

Management Problems Associated with Multi-Tenanted High-Rise Commercial Buildings in Kaduna Metropolis, Nigeria

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Abstract

It is globally established that, where high-rise buildings are put in to multiple occupations, certain problems arise which eventually affect the building structure, occupants and the surrounding natural environment either directly or indirectly. This paper is aimed at investigating and presenting research findings on the management problems of multi-tenanted high-rise commercial buildings in Kaduna metropolis as compared to the system practised in other countries. Field survey was carried out and eventually structured questionnaire was employed as the data collection instrument. A total of 400 questionnaires were administered to the tenants, managers and owners of the buildings in the study area. Data obtained from the study were analyzed in tabular forms, simple percentage distribution tables and narrative description. Part of the results showed that 74% of the buildings were constructed 30 years ago which turned them old for the existing demands due to lack of upgrading the facilities therein. It was further uncovered that 66% of the facilities in the high-rise buildings such as lifts, generators, water supply were not properly maintained by the managing firms due to lack of planning and also due to lack of enough fund budgeted to take good care of maintenance activities. It was concluded that, old facilities are responsible for the void and vacant spaces in 44% of the high-rise buildings studied. It was deduced that facilities in the high-rise buildings failed to function regularly due to poor maintenance planning and ignorance of some managers to respond to repairs and maintenance request on time. Finally, part of the recommendations proffered include; property management rules of service should be adhered to, where only competent skilled workers will be employed to take care of different services provided in the multi-tenanted high-rise buildings. These competent hands should be adequately employed for effective management of the buildings. There should be good planning in respect of assessing and responding to sudden breakdown of services so as to achieve service delivery promptly.

Keywords: Commercial Buildings, High-rise Buildings, Management Problems, Multi-tenanted Buildings and Property Management.

1. Introduction

Supervision or management is a broad activity, involving the mishmash and co-ordination of individual, physical and monetary resources, in a way which bring into being a commodity or a overhaul which is both required and can be obtainable at a price which will be rewarded, while making the operational environment for those concerned agreeable and acceptable. In the words of Yalokwu (2002), "management can be regarded as the process of scheduling, organizing, leading and controlling the hard work of organizational members and by means of all other organizational wherewithal to achieve placed goals". Conversely, property management involves the careful organization of individual and material resources with the intend of achieving defined objectives in real property investment. Its practice offers a robust basis for timely decision making in the maintenance of property resources together with facilities and matching the dominant interests of the property-owner and a range of tenants in the estate as enclosed in lease agreements accomplished thereto (Dauda, 2010).

A multi-storey or high-rise structure is a building in which the majority of occupants solely rely on elevators (lifts) to arrive at their destinations. The most well-known tall buildings are referred to as 'high-rise buildings' in most nations. For most reasons, the cut-off end for high-rise buildings is approximately seven storeys or higher. It could also be explained in terms of linear height (feet or meters) to a certain extent than storeys, (Challinger, 2008). Nevertheless, for the purpose of this study and with the reflection of the Nigerian context, the cut-off end considered as tall or high-rise building structure as five storeys and beyond.

According to Oyekole (2004) "the uniqueness and complexity nature of high-rise buildings in view of their design, development and management poses a great challenges, hence the difference in management with other properties". There are slight or less problems of organization where high-rise commercial properties are in use and utilized by one renters or organization in terms of appropriate utilization of the real property, adherence to

the edifice status, use of infrastructural facilities and utilities of the building structure in addition to the cleaning services.

The fast increases of commercial and business activities have shown a typical growth in municipalities and metropolises. The high asking price of land attainment caused by shortage has given rise to a perpendicular and vertical development of multi-storey structures. Numerous commercial activities could be housed beneath one roof and large number of people could work at precisely the same location or site. In addition various goods and services might be made available to clients within the high-rise building structure and thereby intensively make the most in utilizing land area (Streen, 2002).

As a matter of fact, property maintenance and management has ancient starting point but the need has been increasing more in these days owing to urbanization, highly developed and sophisticated technology of house construction, absentee real property owners, complex legal dealings between the landlord and the tenants in addition to other complex legislations and cost-effective variables which have an effect on property possession and values. This necessitated the need to maintain buildings in a state that would augment easy day-to-day contemporary human activities. For this reason, the task of keeping contemporary building structure in such a condition is the basis of real property management, (Lawal, 2002).

At the present time, people are beginning to understand that effective real property management in high-rise buildings can sustain the real property value and preserve high returns on their venture or investment. The incessant growth of high-rise or tall commercial buildings designates that there is a need for an effectual ownership and real property management system to inspire a quality living experienced in the middle of high-rise tenants or renters. Conversely, current practice of real property management poses several problems which affect all parties concerned: the property managers, the owners, the developers and the tenants of high-rise building structures (Ling, 2014).

2. The Current Practice of High-rise or Tall Commercial Building Structures

High rise buildings typically built with light weight materials as well as frames such as steel along with precast concrete materials which are extremely resistant to axial as well as rotational forces have soaring and high load bearing capacity owing to the nature of the soil in addition to overall weight of the building structure. Therefore, it is recommended and suggested that deep pile foundations have to be used throughout erection and construction of such buildings.

The design and lay-out of high-rise commercial building structures both for single or else multiple occupations entails the incorporation of services essential to support the building structure and its occupants. Designing a sky-scraper or high-rise building which is to be constructed in stages requires many extraordinary considerations that would not usually be required in favour of a single phased building. Most of these dwellings suffered void for a long time at the initial stage of owners' or tenants' occupation specifically after all facets of construction have been completed particularly the upper floors resulted to enormous losses on the part of the overall ventures or investments (Pearson and Wittels, 2008).

The reasons for such empty space period vary from one building structure to another which might be connected to lack of sufficient parking spaces to serve up the staff as well as visitors, profligately fault of the lift or elevator system, designed or pre-construction deficiencies, poor real property management and undesirable locations. In any of the above stated cases; problems concerning to management of the high-rise buildings can arise. It can similarly be debatably held that most of the problems presently being faced in the tall buildings, even though at the moment entirely or mostly let, derived their roots starting from the above inferences. The conclusion is that there are insufficient pre-investment studies which were completed or that none was carried out at all, (Kuye, 2000).

The existing trend for constructing tall office buildings is to construct higher and higher. Furthermore, developers tend to compete amid one another on heights. Tenants also be pleased about a landmark address and politicians are aware of the symbolic role of high-rise building structures. The global and high technology styles have accompanied virtually all new tall building structures and became familiar sight of cities (McNeill and Tewdwr-Jones, 2003). On the other hand, high-rise office buildings are more costly to construct per square meter, they create less usable space as well as their operation costs are further expensive than conventional office buildings.

The escalating rate in the construction of tall or high-rise structure in Kaduna metropolis has been fundamentally caused by the sharp scarcity of land. The unending land crisis has move up the concentration of cultural, social, economic and political activities. The greatest proportions of such buildings are found in Kaduna owing to its highest concentration of competing function, for example, wholesaling, retailing, investment and management. The high concentration of development of central and essential areas which has halted the possibility of side expansion has not only culminate into the development of high-rise buildings on a few available sites, but however has as well caused the redevelopment of numerous buildings into multi-storey office structures and accommodation particularly in the central business areas.

3. A Study on Management of High-rise Building Structures in Malaysia

Ta (2014) asserted that high-rise real property management sector in Malaysia is still at an immaturity stage. Obvious and standard requirement to determine a trained property manager or else managing agent as well as how to make certain that high-rise residential structures are managed in a expert and specialized way are yet to be established. The property management agents responsible for property management are too deficient in professionalism. Nevertheless, Ta (2014) further observed that most residential property owners do not recognize the significance of high-quality property management until their houses and common utilities and facilities are degenerating at a stage where it is already belatedly.

In the word of Ta (2014), in the past, real property management and maintenance has not been given main concern in the real estate market given that the focus of real property market is mainly on single or double storey building structure. The concern of property management at that point in time is often connected with maintenance work and collection of rent (Singh, 1996). Property maintenance and management in a broad-spectrum is an activity that envelops a wide range of activities for example real property development, human resources management, project management, facilities management, property portfolio management, risk management space management as well as investment management (Ta, 2014). Therefore, it is not a trouble-free task in view of the fact that it involved appropriate planned activities that comprise establishing target, goals, aim, policies, purpose, objectives and strategies execution or implementation to achieve positive goals and objectives in real property management. Besides, property management is the process of sourcing and operating land and landed property to maintain the capital value aligned with the objectives and goals of the investor through successful management of land and building structure (Singh, 1996).

Measured up to the management structure practiced in erstwhile countries particularly in Australia, Hong Kong or in Singapore, Ta (2014) noted that the approach espoused in the management of high-rise residential accommodations in Malaysia is outdated, obsolete and still faraway behind those mentioned countries. In Malaysia, real property managers have a complete freedom in managing properties underneath their authority. Consequently, the management and maintenance practiced is solely based on their own parameter and benchmark given that there is no standard procedure and principle on property management. The introduction of strata titles legislation in addition to strata title property has increased the claim and need for professional landed property management. Property management and maintenance are an essential part of a distinctive high-rise living which is subsequently had become more multifaceted and demanding. Maintenance, thus, involves equally preventive and corrective work as well as cyclical repairing, rewiring in addition to servicing of mechanical plus electrical equipment, along with repair or replacement of defective element or component of a building.

Nevertheless, maintenance operations, as stated by Ta (2014), in Malaysia are still concerted largely on the physical component, element, part or structure of the building instead of the mechanical and electrical facets of the buildings. Maintenance also has a propensity to get the slightest priority in the family or domestic housing industry. Successful property and facility maintenance is imperative in the economic along with socio-political features of high-rise living. A proactive, practical and well prearranged property management team might be able to promote social cohesion and lessen anti-social behaviour amid the residents. At the present time, people are beginning to understand that effectual property management in high-rise buildings can keep up the property value and sustain high returns on their venture or investment (Ta, 2014).

The incessant growth of high-rise residential accommodations indicates that there is a call for an efficient ownership as well as property maintenance and management system to inspire a quality living understanding among high-rise occupants in Malaysia (Ta, 2014). On the other hand, existing practice of property management in Malaysia contains numerous problems, which impinge on all parties concerned: the property developers, property managers and agents, property owners as well as residents of high-rise housing complexes as revealed by Ta (2014). Maintenance management is an indispensable aspect in shaping the performance along with quality of landed properties such as office building structure. The basic issues connected to techniques in

addition to approaches concerned are by and large taken lightly and flippantly by the practitioners and eventually lead to incompetence of maintenance management activity or practice in the market nowadays.

4. Studies on US High-rise Building Security Practices and Waste Management in High-Rise Residential Building in Dhaka

Tall building or High-rise security's crucial moment ensued when the 9/11 terrorists shattered New York's Twin Towers. The tragedy forced a redefinition of the tactical fundamentals used to protect commercial as well as residential high-rise buildings. A high-rise building is exposed to all the usual security risks of a street-level construction including misdemeanour, vandalism, crime as well as disturbances. However, the uniqueness of its physical tallness calls for a diverse protection approach. Tall buildings accommodate a high population in an overcrowded area. Movement and transportation are restricted to lifts, elevators, hoist, escalators as well as stairwells. Restricted entrances and exits or outlets cause a further safety concern. The swell up of humanity along with numerous corridors provides anonymity for plotting radicals, criminals and terrorists. Starting from underground garages towards the roof, a successful high-rise security arrangement tackles challenges accurately from the ground up. The status of high-rise building security as well as life safety commercial sky-scrapers, such as office building structures, hotels along with residential housing facilities, are exposed to a multiplicity of security and life safety pressure and threats in today's progressively more hostile world.

Ahsan and Zaman (2014) stated that urban centres attract people for the range of opportunities it can make available to the residents in terms of income as well as services. Cities expand both horizontally in addition to vertically to accommodate a enormous number of dwellers every year. This ever-increasing population in cities leads an ever increasing quantity of solid waste every day. Waste management is among the most challenging as well as cost effective services that metropolis around the world offers to their citizen. The triumph of the waste management scheme, both in urbanized and developing countries relies on a holistic waste management planning along with adequate facilities.

Owing to the shortage of waste management services on the part of the local authority in Dhaka, private in addition to community based waste disposal management systems have been introduced recently (Ahsan and Zaman, 2014). Nevertheless, the recent hazardous waste management initiatives are encountering various multifaceted management challenges. The notable challenges are separation, storing and collections of different types of waste from residential neighbourhoods. Lack of uniform and common waste infrastructures is greatly noticeable in housing sector in Dhaka. Hazardous waste is thrown along roadside and places rather than dustbins owing to lack of proper as well as sufficient hazardous waste infrastructure (bins) in addition to collection systems in Dhaka.

A number of studies have been carried out on waste dumpsite management systems in Dhaka. For instance, Afroz Hanaki and Kiyoo (2009) conducted a research on the willingness to pay for waste management improvement in Dhaka city. They discovered that waste dump facilities are mostly lacking in high-rise building. They concluded that adequate waste dump sites should be provided in strategic places so as to minimize the effect of throwing waste haphazardly. In another study by Ahmed and Ali (2006), they discovered that facilitating people's participation in public-private partnerships for solid waste management in high-rise building structures is lacking in Dhaka.

In another study on city governance and its impact on waste management system, Bhuiyan, (2010) disclosed that government authorities are finding it very difficult to implement proper legislation on waste management owing to the lackadaisical attitudes of the populace in Dhaka. Enayetullah, Sinha, Khan, Roy and Kabir (2006) researched on exploring waste management scenario in Uttara Model Town. Their findings validate the work of previous researchers in that regard. A study on the effect of waste composting and landfill location was conducted by Hai, Ali and Ashraf (2005). Similar inference and conclusion were equally drawn based on the findings of the study. The problem identification and nature of waste management problems in Dhaka was also researched by Hasan (1998).

Other researched that were conducted in this regard include: improving informal waste recycling through segregation of household waste (Matter, Dietschi and Zurbrugg, 2013), socio-cultural practices in household waste collection system from residential buildings (Shah, 1999), waste management modelling in Dhaka (Sufian and Bala, 2007) and informal waste management in Dhaka was also researched by (Zaman, 2012) in which he proposed an innovative social business model based on recycling materials.

5. Research Methodology

The data required for the study were obtained from property owners, tenants/renters and property managers or agents of multi-tenanted high-rise commercial complexes. The study focused on individual as well as group experiences associated with the problems faced in the management and maintenance of multi-tenanted high-rise commercial building structures as well as being a tenant or owner. This information was obtained via direct observations, administration of questionnaires as well as personal oral interview with the various professionals concerned with the management and maintenance of the subject properties. Furthermore, tenants, landlords as well as other users of the said high-rise commercial building in the study area were also administered with questionnaires. A sample of 350 tenants, 20 property owners, and 30 property management companies were selected through simple random sampling as well as stratified random sampling.

A random sampling technique was employed to get the sample of tenants due to their larger number. The exercise was designed to cut across all the floors so as to have proper data collection. Similarly, purposive sampling was also incorporated in order to generate the required sample of the owners and property managers. Due to the nature of information needed from the respondents and owing to the fact that the few of them were operating within the study area, it makes it quite challenging to generate the required data.

Physical inspection was also carried out to ascertain the present conditions of the buildings, the number of tenants in occupation, repairs and maintenance conditions, waste management, working conditions and agents-tenants relationship. These were some of the issues considered during the inspection. Property managers (agents), owners and tenants were interviewed on issues related to present and past conditions of the selected high-rise commercial buildings within the area of the study. The data collected were analyzed in tabular form; using percentage, and narrative description. Table 1 below shows the high-rise buildings studied:

Table 1: High-rise Buildings Studied

S/No	Name of High-rise Building	Number of Floors
1.	Investment House	5
2.	Turaki Aliyu House	5
3.	Ali Akilu House	6
4.	Nagwamatse House	10
5.	Abdullahi Yaro House	5
6.	Hamza Zayyad House	7
7.	Ahmad Talib House	9

Source: Field Survey (May, 2013)

6. Results and Discussions

As a matter of fact, Property maintenance and management are an essential part of high-rise living except that the qualities of management service afforded by most of the property managers in addition to developers are questionable. The majority are not professional, deficient in experience and excessively profit oriented and not well-informed in managing high-rise commercial ventures and complex. Property maintenance and management were not taken in to account during the early preparation stage of development. Prominence is on the cost, location as well as aesthetics of the structure that can attract potential tenants and buyers. Marketability of the edifice is most imperative criteria for the real estate developers. More so, the numbers of units that are capable of being sold or rented are largely the most important in their marketing approach. Besides that, property managers are not approached in determining maintenance fee (service charge) that ought to be collected but rather, it was exclusively determined by the property developer themselves, a number of which have no familiarity in real property management (Ta, 2014).

Property owners are currently knowledgeable in the appropriate property maintenance and management practices for their unit and consequently high-quality management is indispensable and will augment the value of the real property. Previously, owners might be contented with only essential care-taking in addition to cleaning service but at present, owners demand that property management includes a multiplicity of services starting with cleaning and security services to all-inclusive maintenance (Ta, 2014).

There were a increasing number of complaints amid the tenants of high-rise buildings alongside the owners and property managers connected to management in Nigeria as evaluated with other countries. From the research carried out, numerous factors were recognized which contributed to the flaw of property management in Kaduna metropolis as measure up to other places. The issues found are across-the-board but this paper concentrated on the major factors of lack of near the beginning planning, lack of parameters and rules on property manager,

security and safety, state and condition of facilities and services, waste management, and housing insurance (Ta, 2014). These factors are extensively argued independently as follows:

6.1 Pre-construction Planning and Design Intent

The problem in property management begins as early as the planning and design stages (Ta, 2014). The study shows that more than 34% of the high-rise buildings studied experienced one or two management problems owing to poor planning and design. The task of property manager tends to be sidelined in the majority of the planning stage; as a result, property developers give the physical aspect or the esthetics outlook of the buildings the top most priority to promote rent or sales. The role of building management, however, is only taken into consideration after the construction is completed and the certificate of fitness has been issued.

The main focus of the design is on the commercial aspect without taking into consideration the local climate, social and spiritual needs of the residents. These approach added more problems in the management of high-rise commercial buildings.

6.2 Payment and Management of Service Charge Account

Tenants in occupation have an exclusive and fashionable right of information on how the managers are controlling the service charge fee paid by tenants at the beginning of each year; they required to be updated on the financial statement of the account at the end of each year. Nevertheless, it is difficult for many of the tenants to obtain this information. About 33.33% of the respondents are not aware of things that happened in their complexes owing to lack of transparency in the management system practiced by the property managers.

It was found that, service charge is payable in all the high-rise buildings studied, however, only 66.67% of the buildings have service charge account. Some tenants (33.33%) complained on either not be briefed on the service charge account or none existence of the account in their buildings.

6.3 Security and Safety Issues

It is widely observed that inefficient security service is a serious problem in high-rise commercial complexes in Nigeria. Some complexes are even equipped with multi-layer security system such as guardhouse at the main entrance, automated gates, and so on. However, the level of security in these complexes is highly questionable as the number of crime occurrences in Kaduna metropolis is still high.

Majority of tenants are unhappy with the level of security provided by the management and this can be attributed to many factors including irresponsible security guards, thefts and break-ins, no 24-hour security as promised, security is too loose. Management keeps changing security guards. Foreigners are hired as security guards and management does not take any action after incidences of crimes have been reported. Too often, security service in many high-rise complexes is limited only at the main entrance.

6.4 Poor Condition of Facilities and Services

The study shows that majority of the high-rise buildings (89%) are old structures that were developed or built about 21 to 30 years ago. Consequently, most of the facilities provided to serve up the buildings such as lifts, generators as well as central air conditions are either old/weak or not functioning. Furthermore, 66% of the facilities in the high-rise buildings like lifts, generators, water supply are not appropriately maintained by the managing firms owing to lack of planning and/or enough fund budgeted to take good care of its maintenance. Furthermore, 52.44% of the tenant's request for repairs and maintenance are attended to at wish by the managers.

6.5 Waste Management System

Multi-tenants high-rise commercial buildings are subjected to enormous and accumulative solid waste which requires proper planning, consideration and attention to ensure hygiene, safety and conducive atmosphere for all tenants as well as other users of the buildings. Investigations reveal that, waste management was sufficient in those buildings where private firms were contracted for the service. Therefore, 66.67% of the respondents attested to this fact. This is unlike in other buildings where facilities managers or property managers are in charge of waste management where they allowed refuse to accumulate to a huge heap before disposal which tends to disfigure the beauty of their environment.

6.6 Professionalism in Property Management and Maintenance

It is an established fact that the existing management approach strategy presently practiced by a lot of property managers leads and contributes to the problems faced in the maintenance and management of high-rise commercial buildings in the study area. Greater parts of the property managers are not expert and are inexperienced. As a matter of fact, about 33.33% of the managers interviewed are not recognized as associate

members of Nigerian Institution of Estate Surveyors and Valuers (NIESV). They were also not registered members of the Estate Surveyors and Valuers Registration Board of Nigeria (ESVARBON) to practice. They do not have the appropriate qualifications and experience in property management and yet they are given the responsibility to manage the complexes by the developers. This lack of experiences in property management resulted and culminated in property managers acting unprofessionally and adopts management style, which is unethical and inefficient. This in turns causes a lot of problems to the tenants and their properties.

The level of professionalism and the management approach practiced by the property managers who are registered with the NIESV and ESVARBON are also questionable. This is because the management often failed to do their jobs professionally and efficiently. They also compete with each other to secure the project which they are willing to cut cost, even though fully realized that the cost they offer are too low for them to provide good services.

6.7 Issue of Building Insurance

Many property owners and/or managers do not take the issue of building insurance mandatory; investigation shows that only 67% of the high-rise buildings studied are proved to be insured to the recognizable insurance companies by the managers, while managers of 33% buildings are not adequately briefed by the owners on the insurance of the buildings they are managing.

7. Conclusion

Maintenance and Management of high-rise commercial properties involves a large number of multifaceted decision making process that involves skilled manpower. As a rule, these decisions are concerned by way of the application of appropriate skilled, man power and market tools to harness returns on ventures and investment. In many circumstances the problems of these decisions are not forthcoming to the environment and structure of our high-rise commercial buildings. High-rise commercial properties represent a very significant investment in real estate profession in city centres, and their good management would play a key function in the socio- economic development of our metropolises.

For that reason, with benchmark maintenance planning in addition to proactive majors of the managers to act in response to repairs plus maintenance request on schedule, facilities and utilities in high-rise commercial buildings will persist to perform for longer epoch of time. The change in demand of accommodation by the growing number of prospective tenants to other buildings that are not tall, sky scrapers or high-rise buildings will decrease to a minimum.

Finally, this paper is oriented to help the property managers to be familiar with the effect of the problems emanated in managing high-rise commercial buildings. In addition, it will also serve as a guide to property-owner and landlords, using the techniques or else principles to be espoused in this research for the effectual as well as smooth management and maintenance of properties in the study area and other blighter areas with similar antecedents.

8. Recommendations

The subsequent recommendations are proffered to curtail the management problems encountered by both managing firms as well as tenants of multi-tenants commercial properties.

- a. **Planning and Design:** The function of an experience along with certified property manager is required right from the preliminary stage of planning of high-rise real development projects. The manager should make certain the planning is in sequence with high-rise multi-tenants requirements in the midst of minimum management problems that can deserve higher maintenance fees. Reflection should also be prearranged to population density of the occupants in the commercial complexes with respect to unit size as well as provision of facilities, for example, security, pre-planning spaces, escalator, lift and the likes. The question of emergencies needs to be taken in to consideration in the preconstruction planning in addition to designing stage, and events such as portable extinguishers, fire escape routes as well as back-up generator should also be taken into cognisance. The design of the high-rise building should equally be easier for maintenance, management as well as repairs works.
- b. **Service Charge:** Maintenance and management transparency should go further than accounting as well as financial transparency. Based on the findings of the study, about 100% of tenants or occupants paid service charge in their high-rise rented buildings. Therefore, managing estate agents should account and be held responsible for the total expenditure and outgoings incurred in running and managing the

services in addition to briefing all the stakeholders to give confidence and encourage them in the payment of service charge yearly. Landlords and property owners in occupation of an office should as well be made to pay service charge for enhanced service delivery.

- c. **Security and Safety Consideration:** As the security state of affairs in some fraction of the country is now deteriorating and weakening (of which the area of study is entangled and inclusive), it is suggested that all the occupiers of multi-tenants tall or high-rise commercial buildings (property managers or estate agents, tenants, security personnel, workers, property owners, clients and the likes) should regard themselves as stakeholders in security and safety matters of their premises and surrounding environment. They should contribute to the endeavour of security personnel employed and engaged to protect life as well as properties through cautious monitoring of the visitors and guests of the buildings. They should equally report any suspicious and distrustful movement to the security personnel for instantaneous actions. The property managers of high-rise buildings should make certain that the services of touchstone security firms are engaged as well as proposing guidelines applicable to all private security provider and contributor concerning the criteria plus qualifications required for each security personnel employed. The employment and incorporation of untrained and unskilled foreigners as security personnel should be avoided deterred.
- d. **Situation and Condition of Facilities and Services:** For efficient management, experienced skilled as well as unskilled workers should be employed to take into cognisance the different services make available in all multi-tenanted tall or high-rise buildings as 100% of the respondents confirmed. Maintenance officers, technician, security personnel, cleaners and the likes should be adequately and satisfactorily employed. On the other hand, if whichever of the services will be contracted or else outsourced; the managing estate firm should make certain that local and indigenous companies with good records plus reputations are selected and chosen to do the services needed. An excellent plan and strategy on how to measure and respond to unexpected breakdown of services should be developed to meet service delivery on time. This can be attained by adopting a standard or touchstone maintenance strategy and approach where preventive (anticipatory) and corrective (remedial or curative) maintenance could be employed to take into account of every facilities malfunction at an early stage prior to it getting worst and eventually increase the cost or asking price of maintenance.
- e. **Waste Disposal Management:** Multi-tenants tall or high-rise buildings are seen or characterized with enormous amount of refuse as well as other variety of waste. It is consequently, advisable that, high quality standard waste management firms have to be employed in the 33.33% tall buildings. Facilities and property managers ought to be incorporated to serve as waste disposal managers for enhanced service to both renters and landlords or owners of the studied buildings. There is urgent need for appropriate waste disposal management planning that will guarantee efficient collection of waste dumps from the office level, floor, in addition to the building as a whole.
- f. **Professionalism in Property Management and Maintenance:** High-rise multi-tenanted commercial buildings are multifarious properties encompassing different individuals, utilities, facilities and services that should to be handled by professional property managers who are well trained, expertise, skilled and certified to practice real property management profession. It is thus, the responsibility and obligation of the professional bodies (NIESV and ESVARBON) to make sure that multi-tenanted high-rise buildings are adequately managed by qualified and knowledgeable persons who manage high-rise or tall buildings not for investment or profit making and/or social benefits and prestige alone, but rather, it also preserve the property. Thus, it can continue to serve the purpose for which it was built as well as improving aesthetic value for the contentment of both the tenants or occupants and other users of the commercial buildings. There is equally the need for the professional bodies to keep an eye on the services rendered by the competent property managers that were authorized to practice periodically, to make certain that their expert services are in congruent with the code of conduct (rules and regulation) governing the practice of property management in Nigeria.
- g. **Building Insurance:** In order to ensure the safety of occupants in the 33% of the high-rise tall buildings that are not appropriately insured with standard insurance companies and organisations by the property owners, Government should guarantee the insurance of all high-rise tall buildings to protect occupants, their investments in addition to the property in the event or incidence of disasters.

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