



Management Mode Effect on Tenants' Satisfaction in Residential Properties in Bauchi Metropolis

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Abstract

The management of housing by many estate owners, landlords and caretakers in most developing countries is often bedevilled by poor maintenance, high rentals and more often than not, tenants are unsatisfied with their dwelling units. These negative factors in the management of housing by landlords and management firms have led to the increase in litigation cases between landlords and tenants which has also led to a loss of rent thereby contributing to the general decline of housing. This study investigates management mode effect on tenants' satisfaction in residential properties in Bauchi metropolis with a view of guiding housing management policies. The study adopted a quantitative research approach and also a survey research strategy. A questionnaire was adopted as an instrument for data collection. A total of 56 household heads in residential properties managed by Estate Surveyors & Valuers and 74 household heads in residential properties managed by non-professionals in G.R.A's and Tambari Estate in Bauchi metropolis were sampled for the study. The data collected were analysed using mean ranking and T-test. The findings revealed that service quality is moderately high in residential properties managed by Estate Surveyors & Valuers and low in residential properties managed by non-professionals. Tenants are fairly satisfied with management services rendered by Estate Surveyors & Valuers while tenants in residential properties managed by non-professionals are dissatisfied with management services rendered. Finally, it was concluded that there is no significant difference in tenants' satisfaction and service quality between residential properties managed by Estate Surveyors & Valuers and residential properties managed by non-professionals in Bauchi metropolis. The study recommends that evaluation of the quality of service delivery should be part of property management routine and the result could be used as a basis for future assessment.

Keywords: *Management mode; Tenants' satisfaction; Residential properties, Service quality, Bauchi*

Introduction

Housing is one of the most important life components giving shelter, safety and warmth, as well as providing a place to rest [8]. Housing is recognised as a basic necessity in line with other infrastructure such as good roads, access to health services, adequate water, electricity and schools among others [12]. Housing is more than mere shelter and it embraces all the social services and utilities that make a neighbourhood a livable environment [4]. Housing is an indispensable ingredient in the productive life course of an individual, family, community and the nation. Housing provided through whatever means is expected to meet certain minimum requirements, which is perceived through an expression of happiness and satisfaction of the occupants [7].

Residential property is a product with physical, social and economic values which exert influence on a user's wellbeing and utility optimisation [16]. Residential properties are structures for dwelling, privacy and usually for rest and invariably a standard for measuring man's wellbeing by the quality of structure he lives in. These are structures for single or multiple-family dwellings for non-business purposes. Residential properties are shaping tools for man because the success of a man is attributed to where he stays and the level of his satisfaction in such dwellings is vital to his daily living [7]. Like a home, a typical

residential dwelling unit is expected to satisfy an occupant's physical, physiological and psychological needs or requirements. However, for this expected satisfaction to be met appropriately, [6] emphasized that requisite expertise knowledge of professionals in property management becomes pertinent. Landlords want returns on investment within a period while the tenants want value for the money paid which is the rent. How the tenants feel about the rent they pay is an important measure of what they have to pay in relation to what they get back [4]. Estate Surveyors and Valuers are in a position to bring these needs to a platform where they can be achieved at reduced cost and enhanced relationships.

However, the management of housing by many estate owners, landlords and caretakers in most developing countries is often bedevilled by poor maintenance, high rentals and more often than not, tenants are unsatisfied with their dwelling units [5]. These negative factors in the management of housing by landlords and management firms have led to the increase in litigation cases between landlords and tenants which has also led to a loss of rent thereby contributing to the general decline of housing [13]. Therefore, to avoid this litigation, [11] posit that tenants' satisfaction should be adequately measured so that property managers would listen and

respond to tenants' needs, concerns, and expectations as well as opinions, and use this information to quantify their performance and compare them with best practice.

It is on the premises of the foregoing that [7] examined tenant satisfaction using environment, dwelling and management. The data obtained was analysed using descriptive analysis to assess the general levels of tenants housing satisfaction and residential satisfaction index (RSI) to determine the degree of tenant's satisfaction with each of the components identified for the study. The findings revealed that while tenants in public housing in Lagos, Nigeria, are satisfied with their environment and dwellings, they were dissatisfied with housing management. [15] carry out a study in Malaysia. Tenants satisfaction was assessed using building quality, neighbourhood quality management services and economic profile. It was observed that tenants were not satisfied with the aspect of hygiene, security, and crime prevention features in the neighbourhood but are satisfied with the housing location, accessibility and public transportation facilities. [18] examined residents' satisfaction with specific housing features to overall housing satisfaction. The data was analysed using descriptive statistics and correlation analysis. The study observed that while the residents of public housing in Abuja, Nigeria, were satisfied with neighbourhood facilities, they were dissatisfied with structure types, building features, housing conditions and management. A similar study is that of [16] in Abuja, Nigeria. His study used dwelling unit and management services to assess residents' satisfaction. Using the residential satisfaction index, the findings revealed residents significant level of satisfaction with their residential dwelling units (buildings) which include unit space, aesthetics, and functional component. Meanwhile, residents expressed very low satisfaction with the delivery of residential management services by property managers. They are mostly not satisfied with the delay in response to complaints made on repairs, security arrangements and generator services as well as the quality of maintenance work carried out.

Whereas, [1] used services rendered by Estate Surveyors such as pattern of tenants' selection, implementation of laws, response to maintenance and repair works, response to requests, managing firms' procedure of handling complaints, firm-tenant relationship, routine management services, rent collection, porter services, service charge administration, accessibility to the property managers to determine tenant's satisfaction level. They concluded that tenants were averagely satisfied with management services rendered. [9] also revealed in their findings that tenants in multi-tenanted commercial properties in Abuja, Nigeria were generally satisfied with management services rendered. Satisfaction was measured using variables such as tenant's/managing agent relationship, information on services and decisions, service charge administration, the rate paid as service charge, required facilities/services and preferred payment structure. Similarly, [2] research on tenants' satisfaction in residential properties in Minna. Questionnaires were used for data collection and the data obtained were analysed using descriptive and inferential statistics. The result revealed that tenants in Estate Surveyors & Valuers

properties are more satisfied than tenants in estate agents properties with an average residential satisfaction index of 0.62 and 0.32 respectively.

Many scholars have researched on tenant's satisfaction in residential properties within and outside the country such as [7], [15], [18], [16], [2] others like, [1] and [9] focus on tenant's satisfaction in commercial properties.

It has been revealed from their studies that, tenant's satisfaction varies with places, people, housing type, and culture which indicate that further studies are required to determine tenant satisfaction in the case-specific situation to guide housing management policies. Whereas a study to measure the satisfaction level of tenant's in residential properties managed by Estate Surveyors and Valuers and non-professionals to assist in guiding housing management policies has not been conducted before in Bauchi metropolis, which is a gap that needs to be filled.

Furthermore, almost all these scholars who have researched in this field of study used management services to determine tenants' satisfaction but none of them tried to compare the difference in satisfaction of tenants between residential properties managed by Estate Surveyors and Valuers and residential properties managed by non-professionals.

Therefore, this study seeks to bridge this missing gap that has not been attended to by scholars by assessing the levels of service quality and tenants' satisfaction in residential properties managed by Estate Surveyors and Valuers and residential properties managed by non-professionals, and finally, it will assess the difference between service quality and tenants' satisfaction in residential properties managed by Estate Surveyors and Valuers and residential properties managed by non-professionals in Bauchi metropolis.

This paper aimed at investigating management mode effect on tenant's satisfaction in residential properties managed by Estate Surveyors and Valuers and residential properties managed by non-professionals to assist in guiding housing management policies in Bauchi metropolis. The objectives are as follows;

1 To identify the levels of service quality and tenants' satisfaction in residential properties managed by Estate Surveyors and Valuers and residential properties managed by non-professionals in Bauchi metropolis.

2 To determine the difference between management service quality and tenants' satisfaction in residential properties managed by Estate Surveyors & Valuers and residential properties managed by non-professionals in Bauchi metropolis.

METHODOLOGY

A quantitative research method was employed for this study, and a survey research strategy was adopted for the study since surveys are used to explore particular issues,

describe a phenomenon, determine preferences and ascertain reasons by collecting data based on the sample [17]. The instrument used for data collection was a structured questionnaire consisting of sections that required information on the demographic data of the respondents, tenants' satisfaction with management services rendered and service quality rendered by property managers.

Two housing estates within Bauchi metropolis were selected for the survey namely; G.R.A'S and Tambari housing estate. The G.R.A'S comprises Old G.R.A, New G.R.A and G.R.A Fadaman Mada. Household heads of the above mention areas constituted the population of the study. This amounted to a total sample frame of 140 household heads. 60 household heads in residential properties managed by Estate Surveyors & Valuers and 80 household heads in residential properties managed by non-professionals. A sample of 56 household heads in residential properties managed by Estate Surveyors and Valuers and 74 household heads in residential properties managed by non-professionals in G.R.As and Tambari Estate in Bauchi metropolis were selected for the study. Krejcie and Morgan (1970) table was used to determine the sample size of the study. The table indicated a sample size of 103 from a sample frame of 140 household heads. To ensure the collection of adequate data for analysis, the study adopted a sample size of 130. This study employed systematic sampling in selecting participants for the study because of its simplicity and its ability to eliminate the phenomenon of clustered selection and a low probability of contaminated data.

Data for the survey was collected but about 12 questionnaires were not returned thereby resulting in a total of 118 retrieved questionnaires. Out of 118 retrieved 3 were not properly filled and were removed making a total of 115 analysed. Descriptive statistics (mean ranking) was used to answer the first objective which is to identify the levels of service quality and tenant's satisfaction in residential properties managed by Estate Surveyors and Valuers and residential properties managed by non-professionals. The second objective which involved determining the difference between service quality and tenant's satisfaction in residential properties was analysed using an independent T-test.

RESULTS AND DISCUSSION

Management Service Quality in Residential Properties Managed by Estate Surveyors & Valuers and Non-Professionals in Bauchi Metropolis

Table 1: Management Service Quality in Residential Properties Managed by Estate Surveyors & Valuers

management service quality	Mean	Std. Deviation	Rank	Remark
Showing understanding to tenant needs	3.44	1.219	1	Moderate
Personnel friendliness to tenants	3.35	1.082	2	Moderate
Physical presentations of the service	3.23	.994	3	Moderate

Performing services right the first time	3.17	1.226	4	Moderate
Being attentive to tenant needs	3.13	1.044	5	Moderate
Appearance of personnel	3.02	1.176	6	Moderate
Respect and consideration of personnel to tenants'	3.02	1.313	7	Moderate
Appearance of physical facilities and equipment	3.00	1.092	8	Moderate
Politeness of personnel to tenants	2.94	1.040	9	Moderate
Showing willingness to help	2.81	1.315	10	Moderate
Dealing with tenants in a caring manner	2.77	1.372	11	Moderate
Giving quick response to tenant requests	2.77	1.189	12	Moderate
Providing services as promised	2.75	1.329	13	Moderate
Offering prompt service	2.73	1.333	14	Moderate
Providing services at the promised time	2.52	1.203	15	Moderate
Average mean	2.98			

1.0 -1.5 = very low, 1.51-2.49 = low, 2.5-3.49 = moderate, 3.5-4.49 = high, 4.5-5.0 = very high [14].

Table 1 showed the level of management service quality in residential properties managed by Estate Surveyors & Valuers where the highest management service quality in the study area was showing understanding to tenant needs, personnel friendliness to tenants, physical presentations of the service, performing services right the first time and being attentive to tenant needs with their mean values of (M= 3.44, std. deviation = 1.219), (M= 3.35, std. deviation = 1.082), (M= 3.23, std. deviation = 0.994), (M= 3.17, std. deviation = 1.226) and (M= 3.13, std. deviation = 1.044) ranked at 1st to 5th respectively. While the least management service quality in residential properties managed by Estate Surveyors & Valuers were providing services as promised, offering prompt service and providing services at the promised time with their mean values of (M= 2.75, std. deviation = 1.329), (M= 2.73, std. deviation = 1.333) and (M= 2.52, std. deviation = 1.203) ranked at 13th to 15th respectively.

Furthermore, the findings also revealed that the mean score of all the items under study fall within the range of 2.5 to 3.49 which signified that management service quality in residential properties managed by Estate Surveyors & Valuers in the study area is moderately high with an average mean of 2.98.

The finding is similar to that of [10] which revealed that personnel friendliness to tenants, the appearance of personnel, and being attentive to tenants' needs were rated higher, whereas, providing services as promised and giving quick response to tenant requests were

rated least. It is therefore concluded that service quality is moderately high in residential properties managed by Estate Surveyors & Valuers in Bauchi metropolis.

Table 2: Management Service Quality in Residential Properties Managed by Non-Professionals

	Mean	Std. Deviation	Rank	Remark
Appearance of physical facilities and equipment	3.64	1.252	1	High
Personnel friendliness to tenants	3.49	1.439	2	Moderate
Appearance of personnel	2.64	1.287	3	Moderate
Showing willingness to help	2.57	1.406	4	Moderate
Showing understanding to tenant needs	2.45	1.396	5	Low
Politeness of personnel to tenants	2.37	1.312	6	Low
Respect and consideration of personnel to tenants'	2.37	1.289	7	Low
Dealing with tenants in a caring manner	2.36	1.227	8	Low
Providing services at the promised time	2.36	1.264	9	Low
Offering prompt service	2.31	1.339	10	Low
Being attentive to tenant needs	2.30	1.326	11	Low
Physical presentations of the service	2.18	1.278	12	Low
Giving quick response to tenant requests	2.15	1.209	13	Low
Performing services right the first time	2.10	1.143	14	Low
Providing services as promised	2.03	1.180	15	Low

Average mean 2.49

1.0 -1.5 = very low, 1.51-2.49 = low, 2.5-3.49 = moderate, 3.5-4.49 = high, 4.5-5.0 = very high [14].

Table 2 showed the level of management service quality in residential properties managed by non-professionals in the study area were appearance of physical facilities and equipment and personnel friendliness to tenants with the mean values of (M= 3.64, std. deviation = 1.252) and (M= 3.49, std. deviation = 1.439) ranked at 1st to 2nd and the least management service quality in residential properties managed by non-professionals in the study were giving quick response to tenant requests, performing services right the first

time and providing services as promised with their mean values of (M= 2.15, std. deviation = 1.209), (M= 2.10, std. deviation = 1.143) and (M= 2.03, std. deviation = 1.180) ranked at 13th to 15th respectively.

However, from the result in table 2 only the appearance of physical facilities and equipment is rated high with a mean value of 3.64 while personnel friendliness to tenants, the appearance of personnel and showing willingness to help is moderately high with mean values of 3.49, 2.64 and 2.57 respectively. Whereas householders identified showing understanding to tenant needs, politeness of personnel to tenants, respect and consideration of personnel to the tenant, dealing with tenant in a caring manner, providing services at the promised time, offering prompt services, being attentive to tenant needs, physical presentation of the service, given quick response to tenant requests, performing services right the first time, and providing services as promised to be low in the study area with their mean value within the benchmark of 1.51 to 2.49. Also, the average mean score of service quality in residential properties managed by non-professionals is 2.49 which indicate that service quality in residential properties managed by non-professionals in Bauchi metropolis is low.

The finding relates with that of [3] which revealed that the appearance of personnel was rated high while providing services as promised was rated least. It is concluded that service quality in residential properties managed by non-professionals is low in Bauchi metropolis.

Tenants' Satisfaction with Management Services in Residential Properties Managed by Estate Surveyors & Valuers and Non-Professionals in Bauchi Metropolis

Table 3: Satisfaction with Management Services in Residential Properties Managed by Estate Surveyors & Valuers

	Mean	Std. Deviation	Rank	Remark
Response to complaints	3.31	1.133	1	Fairly Satisfied
Quality of repair services	3.22	1.271	2	Fairly Satisfied
Tenant selection process	3.10	1.016	3	Fairly Satisfied
Periodic Maintenance	3.06	1.192	4	Fairly Satisfied
Relationship with tenants'	2.96	1.166	5	Fairly Satisfied
Means of communication	2.88	1.362	6	Fairly Satisfied
Resolution of disputes	2.87	1.196	7	Fairly Satisfied
Mode of rent payment	2.83	1.243	8	Fairly Satisfied
Pattern of rate review	2.77	1.242	9	Fairly Satisfied
Enforcement of laws	2.67	1.136	10	Fairly Satisfied
Service charge administration	2.52	1.304	11	Fairly Satisfied

Repair Works	2.50	1.203	12	Fairly Satisfied
Pattern of rent review	2.48	1.091	13	Dissatisfied
Average mean	2.86			

1.0 -1.5 = very dissatisfied, 1.51-2.49 = dissatisfied, 2.5-3.49 = fairly satisfied, 3.5-4.49 = satisfied, 4.5-5.0 = very satisfied [14].

Table 3 showed the level of tenants' satisfaction with management services in residential properties managed by Estate Surveyors & Valuers where response to complaints, quality of repair services, tenant selection process and periodic maintenance with their mean values of (M = 3.31, std. deviation = 1.133), (M = 3.22, std. deviation = 1.271), (M = 3.10, std. deviation = 1.016) and (M = 3.06, std. deviation = 1.192) ranked at 1st to 4th respectively. While the lowest satisfaction with management services in residential properties managed by Estate Surveyors & Valuers where service charge administration, repair works and Pattern of rent review with the mean values of (M = 2.52, std. deviation = 1.304), (M = 2.50, std. deviation = 1.203) and (M = 2.48, std. deviation = 1.091) ranked from 11th to 13th respectively.

Table 3 also revealed that tenants in residential properties managed by Estate Surveyors are fairly satisfied with twelve out of the thirteen variables under study which include response to complaints, quality of repair services, tenant selection process, periodic maintenance, relationship with tenants, means of communication, resolution of disputes, mode of rent payment, pattern of rate review, enforcement of laws, service charge administration and repair works with their mean values of (M = 3.31, std. deviation = 1.133), (M = 3.22, std. deviation = 1.271), (M = 3.10, std. deviation = 1.016), (M = 3.06, std. deviation = 1.192), (M=2.96, std. deviation =1.166), (M = 2.88, std. deviation = 1.362), (M = 2.87, std. deviation = 1.196), (M = 2.83, std. deviation = 1.243), (M = 2.77, std. deviation = 1.242), (M = 2.67, std. deviation = 1.136), (M = 2.52, std. deviation = 1.304) and (M = 2.50, std. deviation = 1.203) respectively but were only dissatisfied with pattern of rent review with mean value of (M = 2.48, std. deviation = 1.091). Furthermore, the average mean value of 2.86 which is within the range of fairly satisfied on the decision bench mark (2.5 - 3.49) shows that tenants are fairly satisfied with management services rendered by Estate Surveyors & Valuers.

The finding is similar to those of [1], [9] and [2] respectively, which revealed that response to complaints and tenants' selection process were high while repair works and pattern of rent review were low and the result concluded that tenants' were fairly satisfied with management services rendered by Estate Surveyors & Valuers in Bauchi metropolis.

Table 4: Satisfaction with Management Services in Residential Properties Managed by non-professionals

	Mean	Std. Deviation	Rank	Remark
Means of communication	3.15	1.171	1	Fairly Satisfied
Repair Works	2.84	1.163	2	Fairly Satisfied
Mode of rent payment	2.72	1.289	3	Fairly Satisfied
Pattern of rate review	2.61	1.218	4	Fairly Satisfied

Resolution of disputes	2.60	1.155	5	Fairly Satisfied
Response to complaints	2.58	1.468	6	Fairly Satisfied
Enforcement of laws	2.51	.927	7	Fairly Satisfied
Pattern of rent review	2.51	1.460	8	Fairly Satisfied
Relationship with tenants'	2.45	1.184	9	Dissatisfied
Tenant selection process	2.42	1.183	10	Dissatisfied
Service charge administration	2.37	1.042	11	Dissatisfied
Quality of repair services	2.15	1.158	12	Dissatisfied
Periodic Maintenance	2.00	1.255	13	Dissatisfied

Average mean 2.34

1.0 -1.5 = very dissatisfied, 1.51-2.49 = dissatisfied, 2.5-3.49 = fairly satisfied, 3.5-4.49 = satisfied, 4.5-5.0 = very satisfied [14].

Table 4 showed the level of tenants' satisfaction with management services in residential properties managed by non-professionals where means of communication and repair works with their mean values of (M = 3.15, std. deviation = 1.171), (M = 2.84, std. deviation = 1.163) ranked at 1st to 2nd respectively. While the lowest satisfaction with management services in residential properties managed by non-professionals where service charge administration, quality of repair services and periodic maintenance with the mean values of (M = 2.32, std. deviation = 1.042), (M = 2.15, std. deviation = 1.158) and (M = 2.00, std. deviation = 1.255) ranked from 11th to 13th respectively.

However, householders' express dissatisfaction with five out of the thirteen items of management services measured, indicating satisfaction level below (2.5-3.49) benchmark. They are mostly not satisfied with managers' relationship with tenants, tenants selection process, administration of service charge, quality of repair services and periodic maintenance.

The finding relates with those of [7], [15], [18] and [16] respectively, which revealed that means of communication and repair works were rated high while the quality of repair services and periodic maintenance were rated low and it was concluded that tenants, ' were dissatisfied with management services rendered.

The Difference Between Service Quality and Tenants' Satisfaction in Residential Properties Managed by Estate Surveyors & Valuers and Non-Professionals in Bauchi Metropolis

Table 5: Difference Between Service Quality and Tenants' Satisfaction in Residential Properties in Bauchi Metropolis

Levene's Test for Equality of Variances		t-test for Equality of Means						
F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		
.133	.716	1.415	113	.160	.16332	.11546	Equal	

Tenants Satisfaction.	variances assumed							
			1.415	107.612	.160	.16332	.11538	
	Equal variances not assumed							
Management Service Quality		2.465	.119	-.882	113	.380	-.10084	.11437
	Equal variances assumed							
				-.865	97.644	.389	-.10084	.11663
	Equal variances not assumed							

An independent sample t-test was conducted to compare management service quality and tenants' satisfaction between properties managed by Estate Surveyors and Valuers 1 and properties managed by non-professionals 2. There was no significant difference in tenants' satisfaction in properties managed by Estate Surveyors and Valuers (M=2.86; SD=1.197) and properties managed by non-professionals (M=2.34; SD=1.283) conditions; $t(113)=1.415$, $p=0.160$. These result suggest that management mode does not have any effect on tenants' satisfaction which further suggest that tenants' satisfaction in properties managed by Estate Surveyors and Valuers and non-professionals is the same.

Furthermore, there was no significant difference in management service quality in properties managed by Estate Surveyors and Valuers (M=2.98; SD=1.262) and properties managed by non-professionals (M=2.49; SD=1.289) conditions; $t(113)= -0.882$, $p=0.380$. These result also suggest that management mode does not have any effect on service quality in residential properties.

CONCLUSION AND RECOMMENDATIONS

This paper concludes that service quality is moderately high in residential properties managed by Estate Surveyors & Valuers and low in residential properties managed by non-professionals, while tenants are fairly satisfied with management services rendered by Estate Surveyors & Valuers and dissatisfied with services rendered by non-professionals. However, it is concluded that there is no significant difference in tenants' satisfaction and management service quality between residential properties managed by Estate Surveyors & Valuers and those managed by non-professionals in Bauchi metropolis.

This paper further recommends that evaluation of the quality of service delivery should be part of the property management routine and the result should be used as a basis for future assessment. Real property investors should be sensitized on the need to engage

Estate Surveyors & Valuers in property management rather than engaging non-professionals since it has been revealed that tenants are satisfied with management services rendered by Estate Surveyors & Valuers and dissatisfied with services rendered by non-professionals. Finally, Estate surveyors & valuers should improve in all services rendered to tenants' especially in the aspect of rent review which tenants' have shown dissatisfaction.

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