



## **An Assessment of Customers Satisfaction with Facilities Management Services in Commercial Properties in Abuja, Nigeria.**

**Adekunle, Kehinde Olanike**

Department of Estate Management & Valuation, Federal University of Technology Minna, Niger State, Nigeria. [First avenue, 1311 crescent, Joseph Waku street, House 18.Gwarinpa estate, Abuja].

### ***Abstract***

Within the facilities management setting, customer requirements captures the ability of the facilities management company to provide quality services, the effectiveness of their delivery, and overall customer service and satisfaction. Successful businesses make enquiries on how best to satisfy their customers, listen to the answers and act on it. This study is to access customers satisfaction with facilities management services provided in selected commercial properties in Abuja, Nigeria. 5 major commercial buildings and 262 respondents were sampled using a simple random technique. Data was obtained from primary and secondary sources. The study adopted questionnaire survey approach to collect qualitative data which were ranked for easy analysis using Statistical Package for Social Sciences(SPSS) .The satisfaction index was calculated to measure the level of satisfaction of the customers, hypotheses were tested using Spearman correlation statistics. Findings revealed that facilities management is an important management and business service used by organisations as part of their strategy to provide a competitive edge against others in the area of satisfying customers' needs. It was recommended that service providers are to provide quality service that would meet the expectations of the shop occupiers/tenants. The study concluded that inhouse and outsourcing were the most used strategies in providing facilities management services both in terms of cost and customers satisfaction.

**Keywords:** Customers satisfaction, facilities management, commercial properties, quality services, strategies.

## **Introduction**

Real Estate Management (REM) is one of the several professions concerned with the built environment. There has been a noticeable drive by members of this profession, usually referred to as Estate Surveyors and Valuers and also Facility Managers, in developing countries such as

Nigeria to play certain roles in the unfolding housing market.As competitive pressures intensify on organisations around the globe to be more efficient and effective in their service delivery; maintenance of facilities within a building has now become a thing of central focus

(Fraser, 2014). With economic rents on buildings and facilities being of high value, both commercial and private clients of such facilities no longer accept reactive actions but expect a proactive approach regarding the management of their buildings (Myeda *et al.*, 2011).

The patronage of customers is very important to the day to day running of any business firm, without them, there will be no market for services, no reason for enterprise, no income, no profit and no survival (Khadka and Maharjan, 2017). Many real estate firms today have a mission focused on the customer requirements and how the organisation is performing from its customers' perspective which is the reason why satisfying customers has become a priority for estate/facilities managers (Stormy, 2020). The delivery of facility management services is very large, these include the management of real estate, finance, and management of human resources, in addition to services maintenance, domestic services, utilities supplies, security, safety and health and contract management, all of the non- core activities of the organization. In relation to the requirements of the occupancy and the kind of tenants to whom means and services must be delivered, a detailed, tailor made package must be created up, especially for the maintenance and service delivery to ensure the satisfaction of the customers (Mustapa, Adnan and Jusoff, 2008).

### **THE STUDY AREA**

The study will be conducted in Abuja, Nigeria. Abuja is the Federal Capital Territory (FCT) located on the north eastern part of Nigeria. The Central Business District (CBD) is considered the most ideal and conducive for commercial activities and development within the FCT (Akande *et al.*, 2019). The research covers selected commercial buildings in one of the most prominent area councils in Abuja city, the Abuja Municipal Area Council (AMAC) where majority of businesses take place. The areas under cover are Central Business District (CBD), Wuse, Durumi and Garki all within the Federal Capital Territory.

### **METHODOLOGY AND MATERIALS**

This study used purposive and random sampling to select the respondents to participate in the study. The population to be sampled include commercial buildings managed by facility management companies and tenants/customers who are the users of the building. The study employed sample size model developed by Krejcie and Morgan (2010). This is a method used for determining sample sizes of a finite study population.

**Table 1.0: Response Rate of Questionnaires from Tenants**

	<b>Frequency</b>	<b>%</b>
No. of questionnaire Administered	302	100
Total questionnaire retrieved	275	91.1
To No. of un-retrieved questionnaire	27	8.90
Total valid questionnaire	262	86.75

**Source;** Field Survey, 2020

### **DATA ANALYSIS AND RESULTS**

The techniques adopted to achieve some of the set objectives for this study is as follows: -

#### **Techniques for Examining the Strategies for Delivering FM Services in the Commercial Properties**

This was achieved by asking respondents to provide information on the strategies used in sourcing and delivering of the facility management services. This was coded as either IN-HOUSE = 3, OUT-

SOURCED = 2 and HYBRID (Both in-house and outsourced). This was analysed using descriptive statistic such as frequency and percentage data were presented in tables.

**Techniques for Examining the Suitability of the FM Service Delivery Strategies.**

This examined how suitable these facility management services strategies are. A list of services provided by facility management companies was provided and respondents were asked to identify the most suitable strategies for offering such services. This was measured on a five-point likert scale coded as

Highly suitable = 5, Suitable = 4, Undecided = 3, Not suitable = 2 and Highly unsuitable = 1.

This was used to obtain a weighted mean  $\frac{5+4+3+2+1}{5} = 3.0$ . Variables whose means are greater than 3.0 was considered as very suitable strategy in rendering such services. This was analysed using descriptive statistic such as mean and standard deviation data and presented in tables.

**Technique to Ascertain the Level of Customer Satisfaction with the FM Services Provided by Facility Managers in the Study Area.**

This was achieved using the gap analyses of satisfaction and SERVQUAL model.

The satisfaction index was measured using a five point Likert scale order of satisfaction where **Very dissatisfied = 1, Dissatisfied = 2 Neutral = 3, Satisfied = 4, and Very satisfied = 5**. This was used to obtain a weighted mean of  $\frac{5+4+3+2+1}{5} = 3.0$ .

Services provided whose means are greater than 3.0 were considered as very suitable strategy in rendering such services.

**Determination of Satisfaction Index (SI)**

Satisfaction index (SI) for a particular unit/component, is measured as;

$$SI = [\Sigma(\mathcal{V}1R1 + \mathcal{V}2R2 + \mathcal{V}3 R3 \dots\dots\dots + \mathcal{V}nRn ) \div \mathcal{V}h N] \times 100$$

Where SI is the Satisfaction Index for the Unit;

$\mathcal{V}1\mathcal{V}2\dots\dots\mathcal{V}n$  indicates the values representing levels of satisfaction scaled while

$R1R\dots\dots Rn$  represents the actual score by respondents on the  $\mathcal{V}n$  variable,

$\mathcal{V}h$  is the maximum possible score that  $\mathcal{V}th$  variable could have on the scale used, while  $N$  is the number of respondents. Further, Satisfaction Index (SI) which is the sum total of the component satisfaction indices (Mohit *et al.*, 2010), is measured in this study based on Accommodation (A) and Management Services (M) components. It was determined using the above equation;

Thus the scale is as follows;

1.  $0 \leq 50\%$  = Very Low level of satisfaction
2.  $51 - 59\%$  = region of Low satisfaction
3.  $60 - 69\%$  = region of satisfaction
4.  $70 \& \text{above}$  = region of high level satisfaction.

The SERVQUAL model provide a Service gap as identified for each of the dimension by the formula given below:

$$SG_i = \Sigma (P_{ij} - E_{ij})$$

Where SG = Service Gap for individual 'i'

P-Perceived Service Quality for individual 'i' for service attribute 'j' -arrived by the arithmetic average of score obtained in the survey

E-Expected Service Quality individual 'i' for service attribute 'j' -arrived by arithmetic average of score obtained through the survey.

Results of data analysis were presented in tables. In order to achieve precision in data analysis, the study was analysed using Statistical Package for the Social Sciences (SPSS) computer statistical programme Version 24.

## RESULTS AND DISCUSSIONS

### Strategies of facility management services provided in buildings

The strategies used by commercial building in the study area for handling facility management requirement were in house and out sourced.

**Table 2.1 Strategies of Providing Facility Management Services**

Services	In house		Outsourced		Hybrid	
	Frequency	%	Frequency	%	Frequency.	%
Security						
<b>Adequacy of security personnel</b>	117	44.7	99	37.8	46	17.6
<b>Security of life within premises</b>	103	39.3	120	45.8	39	14.9
<b>Security of property/assets on premises</b>	112	42.7	98	37.4	52	19.8
<b>Professionalism of security services</b>	98	37.4	133	50.8	31	11.8
<b>Availability of security alert/surveillance system (e.g CCTV, rapid response office)</b>	141	53.8	86	32.8	35	13.4
<b>Effective security alert/surveillance system (e.g CCTV, rapid response office)</b>	132	50.4	87	33.2	43	16.4
<b>Promptness of security units in responding to emergency issues</b>	118	45.0	106	40.5	38	14.5
Cleaning						
<b>Cleaning of common areas like passages, stairways etc</b>	161	61.5	93	35.5	8	3.1
<b>Waste disposal</b>	120	45.8	134	51.1	8	3.1
<b>Cleaning of restrooms</b>	132	50.4	113	43.1	17	6.5
<b>Maintenance of sewage systems</b>	124	47.3	123	46.9	15	5.7
Repair and maintenance						
<b>maintenance of electric facilities</b>	130	49.6	108	41.2	24	9.2
<b>Maintenance of building services (e.g plumbing, lighting, escalator, etc)</b>	104	39.7	116	44.3	42	16.0
General management						
<b>Functionality of building services (e.g plumbing, lighting, escalator, etc)</b>	152	58.0	85	32.4	25	9.5
<b>Firefighting services</b>	108	41.2	126	48.1	28	10.7
Landscape and leisure						
<b>Cleaning of indoor premises</b>	165	63.0	89	34.0	8	3.1
<b>Maintenance of car parks</b>	119	45.4	115	43.9	28	10.7

<b>Adequacy of parking space</b>	134	51.1	107	40.8	21	8.0
<b>Maintenance of lawns/flower</b>	147	56.1	105	40.1	10	3.8

Source: field survey, 2021

In Table 2.1, results on security services shows that strategies for sourcing security services ranges from inhouse, outsourced and hybrid. 44.7% of respondents said they used inhouse in providing adequacy of security personnel 45.8% used outsource strategies in security of life within the premises. Results further showed that a high proportion of respondents used in house and outsourced in managing repair and maintenance services such as Cleaning of common areas like passages and restrooms. This can be attributed to the fact these services requires professional and quality hands and as such individual residing in such buildings might not have the knowhow to carry out such maintenance activities and also considering the fact these tenants might have paid for the services to be rendered by property owners or managers. This results agrees with findings of Olanrele, Ahmed and Olatomiwa (2013) who reported that these services are mostly carried out by facility management companies and these services are outsourced to them by property owners. Most (94.3%) of the commercial properties outsourced their facility management activities. This implies that owners of these facilities preferred to outsourced their maintenance requirement than get them sorted using inhouse services.

#### **Suitable strategies in sourcing facility management services**

Result on suitability of strategies used in carrying out facility management services was shown in Table 2.2.1 using Relative suitability index RSI.

**Table 2.2.1 Suitable strategies is sourcing facility management services**

		Responses N = 262						
	<b>Services and strategies used</b>	<b>HU</b>	<b>NS</b>	<b>U</b>	<b>S</b>	<b>HS</b>	<b>RSI</b>	<b>Rank</b>
<b>A</b>	<b>In house</b>							
1	Security	2	14	11	100	135	0.8687	1
2	Cleaning	2	20	8	114	118	0.8489	2
3	Repair and maintenance	2	25	13	104	118	0.8374	3
4	General management	2	23	19	114	104	0.8252	4
5	Landscape and leisure	2	25	22	107	106	0.8214	5
<b>B</b>	<b>Out sourced</b>							
1	Security	4	5	35	90	128	0.8542	2
2	Cleaning	4	7	30	85	136	0.8611	1
3	Repair and maintenance	4	7	30	98	123	0.8511	3
4	General management	2	14	24	91	127	0.8405	4
5	Landscape and leisure	6	12	24	98	121	0.8389	5
<b>C</b>	<b>Hybrid (inhouse and out sourced)</b>							
1	Security	4	23	20	67	148	0.8534	3
2	Cleaning	4	23	14	82	139	0.8511	4
3	Repair and maintenance	4	8	14	99	137	0.8725	1
4	General management	4	8	14	102	134	0.8702	2
5	Landscape and leisure	4	7	16	98	137	0.8725	1

Source: field survey, 2021

Result shows that security rank first suggesting that inhouse is the most suitable strategy in sourcing for security services (mean = 0.868) and this was closely followed by cleaning. However, in carrying out facilities management services, respondents ranked cleaning first implying that outsourcing is the most suitable strategy used for cleaning services. While security ranked second (mean = 0.854)

Results also shows suitability of Hybrid in sourcing facility management services. As shown in Table 2.2.1 majority of respondents said hybrid is the most suitable in sourcing repair and maintenance services (mean = 0.872) which also ranked first. Landscaping and leisure services (mean = 0.872) implying that respondents consider hybrid as the most suitable strategy in sourcing for repair/maintenance and landscape/leisure services. This can be attributed to the fact that these services always requires professionals who are experienced hence property owners cannot afford to handle these services by themselves alone and must engage the services of service providers using outsourced and inhouse strategies.(See table 2.2.1)

### SERVQUAL Gap analysis of expectation and perception about services

Results in Table 2.3.1 shows the mean distribution of respondents about what they expect from service providers and their perception about services delivered to them. 25 indicators were used to assess performance of service providers across five dimensions using a five (5) point Likert Scale of ranking for both customer expectations and perceptions. The service quality score which is the difference between weighted score of expectation and weighted score of perception were calculated for all the 25 indicators. The value is greater than zero (0) for all attributes, suggesting that FM service firms do not meet users' expectation at 100% in any of the 25 items. Service quality score for five (5) indicators out of the 25 quality indicators were rated below average with the gap score  $\geq 0.2$  (Table 2.3.1). However there is need for the service providers to improve in such areas to be able to meet the clients' satisfactory level/requirements.

**Table 2.3.1 SERVQUAL Gap analysis of expectation and perception about services**

Services	Expectations					Perception					SGi= $\sum (P_{ij} - E_{ij})$
	Mean	Skewness	Kurtosis	Statis	Std. Error	Mean	Skewness	Kurtosis	Statis	Std. Error	
	n										
<b>Tangibles</b>											
All the staff wear neat in appearance and have proper behaviour	4.64	-2.798	0.15	7.973	0.300	4.36	-1.331	0.152	1.671	0.303	0.278
All the supporting equipment with which to provide the service were in good condition	4.56	-2.473	0.15	6.229	0.300	4.40	-1.574	0.152	3.525	0.303	0.168
The administrative and public activity were kept clean, aesthetic and excellent at all the time	4.49	-2.282	0.15	5.685	0.300	4.33	-1.698	0.152	3.258	0.303	0.158
All kinds of promotion/advertisement materials were fashionable	4.45	-2.027	0.15	3.948	0.300	4.43	-1.830	0.152	3.550	0.303	0.022

<b>and of excellent quality</b>											
The facilities management company maintained all facilities in good condition	4.50	-2.352	0.150	5.205	0.300	4.30	-1.772	0.153	3.866	0.304	0.198
<b>Reliability</b>											
All the services were delivered in time by service company	4.61	-2.786	0.150	8.909	0.300	4.39	-1.500	0.153	1.935	0.305	0.220
All kinds of financial data and information of residents were recorded correctly	4.47	-2.275	0.150	6.366	0.300	4.40	-1.340	0.153	2.065	0.305	0.074
All kinds of fees were reasonable, the account statement were be correct	4.49	-2.386	0.150	6.293	0.300	4.30	-1.271	0.153	1.379	0.305	0.192
All the promises given to the residents were executed on time	4.53	-2.554	0.150	7.848	0.300	4.42	-1.613	0.154	1.889	0.306	0.116
Services were delivered effectively	4.48	-2.335	0.150	6.030	0.300	4.43	-1.656	0.156	3.258	0.312	0.043
<b>Responsiveness</b>											
Prompt response to the residents request	4.57	-2.801	0.150	8.205	0.300	4.23	.008	0.150	0.587	0.300	0.344
The facilities management staffs understand the residents attitude and acted accordingly	4.48	-2.549	0.150	8.021	0.300	4.24	-1.072	0.150	0.703	0.300	0.248
The facilities management staffs responds to customers needs	4.58	-2.690	0.150	8.583	0.300	4.27	-1.148	0.150	0.844	0.300	0.309
The communication channels between staffs and the residents were kept open (e.g	4.42	-2.087	0.150	4.963	0.300	4.31	-0.974	0.150	0.159	0.300	0.107

<b>webpage, e-mail, telephone etc)</b>												
<b>They handled all the complaints effectively</b>	4.57	-2.714	0.15	7.847	0.3	4.26	-1.091	0.150	0.253	0.3	0.305	

Source: Field Survey, 2021

**Table 2.3.1 SERVQUAL Gap analysis of expectation and perception about services (Continues)**

Services	Expectations					Perception					SGi= $\sum (P_{ij} - E_{ij})$	
	Mean	Skewness	Kurtosis	Me	Skewness	Kurtosis	an	Skewness	Kurtosis			
	Statis tic	Std. Err or	Statis tic	Std. Err or	Statis tic	Std. Err or	Statis tic	Std. Err or	Statis tic	Std. Err or		
<b>Assurance</b>												
<b>Managerial staff and supporting staff had adequate technical knowledge</b>	4.58	-2.652	0.15	8.295	0.3	4.3	1.749	0.150	2.696	0.3	0.275	
<b>The operation of the company were transparent</b>	4.57	-2.844	0.15	9.272	0.3	4.31	-1.688	0.150	2.547	0.3	0.260	
<b>All the documents and services provided were correct</b>	4.59	-	0.15	9.274	0.3	4.3	1.738	0.150	3.157	0.3	0.256	
<b>The privacy of the resident are protected</b>	4.66	-3.244	0.15	10.448	0.3	4.3	-1.998	0.150	3.848	0.3	0.271	
<b>All the residents fully understand the content of the service, method of delivery, fee charged and service Standard</b>	4.49	-2.390	0.15	5.583	0.3	4.3	1.762	0.150	2.081	0.3	0.164	
<b>Empathy</b>												
<b>They provided 24-hour service</b>	4.30	-1.416	0.151	2.599	0.3	2.59	4.30	1.416	0.151	2.59	0.302	
<b>Understand the resident needs</b>	4.39	-1.675	0.151	3.966	0.3	2.61	4.39	1.675	0.151	3.9	0.300	
<b>They provided the personalized/customized service</b>	4.37	-2.022	0.151	5.120	0.3	2.59	4.37	2.022	0.151	5.12	0.302	
<b>The facilities management staff always consult with the residents before they set the</b>	4.49	-2.103	0.151	6.607	0.3	2.61	4.49	2.103	0.151	6.6	0.300	



regulations for management of the estate												
They recorded the residents' complaint and make effort for improvement and conduct regular visits	4.52	-2.139	0.151	5.397	0.302	259	4.52	2.139	0.151	5.397	0.302	
The management staff informed the resident when the data on residents is found irregular	4.52	-2.187	0.152	6.432	0.302	258	4.52	2.187	0.152	6.432	0.302	

Source: Field Survey, 2021

#### 2.4 Level of satisfaction with services provided facility management agencies

The table below shows the overall customer satisfaction level for services provided by facility management companies using the Relative Satisfaction Index (RSI).

**Table 2.4.1 Level of satisfaction with services provided facility management agencies**

Services	VS	S	N	D	V	Wfx	RSI	%	Rank
Cleaning and clearing of surroundings	750	292	84	4	11	1141	0.871	87.10	1
Electricity repair	640	392	60	18	9	1119	0.854	85.42	2
Security /CCTV services	605	444	51	8	9	1117	0.853	85.27	3
Lift/ elevator maintenance	645	360	72	18	10	1105	0.844	84.35	4
Fumigation and pest control	510	512	66	2	11	1101	0.840	84.05	5
Generator maintenance	530	480	72	0	13	1095	0.836	83.59	6
Sewage treatment	560	432	81	8	11	1092	0.834	83.36	7
Parking lot maintenance	645	324	84	12	18	1083	0.827	82.67	8
Central cooling system maintenance	570	428	57	4	20	1079	0.824	82.37	9
Water supply/ treatment	595	296	150	8	15	1064	0.812	81.22	10
Refuse disposal	535	404	72	30	15	1056	0.806	80.61	11

1= Very dissatisfied VD, 2=Dissatisfaction D, 3 =Neutral N, 4 = Satisfied S, 5 = Very Satisfied Wfx = Total Weighted frequency

### **Relationship between Personal Characteristics and Level of Satisfaction with Services Provided**

The difference in the level of satisfaction between subjects of different social status may reflect variation in the perception of social services and facilities that is being offered to them. Olanrele(2013). This assertion can be seen in the table 4.7 below:-

**Table 2.5.1 Relationship between personal characteristics and level of satisfaction with facility management services**

Variables	Coefficient	Probability level
<b>Age</b>	-0.027	0.660
<b>Sex</b>	-0.005	0.937
<b>Level of education</b>	-0.050	0.419
<b>Type of accomodation</b>	-0.202**	0.001
<b>How long have you been a tenant in this building</b>	0.207**	0.001
<b>Strategies of facility management services provided in your building</b>	-0.016	0.794

Source: Field Survey, 2021

The correlation analysis of personal characteristics with level of satisfaction in Table 2.5.1 shows that a significant negative relationship between type of accommodation ( $r = -0.202$ ;  $p = 0.001$ ) and level of satisfaction with services provided by facility management agencies. The negative correlation implies that as type of accommodation improve there is a decrease in their level of satisfaction with services provided by facility management agencies. This implies that customers who occupied double space are less satisfied with services provided by facility management service providers.

Result also shows a negative significant relationship between how long customers have been tenants in commercial buildings ( $r = -0.207$ ;  $p = 0.001$ ) at 5% level of probability and their level of satisfaction with facility management services. This implies that customers who have spent less years in the building as tenants are more satisfied with services provided by facility management agencies.

### **Correlation analysis on expectation about facility management companies and services and their level of satisfaction with services provided**

A correlation analysis was undertaken to determine the interrelationship between customers' expectations and customer satisfaction with facility management companies and services they provide. Results in table 2.6.1 shows aggregate value for all significant correlations coefficients for each approach. Level of satisfaction had a strong positive relationship with various SERVQUAL dimensions. Level of satisfaction had a significant relation with Tangibility  $r = 0.238$ , Reliability  $r = 0.345$ , Responsiveness  $r = 0.353$ , Empathy  $r = 0.297$  and Assurance  $r = 0.382$ . this strong correlation implies that level of satisfaction is greatly affect by customers expectation about the services provide by facility management companies in the study area. The entire population perceive 5 dimensions to be significant to satisfaction rejecting null hypothesis. Since all dimensions indicated a positive correlation value, increment of satisfaction over each dimension would lead to overall tenant satisfaction and vice versa. Results exemplify reliability as the weakest dimension while assurance was rated as most strong variable affecting satisfaction. Correlation of tangibility and responsiveness was at an approximately equal level while empathy was rated high. It could be presumed that tenant satisfaction could be gained easily if attributes with strong attachment (correlation) are properly managed. However, results demonstrate certain implications over these concerns.

Results illustrated reliability as one of the most satisfied dimensions with high ranked RII attributes. However, correlation analysis proved assurance as the weakest relationship to satisfaction meaning although tenant's perceptions are highly positive, it would not make a significant impact to overall satisfaction level. A similar result were seen in findings of Zarita *et al* (2009) in the study of satisfaction level of service quality in office buildings in Malaysia. Although, tangibility and responsiveness resulted in similar correlations mean values were not similar. Assurance and empathy dimensions were highly correlated to overall tenant satisfaction. Tenants' perceptions over these dimensions were highly satisfied as opposed to other dimensions.

**Table 2.6.1 Correlation analysis on expectation about facility management companies and services and their level of satisfaction with services provided**

		Tangibili ty	Reliabili ty	Responsivene ss	Empat hy	Assuran ce	Level of satisfactio n with facility manageme nt services
<b>Tangibility</b>	Pearson Correlati on						
	Sig. (2- tailed)						
	N	262					
<b>Reliability</b>	Pearson Correlati on	0.678**					
	N	262	262				
<b>Responsivene ss</b>	Pearson Correlati on	0.618**	0.751**				
	N	262	262	262			
<b>Empathy</b>	Pearson Correlati on	0.434**	0.468**	0.592**			
	N	261	261	261	261		
<b>Assurance</b>	Pearson Correlati on	0.518**	0.695**	0.817**	0.600**		
	N	262	262	262	261	262	
<b>Level of satisfaction with facility management services</b>	Pearson Correlati on	0.238**	0.345**	0.353**	0.297**	0.382**	
	N	262	262	262	261	262	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## CONCLUSION

The study was carried out to assess customers satisfaction with facilities management services in commercial properties in Abuja and it established that there is a strong positive relationship between service expectation and the levels of satisfaction customers experienced.

The study established that the most widely used and suitable strategies for effective service delivery in terms of cost and service satisfaction were in house and outsourcing.

The study established that a high proportion of respondents preferred in house and out sourced services in service delivery due to the fact that these services require professional and quality hands.

The study also established through the use of SERVQUAL dimensions a high correlation in the level of customer satisfaction with the services provided by the facilities management companies in the study area.

## RECOMMENDATION

1. Periodic appraisal of customers satisfaction is a fundamental step for reviewing the quality of FM services provided in buildings and improving it.
2. A dual combination of in-house and outsourcing strategies of providing facilities management services is suitable for the effective management of commercial properties.
3. SERVQUAL is a gap analysis of service expectation and customers perception of services received is necessary to enable facilities management companies know where to improve on the quality of their service delivery for a more sustainable business.
4. The uniqueness of commercial property should be considered in determining the service delivery strategy to be applied to achieve best results.

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