

Evaluation of Users' Satisfaction of Facilities Management Performance of a Shopping Mall Property in Anambra State, Nigeria

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Abstract

Facilities are seen to be part of a building to ensure complete functionality of such property. Prompt and adequate facilities management would be of tremendous benefit to the occupants or users of buildings, particularly with regards to its performance. This study is aimed at evaluating the users' satisfaction of facilities management performance of a shopping mall property in Anambra state, Nigeria. The objectives of the study included; to identify the facilities and services provided by the management, the level of user satisfaction with the Facilities Management practices and to evaluate the performance of Facilities Management in the mall. The study adopted survey research design, with data retrieved primarily through the use of questionnaire, walkthrough observation as well as other secondary sources. Data was presented in tables with frequencies and percentages, and graphs, and analysis carried out using means, weighted mean, Relative Standard Index (RSI) and rate of satisfaction ascertained for the performance of the facilities management practices in the mall. Findings revealed that the provision and management of facilities in the mall is satisfactory particularly in areas of parking, security and structural facilities in general, however, it was concluded that there is need and room for improvement in performance management of the facilities particularly in the area of internet facilities and a huge lack of ATM installations which are key facilities in such properties

Keywords; Evaluation, Users' satisfaction, Facilities Management, Performance, Shopping mall

1.0 Introduction

Shopping malls have brought tremendous changes and advantages to the lives of many in societies throughout the world since the second half of the 20th century (Chotipanich & Issarasak, 2017). The malls have become popular locations for customers as a place to shop, entertain, socialize, relax and interact (Feinberg & Meoli, 1991, Osman, Johns and Lugosi, 2014). They started existing as early as 1920 in California where supermarkets would anchor and serve as a magnet for a strip of smaller stores. Their growth and development naturally followed the migration of population out from the cities and paralleled the growth of the use of the automobile (Feinberg and Meoli, 1991).

As aptly stated by (Adewunmi and Ogunba 2011), shopping malls have become essential and vital in Nigeria by providing a good relationship among its services and customer satisfaction. A Shopping Mall can be defined as agglomeration or group of different stores offering various brands, products or services at one place. It has many shops and companies can lease/buy these shops for setting up their own stores. They are present in almost every major city in the world and have products services like clothing, restaurants, forex services, groceries, movie theatres etc. Dubihlela (2014), noted that they are organization composed of people, facilities and systems put in place to achieve specific objectives. These objectives include: increase sales, control cost and meeting up with legal requirements (Study.com, 2019). For these objectives to be

achieved there is need to involve Facilities Management at the early stages of shopping mall designs, and construction.

Facilities management practices are most essential in maintaining a good performance in shopping malls, keeping the shopping mall and the built supporting facilities as well as the environment under systematic management. According to Adejumo, Adewunmi and Omirin (2009), facilities management practices have always been perceived to be highly customer-involved. Engaging in adequate Facilities management ensures that all of the facilities present in a building are in their best conditions at all times and can be efficiently used, thereby enhancing and stabilizing the performance of the building; as in this case, shopping malls. Adewunmi and Ogumba (2011) opined that shopping malls are usually large facilities and therefore needs to have proper facilities management practices integrated to maintain them. It is in view of the above that the study was therefore conceived to examine the facilities management practices on the performance and users' satisfaction of Shoprite Shopping mall in Onitsha, Anambra State.

Users requirements assessment captures the ability of the shopping malls sector to provide quality services, the effectiveness of their delivery, and overall performance made possible through the integration of facilities management practices (Adewunmi and Ogumba 2011). However, customer satisfaction could be very complex though important for shopping malls today than in the past. Users' expectations which inform on user' satisfaction is rising at an increasing rate on daily basis, beyond that; it is never stable, it is always changing.

More so, discovering change in users' needs and expectation is a complex process, and yet influence on users' satisfaction, which to a large extent could affect customer patronage, loyalty, retention, profitability and the shopping mall competitiveness. As customers keep setting ever higher standards, facilities need will be improved; else the customers tend to look for other shopping outlets that offer them the satisfaction they so desire. This invariably result in extra cost for shopping malls, being saddled with the responsibility of ensuring user satisfaction through the provision of more facilities and maintenance of the available ones. Thus, if the facilities and services are not well managed, having unsatisfied customers, could adversely affect the profitability of the users of the mall, and it is against this background that the study is based.

1.1 Objectives of the Study

- i. To identify the facilities and services provided by the management of Shoprite shopping mall in Onitsha, Anambra State;
- ii. To ascertain the level of user satisfaction with the Facilities Management practices used in Shoprite shopping mall, Onitsha;
- iii. To evaluate the performance of Facilities Management in Shoprite shopping mall, Onitsha;

The study gives an in-depth understanding of facilities management practices on performance and customer satisfaction of Shopping Malls taking Shoprite Shopping Mall in Onitsha as a case study. The study is meant to bring about an improved customers' satisfaction through the integration of effective and efficient facilities management practice in shopping malls. This will impact on the performance of shopping malls resulting in customers' retention, loyalty, and patronage, promoting safe and healthy shopping environment, enhancing customers' satisfaction and increase profitability level of shopping malls.

The outcome of this study broadens the knowledge and provides in-depth understanding of facility management practices in shopping malls in meeting up with customers' expectation with focus on ensuring customers satisfaction and enhanced performance. The academic community will also benefit enormously from the outcome of this study as it adds to the body of literature on the subject providing a reference point for future researchers and a blue-print for policy makers. It helps in guiding investors on the need to involve professionals (facilities managers) in designing and managing/maintaining shopping malls.

1.2 The Case Study Shopping Mall – Shoprite Onitsha Mall

This study limits its scope to facilities management practices on performance and customer satisfaction in Shoprite Shopping mall in Onitsha, Anambra State. Shoprite mall is a modern shopping and entertainment mall designed to incorporate informal meeting places, grocery super market, boutiques, restaurants and other amenities. The Mall was developed by the Shoprite Company; a private multi-national South African outfit having such malls in about 25 different locations within Nigeria alone, as well as numerous outlets across other countries. The Shoprite Onitsha Mall is located along Park road, GRA, adjacent the Onitsha General Hospital, Onitsha, Anambra State, Nigeria.

The case study shopping mall is located Onitsha in Anambra State. Onitsha is known to the commercial hub of Anambra state harboring one of the largest markets in West Africa popularly known as the Onitsha Main Market. The city situates at the bridge between eastern and western parts of Nigeria. The city lies between latitude $6^{\circ}07^1N$ and $6^{\circ}12^1N$, and longitude $6^{\circ}45^1E$ and $6^{\circ}50^1E$. The 2006 population census indicated the population of the city to be over a quarter million people, making it the most populous cities in the State, with a land area of 52km^2 (Ndeche, 2021).

2.0 Literature Review

2.1 Concept of Facilities Management (FM)

Facilities Management (FM) has been commonly defined as the “integrated management of the workplace to enhance the performance of the organization” (Mudrak, et al., 2004). They further buttressed that FM can specifically be defined as the management of premises and services required to accommodate and support the core business activities of a client organization, while constantly adding value to the stakeholders. It is therefore clear that Facilities Management stands as a key function in the management of facility resources, support services and the working environment to provide support for the core business of an organization in both short and long term. Also, according to the International Facility Management Association (IFMA) (2011), FM is “a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology”. Simply put, it is the practice of coordinating people and the workplace of an organization into the physical workplace.: it integrates the principles of business administration, architecture, behaviour and engineering science (Pitt and Tucker, 2008).

2.2 Facilities Management as a means to Customers’ Satisfaction in Shopping Malls

Shopping mall which could alternatively be termed as Shopping complex is one or more buildings for merchandising, catering for customers’ immediate pleasure and enjoyment in exchange for their patronage. It functions as an enclosed collection of a variety of independent retail units, services and parking space. Shopping mall does not operate in isolation but function with specific facilities which are meant to drive activities meant for customer’s satisfaction within the premise, integrated under one roof, with interconnecting walkways to ease the movement of customers from one unit to another (Damian, Curto and Pinto, 2011). Shopping malls being customer based, does not just only concern itself about the shopping demands of customers, beyond that, it also provides an atmosphere that allows for relaxation and socialization of customers. The shopping malls, the facilities and the whole systems interplay in order to achieve the common goal which is customers’ satisfaction (Frasquet, Molla and Gill 2001). This is a way of enjoying customers’ patronage, loyalty and retention, thereby increasing their sales with positive effect on the level of profitability. It is important to understand the level of customer satisfaction towards facilities management (FM) in the shopping mall and how FM can add value to the management of a shopping mall. Plainly, one is tempted to conclude that the strength and aesthetics of the physical structure of a shopping complex is enough to determine and ensure the satisfaction of its users, however, Makinde (2015) discovered

that satisfactory experience cannot be appraised from merely assessing the physical and structural state, but also considering other factors, of which the Facilities provided and level of professionalism employed in their maintenance are major indices, other non-physical factors which determine users' satisfaction as stipulated by Oladapo (2006) may include sociocultural, behavioral, individual taste of the users as well as the manner of management deployed in the building.

2.3 Concept of Users' Satisfaction

Users' satisfaction can be measured objectively with a general acceptable consideration or subjectively when considering individual perception. According to Lepkova and Zukaite-Jefimoviene (2012), "user satisfaction" is a concept that is frequently misunderstood and abused, with many organizations failing to appropriately assess and analyze user satisfaction with their quality of services, either intentionally or inadvertently. This could be by measuring it with a standardized laid down benchmark or by receiving feedbacks from users of the services. Ta (2014), on the other hand, stated that current facility management practice has a number of flaws that affect all parties involved. It went on to say that commercial properties generally have bad maintenance culture. This has contributed to the failure of many commercial properties to some extent. According to Aliyu et al. (2016), more than 60% of commercial property facilities are not properly maintained by the facility management team. This is mainly due to insufficient budgeted funds and a lack of facility maintenance plan. Furthermore, the managers do not respond to renters' requests for repairs and maintenance in a timely manner. It was also discovered that renters (users) of commercial properties are filing a growing number of complaints without requisite active responses to them. Users' satisfaction surveys, according to Olushola (2018), are crucial vehicles for businesses to gauge customer loyalty and assess the level of change that may be required for facilities to meet users' needs and wishes. On the basis of the foregoing, it is necessary to ensure that users are extremely satisfied, rather than just satisfied, in order to provide a competitive edge in shopping malls. As a result, performance must be evaluated and efficiently established to maintain user satisfaction continuously.

3.0 Research Methodology

Survey research design was employed in carrying out the study, while adopting quantitative research methodology. Data were retrieved from users (occupants) of the Shoprite Onitsha shopping mall which formed the primary source of data, as well as secondary sources from published literary works. The primary method of data collection was through the instrument of questionnaire administered to respondents, as well as oral interview of the users of the mall shops and a walkthrough tour of the shopping mall in order to make a clear observation of any immediate underlying issues of the facility (Ahmed and Hassanain, 2020). The population comprised of the occupants of the Shoprite Onitsha mall shops. A total of Twenty-seven (27) shops were numbered in the mall, however, only Twenty-three (23) shops were occupied with Four (4) vacant at the time of data collection, and the 23 occupied shops formed the sample frame for the study and thus the sample size as they are small in number. Descriptive statistics such as percentages, mean and weighted mean score, as well as relative satisfaction index were employed for the study. 23 questionnaires were distributed and 22 successfully retrieved from the occupied shops representing 95.7% of the sample, thereby indicating a great level of response, which therefore provides a reliable ground for the study analysis. The questionnaire was designed to query the availability of identified facilities in the shopping grouped under structural, security/safety and services facilities, as well as to determine the level of satisfaction of the facilities provided and finally to evaluate the rate of satisfaction of the users of the mall through an analysis of the facilities management performance. Five-point Likert scale response structure was adopted in

ascertaining the level of satisfaction of facilities provided and facilities management performance evaluation respectively.

4.0 Result and Discussion of Findings

Table 1: Background Information about Respondents

Age of Respondents	Frequency	Percentage (%)
20 – 35	17	77.3
36 – 50	4	18.2
51 – 65	1	4.5
Total	22	100
Academic Qualification of Respondents		
SSCE	4	18.2
OND/NCE	4	18.2
HND	4	18.2
B.SC./B.TECH.	10	45.4
Total	22	100

Table 1 above presents the age range of respondents of the study and their level of academic qualification. The Table shows that most of the respondents precisely 77.3% are of the youthful age of 20 to 35 years, with 18.2% being of age between 36 to 50 years and only 4.5% representing 1is 51 to 65 years, which indicates that most of them are of the modern age and thus conversant with modern facilities. Also, the Table shows that 18.2% each of the total respondents possess SSCE, OND/NCE and HND respectively, with majority of them precisely 45.4% possessing B.SC. This indicates a huge percentage of the respondents are well educated, and as such their responses can confidently be relied upon.

4.1 Availability of Facilities in the Shopping Mall

The availability of the identified facilities categorized under 3 groups are discussed using Figures 1 to 3 as follows;

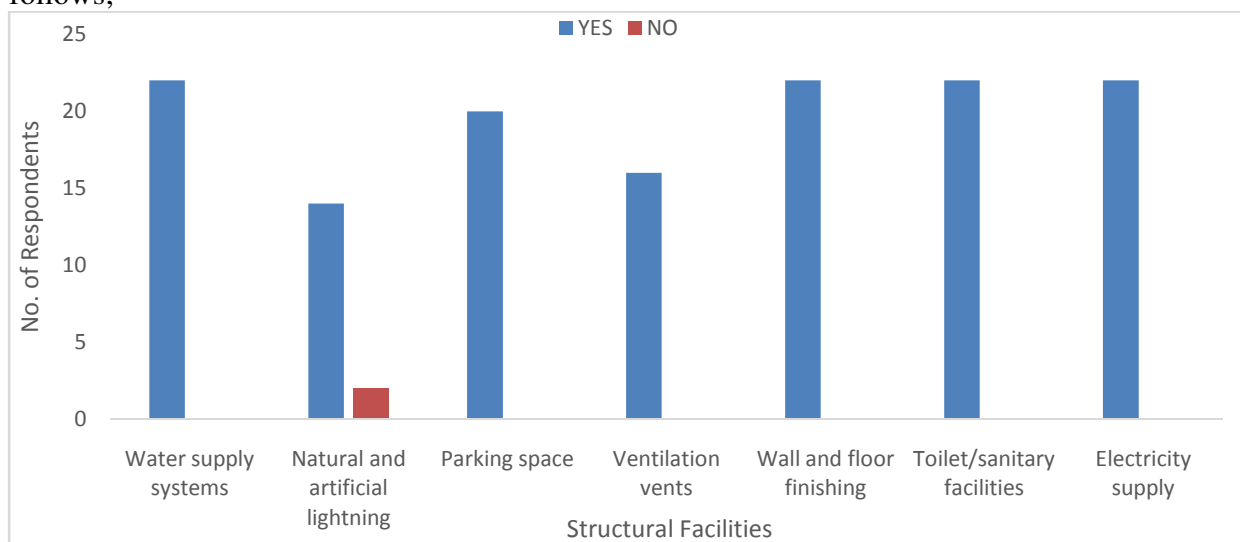


Fig. 1: Availability of Structural Facilities

Figure 1 presents the availability of structural facilities; water supply system, ventilation vents, wall and floor finishes, toilet/sanitary facilities and electrical supply are identified by all the respondents to be available in the structure. Less respondents acclaimed to the availability of parking space and ventilation vents. While the least responses emanated for the availability of natural and artificial lightning with some negative responses.

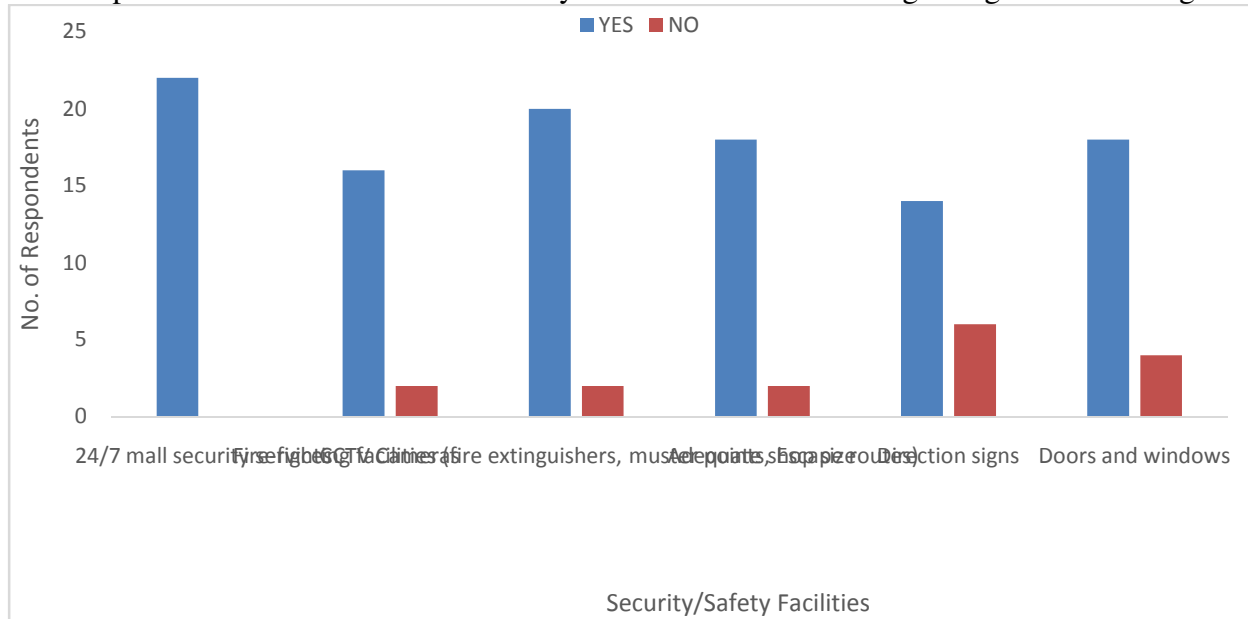


Fig. 2: Availability of Security/Safety Facilities

Figure 2 presents the availability of security/safety facilities; all respondents acclaimed that there is 24/7 mall security services, with reasonable level of fire-fighting facilities, adequate shop size, CCTV camera and doors and windows, while there was a relative level of complains of non-availability of direction signs.

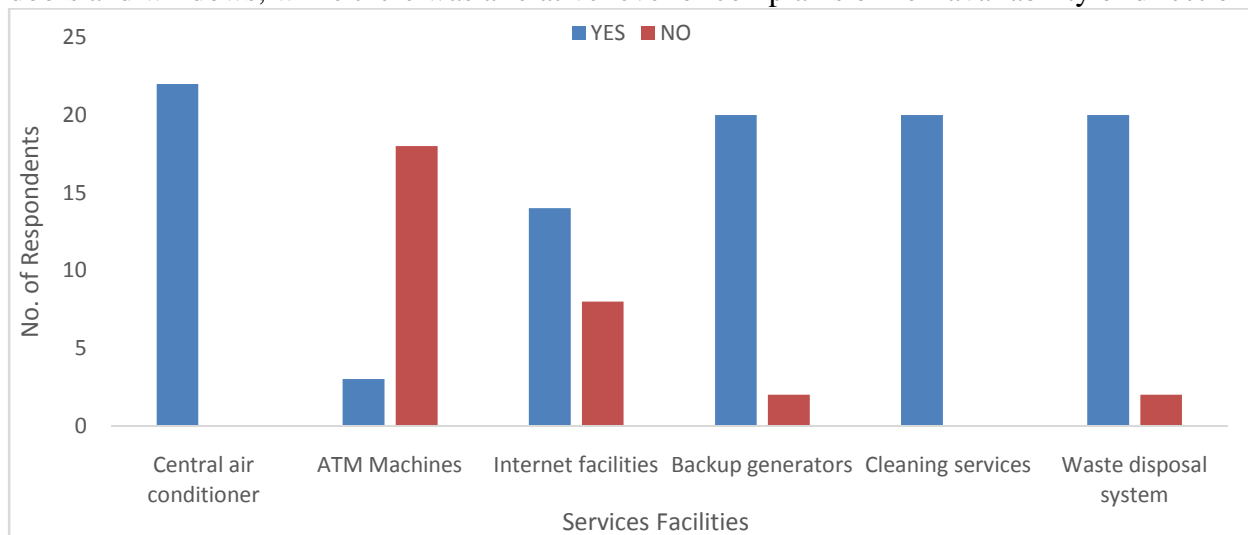


Fig. 3 Availability of Services Facilities

Figure 3 presents the availability of services facilities; all respondents acclaimed that there is central air conditioning system with very good cleaning services, and reasonable backup generator and waste disposal system, with unreliable internet facilities, and unavailable ATM facilities in the mall.

4.2 Level of Users' Satisfaction with the Facilities Provided in the Mall

The level of Users' satisfaction with the facilities provided in the mall is analyzed using mean and thus Relative Satisfaction Index (RSI) which helped to rank the users satisfaction of the various provided facilities in the mall. The facilities are assessed by classifying responses into very satisfied, Satisfied, Neutral, Dissatisfied and Very Dissatisfied. The analysis is presented in Table 1 as follows

Table 2: Users' Satisfaction with the Facilities Provided in the mall

Facilities Provided	Very Satisfied	Satisfied	Neutral	Dis-satisfied	Very Dis-satisfied	Missed	Mean (RSI)	Rank
Number and working hours of security personnel	8 36.4%	6 27.3%	4 18.2%	-	-	4 18.2%	4.22 84.4%	1 st
Adequate parking space, lawn and garden	6 27.3%	12 54.5%	2 9.1%	-	-	2 9.1%	4.20 84%	2 nd
Separate toilet facilities and space for females	10 45.5%	2 9.1%	2 9.1%	-	2 9.1%	6 27.3	4.13 82.6%	3 rd
Fire-fighting facilities; fire extinguishers, muster points, Escape routes (adequate exits)	8 36.4%	6 27.3%	6 27.3%	-	-	2 9.1%	4.10 82%	4 th
Electricity supply and installations	10 45.5%	6 27.3%	2 9.1%	4 18.2%	-	-	4.00 80%	5 th
Maintenance of interior spaces	4 18.2%	10 45.5%	4 18.2%	-	-	4 18.2%	4.00 80%	6 th
Maintenance of exterior spaces	4 18.2%	10 45.5%	4 18.2%	-	-	4 18.2%	4.00 80%	6 th
Central air-conditioning	8 36.4%	8 36.4%	4 18.2%	-	2 9.1%	-	3.91 78.2%	7 th
Waste disposal system	6 27.3%	10 45.5%	4 18.2%	2 9.1%	-	-	3.91 78.2%	8 th
Overall/general cleaning services in the mall	6 27.3%	10 45.5%	-	4 18.2%	-	2 9.1%	3.90 78%	9 th
Maintenance of common areas	4 18.2%	10 45.5%	6 27.3%	-	-	2 9.1%	3.90 78%	10 th
Maintenance of lightning of common areas	4 18.2%	8 36.4%	8 36.4%	-	-	2 9.1%	3.80 76%	11 th
Air quality within the mall	4 18.2%	8 36.4%	8 36.4%	-	-	2 9.1%	3.80 76%	11 th
Maintenance and performance of generators	6 27.3%	6 27.3%	4 18.2%	-	2 9.1%	4 18.2%	3.78 75.6%	12 th
General maintenance mechanism	4 18.2%	10 45.5%	6 27.3%	2 9.1%	-	-	3.73 74.6%	13 th
Maintenance of available facilities	4 18.2%	10 45.5%	6 27.3%	2 9.1%	-	-	3.73 74.6%	13 th

Maintenance of sanitary facilities	2 9.1%	10 45.5%	6 27.3%	2 9.1%	-	2 9.1%	3.60 72%	14 th
Number of toilet facilities	4 18.2%	6 27.3%	6 27.3%	4 18.2%	-	2 9.1%	3.50 70%	15 th
Size and aesthetics of doors and windows	4 18.2%	6 27.3%	6 27.3%	2 9.1%	2 9.1%	2 9.1%	3.40 68%	16 th
Constant treatment and supply of water to toilets and shops	4 18.2%	6 27.3%	2 9.1%	8 36.4%	-	2 9.1%	3.30 66%	17 th
Natural and artificial lightning	2 9.1%	6 27.3%	4 18.2%	4 18.2%	2 9.1%	4 18.2%	3.11 62.2%	18 th
Number and positioning of CCTV cameras installed	4 18.2%	2 (9.1%)	10 45.5%	4 18.2%	2 9.1%	-	3.09 61.8%	19 th
Internet connectivity	2 9.1%	2 9.1%	6 27.3%	8 36.4%	2 9.1%	2 9.1%	2.70 54%	20 th
ATM facilities installed	-	-	-	6 27.3%	12 54.5%	4 18.2%	1.33 26.6%	21 st

From Table 2, it is observed that occupants of the mall are very satisfied with the number of working hours of security personnel and adequate parking space, lawn and garden with RSI of 84.4% and 84% respectively which are two major concerns of a mall user; ensuring all-round security and ample space for customer to park their cars and relax. This is followed closely by separate toilet facilities and space for females, and fire-fighting facilities with RSI of 82.6% and 82% respectively, and then electricity supply and installations, maintenance of interior spaces and exterior spaces each with RSI of 80%, which are all basic requirements of good facilities to users in a mall, being a commercial property. Most of the other facilities produced responses of reasonable satisfaction between 78.2% for central air-conditioning and 61.8% for the number and positioning of CCTV cameras installed. However, internet connectivity in the mall indicated to be average with 54% level of satisfaction, while ATM facilities installation is shown to be unavailable with a dissatisfactory level of responses of 26.6%.

4.3 Evaluating the Performance of Facilities Management in the Mall

The facilities management practices in the mall are evaluated based on the performance satisfaction responses of the users of the mall. A five Likert scale classification of very good, good, neutral, poor and very poor, is used to grade the satisfaction of occupants which is used to analyze the mean and weighted mean score of each of the facilities management performance, therefore rates of satisfaction are concluded with denotations as indicated from Table 3 in Table 4 as follows;

Table 3: Assigned ranges of the Weighted Mean

Rate of Satisfaction	Denotation	Corresponding Weight	Range of Weighed Mean
Strongly Satisfied	SS	5	4.5 – 5
Satisfied	S	4	3.5 – 4.49
Indifferent	I	3	2.5 – 3.49
Dissatisfied	D	2	1.5 – 2.49
Strongly Dissatisfied	SD	1	0 – 1.49

The performance of facilities management in the Mall is evaluated and rate of satisfaction ascertained using the assigned ranges of the weighted means from Table 3 as follows;

Table 4: Performance of Facilities Management in the Mall

Performance of Facilities management	Very Good	Good	Neutral	Poor	Very Poor	Missed	Mean	Rate of Satisfaction
Standardized Performance							3.77	S
Maintenance of common areas (cleaning, changing of light bulbs, making of minor repairs)	2 9.1%	14 63.6%	-	4 18.2%	-	2 9.1%	3.70	S
Routine inspection of grounds/facilities	2 9.1%	12 54.5%	6 27.3%	-	-	2 9.1%	3.80	S
Planning, scheduling, coordination and timely maintenance of available facilities such as central Ac, generators, toilet facilities	4 18.2%	10 45.5%	4 18.2%	4 18.2%	-	-	3.64	S
Collection, running and accounting of service charge account	-	14 63.6%	6 27.3%	-	2 9.1%	-	3.45	I
Timely payment of utility bills such as electricity bills, security etc.	6 27.3%	10 45.5%	4 18.2%	-	2 9.1%	-	3.82	S
Coordination of activities of all staff	4 18.2%	8 36.4%	6 27.3%	2 9.1%	-	2 9.1%	3.70	S
Investigation of complaints, disturbances, violations and resolution of problems	2 9.1%	10 45.5%	8 36.4%	-	2 9.1%	-	3.45	I
Parking management	6 27.3%	14 63.6%	-	-	-	2 9.1%	4.30	S
Ensuring that waste is collected and disposed properly	6 27.3%	12 54.5%	4 18.2%	-	-	-	4.09	S

Note:SS = Strongly Satisfied; S = Satisfied; I = Indifferent; D = Dissatisfied;SD = Strongly Dissatisfied

Table 4 indicated best responses to the performance of parking management with a mean of 4.30 followed by ensuring that waste is collected and disposed properly, while other facilities management practices indicated good mean performance levels of between 3.82 for timely payment of utility bills, and the least being 3.45 for Collection, running and accounting of service charge account, and Investigation of complaints, disturbances, violations and resolution of problems respectively. This shows that there is relatively good management performance practice in the mall, though not so impressive enough. Furthermore, the rate of satisfaction showed that there is an overall standardized performance Satisfaction (S) level indicated by weighted mean of 3.77, with a corresponding general Satisfaction (S) of all the measured issues of facilities management performance, except for the earlier listed two issues with mean values of 3.45 respectively which indicated an Indifferent (I) rate of satisfaction.

5.0 Conclusion

The study basically assessed the level of satisfaction of the facilities management performance of the subject shopping mall by its occupants best described as users. It was discovered that various facilities which were categorized into two groups; structural facilities and service facilities, were available in various degrees with adequate water supply system, electricity supply, wall and floor finish, toilet/sanitary facilities, central air-conditioner, 24/7 mall security services among others, except for low availability of direction signs, internet facilities and majorly lack of ATM installations. The facilities provided in the mall were deemed satisfactory particularly in the areas of round-the-clock security and parking space, as well as the provision of separate

toilet facilities for females, fire-fighting facilities, electricity supply, and maintenance of both interior and exterior spaces, however there is need for further general improvement but particularly in the areas of internet connectivity and most especially ATM installations as this would aid easy access to cash by customers which in turn would ginger their patronage; an extremely favourable situation for users of the mall who are investors in various forms craving such patronage.

Finally, in evaluating the performance of facilities management in the mall, it can be concluded from the findings that there is all-round satisfactory performance rate of the facilities management practices with good parking management and waste collection and disposal especially, and in timely payment of utility bills, routine inspections, maintenance of common areas, coordination of all staff and Planning, scheduling, coordination and timely maintenance of available facilities, with suggested efforts of improvements in the facilities management practice to enhance standardized performance for the satisfaction of users, having major concerns in the collection, running and accounting of service charge account, and Investigation of complaints, disturbances, violations and resolution of problems generated among and between co-occupants and customers of the mall respectively.

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