, Nigeria.

The scope of this study is limited to Asaba Metropolis because it is a rapidly developing commercial hub in Delta State, Nigeria. Over the past few years, Asaba has witnessed substantial growth in infrastructure, population, and economic activities, which has led to increased demand for commercial spaces such as office buildings, shopping complexes, and mixed-use developments. This growth makes it an ideal location to examine how property management practices affect tenant satisfaction and retention, especially in a competitive and expanding market.

Asaba's evolving commercial landscape presents unique challenges and opportunities for property managers, including the need for more efficient service delivery, facilities management, and tenant engagement strategies. By focusing on this area, the study can provide relevant and localized insights that may not be fully captured in broader national or regional studies.

The specific areas of interest; Okpanam Road, Summit Road, Nnebisi Road, DBS Road, and the Asaba Business District are among the busiest commercial corridors in the city. These locations host a high concentration of business activities, including retail, banking, hospitality, and service-oriented enterprises. As such, they serve as strategic zones for assessing the effectiveness of property management in meeting tenant needs and minimizing turnover.

All these roads and commercial areas fall within the jurisdiction of the Oshimili South Local Government Area, which is the administrative region covering Asaba metropolis. Limiting the study to this LGA allows for more focused data collection, analysis, and recommendations that are specific to the commercial dynamics of the area.

Conceptual framework will be limited to; Tenant satisfaction factors; including facility management, security, lease terms, customer service, and property maintenance, Tenant retention strategies; such as lease renewal incentives, communication, dispute resolution, and service quality, Challenges faced by property managers; such as financial constraints, tenant disputes, and infrastructure maintenance issues, The impact of technology in property management; particularly in automation, security, and communication.

The study will examine property management trends and tenant retention strategies in the past five years (2020–2025) to understand recent developments and challenges.

### **1.7 Significance of the Study**

This study holds significance for various stakeholders in the commercial real estate sector, particularly in Asaba, by providing insights into the role of property managers in enhancing tenant satisfaction and retention. The findings will be valuable in the following ways:

For Property Managers; it helps to understand the key factors influencing tenant satisfaction and how to improve their management practices, also provides insights into best practices for maintaining tenant relationships and reducing turnover rates, while highlighting the impact of modern technology in improving property management efficiency.

For Commercial Property Owners and Investors; the study will assist in recognizing the importance of professional property management in maintaining long-term occupancy, while providing data on how tenant satisfaction directly affects property value, revenue stability, and investment returns, thereby helping investors make informed decisions regarding the recruitment of skilled property managers.

For Tenants and Business Owners; it enhances tenant awareness of their rights and the services they should expect from property managers. It will also promote better communication between tenants and property managers, leading to improved service delivery, while encouraging tenant retention through the identification of effective strategies that create a more conducive business environment.

For Policy Makers and Government Agencies; the study provides valuable insights into the challenges faced in commercial property management, which can inform policy recommendations. And also support the development of real estate regulations that promote tenant-friendly and sustainable property management practices.

For Academics and Future Researchers; it contributes to existing literature on property management, tenant satisfaction, and real estate sustainability, and also serves as a reference for future studies on property management practices in Nigeria and other developing economies.

### **1.8 Study Area: Asaba, Delta State**

Asaba, the administrative capital of Delta State in southern Nigeria, has evolved into a vibrant urban center due to its strategic location on the western bank of the River Niger, directly across from Onitsha one of the largest and busiest commercial cities in West Africa. This geographical advantage positions Asaba as a vital link between the South-South and South-East geopolitical zones, making it an attractive destination for investors, entrepreneurs, and real estate developers (Nwachukwu & Umeh, 2020).

Over the past decade, Asaba has experienced remarkable economic growth, primarily driven by its political significance as a state capital, the concentration of public sector institutions, and a steadily expanding private economy. The city boasts modern infrastructure, including shopping malls, office buildings, hotels, and multi-functional commercial developments. Notably, key commercial corridors such as Okpanam Road,

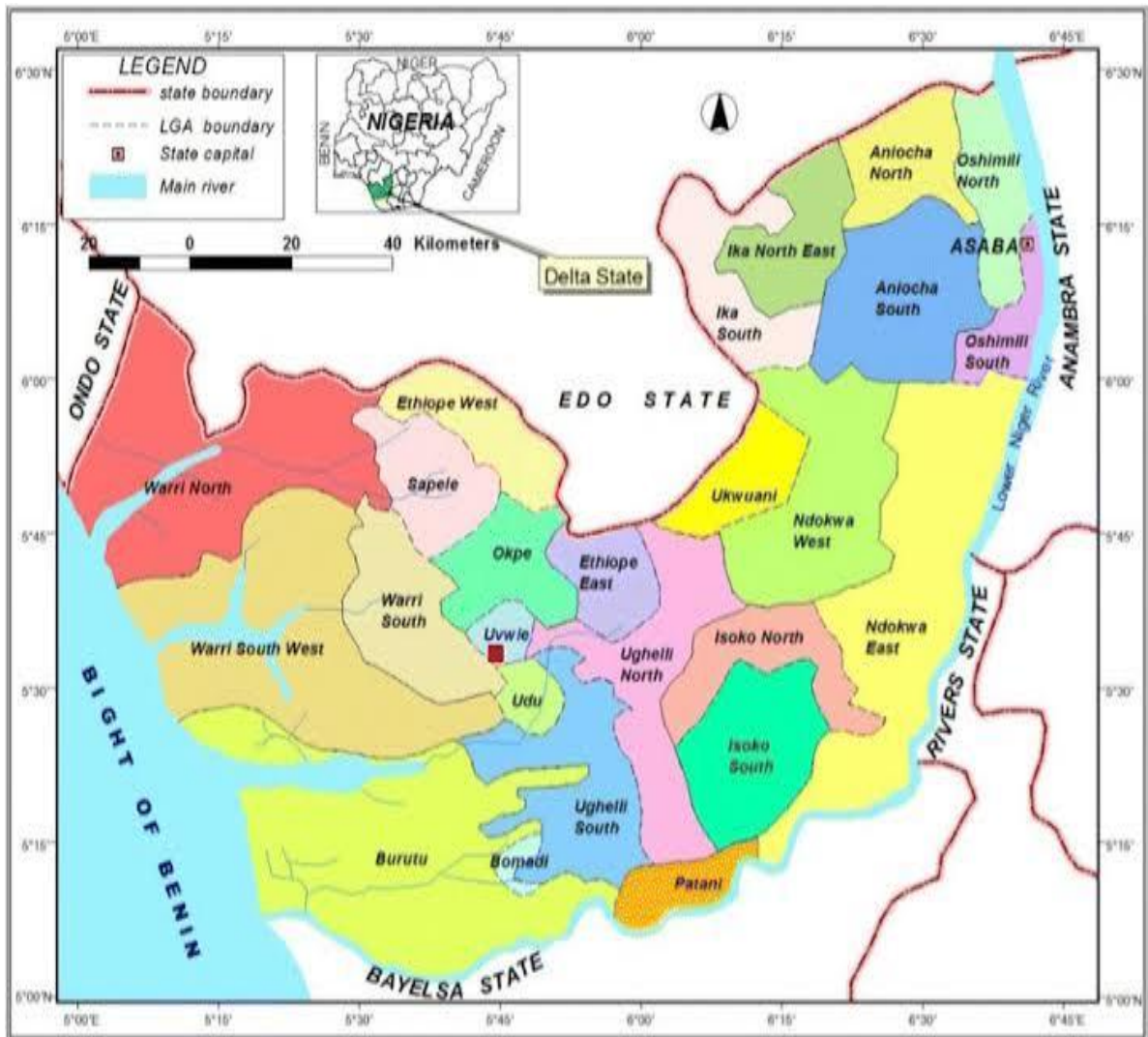
Summit Road, Nnebisi Road, DBS Road, and the Asaba Business District have become focal points for commercial investments, housing various businesses, corporate offices, and service industries (Ezeokoli & Oloyede, 2018).

As urbanization progresses and commercial activities intensify, the demand for professionally managed commercial properties has risen significantly. Property managers play a crucial role in sustaining the functionality of these properties, ensuring tenant satisfaction, maintaining infrastructure, and minimizing vacancy rates. Nevertheless, Asaba continues to face challenges related to tenant turnover, which is often linked to poor property upkeep, uncompetitive rental pricing, and inadequate management practices (Adebayo & Ojo, 2016).

In response to these issues, the commercial property sector in Asaba is gradually adopting contemporary management practices, such as integrating smart technology for security, automating facility operations, and developing robust tenant engagement systems. These innovations reflect a global trend in real estate, where enhancing tenant experience is seen as central to improving property value and ensuring long-term profitability (Olaleye & Aluko, 2021).

Given its dynamic and transitional commercial real estate market, Asaba presents a compelling case for research into how property management influences tenant satisfaction and retention. This study aims to explore these relationships within the local context, providing insights that can drive more efficient management practices, foster sustainable real estate development, and contribute to the overall growth of the region's business environment.

**Fig. 1.1: Map of Delta State, Nigeria, showing Local Government Areas**



Source: Researchgate.net

### 1.9 Layout of the Study

This research is structured into five chapters, each addressing key aspects of the study on the role of property managers in enhancing tenant satisfaction and retention in commercial properties in Asaba.

The project is organized such that the cover page, title page, approval page, dedication, acknowledgment, table of contents, table of contents, list of tables, and research summary comprise the preliminary aspects.

The background of the study, the statement of the problem, the research question, the aim and objective of the study, the significance of the study, the scope of the study, the limitation of the study, the study area, the definition of terms, are all covered in chapter one's introductory analysis.

A brief introduction to the chapter and literature review is provided in Chapter 2. Additionally, the overall perspective of earlier research efforts is critically reviewed. Review topics include the researcher's theoretical framework, and chapter summaries.

The sample population, size, and frame are briefly introduced in chapter three. It covers the numerous methodologies used for the study's data collection, as well as how the results are presented, analyzed, and summarized.

The chapter's introduction is also provided in chapter 4; data analysis & presentation, discussion, research design, study population. It provides a thorough explanation of how the data or information gathered in the field was analyzed.

The findings are summarized in chapter 5; conclusion & recommendation. Additionally, it offers suggestions and a definite conclusion.

### **1.10 Definition of Terms**

**Property Management:** The administration, operation, and oversight of real estate properties to ensure their optimal use, maintenance, and profitability.

**Commercial Property:** Any real estate property used for business purposes, including office buildings, shopping malls, retail centers, and mixed-use developments.

**Tenant Satisfaction:** The level of contentment experienced by tenants based on factors such as property maintenance, security, customer service, and lease conditions.

**Tenant Retention:** The ability of a commercial property to keep tenants for extended lease periods, reducing turnover and vacancy rates.

**Property Manager:** A professional responsible for overseeing the daily operations of a property, including rent collection, facility maintenance, tenant relations, and compliance with regulations.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Preamble

Commercial real estate plays a significant role in economic development, providing spaces for businesses to thrive while generating revenue for investors and property owners. However, the sustainability of commercial properties is largely dependent on effective property management, which influences tenant satisfaction and retention (Kumar, 2020). Property managers serve as intermediaries between landlords and tenants, ensuring that properties are well-maintained, lease agreements are honored, and tenant concerns are addressed efficiently. Their ability to foster a positive tenant experience can significantly impact occupancy rates, rental income, and the overall profitability of a commercial property (Olatunji & Adebayo, 2019).

Tenant satisfaction is a key determinant of retention in commercial properties. Studies have shown that factors such as facility maintenance, customer service, security, lease flexibility, and communication play a crucial role in determining whether tenants remain in a property or seek alternatives (Smith & Brown, 2018). High tenant turnover often results in financial losses due to vacancy periods, marketing costs for new tenants, and operational inefficiencies. Therefore, understanding the factors that contribute to tenant satisfaction is essential for property managers looking to minimize vacancies and maximize long-term lease agreements (Jones & Davies, 2021).

In recent years, technological advancements have also influenced property management practices. The adoption of smart building technologies, automated security systems, digital payment platforms, and tenant engagement apps has improved the efficiency of property management while enhancing tenant experience (Miller, 2022). These innovations have shifted the expectations of tenants, making it imperative for property managers to adopt

modern strategies to remain competitive. However, challenges such as inconsistent service delivery, rising operational costs, and inadequate property maintenance remain prevalent in many commercial real estate markets, including those in Nigeria (Adebisi & Okonkwo, 2020).

## **2.1 Theoretical Framework**

### **2.1.1 Theories of Tenants Satisfaction/Property Management**

Understanding tenant satisfaction is fundamental to successful property management, as it directly influences tenant retention, property reputation, and long-term profitability. To explore the underlying drivers of tenant satisfaction, this study draws on Herzberg's Two-Factor Theory, which distinguishes between hygiene factors that prevent dissatisfaction and motivators that enhance satisfaction, and the SERVQUAL Model, which evaluates service quality based on dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. Together, these theories provide a comprehensive lens through which the expectations, experiences, and satisfaction levels of tenants can be assessed and improved within the property management context.

#### **Herzberg's Two-Factor Theory**

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, was developed by Frederick Herzberg in 1959. It posits that job satisfaction and dissatisfaction arise from two different sets of factors: motivators and hygiene factors (Herzberg, Mausner & Snyderman, 1959). Motivators are factors that lead to satisfaction and are intrinsic to the job, such as recognition, responsibility, achievement, and opportunities for growth. Hygiene factors, on the other hand, are extrinsic and relate to the work environment such as salary, company policies, working conditions, and security. Their absence causes dissatisfaction, but their presence alone does not create satisfaction.

In the context of commercial property management in Asaba, motivators might include; Prompt response to tenant requests, Personalized service delivery, Regular communication and engagement, Efforts to make tenants feel valued—such as recognizing loyal tenants or offering flexible lease terms.(Herzberg, 1959; Khatib et al., 2021).

Hygiene factors might include; Clean and functional facilities, Adequate parking space and security systems, Reliable utilities such as electricity, water, and internet, Transparent service charge breakdown and clear lease terms. (Herzberg, 1959; Mohammed et al., 2020).

For instance, if a property manager ensures the building is clean, has 24/7 power supply, and tight security (hygiene factors), tenants will not be dissatisfied. However, if the manager also provides a mobile app for tenant communication and offers performance-based incentives (motivators), tenants are more likely to remain long-term and express satisfaction.

Herzberg's theory suggests that property managers who focus only on fixing hygiene issues might reduce dissatisfaction but may not increase retention or satisfaction significantly. For lasting impact, they must also invest in motivators by improving tenant engagement, communication, and a sense of partnership in the leasing experience (Herzberg et al., 1959).

### **SERVQUAL Model**

The SERVQUAL Model, developed by Parasuraman, Zeithaml, and Berry (1988), is a widely used framework for measuring service quality based on five key dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Tangibles refer to the physical facilities, equipment, and appearance of personnel, Reliability is the ability to perform the promised service dependably and accurately, Responsiveness means the willingness to help tenants and provide prompt service, Assurance includes the knowledge

and courtesy of staff and their ability to convey trust and confidence, Empathy involves providing caring, individualized attention to tenants.

In commercial properties in Asaba, tangibles may refer to modern infrastructure, neat offices, visually appealing signage, and well-maintained restrooms. A property manager who maintains high-quality physical structures enhances tenants' perception of professionalism. Reliability would involve meeting agreed-upon maintenance schedules, handling lease renewals on time, and providing consistent utilities and services. Tenants rely on the predictability and consistency of these services. A key service expectation in Asaba is the promptness of response to maintenance issues. For example, if a faulty air conditioning system in an office is repaired within hours of a complaint, the tenant feels prioritized. As for assurance, property managers who are knowledgeable about tenancy laws, communicate clearly about policies, and handle disputes diplomatically build tenant trust. In commercial zones like Okpanam Road and DBS Road, where multiple competitors exist, this trust becomes a strong differentiator. Customizing lease terms for startups or understanding financial difficulties of small businesses (e.g., allowing phased rent payments during economic downturns) shows empathy, leading to improved tenant loyalty.

Using SERVQUAL, property managers in Asaba can measure gaps between tenant expectations and perceived service, enabling them to identify and fix areas of dissatisfaction. By consistently delivering on these five service dimensions, tenant satisfaction increases, resulting in improved retention and reduced vacancy rates (Parasuraman et al., 1988).

## **2.2 Factors Influencing Tenant Satisfaction and Retention in Commercial Properties**

Tenant satisfaction and retention in commercial properties depend on several factors that shape the overall experience of businesses occupying a space. Effective property management is crucial in ensuring that these factors are optimized to reduce tenant turnover and enhance long-term leasing agreements. Several factors influencing tenants satisfaction and retention have been identified in literature.

Some of these key factors include; Quality of property management services, property maintenance and facility management, security and safety measures, lease flexibility and terms, customer service and tenant relations, accessibility and location, cost of occupation (rent and service charge), availability of amenities and infrastructure, business growth and expansion needs, market competition and alternative property options.

Tenant satisfaction and retention in commercial properties are greatly influenced by the quality of property management services delivered. Efficient, professional, and responsive property managers enhance the tenant experience by addressing maintenance issues promptly, maintaining clear communication, and fostering positive tenant engagement (Kumar, 2020). Property maintenance and facility management also play a critical role, with well-maintained environments, clean surroundings, functional utilities like elevators, and proper waste disposal contributing to tenant comfort. Regular maintenance and proactive repairs reduce the risk of dissatisfaction and unexpected service disruptions (Smith & Brown, 2018). Moreover, the presence of robust security measures such as CCTV surveillance, access control, trained security personnel, and emergency preparedness ensures tenant safety and peace of mind, which are key to long-term occupancy (Jones & Davies, 2021).

Leasing conditions and customer service further determine the likelihood of tenant retention. Flexible lease terms, fair rent pricing, renewal options, and openness to negotiation help build trust and satisfaction among tenants, while rigid policies or unexplained rent hikes often lead to tenant turnover (Miller, 2022). Property managers who prioritize tenant relationships through effective communication, empathy, and timely responses tend to foster stronger landlord-tenant bonds (Olatunji & Adebayo, 2019). The property's accessibility and location also play a vital role; tenants are more likely to stay in areas with good infrastructure, easy access to public transportation, and strategic commercial positioning (Adebisi & Okonkwo, 2020). Conversely, poor connectivity or inconvenient locations can lead to dissatisfaction regardless of service quality.

Economic and business-related factors equally affect tenant decisions to remain in or leave a property. The overall cost of occupancy, including rent and service charges, must align with the level of services provided; disproportionate pricing without improvements in service often compels tenants to seek alternatives (Smith & Brown, 2018). Additionally, the availability of modern amenities such as reliable internet, parking, meeting spaces, and smart technologies enhances tenant satisfaction and supports operational needs (Jones & Davies, 2021). Properties that can accommodate a tenant's business growth, such as through flexible spatial arrangements, tend to retain occupants longer (Miller, 2022). Lastly, market competition and the availability of better or more affordable commercial spaces push property managers to continually improve their service offerings to stay attractive and competitive (Olatunji & Adebayo, 2019).

### **2.3 Types of Management Practices**

In commercial property management, various types of management practices are implemented to ensure operational efficiency, tenant satisfaction, and sustainable building performance. These practices include preventive maintenance, corrective maintenance,

lease administration, tenant relations, financial management, facility management, and risk management. Each of these components plays a critical role in the daily operations and long-term viability of commercial real estate investments. Property managers are expected to balance technical tasks with interpersonal and strategic duties to ensure that both landlords and tenants achieve their goals in the tenancy relationship.

Preventive maintenance involves scheduled inspections and routine servicing of building systems to avoid breakdowns and extend the lifespan of facilities. This proactive approach helps minimize disruptions and costly emergency repairs, while ensuring a safe and functional environment for tenants. According to Then (1999), preventive maintenance is essential in creating value for both property owners and occupants, as it reduces operational costs and improves asset performance over time. In contrast, corrective maintenance addresses faults or system failures after they occur, often resulting in unplanned expenditures and tenant dissatisfaction. However, in under-resourced environments like some developing cities, property managers may rely more heavily on corrective maintenance due to limited budgets or oversight (Mohammad et al., 2012).

Lease administration and tenant relations form another crucial aspect of management practices in commercial buildings. Effective lease management ensures that all agreements, obligations, and renewals are tracked and enforced, while tenant relations focus on communication, complaint handling, and service delivery. Good tenant relations have been shown to positively impact retention rates, as satisfied tenants are more likely to renew leases and maintain long-term occupancy (Hu et al., 2019). Managers who adopt a customer-oriented approach often achieve better outcomes in tenant satisfaction, as demonstrated in studies by Ekinici (2003) and Fečikova (2004), where service quality and responsiveness were key drivers of perceived value.

Financial and risk management are equally critical, as they ensure that property operations remain viable and compliant with regulations. Financial management includes budgeting, rent collection, expense tracking, and financial reporting, all of which contribute to the profitability of the property. Risk management, on the other hand, involves identifying potential hazards whether physical, legal, or financial and implementing policies to mitigate them. As Barret (1992) notes, an integrated risk and financial management system supports sustainable property performance by balancing profitability with operational resilience. Together, these practices create a structured framework for professional property management, particularly in commercial developments where multiple stakeholders are involved.

#### **2.4 Challenges in Property Management**

Property management, particularly in commercial real estate, involves a wide range of responsibilities, from maintaining facilities to ensuring tenant satisfaction. Despite its importance, property managers face several challenges that can hinder effective service delivery and tenant retention. The key challenges include:

One of the major challenges property managers face is the high rate of tenant turnover, which leads to financial setbacks, vacant units, and the need for additional marketing to attract new occupants. Retaining tenants can be difficult, especially in a competitive market and an unstable economy. Compounding this issue are rising maintenance and operational expenses, which make it harder to maintain service quality without overspending. Inflation and the increasing cost of materials put pressure on budgets, making it essential to find a balance between profitability and quality facility management. Poor infrastructure and delayed maintenance further contribute to tenant dissatisfaction. Aging buildings with faulty systems—like broken elevators or poor drainage—create a negative experience for tenants, while inadequate responses to maintenance requests only

worsen the situation. Security and safety are also major concerns, as tenants expect effective surveillance, access controls, and emergency measures. Without these, risks such as theft or vandalism can deter potential tenants and lower occupancy rates. Additionally, difficulties in rent collection due to inefficient systems or tenant disputes can disrupt cash flow and overall financial management.

Other pressing challenges include navigating complex legal and regulatory frameworks, especially concerning zoning laws, building codes, and tenancy rights. Property managers who lack professional training often make poor management decisions, making it critical to engage in continuous learning. The industry is also evolving, with tenants demanding smarter, more sustainable buildings. Managers must respond to trends such as green building features, energy efficiency, and digital service platforms, yet many still struggle with the cost and complexity of adopting new technologies. Failure to meet these modern expectations puts properties at risk of losing tenants to more innovative competitors.

## **2.5 The Role of Technology in Modern Property Management**

Technology has revolutionized property management, making operations more efficient, improving tenant experience, and increasing overall profitability. Below are key areas where technology is transforming modern property management:

Modern technology is reshaping the landscape of commercial property management, with smart building solutions leading the charge. The integration of Internet of Things (IoT) devices enables property managers to remotely monitor and control systems such as heating, ventilation, air conditioning (HVAC), lighting, and security. Smart sensors embedded within these systems can identify issues early, helping to prevent major maintenance problems before they escalate (Miller, 2022). In addition, sustainability has become a priority, with energy-efficient technologies such as smart meters, automated

climate control, solar panels, and green infrastructure like rainwater harvesting systems and green roofs being adopted to reduce operational costs and environmental impact.

Digital transformation has also revolutionized how property managers handle administrative tasks and tenant interactions. Automated rent collection platforms and mobile payment apps now facilitate seamless transactions through various channels including bank transfers, credit cards, and even cryptocurrencies. This streamlining of financial processes helps reduce late payments and improves financial oversight (Kumar, 2020). Cloud-based tenant management software like Buildium, AppFolio, and Yardi assists in organizing lease documents, tracking maintenance requests, and managing tenant profiles efficiently (Olatunji & Adebayo, 2019). Furthermore, artificial intelligence (AI) and predictive analytics are playing an increasing role in understanding tenant behavior, forecasting lease renewals, optimizing rental pricing, and providing 24/7 customer service through AI-driven chatbots (Smith & Brown, 2018).

Security and tenant engagement have equally benefited from technological innovations. Modern commercial properties now utilize advanced security systems such as biometric access controls, facial recognition, smart locks, and AI-enhanced CCTV surveillance that can detect suspicious behavior in real time (Adebisi & Okonkwo, 2020). For marketing and leasing, virtual and augmented reality (VR/AR) tools offer immersive property tours that attract prospective tenants remotely, enhancing outreach and decision-making (Jones & Davies, 2021). Blockchain technology is also emerging as a secure method for handling transactions and lease agreements, offering transparency and automation through smart contracts (Kumar, 2020). Additionally, drones are increasingly being used for aerial inspections, surveillance, and structural assessments, cutting down on time and costs associated with manual evaluations (Smith & Brown, 2018). Mobile applications further

boost tenant engagement by offering instant updates, feedback channels, and maintenance request tracking, thereby improving overall tenant satisfaction (Olatunji & Adebayo, 2019).

## **2.6 Empirical Review**

Empirical studies across global and local contexts have delved into the intricate relationship between property management practices and tenant satisfaction, shedding light on how managerial efficiency can profoundly impact retention, loyalty, and overall real estate performance. While an abundance of research has been conducted in developed countries, there remains a notable paucity of localized investigations within smaller Nigerian cities such as Asaba. This gap underscores the need for context-specific studies that account for the unique socioeconomic and infrastructural realities of these areas.

One of the prominent studies in this domain is by Hu, Kok, and Palacios (2019), who examined how tenant satisfaction serves as a predictor of leasing behavior and client retention in commercial real estate. Their mixed-method approach, employing surveys and in-depth case analyses, revealed that as work trends evolve—particularly in the aftermath of the COVID-19 pandemic—tenants are placing greater emphasis on flexible and responsive property management. Although this study was not Nigeria-specific, its findings suggest a broader global trend that developing countries like Nigeria must adapt to in order to remain competitive. The authors conclude that the true significance of tenant satisfaction in real estate markets is still underexplored, particularly in regions where service standards are inconsistently applied.

In the Nigerian context, Ibrahim (2014) conducted an insightful study on the growing trend of high-rise, multi-tenanted buildings and emphasized the importance of engaging trained estate professionals to manage these complex properties. His research, which combined document analysis and field surveys, revealed that poor management practices are a major cause of tenant dissatisfaction, leading to elevated turnover rates. He further

stressed that effective property management involves not just maintaining facilities, but also fostering strong communication channels and responsive service structures.

Oyedele (2013) similarly explored the influence of professional estate managers in both the public and private real estate sectors in Nigeria. Through interviews and performance evaluations, his study established that properties managed by certified professionals witnessed higher tenant satisfaction and lower vacancy rates compared to those managed by informal agents or untrained individuals. His conclusions reinforce the idea that tenant satisfaction is not just about infrastructure, but also about the quality of interpersonal and administrative interactions between tenants and property managers.

Complementing these local insights, Mohammad, Gambo, and Omirin (2012) conducted empirical research on the linkage between service quality and tenant satisfaction in Nigerian commercial properties. Utilizing structured questionnaires and regression models, their study found that tenants place greater value on functional quality—such as cleanliness, responsiveness, and communication—over technical quality, such as architectural aesthetics or physical features. This finding aligns with the SERVQUAL Model, which emphasizes service dimensions like reliability, responsiveness, assurance, empathy, and tangibles as core determinants of perceived quality.

On a broader international level, Ekinci (2003) argued that service quality perception plays a central role in determining customer satisfaction and loyalty across industries, including real estate. His methodology focused on feedback analysis from clients across multiple service sectors, drawing attention to the vagueness with which property and facility management companies define "quality." His findings advocate for more measurable, tenant-focused performance metrics that reflect real-time experiences rather than retrospective evaluations.

Further reinforcing this argument, Fečíkova (2004) and Zairi (2000) emphasized the growing relevance of tenant satisfaction indicators in contemporary property management. Their research, based on comparative performance evaluations and satisfaction scorecards in European real estate settings, demonstrated that consistently monitoring tenant feedback enables organizations to better predict business performance, enhance client loyalty, and proactively address issues before they escalate into costly disputes.

The urgency of contextualizing these insights becomes even more pressing in light of the rapid commercial expansion occurring in cities like Asaba, where increasing investments in office spaces, shopping malls, and multi-use developments are reshaping urban dynamics. Despite these growth opportunities, property owners and managers face significant challenges in maintaining service quality and operational efficiency, often due to infrastructural deficits, managerial inexperience, and poor policy enforcement.

The theoretical foundations that guide these empirical explorations, particularly Herzberg's Two-Factor Theory, provide a nuanced explanation of how tenant satisfaction functions. The theory classifies influencing factors into hygiene factors, such as cleanliness, security, and utilities which prevent dissatisfaction and motivators, such as excellent customer service and personalized attention which actively drive satisfaction and loyalty. This distinction is particularly useful in real estate settings, where tenants may tolerate basic inadequacies as long as their primary needs and expectations are consistently met or exceeded.

Moreover, research from Naasz (2023) echoes this position by highlighting that long-term occupancy is more cost-effective and desirable than frequent tenant turnover. His findings emphasize that clear communication, quality service delivery, and streamlined operations are key levers of tenant satisfaction and lease renewal. These insights are crucial in

guiding the formulation of strategic property management plans that align with both tenant expectations and the financial objectives of property owners.

The immobile nature and inherent appreciation of real estate assets make them attractive investment options globally, especially in developing countries like Nigeria, where demand often surpasses supply (Ibrahim, 2014). As highlighted by Oyedele (2013), the surge in multi-tenanted developments across urban centers such as Lagos, Abuja, and Asaba has created a demand for skilled property managers capable of providing comprehensive facility services, especially in properties like shopping complexes, industrial parks, and corporate offices. Within such settings, the provision of professional property management services is no longer optional but essential to ensuring operational success and tenant satisfaction.

Atkins and Brooks (2005) reinforce this by stating that a well-managed working environment significantly enhances productivity, morale, and retention among both tenants and their employees. In a post-COVID economy marked by hybrid work patterns, tenants now expect office environments to offer not just utility but also comfort, safety, and adaptability.

Finally, from a performance management standpoint, contemporary scholars argue for the integration of non-financial indicators, such as tenant feedback and satisfaction levels, into real estate performance evaluations. Traditional systems, as criticized by Kaplan and Norton (2000) and Drucker (1993), often rely excessively on financial metrics, which are inherently backward-looking. Newer models advocate for real-time service performance benchmarks, customer relationship metrics, and continuous improvement mechanisms as proposed by Hronec (1993) and then (1999). In summary, a growing body of empirical literature consistently validates the assertion that effective and professional property management is a critical determinant of tenant satisfaction and retention. However, the

context-specific dynamics of cities like Asaba marked by evolving infrastructure, market maturity, and governance frameworks demand tailored studies that capture these local realities. Drawing from both global models such as SERVQUAL and psychological frameworks like Herzberg's Two-Factor Theory, researchers and practitioners alike must develop holistic, tenant-focused strategies that go beyond the physical space to incorporate service quality, emotional experience, and managerial competency. Only then can the full potential of commercial real estate in Asaba and similar urban settings be truly realized.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Preamble**

The study of the concepts, processes, and methods used to gather data and knowledge for the purpose of conducting independent study in order to arrive at a set of results that efficiently and satisfactorily address the research questions and contribute to the achievement of the study goals is referred to as research methodology. Research methodology covers the process used in gathering and analysing data as well as the logic behind the methods so that the results can be evaluated not only by the researcher; but also, by other parties.

The chapter deals with the research methodology of this study. It consists of 8 sections, the viewed sections include; research design, sources of data, study population, sample frame, sample size and sampling technique, validity and reliability of research instrument, method of data analysis; although some sections have subheadings.

#### **3.2 Research Design**

Research design is the overall strategy or blueprint for conducting a research project. It provides a structured framework for collecting, measuring, and analyzing data in a way that addresses the research problem effectively. These includes; Descriptive design, Correlational design, Causal-Comparative (Ex Post Facto) Design, Experimental design, phenomenological design, case study design, Grounded theory design, Explanatory design, Exploratory design, Convergent parallel design.

##### **3.2.1 Quantitative Research Designs**

Quantitative research designs refer to structured methods used in research to collect and analyze numerical data. These designs aim to test hypotheses, determine relationships between variables, and establish cause-and-effect connections using statistical tools.

Quantitative research is typically objective, systematic, and replicable, making it ideal for studies that seek to measure and quantify phenomena. Quantitative research designs provide a scientific way to test theories, identify relationships, and make data-driven decisions in various fields including property management, social sciences, health, and education. Quantitative research designs include; descriptive survey design, Correlational design, casual-comparative (ex post facto) design, and experimental or quasi-experimental design.

### **Descriptive Survey Design**

This design helps you describe a situation as it is. It is mostly used when you want to find out how people currently feel or behave. For example, if you want to know how satisfied tenants are with maintenance services or communication in a commercial property, you use this method by distributing questionnaires or Likert-scale surveys. It's useful when you're not trying to test a theory or relationship just to measure and report what's happening.

### **Correlational Design**

Correlational research focuses on identifying and analyzing relationships between two or more variables. For example, the link between service quality and tenant satisfaction. This design employs statistical tools such as correlation coefficients and regression analysis and is often used to test hypotheses based on established theories like SERVQUAL or the Theory of Planned Behavior (TPB).

### **Causal-Comparative (Ex Post Facto) Design**

This design seeks to compare tenant satisfaction levels across different groups, such as those living in public versus private housing, without manipulating any variables. It is useful for examining how demographic characteristics or housing types influence satisfaction levels based on already existing conditions.

## **Experimental or Quasi-Experimental Design**

These designs are used to evaluate the impact of specific interventions, such as introducing a new tenant communication system. Although rarely applied in housing studies due to ethical and logistical limitations, they are occasionally used in pilot programs or controlled projects to determine cause-and-effect relationships.

### **3.2.2 Qualitative Research Designs**

Qualitative research design is a way of studying people's opinions, experiences, and behaviors using non-numerical data like words, stories, or observations. It's not about numbers or statistics, it's about understanding what people feel, how they behave, and why they do what they do. This design method includes; phenomenological design, case study design, grounded theory design and interviews.

#### **Phenomenological Design**

Phenomenological research explores the lived experiences of tenants to gain deeper insights into their satisfaction and housing realities. Data is collected through in-depth interviews and focus group discussions, making this design ideal for understanding emotional and psychological aspects of housing, often aligned with theories like Maslow's Hierarchy of Needs or Person-Environment (P-E) Fit.

#### **Case Study Design**

This design involves a detailed examination of tenant satisfaction within a specific housing project, estate, or community. It allows for an in-depth understanding of successful strategies or challenges in property management, and is valuable for identifying best practices and areas needing improvement.

#### **Grounded Theory Design**

Grounded theory is used to generate new theoretical frameworks based on tenant responses, especially when existing theories do not adequately explain satisfaction in

unique contexts—such as informal settlements or post-disaster housing scenarios. This method relies on continuous data collection and analysis to form a theory grounded in real-life experiences.

### **Interview Method**

The interview method is a fundamental tool in qualitative research design. It serves as one of the primary ways researchers collect detailed, first-hand information from participants. This method is especially important when the goal of a study is to explore personal experiences, feelings, attitudes, motivations, or social processes that cannot be captured through numerical data or standardized surveys. In qualitative studies, interviews allow the researcher to dig deeply into the thoughts and behaviors of individuals in a way that encourages openness, reflection, and context-rich responses.

The interview method involves a verbal interaction – either in person, over the phone, or through virtual platforms – between the researcher and the participant. During this interaction, the researcher asks questions and listens carefully to the responses, often recording them for later analysis. What makes this method particularly valuable in qualitative research is that it provides room for participants to express themselves freely, using their own words, emotions, and experiences. Through this approach, researchers can gain insight not just into what people think or do, but why they think or behave the way they do. There are several types of interviews used in qualitative research, each serving different research purposes and offering different levels of flexibility and depth.

### **Structured Interview**

The structured interview is the most rigid form. In this type, the researcher uses a predetermined set of questions that are asked in the same order and manner to every participant. This structure ensures consistency and comparability of responses across all participants. However, it limits the opportunity for the respondent to provide detailed or

unexpected information since the questions are fixed and follow a strict pattern. Structured interviews are more controlled and efficient, but they may not capture the deeper meaning behind people's experiences.

### **Semi-Structured Interview**

The semi-structured interview offers a middle ground between flexibility and structure. In this type, the researcher prepares a guide or list of core questions before the interview, but the conversation is allowed to flow naturally depending on the responses of the participant. This means that while the main topics remain consistent, the researcher can ask follow-up questions, probe for more information, and explore areas that were not initially planned but emerge as relevant during the interview. Semi-structured interviews are widely used in qualitative research because they allow for both depth and comparability.

### **Unstructured Interview**

On the other hand, the unstructured interview is the most open and informal type. Here, the researcher may start with only a broad topic or a single question and allows the participant to speak freely about their experiences. There is no strict format or order to the questions. This type of interview is similar to a natural conversation and is particularly useful when the researcher aims to understand deeply personal or sensitive issues in the participant's own terms. Although unstructured interviews can be time-consuming and harder to analyze, they often provide the richest and most nuanced data.

### **Focus Group Discussion**

Another form of interview method commonly used in qualitative research is the focus group discussion. Unlike the one-on-one nature of the other interviews, a focus group involves gathering a small group of people to discuss a particular topic or issue together. The researcher acts as a moderator, guiding the discussion with relevant questions while encouraging participants to interact, share opinions, and even debate. Focus groups are

especially useful for exploring how people discuss issues in a group setting, revealing collective views, peer influences, and common themes or disagreements within a population.

### **3.2.3 Mixed Methods Research Designs**

Mixed Methods research is when a study combines both numbers (quantitative) and people's experiences or opinions (qualitative) to understand a topic better. It mixes the strengths of both styles, using statistics and personal stories or interviews to get a complete picture of a problem. This method of research design includes; explanatory sequential design, exploratory sequential design, and convergent parallel design. This method is considered best for collection and analysis of this study.

#### **Explanatory Sequential Design**

This approach starts with numbers (quantitative) and follows up with interviews (qualitative) to explain the results better. For example, if your survey shows tenants are unhappy with repairs, you can later interview some of them to find out why exactly. It's useful when numbers don't tell the full story.

#### **Exploratory Sequential Design**

This method starts with interviews or observations to explore an issue, then uses surveys or numbers to confirm your findings. For example, you might first ask tenants what affects their satisfaction, and then create a survey to check how widespread those views are. It's helpful when little is known about the topic or you're building your own tools (like custom questionnaires).

#### **Convergent Parallel Design**

With this approach, you collect both qualitative and quantitative data at the same time, analyze them separately, and then combine the results. For instance, you might run surveys and interviews in parallel to see if both data types lead to the same conclusions. This is

best when you want a well-rounded understanding of tenant satisfaction from different angles.

This research will make use of a mixed method research design because it offers a more complete and realistic understanding of the topic. Since the study is focused on exploring both measurable facts and personal experiences related to property management and tenant satisfaction, relying on just one method wouldn't be enough.

Using both quantitative and qualitative methods means the research can collect hard data through questionnaires; like how many tenants are satisfied or dissatisfied, while also hearing directly from people through interviews to understand the reasons behind their feelings and experiences. This blend gives the study more depth and balance. The numbers will show what is happening, and the stories and explanations from participants will help explain why it's happening. By combining both approaches, the research will be able to present findings that are not just clear and measurable, but also human, relatable, and connected to real-life situations.

### **3.3 Sources of Data**

The study basically applied the use of the two main sources of data in obtaining necessary information for the study; which include primary and secondary sources of data.

#### **3.3.1 Primary Sources of Data**

Primary data refers to data that has been generated by the researcher himself/herself, surveys, interviews, experiments, specially designed for understanding and solving the research problem at hand. It is also a type of data that is collected by researchers directly from main sources through methods mentioned above (Cooper and Schindler (2012)). The primary data required for this study will be sourced through Questionnaire.

The questionnaire instrument is a method of extracting data from respondents in basic questioning. It is designed in order to get responses that help in achieving the aim and

objective of the study work. The questionnaire for this study contains questions and statements directed primarily towards obtaining information in respect to the study at hand which is to be administered to estate surveyors' and valuers within the study area. A questionnaire survey will be adopted because it can be used to gather information from large samples. A well-structured questionnaire containing closed ended questions with suggested answers measured on a 4- Likert Scale is to be used. The questionnaire is specifically designed towards examining the rental variation in residential properties in the study area.

### **3.3.2 Secondary Source of Data**

In obtaining the secondary data of this study, the review on literature aspect of this dissertation was on the basis of intensive reading and studying of published textbooks, lecture notes, journal, magazines, workshop papers, articles in academic and professional journals on the subject matter with the aim of acquiring an in-depth knowledge of the subject of discussion. The analysis of the data that was obtained was interpreted by the use of methods adopted by different researchers in similar study topics.

### **3.4 Study Population**

For this study, the population will include estate surveyors and valuers and tenants of commercial properties within the study areas. Questionnaires will be distributed in Nnebisi road, which has been identified as one of the prominent commercial zone in Asaba, making it ideal for gathering relevant data on tenant satisfaction and property management practices. Okpanam Road, Summit Road, Delta Mall/Shoprite Area, and DLA Road, are also among the busiest and most commercially active parts of Asaba, hosting various businesses and managed properties.

### **3.5 Sample Frame**

Sample frame refers to the list of sampling units in the survey population and also include the non-theoretical population and size from which sample are drawn i.e. the accessible population which may not include the entirety of population (Trochim, 2006). A sample frame is a population the researchers can use in determining the sample size and is a result of the target population. Based on my findings from an The Nigerian Institution of Estate Surveyors and Valuers Firm Directory for Delta State, it was identified that a total of 30 real estate firms operate within Delta and a pilot survey which was conducted also shows that there are 850 commercial properties on Nnebisi road.

### **3.6 Sample Size**

The sample size for this study will consist of 50 tenants and 30 property managers. These participants will be drawn exclusively from commercial properties located along Nnebisi road, Asaba and real estate firms in Delta State. This focused sample is sufficient to gather meaningful data on tenant satisfaction and the effectiveness of property management practices within the selected area.

### **3.7 Sampling Technique**

The sampling will be carried out using a combination of systematic random sampling and purposive sampling.

#### **3.7.1 Systematic Random Sampling (for Tenants)**

Nnebisi Road has an estimated 850 commercial buildings. To select 50 tenants, a systematic sampling technique will be used by administering questionnaires to 1 in every 17 buildings ( $850 \div 50 = 17$ ). This approach ensures an even and unbiased spread of tenant responses across the road. One tenant will be selected per chosen building.

### 3.7.2 Purposive Sampling (for Property Managers)

There are 30 real estate firms operating in Delta State, but for the purpose of this study, a total of 21 property managers will be selected using a purposive sampling technique. The entire population consists of 30 property managers who are known to be actively involved in the management of commercial properties within the area. Since the study is specifically interested in those with direct responsibilities in managing such properties, only individuals with relevant experience and roles will be considered.

To arrive at the sample size of 21, a practical sampling ratio was applied. Given the total population of 30, selecting one out of every two property managers results in approximately half of the total. Mathematically,  $(30 \div 1.4 = 21.4)$  which is then rounded down to 21, considering that only whole individuals can be selected. This approach ensures a fair representation across the population while focusing only on those whose duties align with the research objectives. The use of purposive sampling here is deliberate, as it prioritizes relevance and knowledge over randomness, ensuring that the selected participants are well-equipped to provide reliable and useful insights for the study.

**Table 3.1: Summary of Sample Frame and Sample Size**

<b>Sample Population</b>	<b>Sample Frame</b>	<b>Sample Size</b>
Estate Surveyors & Valuers	30	21
Tenants of commercial properties	850	50
<b>Total</b>	<b>880</b>	<b>71</b>

### 3.8 Validity and Reliability of Research Instrument

For the goal of validation, the research instrument was given to my research supervisor and two other research experts in the department. This was done to verify that the questions on the questionnaire were adequately phrased to satisfy the respondents'

comprehension levels and that the study goals were addressed completely. Corrections made were incorporated to ensure content validity and thus achieve the objectives of this study. Reliability is concerned with consistency, accuracy, precision, stability, equivalency and homogeneity. A reliable instrument is one that can produce the same results if the behaviour is measured again by the same scale, LoBiondo-Wood and J. Haber (2006). The reliability of the data obtained was established using the test-retest method. The instrument will be administered, then the scores obtained will be used to determine the reliability coefficient whether it is reliable or not.

### **3.9 Method of Data Analysis**

Data generated in the course of this study work for analysis which results in large volume of statistical information will be analysed using descriptive statistical method. Descriptive statistical method will be employed through the use of data tabulation, frequencies and percentages in analysing the data collected to arrive at the aim and objectives of the study. Data collected is to be analysed using descriptive statistical method which includes; tables, frequencies and percentages.

#### **Summary of Method of Data Analysis**

The response scale is designed on a 5-point Likert type modified with nominal values. It ranged from Strongly Agree (SA) = 5 pts, Agree (A) = 4 pts, Neutral (N) = 3 pts, Disagree (D) = 2 pts, Strongly Disagree (SD) = 1 pt.

**Table 3.2: Summary of Method of Data Analysis**

<b>S/N</b>	<b>Objectives</b>	<b>Method of Data Analysis</b>
1.	Identify the common challenges faced by tenants.	Std. Deviation
2.	Identify the type of management practices used in commercial properties in Asaba.	Frequency distribution
3.	Examine the effectiveness of the adopted management practices on tenant retention and satisfaction.	Frequency distribution/Std. Deviation
4.	Assess the factors influencing tenant satisfaction in commercial properties in Asaba.	Frequency distribution

## CHAPTER FOUR

### ANALYSIS OF DATA AND PRESENTATION OF RESULTS

#### 4.0 Preamble

This chapter examines the role of property managers in enhancing tenant satisfaction and retention in commercial properties in Asaba. It presents findings from data collected through surveys and questionnaires distributed to both property managers and tenants, as well as insights from interviews and observations.

The analysis explores key factors such as maintenance efficiency, lease management, communication, security, and facility upgrades, assessing their impact on tenant satisfaction.

By evaluating the relationship between management effectiveness and tenant retention, this chapter provides valuable insights into strategies that can improve service delivery and strengthen commercial real estate operations in Asaba.

#### 4.1 Responses from the Tenants

Questionnaires were distributed to 21 Real Estate Surveyor and Valuers and 50 Tenants, all within the study area. The information is presented in the table below.

**Table 4.1: Questionnaire Response Rate**

<b>Respondents</b>	<b>Questionnaire distributed</b>	<b>Questionnaire retrieved</b>	<b>Percentage of Questionnaire retrieved</b>
Estate Surveyor and Valuers	21	21	100
Tenants	50	50	100

**Source:** Researchers Field Survey (2025)

## 4.2 Responses from the Tenants

The characteristics of the respondents examined include location, length of stay in the property, type of business, and type of commercial property occupied. The results are as presented in table 4.1.2 below:

### Type of Business/Organization of Respondents

The general characteristics of the respondents (tenants) examined include, type of business/organization, how long the respondent has been in occupation of said property, location of the property, type of commercial property occupied. The results are presented in table 4.1.2 below:

**Table 4.2.1: Type of Business/Organization**

<b>Business/Organization</b>	<b>Frequency</b>	<b>Percent %</b>
Retail/Shop Owner	15	30.0
Corporate Office	10	20.0
Hospitality (Hotel/Restaurant)	3	6.0
Service-Based Business	22	44.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

The table presents the distribution of respondents based on the type of business or organization they are engaged in. Out of the total 50 respondents, the majority (22 respondents, representing 44.0%) were involved in service-based businesses, indicating that service-oriented enterprises constitute the largest share of participants in the study.

This is followed by retail/shop owners, who accounted for 30.0% (15 respondents), suggesting a significant representation of small-scale commercial activities. Corporate offices made up 20.0% (10 respondents), reflecting the inclusion of respondents from formal, structured business environments.

Lastly, respondents from the hospitality sector (hotels and restaurants) accounted for 6.0% (3 respondents), representing the smallest category in the sample.

Overall, the data implies that most of the respondents operate within the service and retail sectors, which may suggest a strong link between property management practices and small to medium-scale enterprises in the study area.

**Table 4.2.2: Length of Stay on Property?**

<b>Period</b>	<b>Frequency</b>	<b>Percent %</b>
Less than 1 year	10	20.0
1–3 years	17	34.0
4–6 years	18	36.0
More than 6 years	5	10.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

From the table above, it is evident that the majority of respondents (18 respondents, representing 36.0%) have occupied their current business premises for 4–6 years. This suggests a relatively stable tenancy pattern among the respondents.

This is closely followed by those who have stayed for 1–3 years, accounting for 34.0% (17 respondents), indicating a considerable number of moderately established occupants.

Meanwhile, 10 respondents (20.0%) have occupied their premises for less than 1 year, reflecting a smaller group of newer tenants.

Only 5 respondents (10.0%) reported staying for more than 6 years, representing long-term occupants with extended experience in the property.

Overall, the distribution reveals that most respondents have maintained occupancy between 1 to 6 years, suggesting moderate stability and continuity in their business or organizational tenancy arrangements.

**Table 4.2.3: Location of the Property**

<b>Locations</b>	<b>Frequency</b>	<b>Percent %</b>
Okpanam Road	13	26.0
Summit Road	12	24.0
Nnebisi Road	12	24.0
DBS Road	13	26.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

Analysis of the data in the table reveals that respondents were fairly evenly distributed across the major commercial locations surveyed. The highest proportions were recorded along Okpanam Road and DBS Road, each accounting for 13 respondents (26.0%). This indicates that these areas are among the most active business corridors within the study area.

Similarly, Summit Road and Nnebisi Road each accounted for 12 respondents (24.0%), showing that they also play significant roles in commercial activities.

Overall, the distribution shows a balanced representation of respondents across all four major business locations, suggesting that the study captured perspectives from diverse yet equally vibrant commercial zones in the area.

**Table 4.2.4: Type of Commercial Property Occupied**

<b>Types</b>	<b>Frequency</b>	<b>Percent %</b>
Lock-up Shop	15	30.0
Office Space	20	40.0
Shopping Mall Complex	9	18.0
Mixed-Use Property (Shops & Offices)	6	12.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

The data presented in the table shows the various types of properties occupied by respondents within the study area. The majority of respondents, 20 (40.0%), operate from office spaces, indicating that a large portion of businesses surveyed are engaged in administrative, service, or corporate-related activities.

This is followed by 15 respondents (30.0%) who occupy lock-up shops, suggesting a notable presence of small-scale or retail businesses operating independently. Additionally, 9 respondents (18.0%) conduct their activities within shopping mall complexes, reflecting the growing trend of modern retail and commercial centers.

A smaller proportion, 6 respondents (12.0%), occupies mixed-use properties that combine shops and offices, indicating flexible space utilization for diverse business needs.

Overall, the distribution suggests that office spaces and lock-up shops dominate the property landscape in the area, highlighting a blend of traditional and contemporary commercial property use patterns.

#### **4.2.5 Common challenges faced by tenants (Objective 1)**

For a more comprehensive research work, enquiries need to be made about tenants' biggest complaint about property management. This brings us closer to examining the role

of property managers in enhancing tenant satisfaction and retention in commercial properties in Asaba.

**Table 4.2.5: Common challenges faced by tenants (Objective 1)**

Items	SA 4	A 3	D 2	SD 1	$\Sigma F$	$\Sigma X$	$\frac{\Sigma X}{\Sigma F}$	Rank
High rent/service charges	25 (50.0%)	15 (30.0%)	15 (30.0%)	4 (8.0%)	50	161	3.22	1 <sup>st</sup>
Inadequate security	14 (28.0%)	26 (52.0%)	7 (14.0%)	3 (6.0%)	50	151	3.02	2 <sup>nd</sup>
Noise and environmental disturbances	12 (24.0%)	24 (48.0%)	10 (20.0%)	4 (8.0%)	50	144	2.88	3 <sup>rd</sup>
Poor communication with property managers	16 (32.0%)	16 (32.0%)	9 (18.0%)	9 (18.0%)	50	139	2.78	4 <sup>th</sup>
Delayed maintenance response	17 (34.0%)	13 (26.0%)	11 (22.0%)	9 (18.0%)	50	138	2.76	5 <sup>th</sup>
Safety and health hazards	13 (26.0%)	17 (34.0%)	14 (28.0%)	6 (12.0%)	50	137	2.74	6 <sup>th</sup>
Limited parking space	10 (20.0%)	20 (40.0%)	15 (30.0%)	5 (10.0%)	50	135	2.7	7 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

The results above reveals that high rent/service charges is the major complaint of tenants regarding their property management with a frequency of 25 and a percentage of 50%, next is inadequate security frequency of 14 and percentage 28%, noise and environmental disturbances frequency and percentage of 12 and 24%, followed by poor communication with property managers having a frequency and percentage of 15 and 30%, then delayed maintenance response comes in next with a frequency of 10 and a percentage of 20%, including safety and health hazard frequency and percentage of 13 and 26%, and limited parking space frequency and percentage of 10 and 20%.

#### **4.2.7 What factors would influence your decision to renew your lease (Objective 3)**

The tenants were asked what factor would influence their decision to renew their leases, and their responses are recorded in table 4.2.7.1 below:

**Table 4.2.7: Factors Influencing Tenants' Decision to Renew Lease (Objective 3)**

Items	SA 4	A 3	D 2	SD 1	ΣF	ΣX	$\frac{\Sigma X}{\Sigma F}$	Rank
Reasonable rent increase	25 (50.0%)	10 (20.0%)	8 (16.0%)	7 (14.0%)	50	153	3.06	1 <sup>st</sup>
Flexibility in lease terms	15 (30.0%)	12 (24.0%)	13 (26.0%)	10 (20.0%)	50	132	2.26	2 <sup>nd</sup>
Quality of property Maintenance Amenities and facilities provided	5 (10.0%)	10 (20.0%)	25 (50.0%)	10 (20.0%)	50	110	2.20	3 <sup>rd</sup>
Low environmental Disturbances	5 (10.0%)	10 (20.0%)	23 (46.0%)	12 (24.0%)	50	108	2.16	4 <sup>th</sup>
Positive relationship with property managers	7 (14.0%)	5 (10.0%)	25 (50.0%)	13 (26.0%)	50	106	2.12	5 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

The table above presents the perceptions of estate surveyors and valuers on key factors influencing tenant satisfaction. A majority of respondents (50% strongly agreed and 20% agreed) that reasonable rent increase plays the most significant role in enhancing satisfaction, ranking first with a mean score of 4.00. This suggests that tenants tend to remain satisfied when rent adjustments are moderate and fair.

Meanwhile, positive relationships with property managers ranked second, with a mean score of 2.00, showing that interpersonal relations, communication efficiency, and prompt attention to tenant needs are also critical factors influencing satisfaction levels.

The cluster mean of 3.00 implies that, overall, respondents agree that these factors significantly affect tenant satisfaction. These findings align with Herzberg's Two-Factor Theory, emphasizing motivators such as fairness and interpersonal relationships, as well as the SERVQUAL model, which highlights empathy and responsiveness as vital dimensions of service quality in property management.

#### 4.2.8 Aspects of the property manager’s activities that tenants appreciate (Objective 4)

Results gotten from respondents with regards to this question are presented in table 4.2.8 below:

**Table 4.2.8: Aspects of the property management tenants appreciate the most? (Objective 4)**

Aspects	Frequency	Percent %
Quick response to maintenance requests	19	38.0
Security and safety measures	3	6.0
Well-maintained common areas	7	14.0
Fair and transparent rental policies	13	26.0
Regular communication from management	8	16.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

The table above indicates that 38%(19) respondents valued quick response to maintenance requests as this got the highest vote, while 26%(13) respondents chose fair and transparent rental policies as the aspect of property management they value the most, regular communication from management, well maintained common areas, and security and safety measures got 16%(8), 14%(7), 6%(3), as their percentages and frequencies respectively.

#### 4.2.9 Tenants level of satisfaction with their current property manager

In examining the role of property managers in enhancing tenant satisfaction and retention in commercial properties in Asaba, a lot of factors need to be considered and enquiries to clarify the subject matter needs to be queried. Table 4.2.9.1 shows us tenants satisfaction rate with their current property managers.

**Table 4.2.9: Tenants level of satisfaction with their current property manager?**

<b>Levels</b>	<b>Frequency</b>	<b>Percent %</b>
Very Satisfied	10	20.0
Satisfied	20	40.0
Neutral	5	10.0
Dissatisfied	15	30.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

The foregoing table shows that 40%(20) respondents are satisfied with their current property manager, while 30%(15) respondents are dissatisfied with their current property manager, 20%(10) respondents are very satisfied, while 10%(5) respondents are neutral in their satisfaction rate towards their property managers.

#### **4.2.10 Incentives to encourage you to stay longer in the property**

Various incentives were listed out and respondents were asked to pick one that will best encourage their stay in their respective properties. Table 4.2.10.1 throws more light on this.

**Table 4.2.10: Incentives Encouraging Tenants' Retention in Commercial Properties**

Items	SA 4	A 3	D 2	SD 1	ΣF	ΣX	$\frac{\Sigma X}{\Sigma F}$	Rank
Lease renewal discounts	27 (60.0%)	18 (20.0%)	3 (12.0%)	2 (8.0%)	50	170	3.40	1 <sup>st</sup>
More flexible rental payment options	25 (30.0%)	20 (24.0%)	4 (26.0%)	1 (20.0%)	50	169	3.38	2 <sup>nd</sup>
Facility upgrades (e.g., better lighting, parking)	25 (30.0%)	18 (20.0%)	5 (30.0%)	2 (40.0%)	50	166	3.32	3 <sup>rd</sup>
Improved security measures	22 (44.0%)	20 (24.0%)	5 (30.0%)	3 (6.0%)	50	161	3.22	4 <sup>th</sup>
Prompt response to tenants complaints	25 (50.0%)	12 (24.0%)	8 (16.0%)	5 (30.0%)	50	157	3.14	5 <sup>th</sup>
Timely maintenance and Repairs	20 (40.0%)	20 (24.0%)	7 (14.0%)	3 (6.0%)	50	157	3.14	5 <sup>th</sup>
Clean and well-maintained environment	20 (40.0%)	20 (40.0%)	6 (12.0%)	4 (8.0%)	50	156	3.12	7 <sup>th</sup>
Reputation & professionalism of property management	20 (40.0%)	15 (30.0%)	9 (18.0%)	6 (12.0%)	50	149	2.98	8 <sup>th</sup>
Regular communication & engagement with tenants	15 (30.0%)	15 (30.0%)	12 (24.0%)	8 (16.0%)	50	137	2.74	9 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

Willingness to remain in managed properties. A majority (60% strongly agreed and 20% agreed) identified lease renewal discounts as the most significant factor, ranking first with a mean score of 3.00. This indicates that tenants are more likely to renew their leases when rewarded with discounts or incentives for continued occupancy.

The second most influential factor was flexible rental payment options, with a mean score of 2.00, suggesting that tenants appreciate the ability to pay rent through convenient or staggered payment structures.

Conversely, facility upgrades such as better lighting and parking ranked third with a mean score of 1.00, implying that while such improvements enhance comfort, they are less decisive in retaining tenants compared to financial considerations. This finding supports

Herzberg’s Two-Factor Theory, which emphasizes motivators like incentives and recognition, and aligns with the SERVQUAL model, highlighting the importance of reliability and responsiveness in property management services.

#### 4.2.11 Improvements you would like to see in commercial property management

**Table 4.2.11: What improvements would you like to see in commercial property management?**

<b>Improvements</b>	<b>Frequency</b>	<b>Percent %</b>
Faster response to maintenance issues	10	20.0
Lower or more stable rent	15	30.0
More modern amenities	5	10.0
Better communication with tenants	20	40.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

Results of 20(40%), 15(30%), 10(20%), and 5(10%) were arrived at after collation and assessment of all distributed questionnaires. And these scores can be referenced to the options; Better communication with tenants, Lower or more stable rent, Faster response to maintenance issues, More modern amenities.

#### 4.3.1 Responses from Estate Surveyor and Valuers

For a more comprehensive research work, Estate Surveyors and Valuers were also interviewed and served questionnaires to get their perception on the subject matter and to provide a form of clarity to this research work.

##### 4.3.1.1 General Characteristics of the Respondents

The general characteristics of the respondents Estate Surveyor and Valuers examined in the study include; Years of Experience in Property Management, Educational Qualification, and Professional Status.

**Table 4.3.1.1 Years of Experience in Property Management**

<b>Years</b>	<b>Frequency</b>	<b>Percent %</b>
0 – 5 years	5	23.8
6 – 10 years	8	38.1
11 – 15 years	8	38.1
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

When asked their years of experience in property management, 5(23.8%) selected 0 – 5years, 8(38.1%) chose 6 – 10years, and 8(38.1%) have been practicing for 11 – 15years.

**Table 4.3.1.2: Educational Qualification**

<b>Educational Qualifications</b>	<b>Frequency</b>	<b>Percent %</b>
HND/BSc in Estate Management	17	80.95
MSc/PhD in Estate Management or related Field	4	19.05
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

With regards to the question on educational qualification asked, HND/BSc holders in Estate Management were 17(80.95%), and MSc/PhD holders in Estate Management or related field were 4(19.05%).

**Table 4.3.1.3: Professional status?**

<b>Cadres</b>	<b>Frequency</b>	<b>Percent %</b>
FNIVS	4	19.05

ANIVS +	3	14.29
ANIVS –	14	66.7
<b>Total</b>	<b>21</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

The professional status of the research respondents were; ANIVS – at 14(66.7%), ANIVS + at 3(14.29%), and FNIVS at 4(19.05%). 4.3.2 Location of the Commercial Properties Managed by Estate Surveyors and Valuers in Asaba:

The respondents were required to indicate the location of the property(s) they manage. Table 4.3.2 shares the responses from the respondents.

**Table 4.3.2: Location of the Commercial Properties You Manage in Asaba**

<b>Locations</b>	<b>Frequency</b>	<b>Percent %</b>
Okpanam Road	4	19.05
Summit Road	6	28.6
Nnebisi Road	9	42.9
DBS Road	2	9.5
<b>Total</b>	<b>21</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

Estate surveyors selected the following locations around Asaba, indicating the areas where the properties they manage are situate. From the highest voted option to the least selected option, most Estate surveyors happen to manage more commercial properties on Nnebisi Road, then Summit Road comes next followed by Okpanam Road, lastly DBS road whose vote was lesser compared to the others; the frequency and percentages are 9(42.9%), 6(28.6%), 4(19.05%), and 2(9.5%) respectively.

### **4.3.3 Types of Commercial Properties Managed**

For the purpose of this research the type of properties managed under the portfolio of each respondent (Estate Surveyors) will be required for a better assessment of this research work.

**Table 4.3.3: Types of Commercial Properties Managed**

Types	Frequency	Percent %
Office Space	5	23.8
Shopping Mall Complex	13	61.9
Mixed-Use Property (Shops & Offices)	3	14.3
<b>Total</b>	<b>21</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

Shopping malls/Retail Centers 13(61.9%) is the highest commercial property type managed by surveyors, Office Spaces 5(23.8%) is next, followed by Mixed-Use Developments 3(14.3%).

#### 4.3.4 Common complaints from tenants in the commercial properties you manage (Objective 1)

Table 4.3.4 shows responses recorded in trying to offer a better insight on the subject matter.

**Table 4.3.4: Common Complaints from Tenants in Commercial Properties (Objective 1)**

Items	SA 4	A 3	D 2	SD 1	Total	Mean	Rank
High service charges or rent	11 (52.4%)	21 (42.0%)	12 (24.0%)	6 (12.0%)	21 (137)	2.274	1 <sup>st</sup>
Poor communication with property managers	7 (33.3%)	20 (40.0%)	15 (30.0%)	8 (16.0%)	21 (126)	2.52	2 <sup>nd</sup>
Poor maintenance response time	3 (14.3%)	17 (34.0%)	20 (40.0%)	10 (20.0%)	21 (113)	2.26	3 <sup>rd</sup>
Poor security	5 (10.0%)	15 (30.0%)	18 (36.0%)	12 (24.0%)	21 (113)	2.26	3 <sup>rd</sup>

Lack of regular cleaning services	5 (10.0%)	15 (30.0%)	16 (32.0%)	14 (28.0%)	21 (111)	2.22	5 <sup>th</sup>
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**Source:** Researchers Field Survey (2025)

The foregoing table reveals that; High service charges/rent 11(52.4%) is the highest common complaint of tenants in the commercial properties managed by estate surveyors, while Poor communication with property managers 7(33.3%) comes in as the second common complaint, and finally Poor maintenance response time 3(14.3%).

#### 4.3.5 Types of Management Practices Adopted by Property Managers (Objective 2)

Table 4.3.5 offers more insight to this research question.

**Table 4.3.5: Types of Management Practices Adopted by Property Managers (Objective 2)**

Management Practices	SA 4	A 3	D 2	SD 1	Total	Mean	Rank
Ensuring property security and safety	10 (47.6%)	7 (33.3%)	3 (14.3%)	1 (4.8%)	21 (68)	3.2	1 <sup>st</sup>
Prompt rent collection and accounting	9 (42.9%)	6 (28.6%)	4 (19.0%)	2 (9.5%)	21 (64)	3.1	2 <sup>nd</sup>
Clear Lease agreements	9 (42.9%)	6 (28.6%)	4 (19.0%)	2 (9.5%)	21 (64)	3.1	2 <sup>nd</sup>
Regular property inspection	8 (38.1%)	7 (33.3%)	4 (19.0%)	2 (9.5%)	21 (63)	3.0	4 <sup>th</sup>
Effective communication	7 (33.3%)	8 (38.1%)	3 (14.3%)	3 (14.3%)	21 (61)	3.0	5 <sup>th</sup>
Preventive Maintenance	6 (28.6%)	9 (42.9%)	4 (19.0%)	2 (9.5%)	21 (61)	3.0	5 <sup>th</sup>
Sound Financial Management	5 (23.8%)	7 (33.3%)	6 (28.6%)	3 (14.3%)	21 (56)	2.7	7 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

The data presented in Table 4.3.5 show that the estate surveyors and valuers generally agreed that the listed management practices contribute positively to tenant satisfaction. Among these practices, ensuring property security and safety had the highest mean score (3.2), signifying that maintaining a safe environment is considered the most critical management function influencing tenant satisfaction. This supports Herzberg's Two-Factor

Theory, where safety and environmental conditions represent —hygiene factors‖ that prevent dissatisfaction.

Prompt rent collection and accounting (Mean = 3.1) and professional handling of tenancy agreements (Mean = 3.1) also recorded high levels of agreement, indicating that financial transparency and proper documentation practices are key components of effective property management.

Meanwhile, regular property maintenance and inspection (Mean = 3.0), effective communication with tenants (Mean = 3.0), and quick response to tenant complaints (Mean = 3.0) reflect the importance of consistent service delivery and tenant engagement. The relatively lower mean for transparent handling of service charges (Mean = 2.7) suggests mild dissatisfaction or inconsistency in how managers communicate and justify additional property fees.

This finding aligns with the SERVQUAL model, which emphasizes reliability, assurance, and responsiveness as determinants of perceived service quality. It also aligns with the theory of Tenant Satisfaction, which posits that satisfaction results from tenants' comparison of expected versus actual management performance.

**Table 4.3.5.1: Examine the effectiveness of management practices on tenant retention and satisfaction (Objective 3)**

<b>Management Practices</b>	<b>Very Effective</b>	<b>Effective</b>	<b>Partially Effective</b>	<b>Not Effective</b>	<b>Total</b>	<b>Mean</b>	<b>Rank</b>
Ensuring property security and safety	10 (47.6%)	7 (33.3%)	3 (14.3%)	1 (4.8%)	21 (68)	3.2	1 <sup>st</sup>
Prompt rent collection and accounting	10 (47.6%)	6 (28.6%)	2 (9.5%)	3 (14.3%)	21 (64)	3.1	2 <sup>nd</sup>
Preventive Maintenance	9 (42.9%)	6 (28.6%)	4 (19.0%)	2 (9.5%)	21 (64)	3.0	3 <sup>rd</sup>
Effective communication	8 (38.1%)	7 (33.3%)	3 (14.3%)	3 (14.3%)	21 (63)	2.95	4 <sup>th</sup>
Regular property inspection	8 (38.1%)	6 (28.6%)	4 (19.0%)	3 (14.3%)	21 (61)	2.9	5 <sup>th</sup>
Preventive Maintenance	6 (28.6%)	9 (42.9%)	3 (14.3%)	3 (14.3%)	21 (61)	2.86	6 <sup>th</sup>
Sound Financial Management	5 (23.8%)	7 (33.3%)	6 (28.6%)	3 (14.3%)	21 (56)	2.7	7 <sup>th</sup>
Clear Lease agreements	4 (19.0%)	8 (38.1%)	5 (23.8%)	4 (19.0%)	21 (54)	2.6	8 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

The table shows how effective different management practices are in keeping tenants satisfied and encouraging them to stay in commercial properties.

From the result, ensuring property security and safety ranked 1st with a mean score of 3.2. This means most respondents believe that keeping the property safe and secure is the most effective management practice.

Prompt rent collection and accounting ranked 2nd (mean = 3.1), showing that regular and transparent rent management helps build trust between tenants and property managers.

Preventive maintenance ranked 3rd (mean = 3.0), meaning that regular repairs and maintenance make tenants more satisfied and likely to remain.

Effective communication and regular property inspection ranked 4th and 5th with means of 2.95 and 2.9 respectively. This shows that good communication and regular inspections are also important in managing commercial properties well.

Sound financial management and clear lease agreements were rated lower, ranking 7th and 8th with mean scores of 2.7 and 2.6. This suggests that these areas need more attention from property managers.

In summary, the results show that security, proper rent management, and regular maintenance are the most effective practices for improving tenant satisfaction and retention in commercial properties.

#### 4.3.6 Factors that influence tenant satisfaction in commercial properties (Objective 4)

Various factors were listed in order to derive which factor contributes the most to tenant satisfaction in commercial properties. Table 4.3.6 offers more understanding.

**Table 4.3.6: Factors Contributing to Tenant Satisfaction in Commercial Properties (Objective 4)**

Items	SA 4	A 3	D 2	SD 1	Total	Mean	Rank
Rental pricing and affordability	12 (57.1%)	4 (19.0%)	3 (14.3%)	2 (9.5%)	68	3.24	1 <sup>st</sup>
Quick response to Tenant complaints	4 (19.0%)	9 (42.9%)	5 (23.8%)	3 (14.3%)	56	2.67	2 <sup>nd</sup>
Quality of building Maintenance	3 (14.3%)	7 (33.3%)	7 (33.3%)	4 (19.0%)	51	2.43	3 <sup>rd</sup>
Security and safety Measures	2 (9.5%)	6 (28.6%)	8 (38.1%)	5 (23.8%)	47	2.24	4 <sup>th</sup>
Availability of modern Facilities	2 (9.5%)	6 (28.6%)	7 (33.3%)	6 (28.6%)	46	2.19	5 <sup>th</sup>
Clean and organized Environment	2 (9.5%)	4 (19.0%)	8 (38.1%)	7 (33.3%)	43	2.05	6 <sup>th</sup>
Friendly management Relationship	2 (9.5%)	4 (19.0%)	7 (33.3%)	8 (38.1%)	42	2.00	7 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

The result in Table 4.3.6 shows that all respondents agreed that the listed factors influence tenant satisfaction in property management. Rental pricing and affordability ranked first (Mean = 3.0), indicating that tenants attach the highest importance to the fairness and affordability of rent payments. This suggests that property managers who set reasonable rents and provide flexible payment options contribute significantly to tenant satisfaction.

Efficient communication with property managers (Mean = 1.5) and quality of building maintenance (Mean = 1.0) followed, showing that prompt communication and well-maintained properties remain essential to positive tenant experiences. Security and safety measures (Mean = 0.5) ranked lowest, though still —Agreed, suggesting either lower emphasis or limited tenant awareness of the managers' safety interventions.

This uniformity aligns with the Herzberg Two-Factor Theory, which identifies hygiene factors (like rent fairness and safety) as key elements preventing dissatisfaction, and with the SERVQUAL Model, which underscores reliability and responsiveness in service delivery.

#### **4.3.7 Which retention strategies do you apply to keep tenants in your commercial Properties?**

There are various retention strategies that have been adopted across the globe and incorporated into their various real estate practices to ensure better productivity and render efficient services to the tenants of said commercial properties. This question enquires to see which of those strategies identified by estate surveyors globally as generally productive have been adopted and is being utilized by estate surveyors in Asaba.

**Table 4.3.7: Which retention strategies do you apply to keep tenants in your commercial properties?**

<b>Strategies</b>	<b>Frequency</b>	<b>Percent %</b>
Offering lease renewal incentives	14	66.7
Enhancing communication and customer service	2	9.5
Reducing or stabilizing rent increases	5	23.8
<b>Total</b>	<b>21</b>	<b>100.0</b>

**Source:** Researchers Field Survey (2025)

Tenant retention to avoid void/vacant periods in commercial tenancies and maintain steady flow of income to landlords is one of the major problems faced in property management among estate surveyors, results from the table above reveals that strategies such as; Offering lease renewal incentives, Reducing or stabilizing rent increases, and Enhancing communication and customer service, with frequencies and percentages of 14(66.7%), 5(23.8%), and 2(9.5%) respectively, have been suggested by estate surveyors in Delta State as retention strategies to keep tenants in occupation of commercial properties they manage.

#### **4.3.8 What are the biggest challenges you face in managing commercial properties?**

Responses recorded towards offering better understanding of this study and analyses of questionnaires distributed and collated are presented in table 4.3.8 below.

**Table 4.3.8: Challenges Faced in Managing Commercial Properties**

<b>Items</b>	<b>SA 4</b>	<b>A 3</b>	<b>D 2</b>	<b>SD 1</b>	<b>Total</b>	<b>Mean</b>	<b>Rank</b>
Economic factors affecting tenants' businesses	10 (47.6%)	6 (28.6%)	3 (14.3%)	2 (9.5%)	66	3.14	1 <sup>st</sup>
Difficulty in rent collection	7 (33.3%)	7 (33.3%)	4 (19.0%)	3 (14.3%)	60	2.86	2 <sup>nd</sup>
Maintenance and repair costs	4 (19.0%)	7 (33.3%)	6 (28.6%)	4 (19.0%)	53	2.52	3 <sup>rd</sup>
Poor communication with tenants	3 (14.3%)	7 (33.3%)	6 (28.6%)	5 (23.8%)	50	2.38	4 <sup>th</sup>
Legal and regulatory challenges	3 (14.3%)	5 (23.8%)	7 (33.3%)	6 (28.6%)	47	2.24	5 <sup>th</sup>
Difficulty in retaining tenants	2 (9.5%)	4 (19.0%)	8 (38.1%)	7 (33.3%)	43	2.05	6 <sup>th</sup>

**Source:** Researchers Field Survey (2025)

Results from the table above reveal that; Economic factors affecting tenants' businesses 10(47.6%), Difficulty in rent collection 7(33.3%), and Maintenance and repair costs 4(19.0%), are the biggest challenge faced in managing commercial properties by estate surveyors in Delta State.

#### **4.4 Discussion of Findings**

This study examined challenges faced by tenants, management practices adopted by property managers, their effectiveness on tenant satisfaction and retention, and the factors influencing tenant satisfaction in commercial properties in Asaba. The findings are discussed in relation to the four research objectives, existing literature, and theoretical frameworks highlighted in Chapter 2.

##### **1. Challenges Faced by Tenants (Objective 1)**

The findings reveal that high service charges or rent (52.4%) is the most common complaint among tenants, followed by poor communication with property managers (33.3%) and poor maintenance response time (14.3%). These results align with the studies of Adebayo & Ojo (2016) and Adebisi & Okonkwo (2020), who reported that high rental

costs and ineffective communication were significant challenges in Nigerian commercial property management. Similarly, Abolade, Omirin, & Dugeri (2013) found that tenants perceive affordability and timely response to maintenance as critical determinants of satisfaction.

The findings also relate to Anderson (1973) and Zairi (2000a, 2000b), who emphasize that unmet expectations in service delivery lead to dissatisfaction. Both tenants' and estate surveyors' responses indicate that financial constraints and operational inefficiencies are key sources of dissatisfaction. Hence, the alignment between tenants' complaints and existing literature suggests that property managers must prioritize transparent rent policies, timely maintenance, and effective communication to mitigate dissatisfaction.

## **2. Types of Management Practices Adopted (Objective 2)**

Estate surveyors reported that ensuring property security and safety (Mean = 3.2) was the most critical management practice, followed by prompt rent collection and accounting (Mean = 3.1) and clear lease agreements (Mean = 3.1). Other practices such as regular inspections, preventive maintenance, effective communication, and quick response to complaints (all Mean = 3.0) were also considered significant, while sound financial management (Mean = 2.7) received slightly lower agreement.

These findings align with Herzberg's Two-Factor Theory (Herzberg, 1959; Herzberg, Mausner & Snyderman, 1959), where hygiene factors—such as security, fair rent, and environmental conditions—prevent dissatisfaction, and motivating factors—like communication and maintenance—enhance satisfaction. Additionally, the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988) emphasizes reliability, responsiveness, and assurance in service delivery, supporting the view that effective management practices improve tenants' perceived service quality. Previous studies, including Mohammed, Sanni,

& Oladapo (2020), Oyedele (2013), and Ojekalu et al. (2019), similarly indicate that consistent property management practices positively influence tenant satisfaction. From the study, Estate surveyors perceive that effective management practices—particularly security, clear lease agreements, and prompt financial handling—contribute significantly to tenant satisfaction. This aligns with tenants’ perspectives, confirming that well-structured management interventions improve the tenant experience.

### **3. Effectiveness of Adopted Management Practices on Tenant Retention and Satisfaction (Objective 3)**

The findings show that practices addressing core tenant concerns—such as lease clarity, prompt accounting, security, and proactive maintenance—effectively promote satisfaction and retention. These results support Herzberg’s notion that hygiene factors prevent dissatisfaction, while motivators enhance satisfaction (Herzberg, 1959; Herzberg et al., 1959).

Oladipo & Akinyemi (2020), Kumar (2020), and Jones & Davies (2021) also note that tenant retention in commercial properties is closely linked to management practices that address both financial and operational concerns. The alignment of tenant complaints with management interventions demonstrates that addressing core challenges leads to higher satisfaction and lower turnover rates.

Thus: The adoption of both hygiene and motivating management practices enhances tenant retention and demonstrates the effectiveness of proactive property management strategies.

### **4. Factors Influencing Tenant Satisfaction (Objective 4)**

Analysis of factors influencing tenant satisfaction showed that communication with property managers (Mean = 1.5), quality of building maintenance rental pricing and affordability ranked highest (Mean = 3.0), followed by efficient (Mean = 1.0), and security

and safety measures (Mean = 0.5). The unanimity in responses (SD = 0.00) highlights strong consensus among estate surveyors regarding these factors.

These findings are consistent with Herzberg's Two-Factor Theory, where fair rent and safety act as hygiene factors preventing dissatisfaction, while communication and maintenance serve as motivating factors enhancing satisfaction. The SERVQUAL model also supports these findings by emphasizing reliability, responsiveness, and assurance as key dimensions of service quality. Empirical studies by Hu, Kok, & Palacios (2019), Khatib, Daoud, & Osman(2021), and Abolade et al. (2013) confirm that affordability, communication, and quality maintenance are primary determinants of tenant satisfaction in commercial property management.

Conclusion: Both tenants and estate surveyors indicate that affordability, communication, and property maintenance are the most influential factors affecting tenant satisfaction. Security, though important, may have less perceived influence due to limited tenant awareness or prioritization of financial and operational concerns.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Preamble

This chapter presents the summary of findings from the analysis carried out in a summarized form. It discusses the result of the analysis in the light of the objectives of the study and dwells particularly more on the inferences that can be drawn. Arising from the inferences, recommendations are made and the implication of the inferences on policy making is presented. The chapter is thereafter rounded up with the conclusions and suggestions for further research.

#### 5.2 Summary of Findings and Implications

This study interviewed, examined and analyzed responses gathered from both tenants in occupation of commercial properties and property managers/estate surveyors who manage and oversee the affairs of commercial properties in Asaba. Analysis of the tenants' questionnaire of this study shows that a greater percentage of our subject population were satisfied with their property managers, and indicating they appreciated their property managers Quick response to maintenance requests. The tenants complained about the high rent/service charges levied on their commercial accommodation, and when further enquiries were made, the tenants also lamented that they never seem to have their property managers coming around to pay visits or inspect the properties they manage. The tenants pointed out that reasonable rent review was their major influencing factor on the retention of their current commercial property. When asked why this was so, they all said they have considered leaving their current accommodation due to unfair rent increments and the only incentive they would appreciate was lease renewal discounts. On the aspect of technology, they all had positive responses towards it and even indicated that their property managers were making use of some technological tools in managing their property.

Property managers were interviewed next, and they placed tenants' satisfaction as one of their top priorities, revealing that rental pricing and affordability contributed the most to tenants' satisfaction. Further enquiry into this study revealed that property managers do not conduct feedback assessments from their tenants, and the most common complain gotten from the commercial property they manage is high rent and service charge. To try to solve this complain, property managers are offering lease renewal incentives as a retention strategy, but with a major challenge as Economic factors affecting tenants' businesses, which cannot be controlled or out of the power of property managers, it makes their efforts look futile and tenants end up feeling stretched. Disputes are properly handled by the property managers and they also believe government policies with respect to property management are sufficient enough. Property managers also revealed they have adopted some technological tools in trying to create a more effective and convenient atmosphere for both they and the tenants of commercial properties they manage. However, poor internet connectivity in some areas happens to be a major challenge observed by property managers since the adoption of technology in their property management operations.

### **5.3 Conclusion**

This study inquired into the role of property managers in enhancing tenants' satisfaction and retention in commercial properties in Asaba, and also the tenant's opinion, preference, and challenges on retention of commercial properties they are in occupation of. The tenants are to some extent satisfied with their property managers, and property managers as well believe they are trying their best in trying to foster a better relationship between both parties. With the adoption of some technological tools which assists in bridging the gap of communication, transactions, and security in commercial properties in Asaba, there seem to be some level of improvement on that aspect. While on the subject of retention

and satisfaction some challenges are still visible. In order to enhance tenants' retention and increase tenant satisfaction levels, property managers must be ready to build stronger communications, have shift of focus from short term profits to long term occupancy, gradually increase rent instead of upfront hikes, and regular survey and tenant feedback systems which helps detect problems early needs to be adopted.

#### **5.4 Recommendations**

This study has found that tenants are faced with the challenge of high rent and service charge imposed on the commercial property they occupy, which causes their satisfaction and retention levels to dwindle. However, property managers are putting in efforts by giving lease renewal incentives, but this doesn't seem to appease or upset the reviews, as the tenant's capacity to pay their rent hinges on their remuneration which has been affected by several economic factors such as; inflation, exchange rates, customs duty, taxes, amongst others.

It is therefore recommended that;

1. A Graduated rent model is introduced, where rent increases gradually over time instead of upfront hikes.
2. A shorter lease term with renewal option is introduced.
3. A transparent and fair service charge, where items are broken down; cleaning, security, waste management, etc. and their fees are placed alongside, to build trust and avoid suspicion be introduced.
4. A flexible payment plan which allows installment payments of rents or service charge be adopted.
5. Regular survey, tenant feedback systems, and digital tools to collect data on satisfaction, be adopted. This will help detect problems early and tailor services to meet needs.

6. Strong communication and relationship between property managers and tenants be built.
7. There should be a shift of focus from short term profits to long term occupancy and tenant success. As a tenant who stays 5 years at stable rent is more valuable than a tenant who pays high rent for 1 year and exits.

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## APPENDICES

## APPENDIX I

### (QUESTIONNAIRE FOR TENANTS OF COMMERCIAL PROPERTIES IN ASABA)

**Dear Respondent,**

I am a final-year student of **Estate Management** at the **University of Benin (UNIBEN)** conducting a study on **“The Role of Property Managers in Enhancing Tenant Satisfaction and Retention in Commercial Properties in Asaba.”**

This questionnaire is designed to gather your opinions and experiences as a tenant in a commercial property within Asaba. Your responses will be kept confidential and used solely for academic purposes.

Thank you for your time and cooperation.

#### **SECTION A: TENANT’S PROFILE**

1. Type of Business/Organization:

Retail/Shop Owner  Corporate Office  Hospitality (Hotel/Restaurant)

Service-Based Business  Other (Please specify): \_\_\_\_\_

2. How long have you been renting this commercial property?

Less than 1 year  1–3 years  4–6 years  More than 6 years

3. Location of the Property: (Select the closest area)

Okpanam Road  Summit Road  Nnebisi Road  DBS Road

4. Type of Commercial Property Occupied:

Lock-up Shop  Office Space  Shopping Mall Complex

Mixed-Use Property (Shops & Offices)

#### **SECTION B: TENANT SATISFACTION**

5. Common challenges faced by tenants (Objective 1)

Item	SA	A	D	SD	Total	Mean	Decision	Rank
High rent/service charges								
Inadequate security								
Noise and environmental disturbances								
Poor communication with property managers								
Delayed maintenance response								
Safety and health hazards								
Limited parking space								

6. Factors Influencing Tenants' Decision to Renew Lease (Objective 3)

Item	SA	A	D	SD	Total	Mean	Decision	Rank
Reasonable rent increase								
Flexibility in lease terms								
Quality of property maintenance Amenities and facilities provided								
Low environmental disturbances								
Positive relationship with property managers								

7. What aspects of the property management do you appreciate the most? (Select all that apply)

Quick response to maintenance requests

Security and safety measures

Well-maintained common areas

Fair and transparent rental policies

Regular communication from management

8. How satisfied are you with your current property manager?

Very Satisfied  Satisfied  Neutral  Dissatisfied  Very Dissatisfied

**SECTION C: TENANT RETENTION FACTORS**

9. Incentives Encouraging Tenants' Retention in Commercial Properties

Item	SA	A	D	SD	Total	Mean	Decision	Rank
Lease renewal discounts								
More flexible rental payment options								
Facility upgrades (e.g., better lighting, parking)								
Improved security measures								
Prompt response to tenants compliants								
Timely maintenance and repairs								
Clean and well-maintained environment								
Reputation & professionalism of property management								
Regular communication & engagement with tenants								

10. What improvements would you like to see in property management? (Select all that apply)

Faster response to maintenance issues  Lower or more stable rent

More modern amenities  Better communication with tenants

THANK YOU FOR YOUR TIME!

## APPENDIX II

### (QUESTIONNAIRE FOR ESTATE SURVEYORS AND VALUERS)

**Dear Respondent,**

I am a final-year student of **Estate Management** at the **University of Benin (UNIBEN)** conducting a study on **“The Role of Property Managers in Enhancing Tenant Satisfaction and Retention in Commercial Properties in Asaba.”**

This questionnaire aims to gather insights from estate surveyors, valuers, and property managers involved in managing commercial properties in Asaba. Your responses will be strictly confidential and used solely for academic purposes.

Thank you for your cooperation.

#### **SECTION A: RESPONDENT'S PROFILE**

1. Years of Experience in Property Management:

0 – 5 years  6 – 10 years  11 – 15 years

2. Educational Qualification:

HND/BSc in Estate Management

MSc/PhD in Estate Management or related field

3. Professional status?

FNIVS  ANIVS +  ANIVS –

4. Location of the Commercial Properties You Manage in Asaba:

Okpanam Road  Summit Road  Nnebisi Road  DBS Road

5. Types of Commercial Properties Managed: (Select all that apply)

Office Spaces

Shopping Malls/Retail Centers

Mixed-Use Developments

**SECTION B: TENANT SATISFACTION & RETENTION STRATEGIES**

6. What are the common complaints from tenants in the commercial properties you manage? (Select all that apply)

<b>Common Complaints</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
High service charges or rent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor communication with property managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor maintenance response time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of regular cleaning Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. What are the types of Management Practices Adopted by Property Managers?

<b>Types of Management Practices</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Ensuring property security and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prompt rent collection and accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear Lease agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular property inspection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventive Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sound Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. What are the effectiveness of management practices on tenant retention and satisfaction?

<b>Effectiveness</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Ensuring property security and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prompt rent collection and accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Preventive Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular property inspection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventive Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sound Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear Lease agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Factors Contributing to Tenant Satisfaction in Commercial Properties

<b>Factors</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Rental pricing and affordability				
Quick response to tenant complaints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of building maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security and safety measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of modern facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clean and organized environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly management relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Which retention strategies do you apply to keep tenants in your commercial properties?

(Select all that apply)

Offering lease renewal incentives

Enhancing communication and customer service

Reducing or stabilizing rent increases

11. What are the biggest challenges you face in managing commercial properties?

<b>Items</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Economic factors affecting tenants' businesses				

Difficulty in rent collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance and repair costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor communication with tenants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal and regulatory challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty in retaining tenants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK YOU FOR YOUR TIME!