

**A STUDY OF PROPERTY MANAGEMENT STRATEGIES OF NIGERIAN
RAILWAY CORPORATION**

BY

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FEDERAL UNIVERSITY OF TECHNOLOGY MINNA, NIGER STATE**

JULY, 2021

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**A THESIS SUBMITTED TO THE POST GRADUATE SCHOOL,
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ABSTRACT

The Nigerian Railway Corporation (NRC) which is a major public organization in Nigeria is one the largest corporate land and landed property owner in the country. The strategies employed in managing NRC landed properties have been threatened in the thrust of maximization of revenue accruing from the commercialization as well as protection of NRC landed properties against encroachment. The study therefore examines the performance of the strategies employed in managing NRC landed properties with a view to proffering sustainable solutions for effective property management. It is on this basis that the study analyzed 240 closed ended questionnaires to occupants of NRC properties and 26 questionnaires to the NRC Property Managers administered through simple random sampling technique. The study utilized both descriptive and inferential methods to analyze the responses. The result revealed that the performance of the existing strategies employed by the NRC in managing its landed properties falls below 50% mean performance index level. Furthermore, the study further analyzed the constraint factors to these strategies, and the study therefore employed factor analysis in order to reduce the factors. The result revealed that six of the most important factors (financial and technical factors, professional factors, administrative factors, intrinsic factors, negligence factors and management factors) were identified and constituted about 62.75% variance in the original factors affecting performance of management strategies in Kaduna Zone of NRC. The Study concludes that the existing management strategies has not fully resolved the lingering management challenges of encroachment on NRC landed properties, accumulation of rental debts, obsolete property records as well as underutilization of NRC landed properties. The study recommended an improvement in the existing property management strategies employed in the management of NRC landed properties by improving the professional competencies of the property managers, digitization of property records, and implementation of modern property management software's so as to ensure the effective management of NRC land and landed properties.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of public sector is related to the segment of the economy of the country owned and controlled by national government. Basically, organizations in this sector basically comprise of ministries, departments, and agencies (Udoekanem, 2018). According to Obasa (2018) Public landed properties are those owned by public sector either in local government, state or federal governments as well as the various ministries, departments, agencies (MDA's) and other government parastatals. The Nigerian Railway Corporation (NRC) which is a public organization in Nigeria is about the largest corporate land owner in the country (Labaran, 2016).

The Nigerian Railway Corporation (NRC) as a legal entity was established by Act No 20 of 1955 and the power of the Act, the Corporation became a body corporate with powers to amongst other things acquire movable property and possess moveable asset for the purposes of its function (Labaran, 2018). Poor management of Nigerian Railway Corporation landed properties prompted the need to identify strategies for efficient management of NRC land and landed properties to generate revenue that will augment its operations.

Also, there is need for core Railway operations to be separated from land management to in order to allow the two distinct enterprises be managed their functions effectively and efficiently with transparency in order to have optimum performance in line with international best practice, this therefore, result to the establishment of Railway Property

Management Company Limited as a limited liability company wholly owned by the Nigerian Railway Corporation under the Companies and Allied Matters Act CAP. C.20 Laws of the Federation 2004 on 3rd of October 1996, but commenced operation in May, 1997 (Labaran, 2018).

Furthermore, in order to effectively manage the vast land and buildings of the NRC throughout Nigeria and to allow the NRC concentrate on Train operations, a subsidiary company known as Railway Property Management Company Limited (RPMCL) was established in the year 1997 (Idu *et al.*, 2012).

The major thrust in NRC property management policy is to toward the maximization of revenue accruing from the allocation and commercial development of those landed property assests which are not being utilized or required in the foreseeable future for the core operations of the NRC with a view to generating revenue while making all necessary efforts to and protect those landed property assests which are necessary for Railway core operations. (Labaran, 2018)

However, the management of the vast land and landed properties located at various locations in Nigeria owned by the NRC has not been without challenges (Basil and David, 2007). The changing socio-economic conditions and rapid spate of urbanization coupled with the relative scarcity of comparable vacant land in most urban areas have exposed NRC land to widespread trespasses, encroachments and even confiscation by individuals, Federal Government agencies, state and local governments amongst others (Labaran, 2018).

The study is therefore intended to review the performance of existing strategies employed in managing NRC landed properties with a view to enhancing the performance of the property management strategies.

1.2 STATEMENT OF PROBLEM

Encroachment into NRC land especially in the urban centres has been identified as one of the major impediment in the management of NRC landed properties, as any open space in the urban centre is being demanded for one activity or the other, NRC land in the most of the urban centres have been taken over by either individuals or even developers (Labaran, 2016).

In the same the vein, Labaran (2016) argued that the NRC had already lost vast and valuable developable land located in prime areas through reactive property management approach. The pervasive encroachments and takeover of NRC land especially by some State Governments and other Federal Agencies inspite of the protection from such action accorded to NRC land by Section 49 of the Land Use Act are some of the challenges of managing NRC landed properties.

Also, the default in the payment of annual rent by tenants on NRC landed properties is another challenge in the management of NRC landed properties. There have been reported cases of under payment and sometimes outright default in the payment of the expected rent by tenants occupying NRC landed properties (Zalanga, 2018).

Furthermore, there are accumulated uncollected revenue running to Billions which have accumulated over the years with resistance or refusal from some of the tenants or occupants on NRC land to pay their outstanding rental obligations (Zalanga, 2018).

Since RPMCL was established to effectively manage NRC landed properties nationwide through implementation of management strategies to ensure the protection of railway land against trespass and also ensure the optimum utilization of NRC landed properties to generate more revenue. Hence, the need to ascertain the effectiveness of the strategies employed in the management of NRC land and landed properties so as to determine if the property management objectives have been achieved.

1.3 AIM OF THE STUDY

The aim of the research is to examine the property management strategies employed in managing NRC landed properties in Kaduna with a view to assessing the performance of the management strategies.

1.4 OBJECTIVES OF THE STUDY

1. To examine the property management strategies of the NRC
2. To analyse the performance of these strategies in the management of NRC landed properties in Kaduna
3. To assess the level of satisfaction of the tenants on the property management strategies of NRC.

4. To explore the effectiveness of the property management strategies

1.5 RESEARCH QUESTIONS

1. What are the property management strategies employed by NRC?
2. How have these strategies performed in ensuring effective management of NRC landed properties?
3. What is the level of satisfaction of the tenants on the property management strategies of the NRC?
4. What are the factors for the effective of management of NRC landed properties?

1.6 SCOPE OF THE STUDY

This study will focus on Property Management Strategies on the NRC at the major Stations within Kaduna metropolis, which include Kaduna Junction Railway Station, Kaduna North Railway Station, Kawo Railway Station, Central Market Railway Station and Kakuri Railway Stations. The period that will be reviewed will be from year 2012 to 2019.

1.7 SIGNIFICANCE OF THE STUDY

This study will be useful and will serve as a guide to the NRC and RPMCL on practicable strategies of ensuring a more effective management of NRC landed properties nationwide.

Sensitization of the public on the management of landed properties of a major public organization with vast land all over Nigeria is indeed very important. Hence, the study will be useful to enlighten the general public indeed prospective investors on the processes and procedures of management and commercialization of NRC landed properties.

It is also expected that the outcome from this study would provide the necessary information and knowledge for the other parties that are involved in the management of public landed properties.

1.8 STUDY AREA

1.8.1 Introduction to the Case Study

The Nigeria Railway Corporation (NRC) is one of the largest corporate land owners in the country. The land and landed properties of the NRC comprises all the lands, buildings and quarries vested in the Corporation on the 1st of October 1956 under the NRC (Vesting of Lands) Order 1956 which was published as L.N. No. 123 of 1956 in the Federal Gazette No.56 Vol.43 of 20th September 1956. This stock of land and landed properties which are packaged in twelve volumes of booklets (NR1- NR 12) together with subsequent acquisitions constitute the sum total of NRC landed property portfolio which cuts across 26 States of the Federation and the FCT (Zalanga, 2018).

These parcels of land and landed property can roughly be defined as comprising narrow elongated strips of land forming corridors around track main lines, branch lines and sidings which vary in width from 15.24 metres (50 fts) to 22.86 metres (75 ft) on either side from the centre line of the rail track in most places but reaching as much as 30.48 metres (100ft) and even 91.44 metres (300 ft) in some few locations. These elongated land corridors forming track right of way are interjected here and there by about 260 Railway Stations where the land area especially in the Depot Stations is substantially larger as well as some

sporadic off-track and off-station parcels of land located in different parts of the country (Labaran, 2016).

NRC land is covered by different legal titles such as Certificates of Occupancy and Acts of Parliament and Long Term Leases. Apart from these individual titles, all the acquisitions as at the Vesting day in 1956 have been further documented into twelve volumes (NR1 to NR12) Known as Master Vesting Plans showing details of the boundary of all land and landed property vested to the NRC. Most of the Certificates of Occupancy and Leases covering the acquisition of NRC land are either for indefinite terms or 99 years and in some cases 999 years (Labaran , 2016). According to Idu et. al (2012), the extent of NRC land acquired on the two main land corridors running from South West to North West (Ido to Nguru) and South East to North East (Port Harcourt to Maiduguri) was estimated at 46,603 acres (18,867 Hectares).

The acquisition of land along the Itakpe- Ajaokuta – Warri line as well as the Idu – Kaduna standard gauge Railway lines which are being handled by the Federal Ministry of Transportation have not been concluded hence there are no title documents covering land acquisition for the two lines (Labaran, 2016).

1.8.2 Description of the Study Area

The creation of Kaduna state by the then military government of Nigeria out the former North Region took place on the 27th of May, 1967. Kaduna is therefore recognised as it state capital,

and it is located at heart of the Northern part of the Nigerian country, and been an administrative state and focal point for the colonial rule. The land covered 46,053 km² and bounded in the West Niger katsina and Zamfara with Kano. It is also bounded in the North by FCT, Plateau and Bauchi with Nasarrawa. It comprises of two local government in the capital Kaduna North and Kaduna South, it is founded on latitude 10 31 23N and longitude 7 26 25E as it presented in FIGURE 1.1.

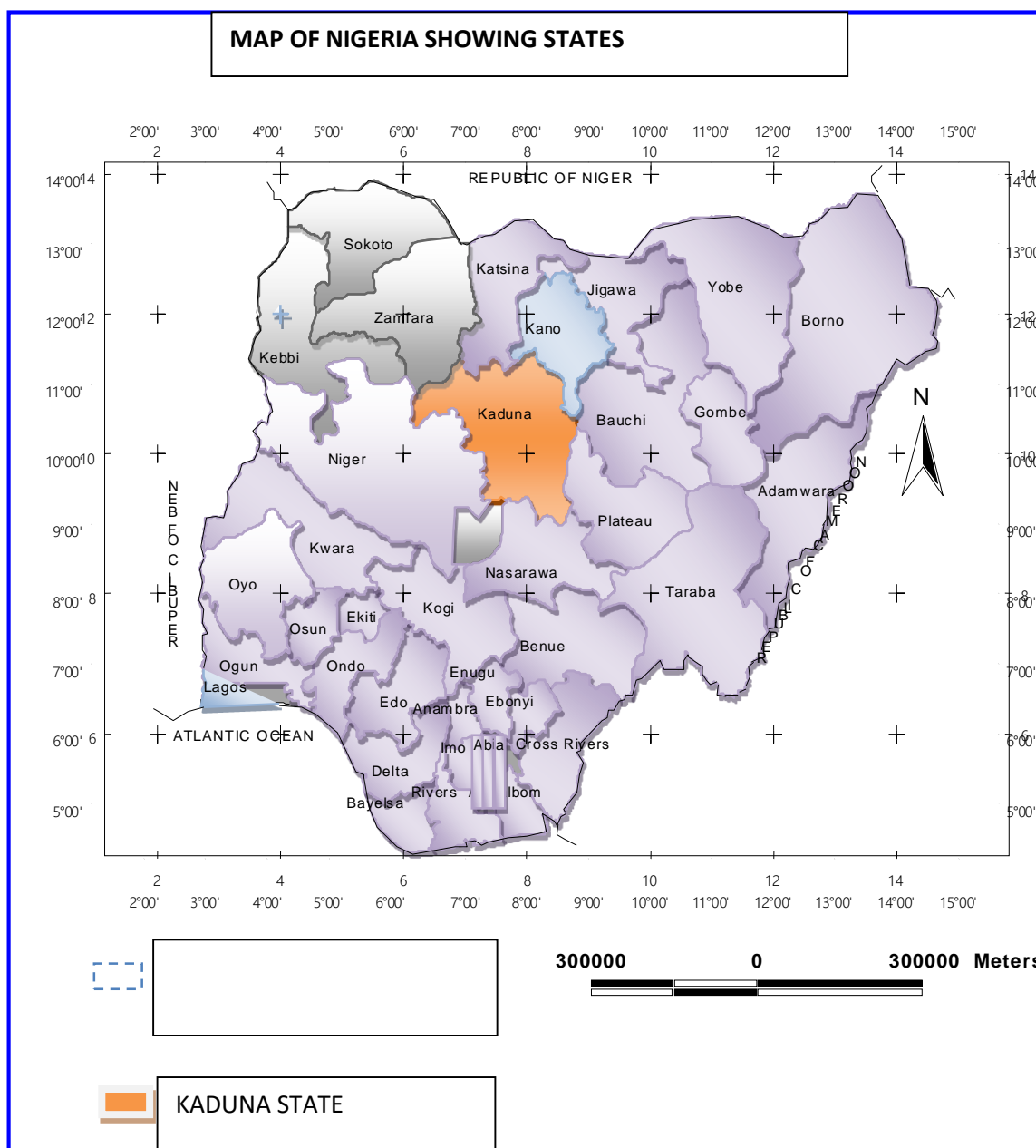


Figure 1.1: The Map of Nigeria Showing Kaduna State.

Source: Kaduna Ministry of Land and Housing (2019)

Kaduna State is located in North-Western Nigeria. It has a total area of 5,800 km². The State consisted of 1.3million people as projected from the 2006 census, within 23 Local Government areas (National Population Commission, 2006).

1.8.3 Geography of the Study Area

It is located on the earth surface with Latitude 10°30`N and Longitude 7°30`E. It has two separate seasons that is dry season (November and April) and wet season that is rainy season (April and September). It has an average temperature of ranges between 25°C and 38°C. The land comprised of natural vegetation that is thick, some are big trees and while some are tall grasses.

1.8.4 History

The state was former headquarters of the then Northern Region of Nigeria, following the division of the country and after the creation of 6 states in 1967, Kaduna became the state in 1976. The state was further divided into in 1987 thereby leading to creation of Kastina state. Zaria was an ancient city now called zaria emirate under Kaduna state and formerly the emirate was under under the council of traditional native authority uptill 1930. Kaduna got its name from crocodiles which were settled in the river Kaduna and Hausa meaning of crocodiles is kada which finally metamorphosed into full Hausa language Kaduna.

1.8.5 ADMINISTRATIVE STRUCTURE

Kaduna has 23 Local government areas and the capital of the states comprised two local government which include, Kaduna north and Kaduna south as presented in Figure 1.2. Each of the local government has its headquarters in various designated towns and called chairman of the local government who responsible to the Governor of the State directly. Each of the villages comprised of village heads.

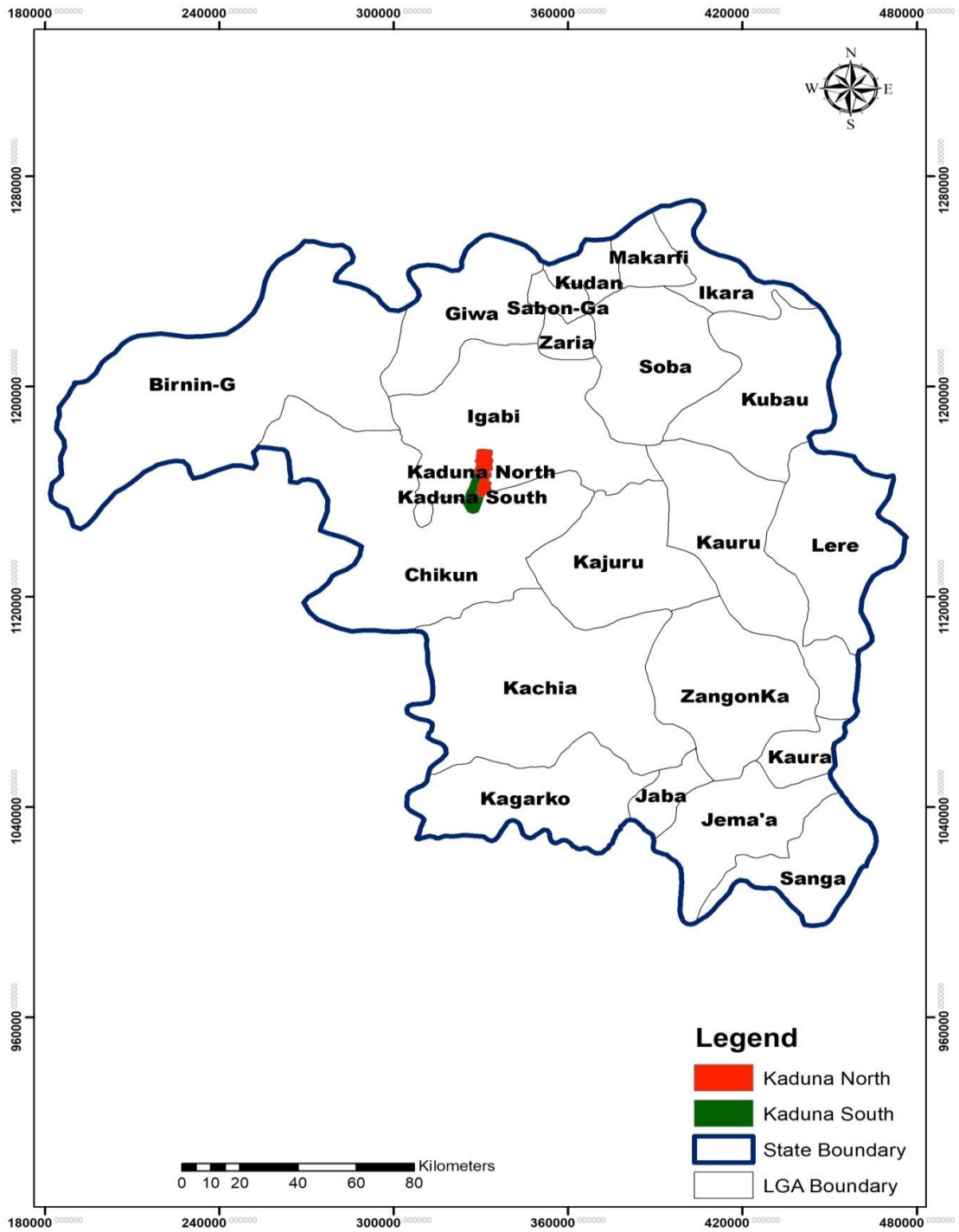


Figure 1.2: The Map of Kaduna State Showing Kaduna North and South.

Source: Kaduna State Ministry of Land and Housing, (2019).

1.8.6 ECONOMIC BASE

The state depends on agriculture as mean of livelihood. Crops production up to the tune of 180,000 of various nuts, millet and other grains as well the production cotton. The state is blessed with minerals which are found in some local government areas (serpentine, asbestos, amethyst, kainite, gold, graphite and siltimanite graphite). All these minerals are combined to manufacture a lot of accessories (pencils, crucibles, electrodes, generator brushes and other sundry parts).

The state comprised more than 80 commercial and manufacturing industries and there is also the National Leather Research Institute located in Zaria. Industrial Corporation of Nigeria and the nation's third petroleum refinery is in Kaduna State.

1.8.7 Locational Characteristics

Kaduna State is bounded by a major river called river Kaduna. The State got its name from the crocodiles found in the river. Kaduna is located on granite rock and flat land useful for agriculture. The land is cold and with little heat and the state is fertile for it agricultural production with new constructed rail way line.

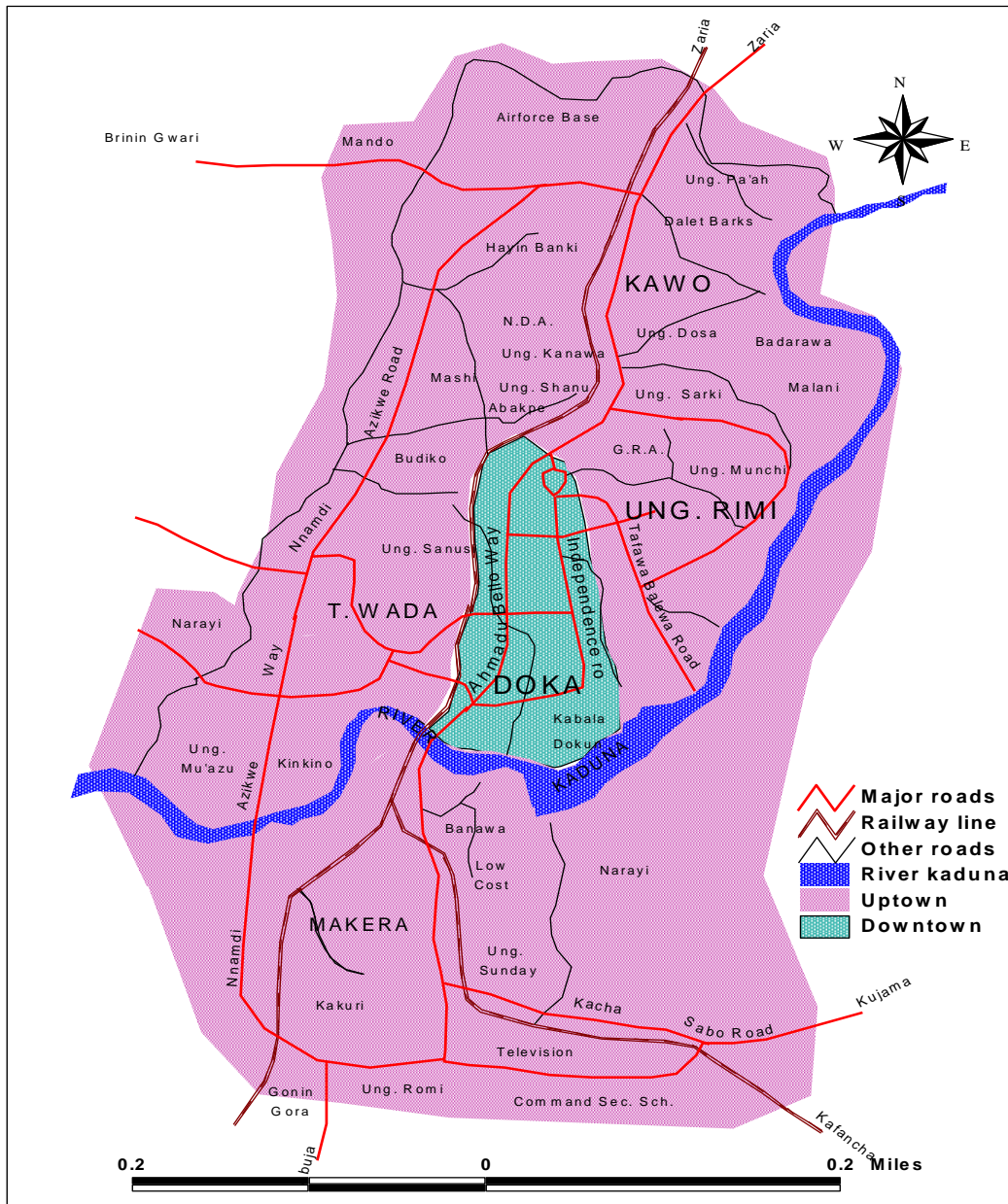


Figure 1.3: The Map of Kaduna Metropolitan City showing network of Roads and Railway Line

Source: Kaduna Ministry of Land and Housing, (2019).

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Kano Model Theory

This study is based on Kano's Model, (1984). The Kano model is developed as a production theory of consumer satisfaction as it was propounded by renounce professor called Kano having classified customer satisfaction different ways such as indifferent, one dimensional, attractive, and reverse (Overby, 2005). Attractive quality attributes provide satisfaction when achieved fully, but do not cause dissatisfaction when not fulfilled. Kano's model has undoubtedly revealed what customers need in a product, no revelation on how such needs could be achieved.

Innovational concept as a catalyst that is undisputedly in the delivery of these customer attributes; the need to distinguish what is known as a excitement, in that, tomorrow become feasible and well known attribute and feature through the world. The model is still relevant in today's business situations, as customer satisfaction is a throughout process and does not diminish with time. It is presumed in this study, that property management services provide performance and exciting attributes that lead to ultimate customer satisfaction or dissatisfaction.

2.1.2 CUSTOMER SATISFACTION

Customer Satisfaction is a consumer oriented concept and a key to successful delivery of contractual obligation. The following compilation by Kelsey and Julie Bond (2001) expresses various definitional concept of customer satisfaction.

Table 2.1 Definitional Concept of Sampled Customer Satisfaction

AUTHORS	DEFINITIONS
Juran (1991)	Customer satisfaction is identified when the service is responded to the need of customer and when the customer's expectation is exceeded over a given life time of the service.
Vavra (1997)	Viewed Customer satisfaction as a criteria for measuring quality delivery service.
Brown (1998)	It can be seen as distinct areas of relating with customers especially in the area of quality service, relationship, price and satisfaction because meeting satisfaction is achieved.

Source: Kelsey and Bond (2001)

Customer identification, categorization and correct definition are very important because the two forms of customers that a company deals with are internal and external, where internal customer are within the company service also known service providers while external are those people who are receiving the services of the company. This is therefore important because it gives the same priorities to every customer in order to encourage everybody to execute their responsibilities effectively (Kelsey & Julie, 2001).

Knowing the need associated with consumer chain is most important aspect in the process of developing problem-solving models. The management application called integrated management is used to recorded customer request because it is found to be dependable transparent and reliable. As a manager, figuring out the need of customer is paramount, because communication is a veritable in achieving this. Having a evaluation method that

can be measurable is a good factor in satisfying customers. Property Management principle stated that in order to respond to the need of customer, one must translate their need to a special specification in the service.

Also there are typical problems associated with satisfaction of customer evaluating techniques as related to group methodologies in the application of satisfaction (Fecikova, 2004). These are as follows:

- i. Analytical: this is related the formal procedures and techniques used.
- ii. Behavioral: this is also related to perceptive beliefs, attitudes and motivation emanating from people's behavioural patterns.
- iii. Organizational concept: this is related to structure style, information and cultural method.

2.1.3 Concept of Property Management

Management is an operational concept as it relates to property, it means operating on behalf of client to over see the either commercial, residential or industrial properties in a wider perspective (Bairne, 2006). Caring for the need of both client and customer by monitoring and accountability is term Management.

Management of property is a process. It is also a system whereby manpower to control the property cycle such as acquisition, maintenance, utilization, disposition and accountability. Bairne (2006) in his study of examination of services rendered by property managers, the found that lettings maintenance and repair, rent administration and other supervisory

services relating conflict resolution among tenants in the premises where their business is been taken place.

Just like other business, management services must provide owner expectation based on what is perceived by the owner as basic understanding and to be held in the basic as the product rebrand that exciting attributes or characteristic. Baldwin (2003) stated that management of property is not actually a light to business but it should be handled seriously. He further considered premises for business, a home and shopping premises as been based on technical management ability. There many skills in property management which help to satisfy customer effectively in order to make profit, to monitor the expenses, tax return form filling, cash flow monitoring, matenance and repair, legal issues, disclosure, advertising accounting in dealing with every person or people.

Matzler (2003) stated that relationship with parties in property management is a major obstacle. He further pointed that failure to deal with individual parties will lead to bad deal in several ways. At the same time, dealing with people effectively bring about little challenge in business. Therefore the reactions of people toward management method might lead to loss or profit of the real estate business.

The relationship that exists between property management and services rendered to the customer, might have significant effect on competitiveness of the managing firm. Thereby companies or firms should prudently handle their functions in order to achieve potential outcome as an advantage over other competitors. This will however be explored in the study in pursuit of establishing how in-house, outsourcing and hybrid property management

services affect customer satisfaction. For the purposes of this study, three natures of property management services are considered. These include outsourcing, in-house and hybrid (mixed mode) property management approaches.

2.1.4 Property Management Approaches

2.1.4.1 Out-source property management approach

Outsourcing concept is a process whereby business activities relating to its function is contracted to another person (Eldred, 2012). Outsourcing is a management concept that provides an organization an opportunity to contract a particular function to another company as non-core services by entering into an agreement for the service exchange with associated payment. This concept helps the organization to perform better particularly in the area of its core competencies while mitigating the shortage of expertise in a deficient area.

A study by Eldred (2012) reveals that CEOs of some companies observed the development in the interest of customer as priority to higher industry method. This has been helpful in making the property manager to understand innovation's into the area (Foster 1990). Differentiation in customer service can be replicated but this offers less difficulties but gaining high advantage over others. Outsourcing is a profit-oriented concept that enables the organization to gain advantage, enhancing services and providing good services and resources (Foster, 1990). The party to the management enhances the value thereby leading to more profit that speed up superior services to the people.

According to Bairne (2006), a vital client need to be addressed by property management is the need to adopt technology. It is changing technology that brings about many building into early obsolescence. He further asserted that managers are facilitators of interest and must work within the stipulated guidelines and realizable objectives. In any case, it is authoritative that such manager should know what to achieve in preserving property values.

Williams (2000) noted that outsourcing as management concept is especially unique in real estate sector. Management does not only manage residents but also the clients or owners of the property, also management does represent property owner in the management of their properties in order to keep the property in marketable state. Therefore all interest must be managed in accordance to provision of agreement between parties in order to ensure healthy living environment. In the process of undertaking the services, managers might go against the will of tenants unlike other industry where tenant takes customer right approach in the management exercise.

Griswold (2001) discovered that making enabling environment is paramount to objective of management if the value is to be enhanced.. However, in order to protect the interest of owners, an orderly living environment is a concern of management service providers. Not only may the dual characteristics of residents cast a concern for management, the relationship between management and residents is also unique. In other businesses, only happy customers will continue to show up and pay for services, if a company cannot provide satisfactory services, according to the needs of its customers, after a short while of complains and negotiations, customers stay away from the company.

2.1.4.2 In-house property management approach

This type of management style requires an organization to hire an expertise or specialist to work within the organization to manage the property (Baldwin, 2003). In other words, training an in-house staff for efficient performance which would have otherwise sourced from outside. Baldwin further argued that expertise working within the organization reduces most of the company's problem, while also saving the cost and facilitating good delivery of services.

Weaven (2009) opined that because of security challenge, many organizations do not subscribe to outsourcing for expertise to manage their properties. The organization that preferred workers within organization must get ready to train in house staff for effective service delivery. He further argued that if the contractors are reputable they should be able to represent without miscommunication.

William (2000) underscored the reasons as to why companies choose to have in-house property management as opposed to outsourced property management by highlighting the issues of perceived cutting off reduced investments costs. In his argument Chiu mentioned that not all the expenditure on the purchase and repair will be made apparent and therefore the contractors build their price together with overhead and profit in order to stay in business.

However, Xiaozhuang (2011) also showed that contractors that are not on management payroll should charge for every service rendered including service and overhead, also recommending with good quality staff that can provide expertise knowledge and skills

should be employed. In-house management is argued to provide better service quality by having every available employee who understands the property better and therefore able to provide superior services. (Baldwin, 2003) notes that workers with expertise and flexibility about the service can offer special result to the organizational need.

An analysis on quality aspects of manufactured motor vehicle parts through in sourcing in a study done by (Overby, 2005) indicated the quality vehicle should exceed specified average with less than 50% foreign materials that offer advantage over competitive. The competitive direction offered by a good quality vehicle with 60% improvement in direction. This qualities associated with in-sourced services increased the company sales through increased customer satisfaction.

2.1.4.3 Hybrid property management approach

The hybrid approach is concerned with both in house and outsourced concept of management used in this modern day. Although, there are limited research on this method, but the existing few studies focused on commercial property (Bairne 2006).

Baldwin (2003) in his study pointed out that management of property should not be left in the hand of outsourced staff. While advocating this approach, he further pointed out that the owners of the property should not think that company will handle the management of the property the way they want. He therefore opined that property owner should not be detached from operation taken place in the properties.

Bairne (2006) noted that sometimes property owners may equate business success to high return on investment that a company may generate in a short time and overlook aspects that

may have long-term detrimental effects to the business. The study further advises that bad property management approaches may satisfy short term needs at the sacrifice of long-term potential liabilities. This aspect is recognized by property owners who stay engaged in property management.

According to Kothari (2004), relationship between variable items as presented Figure 2.1 showed the framework of the management concepts.. This study presents three ways in which property can be managed and relates this to customer satisfaction.

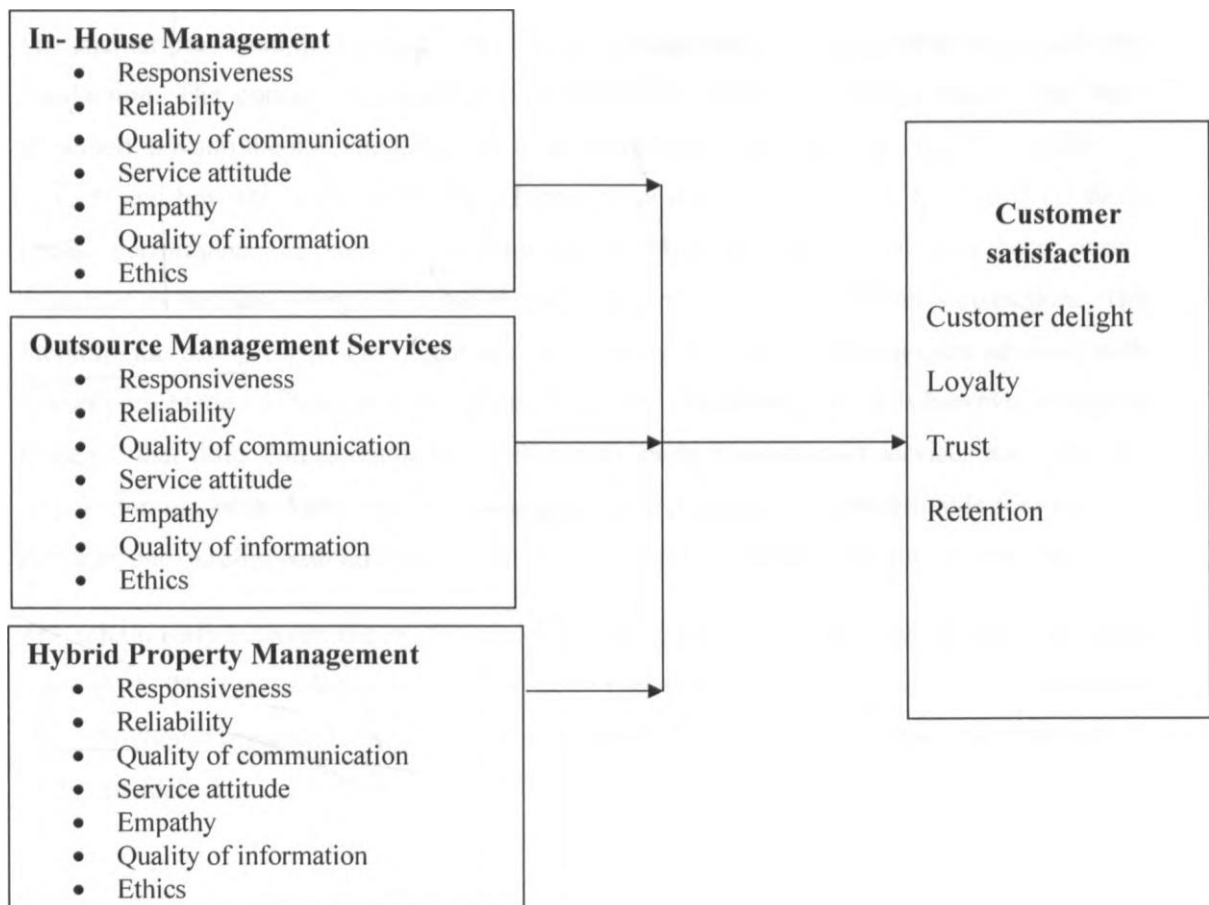


Figure 2.1 Conceptual Framework of Property Management Services

Source: Kothari (2004)

The conceptual framework in this study provides a conceptual view of the relationship between the independent and dependent variables of the study. The study's independent variables are three types of property management services, which include; in-house management, outsourced management and hybrid management services (Labaran 2018). The researchers view service quality parameters provided by these three types of property management with respect to; the extent to which they provide quality service, empathy and reliable service. Customer satisfaction (dependent variable) is subject to the extent to which the three kinds of management services that achieve service parameters that customer may perceive to be satisfying or not satisfactory to them (Mohammad, 2013).

2.1.5 Concept of Strategic Property Management

The strategic management concept provided that for efficient and effective management of the property to be realised, the aim of management in making sure that management of facilities are standardized must be incorporated into core process of business (Anon 2001). In the same vein, Hannagan (2005) believed that goals and purposes contained in the strategy must be patterned towards achieving set of goals. Anon (2001) described the strategy as a process that company outlines and assess their objectives and actions set to achieve the stated goals and measurable results.

Howarth (2006) describes Strategy as a process of aligning and controlling over a given period a service in a holistic and integrated

method with a view to ensuring maximum performance and meeting business objectives.

Management of risk over time is strategic therefore in this context, removing negative assault in the place of work and positive moves to facilitate business is highly strategic in management concept (Nutt & McLennan 2000). Anon (2001) further stated that resources at management disposal should be measurable with aim of the management set to achieve.

In management concept, the future need of the company must be met by ensuring that operation, goals and management requirements are fully integrated. Then (2000) asserted the link between real estate and corporate strategic must be proactive and managed within available resources of core operation. There are many strategies such as to occupational cost, flexibility; marketing; service quality: and facilitate managerial process for effective value creation.

In the framework drafted by Kothari (2004) in order to address technical know-how in the operational management, it is therefore recommended that managers should combine and integrate both operations and external objectives. Also property managers should equally focus on the method of achieving the objectives.

Zaiton *et al.*, (2008) focused on the acquisition of knowledge and skills by laying more emphasis on technological development. This is to facilitate ICT in communication and to compliment the working environment.

Corporate real estate strategies are characterised as follows: minimise occupancy cost; increase flexibility; promote human resources objectives; promote marketing message; promote sales and selling; facilitate production, operations services and delivery; facilitate managerial process; and capture real estate value creation of business (Kothari, 2004).

Tomori (2005) submitted that corporate management requires an evaluation of organization's competitive surroundings and effect of real property decision on the parties to the management contractual agreement. A good strategy should affect and bring out positive results in satisfaction and opportunities that will enhance the business value (Roulac, 2001).

2.1.6 Summary of Theoretical and Conceptual Framework

The concept of customer satisfaction in relation to service quality has been presented in Kano theory. The theory gives a highlight of what customers needs in products or services and how this is provided through provision of service that cater for customers basic needs, performance as well as exciting needs. Property management has been purely examined in business perspective and therefore the rationale for customer satisfaction. The literature has also presented in- house, outsourcing, and Hybrid property management service delivery approaches, with a brief presentation of how authors against or for the ideas argue. There is however revealing evidence that little studies comparing different property management services and customer satisfaction has been done. More of the studies carried out present the rationale for either in- house or outsourcing with no emphasis on overall implications on customer satisfaction.

The relationship between the studies major variables have been presented in the conceptual framework. The model depicts various property management services and quality parameters that they should present. These parameters are expected to bring overall customer satisfaction or dissatisfaction.

2.2 Property Management: the Contemporary Approach

Tomori (2005) is of opinion that an enterprise should be concerned with staff motivation and fairness to the occupants by encouraging them achieve partnership and cooperation for effective operation system (Colorado State, 2008).

However, the system of professionalism across the world is seemed to create awareness of the effect of their operational activities on the immediate surroundings. The global orientation has put forward several problems therefore the need to re-strategize and re-standardize has become inevitable.

Management concept has become an increase daily concept and growing need for highly sophisticated approach between the client and tenants, construction technology, developing cost effective method, legal approach and cost-effective approach have significant effect on the possession of property and value (Lawal, 2002).

Land is seen as a factor in production process together with capital and labour, entrepreneurial skills combined to manage different kind of portfolio by the organisation, focusing on real estate is enabling the managers to be concerned Gibson (2002).

Lindholm (2008) argued that for core business to be successful, traditional method of management must soften to manage effectively building and services including both tangible and intangible property that would provide support services for the operation.

Management has to create different property portfolio's for the purpose of diversification, with the knowledge and skill that will enhance creation of more innovations in management.

The study of Lindholm (2008) reveals that the orientation of real estate will continue to be productive in any organisation as it was witnessed in US in 1980 and the increase that follow after influenced the development and more awareness of CREM. He further concluded that another factor of production that should be considered is CREM resources because only few companies viewed it as resources. Furthermore the problem associated with the management of CREM is not strange and the traditional method viewed it different. Clearly, the continuous need for premises and outsourcing services has ameliorate the enormous challenges posed by business balance sheet and the introduction of contemporary method has into action to replace the traditional method, and therefore no one can say the globalization of CREM has nothing to offer especially in Nigeria (Oladokun, Aluko & Odebode, 2009)

Okoro (2005) studied the terminologies used in describing non similar properties managed by surveyors in the country, it was understood that globalization has brought enlightenment in the sector. Thereby offering basis for decision to be made for the management of property and associated support facilities (Yalokwu, 2002; freybote, 2007).

Factors affecting the performance in contemporary property management as identified by Tay and Liow (2005) are both physical and technical such that firm size, business surroundings, portfolio and geography etc. Barkley (2000) revealed that the overall evaluation of performance in business to analyse the real estate in order to result in value

maximization. The financial real estate account is regarded as scorecard that assess the CREM in four dimensions such as; operations, customer, innovation and financial aspects. Zailan (2001) stated that land and building have become veritable resources for any company or organisation either public or private. It contributes immensely to organizational finance and it should be managed efficiently and used judiciously to enhance value and effective utilization can be highly emphasised for maximum performance (Idu et al., 2012).

Aliyu *et al.*, (2016) sees land as one of the business resource which offers a significant investment in the sector of the economy, and in most large cities real landed properties is core business that generates maximum return to every land stakeholders. Land is key in socio-economic development.

Shardy et al. (2011) asserted that many problems facing the public sector that has result in pitfall and expenditure is lack of technical and skilled in house staff that handles the management of public building which has therefore result in high recurrent expenditure and cost of governance.

Zailan (2001) stated that systematic execution of plans for effective management is challenged on the ground of lack of in house expertise and the objectives has therefore become more difficult to be achieved. Oyegoke (2018) further believed that strategies acquired are determinant factors for successful goals achievement. “Strategies” are planned series of actions for achieving set goals. The strategies adopted and implemented are required to be successful and work in the way they were intended, so that they can be reckoned to be “effective”

2.2.1 A Strategic Framework for Property Management

Kothari (2004) argued that property is managed in line with available resources that will bring effective operation. The mode of operation of each managing companies is totally different in term of operation, requirement and goals and objectives. It is therefore recommended that all the companies should pass through the planning process in order to understand the actions involved.

Zailan (2001) posited that land and building are key towards achieving organisational objectives and key resources in public sector because of its financial benefit consideration.

Idu *et al.*, (2012) regarded land as renewable resource which must be judiciously and effectively used and managed for generation. It has therefore represented significant investment (Aliyu *et al.*, 2016). Lack of effective strategies is as a result of inherent problem and lack of procedures associated with management (Shardy *et al.*, 2011).

Oyegoke (2018) summited that appropriate information helped in developing strategic operation and strengthen the weak organisation system through revitalisation.

1. **Reactive management:** This concerned with slow action and limited term of reference. The requirement for its operation depending on the established priorities. It is based on in house which require little maintenance work. Therefore the operation service is thereby based on ad hoc that temporary or corrective approach after which the parties to the operation would be dissolved. It is constituted because of the urgency of the work that must be carried out. The objective of this approach is to minimize operational cost of the business or organization.

2. **Landlord and tenant objectives.** This approach tried to bridge the gap between the parties to the management agreement. Thereby attempting to bridge the property owner's objectives and perceived tenant objective, while land owner is after the enhancement of value and the objective is to minimize the cost of the accommodation. The managing company is in-between to blend the two opposing objective. But the landlord is given major priority.

3. **Deficiency in performance monitoring.** Clear definition of objectives provides a focus for achieving the goal of the management and help in measuring or evaluating the performance. Therefore when explicit objectives is lacking, monitoring become difficult. The lack of explicit property objectives led to little monitoring of the performance of property or its management. Lack of incentives and clear cost of management operation affected the property manager.

4. **Inadequate information.** Information is the key to successful organization. Information provides room for better ways of doing things and cost benefit advantage associated which cannot be overemphasized in the context. Making an informed choice and decision will go a long way affecting the business positively.

2.3 Corporate Real Estate Management (CREM)

Liow (2007) CREM is concerned with business of land and landed building in a market transaction where willingness is perceived to be the driving force and where the entire process and operations of management is been under taken by managing companies with

view to maximize the value at minimum cost. Business managing property asset by a company with aim of pursuing corporate set of objectives (Ali, 2006; Ali, McGreal, Adair & Webb, 2008)

Stoy and Kytzia (2004) perceived CREM as cost-reduction benefit associated with management concept. The objectives of creating value or returns for investment is major factor redirecting firms and company from core objectives (Hartmann *et al.*, 2009). They further stated that contribution should be made in order to ensure that the available company resource are judiciously effectively utilised to achieve the set of goals.

While the aim of managing company of enhancing the value of the property on behalf of the organisation through the strategic operation is paramount to the client, cost minimization is paramount to occupants (McDonagh and Nichols, 2009 in Haynes 2012).

The performance of real estate sector is solely responsibility of managing companies who measure the investment through cost-benefit method in line with the stated vision of the organisation toward satisfaction (Scheffer *et al.*, 2006; Lindholm & Nenonen, 2006; Omar & Heywood, 2010; Omar & Heywood, 2010). As it is widely construed that supporting core operations of the business is major goal of any organisation that are into real estate business and there is a need to show case the stimulation that is made in workplace to contribute business success (Then, 2000; Duffy, 2004)

McDonagh (2001) submitted that lack of provision for extension and expansion in the lease agreement drafted might not stimulate a good workplace due to the fact that many organisation are passive. There is perceived lack of understanding of intricacies in

management concept in many managing companies which has lead to passiveness in many organisation (Nicols, 2005; McDonagh & Frampton, 2002).

Schulte (2000) observed that core businesses are targeted towards customer oriented approach with special consideration to corporate objectives. The responsibility of managing firm to acquire and form new business is major goal in the management concept by creating a special portfolio for many invement opportunities in the organisation for the business diversification (Anon, 2001)

Anon (2001) identified several ways by which the creation of strategic plan can be made as follows:

- 1 To lay a solid beginning through the setting of goals necessary to achieve certain expectations for the process relating planning. Management official is saddled with responsibility of defining necessary action plans and provide support for in use staff and make resources available and other necessary requirements. The executive officer must take into necessary considerations and liase with other business for input.

- 2 To develop a set of business goals and it relationship with CRE: this can be achieved by meeting with relevant colleagues in the business and senior officers to define the goal in line with strategy it achievement.

3 Knowing the area of improvement: this can be achieved through the evaluation and determination of effectiveness of roles and capacities in business; opinion in order to assess strengths and weakness.

4 Getting technical know-how for the achievement of objectives: translation of organisation goals into achievable CRE objective is fundamental to the realization of business plan and business value maximization. This require measures to meet up organisational set of objectives.

5 Relating the plans to every stakeholder: the stakeholders should get involved and informed about plans and review process of approval and communicate the same to relevant members.

6 To Monitor and make progress: monitoring of business progress is fundamental to business progress. The plan developed must be strictly supervised to achieved targeted objective.

Many research on CREM have unravel the importance of aligning real estate objectives to the corporate ones with a view to allowing decisions that will offer support to efficiency of the organisation. Modelling the CREM value added to support the business services, in the process the study developed productivity, flexibility and reductivity model to cater for company services (Freybote, 2007; Lindholm, 2008).

2.3.1 Functions of Corporate Real Estate Management

Real property strategies affects to produce desired output for the satisfaction of every stakeholder, developing business ideas and risk management techniques definitely impact positively on the business (Roulac, 2001).

According to Roulac (2001), Changed real estate strategies can assist the organizations achieve the following:

1. To improve company ideas and innovation for gaining advantage over others and maintain clients and customers.
2. To making gifted and talented employees to contribute towards developing and maximizing production.
3. To promoting businesses and integration of culture for development of new ideas and innovation practices.
4. To acquiring skills in area of competency to increase wealth for relevant members.
5. Developing cost benefit analysis to acquire efficient facilities.
6. Problem solving techniques in areas of space creation
7. Make real estate service a competitive among the providers.
8. Combining workforce and workplace in line with technological trends.

2.3.2 Type of Corporate Strategies

Increment in effectiveness towards the operation of the corporate company by enlarging resource capacity base through synergy and combination together integration is regarded as corporate function in any real estate company. Relating the real objectives with core business is seen as fundamental to sustainable business growth.

Competitive strategy: resource allocation between the competitive options in the investment portfolio required long term competitive analysis. Care must taken to analyse the company capacities based on available expertise and resources in making an informed decision for the organisation (Kothari, 2004; Cool *et al*, 2006).

Besanko *et al*, (2008) opined that CREM is mainly adopted in corporations for the purpose of enhancing available company resources with a view to realization of cost benefit advantage, efficiency and value added to the organizational strategic planning of the bussiness as presented in Figure 2.2.

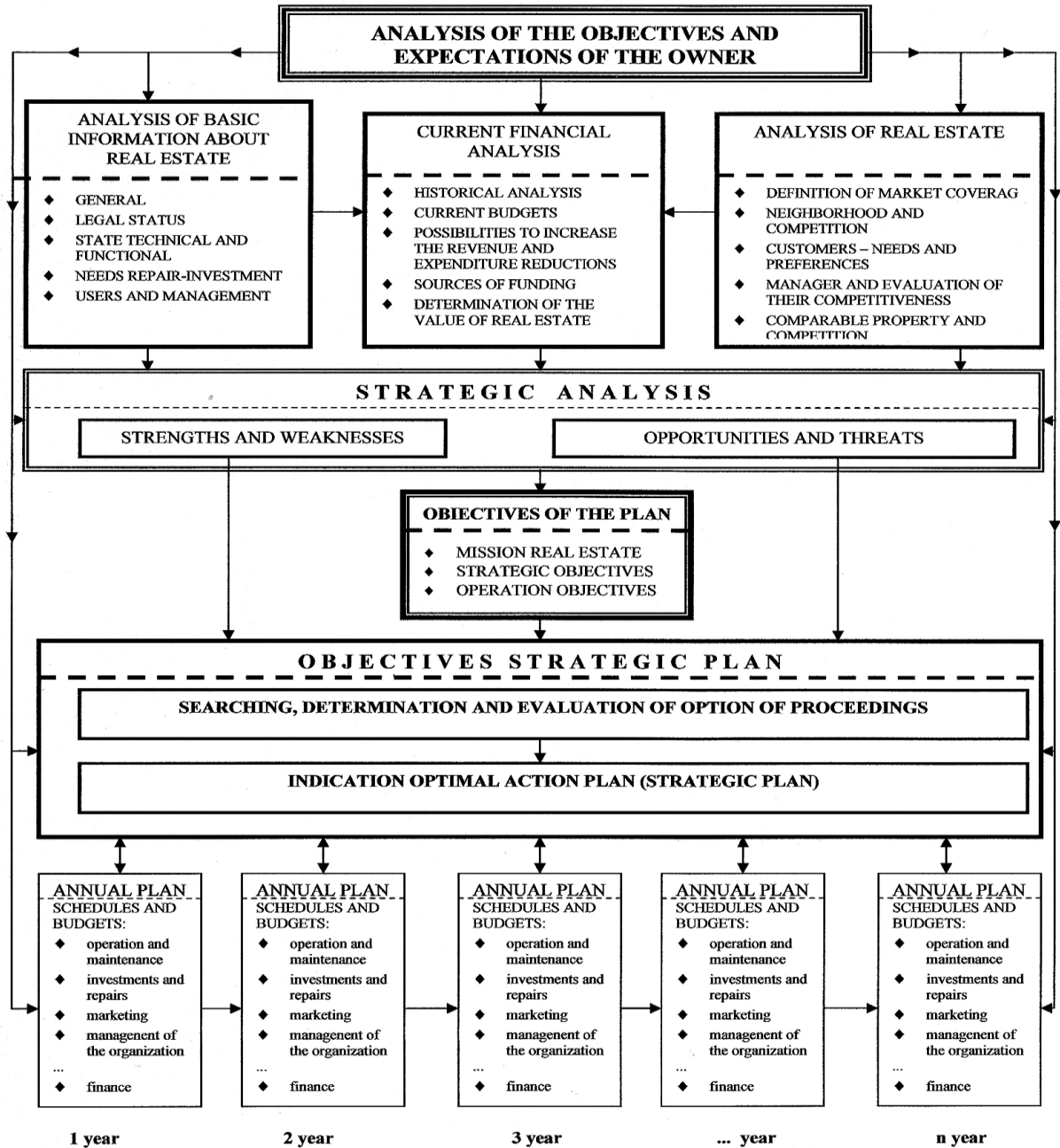


Figure 2.2 Organisational Strategic Planning

Source: Besanko *et al* (2008)

2.4 Role of Property Management

The role of management of real estate by surveyors cannot be over emphasised. The surveyor is saddled with responsibility of management of properties in both private and public, with view to achieving optimum return and enhances the value of the properties (Udoekanem, 2018). Following are the functions of surveyors:

1. To choose good and reputable tenant to occupied the said property.
2. To administer rent and collect rent from sitting occupant and intending occupant
3. Involve in transaction of real estate and negotiation on land
4. Review rent as at when due and renewals of lease and tenancy
5. To pay premium on insured property
6. Developing maintenance plan for property.
7. To involve in preparation schedule of condition and dilapidation called Pre and Post Occupancy Evaluation (POE)
8. Giving professional advice to client on the property.
9. To pay taxes and levies charged on property at when due.
10. Involve in dispute resolution and acted as mediator among tenant.

2.5 Corporate Property Management Strategies: The Empirical Studies

Several studies have been done by scholars on the research topic. The study of Oladokun (2010) examined the value creation in corporate real estate management in Nigeria. The study demonstrated the importance of CREM to the development managing companies.

The study therefore analysed past work and found that corporate real estate practice is a new area of research in Africa especially in Nigeria and therefore the study recommends that the practice in African countries should be aligned with advanced countries.

Oladokun and Aluko (2012) analysed the management of real estate asset of banks in Nigeria. The study found that banks in Nigeria have no clear understanding between corporate objectives and real estate objectives. The study concludes that there should be distinction between real estate staff that manages bank asset and core business staff.

Wills (2008) investigated corporate real estate management practice in Australia using qualitative analysis. The findings revealed that certain organizations do not need CRE assets that others do, indicating that there is disparity between organizations and that some organizations do not capitalize on the CRE assets potentials in order to increase shareholders wealth and also enhance overall return on business.

Kaluthanthri (2008) examined the factors affecting CREM in commercial banks in Sri Lanka using descriptive data for the analysis. The study categorised CREM into passive selective and active levels and the found that there is positive correlation between key factors of core business and portfolio factor.

McGreal *et. al.* (2006) studied the strategies in real estate management in Malaysia. The study therefore analysed correlation between CREM and financial operational performance of the business. The study discovered that the positive impact of CREM on core business.

In the study of investigation of CREM in Singapore carried out by Tay and Liowm (2005) to unravel the dichotomy of indirect and direct impact of CREM, the study found that real estate service impacted significantly in the performance of the business.

Dauda (2010) studied the real estate corporate management in Europe and US. The study surveyed some organisation and found that real estate business is under managed and it was recommended that skills and knowledge of CREM is of immense importance

Gibson and Luck (2005) studied the analysis of CREM in real estate practice in term of function and activities. The study utilized a data-driven analytical technique and analysed using generalized estimated equations method, it was discovered that CREM offered significant important to real estate. Oluwoye, Karantonis and Fakorede (2001) conducted a study on CREM and developed a conceptual framework based on previous studies. The study utilized conceptual model and it was found that it was discovered that CREM is appropriate.

Ijasan (2013) investigated the potentials inherent in CREM in South Africa. The study identified the challenges and benefits associated with the subject matter and it was discovered that the concept of CREM was undermanaged and it was concluded that corporate strategic decision should not undermined the CREM.

In the study of evaluation of CREM strategy adopted in recessionary period by Oyedele (2013), it was discovered that most CRE companies found it cost-effective to adopt CREM

strategy. The findings further revealed that it always proved difficult to formulate relationship between CREM strategic operations and CREM organisation.

Timothy (2011) evaluated performance of CRE by measuring value added in core business. It was clear that there was an addition to core business and it was concluded that the function CREM cannot be undermined in changing physical and behavioural surrounding.

Olayonwa (2000) studied the steps and necessary tools used in CRE. The study reviewed past studies and it was found that there were tools created by past studies to work on by corporate organisation and it was concluded that aligning strategy toward implementation and execution is fundamental to the success of CREM.

Smeby (2012) studied the approach to alignment of CREM. The study identified previous alignment model and develop further five theoretical methods that could be applied and it was concluded that a comprehensive base for more alignment models. It established that:

- i. corporate organisations are yet to link CRE strategies to their business strategies;
- ii. the CRE managers do not have adequate skill required for best CREM practice;
- iii. there is inadequate awareness of the importance of CREM to the company business.

Edred (2012) further observes, a short sighted manager found it difficult to outsource for the expertise. Such situations, which at times outsourced property management services may not be in a position to fulfill them may be to the detriment of the client and consequently affect customer satisfaction in the negative way.

Noor *et al.* (2010) investigated the computer application in corporate real estate company. The study showed that computers made the corporate management easier to do. Lai (2006) studied the role management in institutional companies and examined the perspective of the institution towards corporate real estate. It was found that there was no attention to CREM.

Kaganova *et al.* (2011) while examining the different legislations in property management in Singapore considered the challenges facing the management companies and it was revealed that a single tier model of problem solving should alleviate the huddles inherent the system.

The work of Oladokun (2010) examined the preparedness of Nigerian real estate practitioners for sustainable property management practice. The study focused on enlightening professionals about the global adoption of green building as a means to ensure environmental sustainability and provided measures to be adopted to embrace the practice in African countries like Nigeria.

Ta (2014) analysed the concerns of property management and established the connection and synergy between maintenance and rent collection exercises. It was also observed that real estate is more than rent collection and maintenance.

2.6 Distinction between Public and Private Land

According to Obasa (2018) Private land as it connotes belongs to a private person or group of individuals, company or private organization. The use and management of such land is the sole responsibility of the individual or group to whom it is vested. It is not under the direct control of government, neither is it for the people in general. The public is not entitled to know or demand for an account regarding how the property is managed.

This however does not take away the indirect control and administration of Private Land from government as this class of Land is subject to government regulations in terms of titling, user and development control. Private Land owners are obliged to conform to the existing planning regulations and only Government can give title to Land and register such title. Examples of Private Land and Landed properties include; Private residential house, Private Estate, Schools and hospitals, company premises and warehouses, Hotels and recreational grounds and other private commercial complexes

Public Land on the other hand is those owned by Federal, State and Local Government as well as the various Ministries, Department and Agencies (MDAs). They account for a large portion of the public wealth of a nation (Obasa, 2018). According to Obasa (2018) Public land are usually under-utilized, poorly managed and maintained. They are often treated as “free good” or no man’s property, which is not true as any property with defined location and other attributes, is not free but belong to someone. This perhaps explained the pressures from all interest groups including the Legislature, the Executive, the Judiciary as well as Private individuals and corporate bodies struggling to have a portion of the supposedly “free” but scarce factor of production.

2.6.1 Derivation of Public Land

According to Obasa (2018) Public lands are derived in modern times through the under listed means:

A. **Public Land Derived by Acquisition:** Government uses the power of eminent domain to acquire land in any location of its choice for overriding public interest. Such acquired land becomes public land and is usually used for government projects like roads, hospitals, schools, and other government buildings. Acquisition of land is statutory and must conform to the prevailing laws of the land. For example, Sections 46 & 47 of the Constitution of the Federal Republic of Nigeria empowered the Government to acquire land for overriding public interest, but compensation must be paid. The provisions of the law(s) must be strictly adhered to, in order to ensure proper acquisition (Obasa, 2018).

B. **Public Land Derived by Donation:** Families and Communities sometimes donate their land to the Government for developmental purposes. This is usually done to demonstrate their commitment and support to the Government project or to attract government development and patronage. Communities are usually ready to donate land towards the construction of roads, building of schools or hospitals and other social infrastructures that will open up and bring benefits to their communities. Large portions of land are donated to the Government by the community to attract Government patronage which might come immediately or never come at all; but such land when gazetted becomes public land and can be used for any public purpose. Donation of land, however is prevalent before the enactment of the Land Use Act in 1978 (Obasa, 2018)

C. Public Land Derived by Confiscation: According to Obasa (2018)

Confiscation of land might come in either of these forms:

- i. Where an individual public servant is found guilty of embezzlement of public funds to acquire land and landed properties, such properties and land are confiscated. By so doing, the interest of the individual in such confiscated properties are extinguished and the properties become public properties. Such land and landed properties are sometimes sold and the proceeds remitted to the Government coffers, but if not sold, the properties are used as public properties (Obasa, 2018)
- ii. Confiscation of land by Government can also take place where the government intends to bring lasting peace between two warring communities. Such disputed land is taken over by the government and used particularly for Government project (Obasa, 2018).
- iii. Government do also confiscate and put to public use, landed properties used for illegal acts of kidnapping of citizens (Obasa, 2018)

D. Public Land Derived by Statute: The enactment of an Act or law by the parliament can create public land or change the ownership status of a land. The harmonization of the Land Tenure Law in Nigeria by the promulgation of the Land Use Decree 1978 has extinguished the freehold interest and thus brought all land under the control of the Governors who hold same in trust for the people. The implication of this is that all land can now be classified as Public Land (Obasa, 2018).

2.6.2 The Legal Basis of Federal Land Management:

Before the promulgation of Land Use Act in 1978, Federal Government land was administered under the State Lands Act (Cap 45 laws of the Federation Nigeria and Lagos 1958). Under both Laws, the power of administration was exercised by the President/Head of State through a Minister or other Officer. The Federal Capital Territory is administered by the Minister of Federal Capital Territory Administration except lands under the direct control of Federal Ministry of Power, Works and Housing and its parastatals (Obasa, 2018)

Section 50 (2) of the Land Use Act states that; “the powers of a Military Governor (now Executive Governor) under this Act shall, in respect of land comprised within the Federal Capital Territory or any land held or vested in the Federal Government in any state, be exercisable by the Head of Federal Military Government (Now President) or any Federal Commissioner (now Minister) designated by him in that behalf and references in this Decree to Military Governor shall be construed accordingly” (Cited in Obasa, 2018)

According to Obasa, (2018), the principles and regulations concerning the management of Federal Government lands could be summarized as follows:

- i. Federal lands are not affected by the operation of Section 1 of the Land Use Decree and accordingly their ownership, control and management are not within the jurisdiction of the State Governor.
- ii. Federal lands may not be sold without the approval of the Federal Executive Council; but the Government, acting through the Federal Minister may grant leases or other interests on land to individuals, companies or bodies on various terms and conditions

iii.A Federal Government lessee shall not assign, sublease or otherwise part with the possession of the land comprised in his lease or part thereof without consent, in writing of the Minister.

2.7 Management of NRC Landed Properties

2.7.1 Legal Basis for Acquisition and Alienation of NRC Land:

Labaran (2016) identified the titles over NRC land which includes Proclamation under the Railway Ordinance, Leases of mainly 999 years, and Certificates of Occupancy for indefinite terms and Certificates of Occupancy for 99 years. Individual titles over NRC land typically cover several hectares of land hence it is not easy and convenient to list NRC lands because they are not in plots but in large parcels upon covering several kilometers. The acquisitions which were made under the defunct Government Railways were transferred and vested in the NRC as at the vesting day in 1956 and compiled into booklets known as Master Vesting Plans (NR 1 to NR12) and also registered with the Federal Lands Registry.

Zalanga (2018) identified the statutory laws that empower the NRC to acquire, alienate and manage Railway land and landed properties to include:

- i. The Nigerian Railway Corporation shall have power “To acquire, hold and dispose of movable and immovable property for the purpose of its functions (Section 4(2) of the NRC Act). This Section confers NRC with the status of an acquiring authority by which it can compulsorily acquire land and landed property for the purpose of her functions.

ii. Subject to the provision of this Act, the NRC shall have power - to sell, let or other-wise dispose of any property of the Corporation movable or immovable which in the opinion of the NRC is not necessary for the purposes of the NRC –(Section 17 (1)(2)(f) of the NRC Act). This Section confers NRC with the Power to sale, lease or let any of her landed property which is not required for her operations.

iii. The NRC shall not without the approval in writing of the Minister (supervising NRC) alienate, mortgage, charge or demise any immovable property(land) which has been vested in the NRC – Section 34 of the NRC Act. This makes it mandatory for the NRC to obtain the prior written approval of the Honorable Minister of Transportation before it could sale, Lease, Let etc any landed property which it does not require for her core operations.

iv. Under letter No. T0671/67 of 21st November 1956, the Governor General in Council ‘delegated the powers to alienate NRC lands and buildings for term certain not exceeding ten (10) years in all cases and in case of NRC lands and buildings in Railway Produce Plots in an approved layout for term certain not exceeding twenty one (21) years without recourse to the Honorable Minister for approval.

v. Section 49 of the Land Use Act confers absolute protection to all Federal Government Land including NRC land from the compulsory acquisition and control powers of host states and local governments. Thus no State Government has power to compulsorily acquire any land and landed property vested in the Nigerian Railway Corporation.

vi. Notwithstanding the powers conferred on the NRC and the Hon. Minister of Transportation under Section 17(2) (f) and 34 of the NRC Act, any outright disposal (sell) of NRC building must satisfy the Bureau of Public Procurement requirement for the disposal of public property as stipulated under Section 55 of the Public Procurement Act 2007.

vii. Furthermore, when any NRC land is to be developed through Public Private Partnership, then the transaction must satisfy the requirements of the infrastructure Concession Regulatory Commission as contained in the Infrastructure Concession Regulatory Commission Act 2005 and the National Policy on Public Private Partnership objectives as published by ICRC in July 2009.

The Summary of the relevant statutory laws on the management of NRC land and landed properties is presented in Table 2.2 as indicated below:

Table 2.2 RELEVANT STATUTORY ISSUES ON MANAGEMENT OF NRC LAND

Section	Powers	Remark
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4(2), of NRC Act	...To acquire, hold and dispose of movable and immovable property for the purpose of its functions	confers NRC with the status of an Acquiring authority by which it can compulsorily acquire land and landed property for the purposes of her functions
17 (1)(2)(f) of the NRC Act	... to sell, let or other-wise dispose of any property of the Corporation movable or immovable which in the opinion of the Corporation is not necessary for the purposes of the Corporation	Confers NRC with the Power to sale, lease or let any of her landed property which is not required for her operations.
49 of NRC Act	Confers absolute protection to all Federal Government Land including NRC land from the compulsory acquisition and control powers of host states and local governments. Thus no State Government has power to compulsorily acquire any land and landed property vested in the Nigerian Railway Corporation	
Letter T0671/67 of 21 st November 1956	Governor General in Council delegated the powers to alienate Railway lands and buildings for term certain not exceeding ten (10) years in all cases and in case of Railway lands and buildings in Railway Produce Plots in an approved layout for term certain not exceeding twenty one (21) years without recourse to the Honorable Minister for approval.	
17(2) (f) and 34 of the NRC Act	Notwithstanding the powers conferred on the Corporation and the Hon. Minister of Transportation any outright disposal (sell) of NRC building must satisfy the Bureau of Public Procurement requirement for the disposal of public property as stipulated under Section 55 of the Public Procurement Act 2007.	

Source: Zalanga (2018)

2.7.2 Commercialization of NRC Landed Properties:

According Basil and David (2007) Most Public organizations were financially constraints in carrying out their functions effectively. Government agencies had to look inwards for opportunities to better carryon their duties than to over depend on Government allocations, as it was the usual practices.

The NRC has faced challenges in previous times due to poor funding and down turn of its fortunes arising from long term neglect of the Rail sector in Nigeria. In order to survive and also generate revenue to augment its operations, the NRC resorted to commercialization of

its vast land that is not immediately required for operational purpose by allocating the land on leases and other forms of grants to third parties (Basil and David, 2007).

The main objective of NRC land management policy now is the maximization of revenue accruing from commercialization of the land and landed properties which are not being utilized or required in the foreseeable future for the core operations of the NRC while making necessary efforts to protect the landed property assets from encroachment (Labaran, 2016)

2.7.3 PROPERTY MANAGEMENT OBJECTIVES OF NRC

Labaran (2016) identified the Property Management Objectives of NRC to include the following:

- i. To ensure realistic assessment of rent and effective collection and accounting of all rents and fees collectable from the landed property under its management.
- ii. To protect, preserve and recover all land and landed property of the NRC from actual and potential trespassers.
- iii. To take over all the presently commercialized and the potentially commercialisable lands, buildings and quarries of the NRC nationwide and put same into effective and pro-active management with a view to enhancing their revenue returns.
- iv. To merchandise all the land and landed property of the NRC to attract suitable tenants at the best rent obtainable in the market.
- v. To build a formidable and diversified portfolio of real property assets which will not only be a major provider of revenue for the NRC but also capable of generating maximum

returns in terms of rental values, capital values and the creation of an aesthetic environment at minimum costs.

- vi. To ensure that all agreements relating to leases and other lettings are properly drafted and preserved.
- vii. To police NRC land and buildings required for operational purposes from actual and potential trespassers and predators.
- viii. To secure the meaningful and profitable development and utilization of landed property under its management either directly or through joint venture partnerships with a view to diversifying the revenue base of the NRC
- ix. To undertake efficient negotiation of leases and other lettings and effective leasehold administration in order to ensure that the NRC derives maximum value for money from its real property holding
- x. To take to stock of all titles covering the acquisition of NRC land and landed properties and ensure their security and safety.

2.7.4 Types Of Grant On NRC Landed Properties:

Mbulo (2019) identified various forms of grant which a tenant can hold on Railway landed properties which are:

a) Lease:

A lease is a highest type of grant that a tenant can hold on Railway land. The term could be between 5 years and 75 years or as may be approved by the Honourable Minister of Transportation (HMOT).

A lease of 10 years and below could be approved by the Chairman of NRC Board, while a lease of above 10 years is presented to the HMOT after it is ratified by the NRC Board.

However, all applications for leases are shortlisted and presented by Railway Property Management Company Limited as a Subsidiary of NRC saddled with the responsibility of managing NRC landed properties to the NRC Board for approval in cases of 10 years leases and below, while lease applications above 10 years are ratified by NRC board for further presentation to the HMOT for approval.

b) Temporary Occupation License (TOL):

The Temporary Occupation License (TOL) is a temporary license granted for temporary use by the tenant. This type of permit does not confer the authority to develop permanent structures on the land. It is a temporary permit granted to hold/use the land for temporary activities or could serve as an interim license before the processing of a lease.

Currently, there is no specific term for holding a TOL, as such tenants with such kind of title have been reluctant to apply for lease, since they have the impression that they could get all the privileges that a lease holder could have.

c) Annual Tenancy:

This is a form of grant usually on NRC Quarters or Buildings, which is renewable by the payment of Annual Rent.

d) Squatter Permits:

This type of permit is not too popular nowadays, as it was granted previously at Railway stations for a temporary use of land for petty trading activities. The purpose was to be able to identify petty traders operating in Railway Stations/Compound and also generate some revenues.

2.7.5 Procedures for Application and Grant Of NRC Land & Landed Properties:

a) Forwarding of Application letter together with site plan of the land by an applicant addressed to NRC/RPMCL.

b) The Application is forwarded to the Zonal/Area Manager of the location where the land or property under application is domiciled to inspect the property and forward the inspection report together with the requisite NRC Clearance.

c) The Zonal/Area Managers after the inspection of the site will forward the Inspection report and the requisite NRC Clearance on the site under application in order to confirm if the site is available commercialization and will not be required for Railway operational purpose.

d) The inspection report and NRC Clearance will be reviewed at the Head Office and if there are no issues, the application will be processed and recommended for the grant of either TOL, Annual Tenancy, or Lease as the case may be.

e) For cases of TOL or Annual Tenancy; the Managing Director, RPMCL grants approval which is thereafter conveyed to the applicant and endorsed to the respective Zonal/Area Managers for their records and follow up on the payment of the charges payable on the landed property.

f) For cases of the leases; the applications are shortlisted and presented by the Managing Director of RPMCL to NRC Board Chairman for consideration and approval depending approval threshold as indicated below:

i. The NRC Board Chairman considers and approves leases of 10 years & below

ii. Leases above 10 years are ratified by the NRC Board and subsequently presented to the Honorable Minister of Transportation for Approval.

g) Approved Leases are thereafter sent back to the Managing Director, RPMCL for conveyance to the lessee's and endorsed to the respective Zonal/Area Managers for their records and follow-up on the charges payable on the properties.

Table 2.3 Roles and Responsibilities of Stake Holders in NRC Land Application

Process

Stakeholder	Roles & Responsibilities	Remarks
Applicant	Identification of the property, Submission of application & development Proposal, Payment of relevant fees	Approval is subject to availability and other considerations. Fees varies according to size, uses, and types of allocation
RPMCL	Review and processing of applications, development of proposal for onward submission to the relevant approving authorities. Annual rent collection and relationship management of the tenant. Rent and Lease Administration	RPMCL can only approve TOL, Annual Tenancies. Lease Applications are reviewed and endorsed to either the Chairman, Railway Corporation or Honorable Minister of Transportation for Approvals.
NRC	Grant clearance for non-operationally required lands for commercialization. Approval of development plans.	This is strictly to ensure that such plans do not affect rail operations
RPMCL Board	Review of lease recommendations for the approval of either CRC or HMT	Ensures all extant rules and regulations are adhered before recommending for approval
Chairman Railway Board (CRC)	Approves leases that are 10 years and below while endorsing those above years to HMT for approval	CRC's approval is usually on behalf of the board of NRC
Honorable Minister of Transportation (HMT)	Approves leases above 10 years or outright disposal of the lands	Only the HMT and approve outright sale or disposal of NRC landed assets
State Governments	Approval of development plans and collection of other state based levies	State Governments do not have Powers over NRC lands

Sources: Zalanga (2019)

2.7.6 REVENUE SOURCES FROM RAILWAY LANDED PROPERTIES:

According to Mbulo (2019) the revenue Sources from NRC landed properties can be summarized as follows:

a) **Ground Rent:**

Ground Rent is an amount payable by a lessee/tenant annually for the use of Railway landed property. The ground rent is usually revisable after Ever 3 years or 5 years in most cases or sometimes at the discretion of management.

b) **Premium:**

Premium is a lump sum (one- off) payment paid by a lessee for the entire lease period.

The premium payment is a discounted payment of Annual rent capitalized for the lease period which is paid one-off as against payment of the regular annual rent.

If premium is paid, the lessee will be required to pay only annual peppercorn rent (i.e. little rent) as against the regular annual rent.

c) **Estate & Admin Charges:**

Estate & Admin Charges is computed and conveyed upon mainly the grant of Leases and TOL's. The Current rate applicable for Estate & Admin charges is 25% of Annual rent payable.

d) **Lease Agreement Preparation Fees:**

The lease Agreement preparation fees is computed and conveyed after the grant of Leases.

The lease agreement will then be perfected between the NRC and the lessee, which is also

registered at the Host State Land Registry. The current rate charged for lease or tenancy agreement preparation fee is **10%** of Annual Rent.

e) Demarcation, Survey, Beacons & Printing Fees:

Whenever an application for lease grant/renewal is approved, the conveyance of the lease is done subject to survey of the land.

f) Building Plan Ratification Fees:

It is expected that when a lessee/tenant intends to embark on a proposed development on Railway land and landed properties, the building plan for the proposed development is usually forwarded to NRC for ratification and approval.

g) Consent Fees:

It is expected that whenever a lessee or tenant intends to transfer, sub-divide, mortgage, sub-let, or assign part of any interest on Railway landed property allocated him, Consent should be sought from NRC. The grant for such Consent is usually subject to payment of Consent fees.

h) Way Leave Charges:

Way leave are permits granted for the laying or passing of optic cables, electricity lines, and pipelines along, under or over Rail lines.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The descriptive research design was adopted for this thesis. This involved data collection and analysis basically from primary and secondary sources. Primary data was gathered through field surveys, unstructured pilot interviews, and structured questionnaire surveys. Secondary data on the other hand were sourced from relevant literature including journals, conference proceedings, as well data from concerned authorities, internet, and other electronic materials.

The study was limited to the views expressed by the tenants on railway landed properties, staff of RPMCL as well as data gathered from the field survey. The questionnaires were self-administered and participation was voluntary.

3.2 Population of the Study

The population for this study is the tenants on railway landed properties in Kaduna and staff of RPMCL. The tenants occupying NRC landed properties comprises of total population of 658 tenants in Kaduna Zone. The Staff of RPMCL who are directly involved in the day-to day management of NRC landed properties comprises of 26 Staff.

3.3 Sampling Technique

The study employed simple random sampling technique. The justification for the adoption of simple random sampling technique is based on the fact that population is homogenous and every member of the population has equal opportunity to be selected for the study.

3.3.1 Sample Size

The sample size is determined using the following sample size model: the model expressed as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where;

n= Sample size

N= Sample population

e= Level of precision (0.05)

Based on the sample size model applied to the study population of 658 household, the sample size of 248 approximately was derived.

3.4 DATA COLLECTION INSTRUMENTS

3.4.1 Questionnaire – The study utilized closed ended or structured questionnaire to obtain relevant data from the respondents. The study employed simple random sampling technique to collect relevant information from tenants occupying properties of NRC in Kaduna. The questionnaires were simply design to collect relevant data on the

perception of property management strategies and the effectiveness of management strategies employed by RPMCL in the management of NRC landed properties.

3.4.2 Field Survey – This involved physical inspection of NRC land and landed properties in Kaduna. It also involved tape measurement and sketch of NRC landed properties in some of the study area to determine the size of land, occupancy status and other relevant information on NRC landed properties at Kaduna.

3.4.3 Interview – Personal interviews was also conducted staff of RPMCL to identify the property management strategies employed in the management of NRC landed properties as well as to some selected tenants to determine their perception on the property management strategies and other related question through the questionnaires.

Table 3.1 Administration of Questionnaires

Population	Number of Questionnaire Administered	Number of Questionnaires not returned	Number of Questionnaires retrieved	Percentage Analyzed	Percentage Not Returned	Total
NRC Tenants	248	8	240	97%	3%	100%
RPMCL Staff	26	-	26	100%	-	100%

Source: Field Survey, 2019

Table 3.1 above shows that out of the total number of 248 questionnaire forms issued to tenants, 240 sets of questionnaires were completed and returned, indicating a feedback rate of 97%. Also, from the total 26 questionnaire forms that were administered to staff of RPMCL, All 26 sets of questionnaires were completed and returned, indicating a feedback rate of 100%.

3.5 Methods of Data Analysis

The study utilized employed descriptive and inferential method of data analysis for the study. The analytical techniques employed from both descriptive and inferential were described as follows:

3.5.1 Descriptive Method

Mean: The mean is the measure of central tendency which is used to determine the average of the weighted mean of data, it is calculated thus:

$$\bar{X} = \frac{\sum(FW)}{N} \quad 3.1$$

Where \bar{X} = mean, F- is the frequency, W- weight

Mean Likert Scaling: responses on the effectiveness management strategies obtained were measured in 5 point Likert's scale. This gives the mean and relative performance index (RII) to determined mean performance and level of performance. The rating point for the study shall be as follows: Strongly Agree (SA) = 5, Agree (A) = 4, Indifferent (I) = 3, Disagree (D) = 2, Strongly disagree (SD). Values from questions were weighed and Relative Index was derived in line to provide the consensus opinion of the respondents. The sum on each item was divided by the totality of respondents to derive the average or mean value.

Mean Score (MS): The Mean Score (MS) was adopted in ranking the variables. The MS was estimated using the formula in equation (1) below

$$MS = \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1}{N} \quad 3.1.1$$

Where n is the score given by the stakeholders based on five-point scale of 1 to 5 and N the number of stakeholders that rated the performance of the strategies.

Table 3.2: Likert's Scale Benchmark Index

S/N	Cut Off	Decisions
1	1.00 - 1.50	SD or unsatisfied
2	1.51 - 2.49	D or less satisfied
3	2.50 - 3.49	Indifferent
4	3.50 - 4.49	A or Satisfied
5	4.50 - 5.00	SA or Highly satisfied

3.5.2 Inferential Method

Inferential method featured the use of chi-square test, t-test and spearman's correlation.

a) **Cronbach's alpha Test:** this is required to test for internal consistency of itemized questions posed to the respondents. It is a test of reliability of the responses gathered through questionnaires. The general rule of thumb requires Cronbach's alpha statistics to be 0.75 or more before the responses are said to be internally consistent and reliable for the study.

$$\alpha = \frac{N \cdot \bar{C}}{V + (N - 1) \cdot \bar{C}} \quad 3.2$$

Where α – Cronbach's alpha, N - number of items, \bar{C} is the average inter-item covariance among the items and \bar{V} equals the average variance.

b) **Chi-square Test:** the test is adopted to test relationship in respondents responses. It is also adopted to test if the respondents are related in their responses towards factors or opinion towards the strategies employed for property management.

$$\chi^2 = \frac{\sum(O-E)^2}{\sum E} \quad 3.3$$

c) **Factor Analysis:** Factor analysis used Principal Component Analysis and it is a statistical method used to describe variability among observed and correlated variables in terms of a potentially lower number of unobserved variables called factors. Factor analysis aim to reduce the dimensionality of a set of data

$$y_{ij} = v_j + \lambda_{j1} \eta_{i1} + \lambda_{j2} \eta_{i2} + \dots + \lambda_{jk} \eta_{ik} + \dots + \lambda_{jm} \eta_{im} + \epsilon_{ij} \quad 3.4$$

where v_j are intercepts, λ_{jk} are factor loadings η_{ik} are factor values ϵ_{ij} are residuals with zero means and correlations of zero with the factors

Table 3.3 Method and analytical techniques for Objectives of the Study

s/n	Objectives of the study	Method	Analytical techniques
1	To examine the property management strategies employed by NRC	Descriptive	Mean and RII
2	To analyse the performance of these strategies in the management of NRC property	Descriptive /Inferential	Mean and RII, Chi-sq
3	To assess the level of satisfaction of the tenants on the property management strategies of NRC	Descriptive /Inferential	Mean Performance index and chi-sq
4	To examine the effectiveness of management strategies of NRC landed properties	Descriptive /Inferential	Factor analysis (principal component)

CHAPTER FOUR

RESULTS AND INTERPRETATION

4.1 PREAMBLE:

This chapter presents the analysis and results of the research derived from the data gathered from questionnaires, oral interviews, and field inspections. Two categories of questionnaires were designed and administered directly to tenants occupying NRC land and NRC Property Managers. The data obtained from the survey was analysed and presented in form of tables with further explanations on the contents of the results.

4.2 BACKGROUND OF THE RESPONDENTS:

The demographic information of the tenants of NRC land was retrieved and analysed in order to have background information on the nature of occupants on NRC land and landed properties and also get responses on the tenant's perspective on the management of NRC landed properties.

Furthermore, Questionnaires were also administered to NRC property managers who were directly involved in the management of NRC landed properties with a view to ascertaining the demographic and background information of the Property Managers.

Table 4.1 Demographic Information of NRC Tenant

Demographic information	Response	%
Gender		
Male	229	95.42
Female	11	4.58
Total	240	100

Educational Qualification

Primary/Secondary	0	
ND/NCE	35	14.58
PGD/B.tech/B.sc	196	81.67
M.tech/M.sc	9	3.75
Phd	0	0
Total	240	100

Marital status

Single	29	12.08
Married	211	87.92
Total	240	100

Source: Field Survey, 2019

The demographic information of the respondents is presented in table 4.1. 95.42% of the sampled tenants were male while 4.58% were female. This shows that there are more male than female tenants occupying NRC landed properties in the study area.

The table also indicates that 14.58% of the tenants were ND/NCE holders, 81.67% had first degree or equivalent degree and 3.75% had Master's Degree. This shows that majority of NRC tenants are first degree holders. Also 12.08% of the tenants were single while 87.92% of the respondents were married.

Table 4.2: Demographic Information of NRC Property Managers

Demographic Information	Response	Percentage (%)
Discipline/Educational Background:		
Estate Management	19	73.08%
Land Surveying	4	15.38%
Urban & Regional Planning	3	11.54%
Total	26	100%
Highest Educational Qualification:		
HND	13	50.00%
B.Tech/B.Sc.	5	19.24%
PGD	4	15.38%
Master's Degree	4	15.38%
Ph.D.	0	-
Total	26	100%

Professional Qualifications			
Professionals (ESVARBON,SURCON, TOPREC)	17	65.38%	
Non Professionals	9	34.62%	
Total	26	100%	
Work Experience:			
0-3 Years	0	-	Source: Field Survey, 2019
4-7 Years	16	61.54%	
8- 11 Years	3	11.54%	
12 Years & Above	7	26.92%	
Total	26	100%	

Table 4.2 shows the demographic information of the Property Managers who are saddled with the responsibilities of day to day management of NRC landed properties. The table indicates that 73.08% of the respondents had background in Estate Management, 15.38% are from Land Surveying discipline and 11.54% are of Urban & Regional Planning discipline. The table also shows that 50% of the staff are HND holders, 19.24% are holders of B.Tech/Bsc Degrees, 15.38% have acquired PGD's and 15.38% are Master's Degree holders. The table also indicates that majority (65.38%) of the staff are members of their various professional bodies. However, work experience of the property management staff is higher within 4 – 7 years practical work experience.

4.3 ALLOCATIONS ON NRC LANDED PROPERTIES:

The various forms of allocations conveyed to tenants of NRC were analysed with a view to determining the types of allocations held by the respondents. This was necessary to ensure that the questionnaires are administered to proper tenants with allocations from the NRC and the various interests held by the target respondents.

Table: 4.3 Allocations on NRC Landed Properties

Type Of Grant	Number Of Holders	%
Lease	56	23.34
Annual Tenancy	38	15.83
Temporary Occupation License (TOL)	98	40.83
Squatter Permit	48	20.00
TOTAL	240	100

Source: Field Survey, 2019.

Table 4.3 shows the type of grant that tenants on NRC landed properties hold. The response indicates that 23.34% of tenants are occupying NRC landed properties on Lease, 15.83% of the tenants are on Annual Tenancy, and 40.83% are on Temporary Occupation License (TOL), while 20% are on Squatter permits. These shows there are more tenants on Temporary Occupation Licence allocations than other forms of grant.

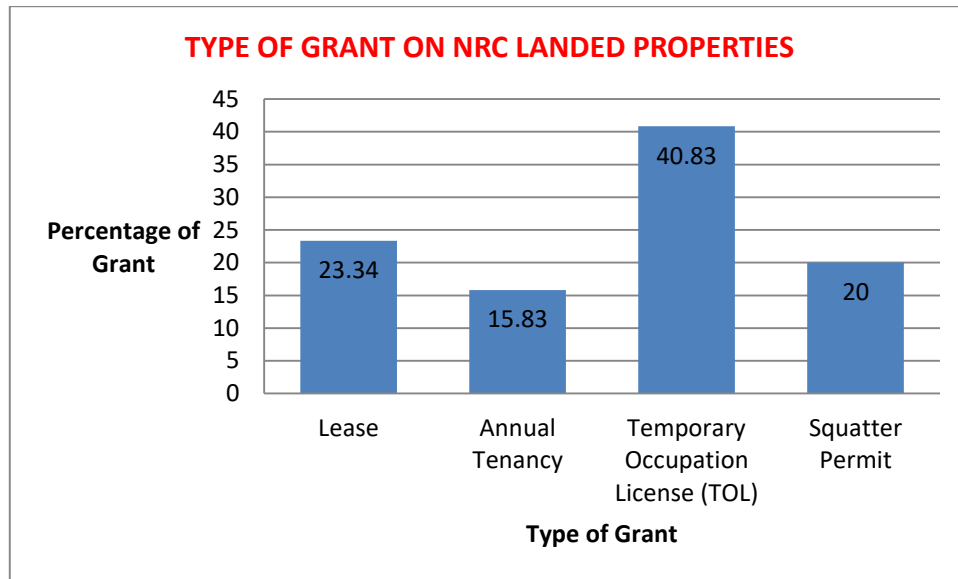


Figure 4.1: Types of Grant On NRC Landed Property

Source: Field Survey, 2019

Figure 4.1 above further elaborates the various categories of title granted to tenants occupying on NRC landed properties. 23.34% are Lease holders, 15.83% are on Annual Tenancy, 40.83% and 20% are on Temporary Occupation License and Squatter Permits respectively.

4.4 PROPERTY MANAGEMENT STRATEGIES OF NRC:

The property Management Objectives of the NRC and the strategies employed in the management of NRC landed properties were identified. The Property Management functions, objectives ranging from Inspection of NRC landed properties, Maintenance and Management of NRC Landed Properties , Lease Administration, Valuations, Rent Collections, Record keeping, Attending to tenants Complaints and Development of NRC landed properties and strategies for achieving the desired objectives were obtained from the field survey and analyzed.

Table 4.4 Property Management Strategies Of NRC

PROPERTY MANAGEMENT FUNCTION	PROPERTY MANAGEMENT OBJECTIVE	EXISTING PROPERTY MANAGEMENT STRATEGIES
Inspection of NRC Landed Properties	To protect, preserve and recover all land and landed property of the NRC from actual and potential trespassers	IN-HOUSE MANAGEMENT STRATEGY: Inspections of NRC landed properties are carried out by the in-house managers to check and prevent encroachments, trespasses and other illegal occupations of Railway landed properties.
Maintenance and Management of NRC Landed Properties	To take over all the presently commercialized and potentially commercialisable land and buildings of the NRC nationwide and put same into effective and pro-active management and maintenance.	HYBRID MANAGEMENT STRATEGY: Management and Maintenance of NRC are carried out by the Hybrid Property Management approach where some of the management services are carried out by the in-house staff while other management services are outsourced to external service providers.
Lease Administration	To ensure that all agreements relating to leases and other lettings are properly drafted and preserved in order to protect NRC's interest in such assets.	IN-HOUSE APPROACH: Negotiation of leases and other lettings and effective leasehold administration are done by the in-house staff of the NRC in order to ensure that NRC derives maximum value for money from its real property holding.
Valuation of NRC landed properties	To ensure realistic assessment of rent and rendering advice on the best rent the property will attract by analyzing the trends of property values.	HYBRID STRATEGY: Valuation of NRC landed properties are carried out to determine the rental and capital values by the in-house Estate Surveyors of the NRC in some cases while External Estate Surveyors are engaged to carryout Valuations services in some cases .
Rent Collection	To ensure effective Collection of all rents and fees collectable from NRC landed properties	IN-HOUSE STRATEGY: Collection of annual rents payable by NRC tenants are done by the in-house staff of the NRC. Demand Notices are issued for rents that have fallen due for payments and payment receipts are issued for rent collected.
Records Keeping of NRC landed properties and Tenants	To take stock of all titles covering the acquisition of NRC land and landed properties and ensure their security and safety.	IN-HOUSE APPROACH: The in-house staff of the NRC/RPMCL keeps records and inventory of all NRC land and landed properties including information of tenants occupying NRC landed properties.
Attending to tenants Complaints & Disputes	To minimize and resolve all land related issues pertaining to NRC landed properties	HYBRID: The in-house Managers liaise with tenants or occupants on NRC land with a view to finding amicable settlement of land disputes. Where disputes cannot be resolved through in-house approach, such cases are presented to the relevant security agencies or outsourced to a legal firm which is resolved through litigation at the Court of Law.
Development and Management of NRC Landed Properties	To secure the meaningful and profitable development and utilization of landed property under its management either directly or through joint venture (JV) partnerships with a view to diversifying the revenue base of the NRC	HYBRID APPROACH: Identification of prime NRC land and formulating viable development proposals for the realization of meaningful developments of NRC land and landed properties through in-house approach where the development is done directly by the NRC, while in some cases the landed property are developed by private developers and or other third parties.

The strategies employed by the NRC in managing of NRC landed properties is the In-House approach where most of the property management functions are carried out by the in-house managers of the NRC, while some other services are implemented through the Hybrid Property Management strategies where some of the property management are carried out by the combination of the in-house and outsourcing strategies as presented in Table 4.4 above.

Table 4.5 Descriptive Analysis of Strategies used by NRC in Property management

Strategies	N	Sum	Mean	RII	Chi-sq	p-value
Regular Inspection & Survey of NRC Landed Properties.	240	612	2.55	0.51	25.11	0.000
Maintenance and Management of NRC Landed Properties	240	580	2.42	0.48		
Valuation of NRC landed properties to determine Rental & Capital Values	240	283	1.18	0.24		
Prompt Issuance of Rent Demand Notice to tenants	240	379	1.58	0.32		
Prompt Rent Collection & Issuance of Payment Receipts	240	636	2.65	0.53		
Prompt Attendance to Tenant Complaints & Disputes	240	583	2.43	0.49		
Regular Inspections to Prevent Encroachment on NRC Land and properties	240	353	1.47	0.29		
Updated Inventory and Records of NRC Landed Properties and Tenants	240	679	2.83	0.57		
Proactive Management of NRC Landed Properties	240	288	1.20	0.24		
Valid N (listwise)	240					

Source: Field Survey (2019)

Analysis of the effectiveness of strategies employed to manage NRC properties was examined on five point likert scale as presented in table 4.5. The result showed that there is low performance on the identified management strategies. The table showed that the strategies were therefore less effective as relative important index across the strategies were relatively low. The result of chi-square test which tested for the relationship between the respondent opinions revealed that chi-square statistics at 25.11 is statistically significant at p-value (0.000) is less than 0.05 level of significant in other word, the opinions of the respondents on the performance towards the effectiveness of the strategies employed by NRC in the management were related significantly.

Table 4.6 Significance Level of Satisfaction toward the Management Strategies

Strategies	T	Df	Sig. (2-tailed)	Mean Satisfaction	Level of Satisfaction (%)
Regular Inspection & Survey of NRC Landed Properties.	2.711	239	.200	.55000	55.9% Satisfaction Level
Maintenance and Management of NRC Landed Properties	5.756	239	.100	.42083	42.08% Satisfaction
Valuation of NRC landed properties to determine Rental & Capital Values	2.826	239	.061	.18750	18.75% Satisfaction
Prompt Issuance of Rent Demand Notice to tenants	3.397	239	.067	.58333	58.33% Satisfaction
Prompt Rent Collection & Issuance of Payment Receipts	1.706	239	.082	.65417	65.42% Satisfaction
Prompt Attendance to Tenant Complaints & Disputes	3.822	239	.077	.43750	43.75% Satisfaction
Regular Inspections to Prevent Encroachment on NRC Land and properties	1.369	239	.101	.47917	47.92% Satisfaction
Proactive Management of NRC Landed Properties	3.547	239	.200	.20000	20.00% Satisfaction

Source: Field survey, 2019

The level of satisfaction towards the strategies is presented in table 4.6. The test of significant mean difference in satisfaction where hypothesized mean is compared with average mean of individual variables using one sample t-test. The result revealed that there were no wider and positive difference between the two mean (hypothesized mean and average), this indicates that identified strategies employed by NRC in the management of the properties has not fully achieved or exceeded the expectation of the tenants who are the service recipients as the level of satisfaction to the identified strategies is between 18.75% at the lowest level to 65.42% at the highest level .

Table 4.7 Performance of Management Strategies of NRC

Property Management Performance (Cronbach's alpha @0.78)	N	Sum	Mean	Performance Index
Clear Property Management Policy	240	1058.00	2.4083	0.48
Proper Records Keeping	240	1110.00	2.1250	0.42
Professional Valuations on Rent Fixing	240	1226.00	2.1083	0.42
Proactive Rent Collections and Receipting	240	1168.00	2.8667	0.57
Prompt response to Tenants Applications	240	1086.00	2.0250	0.41
Proactive Inspection of NRC properties	240	1037.00	2.0008	0.40
Valid N (listwise)	240			

Source: Field survey, 2019

The performance of management strategies presented in Table 4.7 shows the performance of the identified strategies employed by NRC in the management of the properties. The result of Cronbach's alpha reliability test revealed that there is high level of internal consistency among the variables which suggest that there is high level of reliability in the data employed for the study at 78%. The performance on availability of clear property management policy is very low at 48%. Carrying out professional valuations on Rent Fixing could not be achieved and is not performing at 42%, Inadequate records keeping at 42% and Proactive rent collection is found to have an average performance at 57%. Response to Tenants complaints is found very low at 41% and response to proactive inspection of NRC landed properties to protect against encroachment or trespass is also found low at 40%.

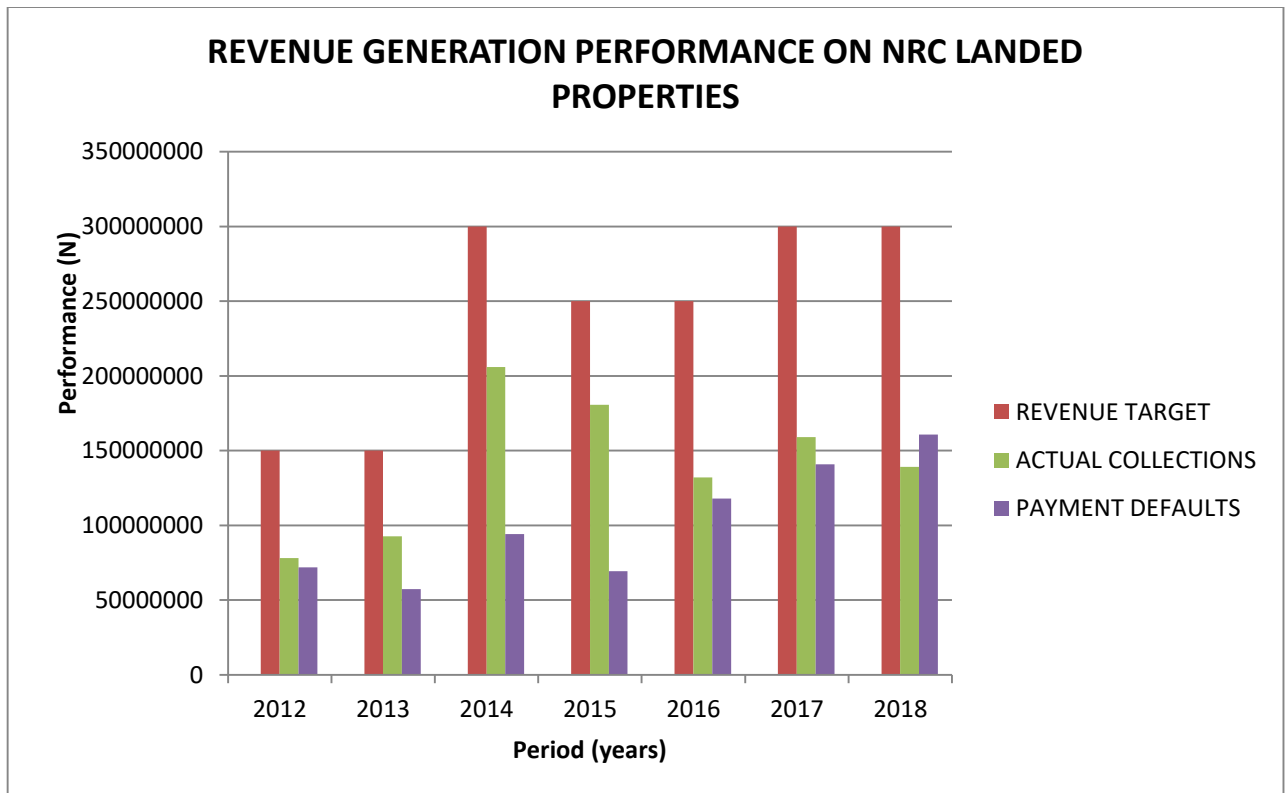
Table 4.8 Rent Collection Performance of NRC Property Managers in Kaduna From 2012-2018

PERIOD	REVENUE EXPECTATION	ACTUAL COLLECTIONS	PAYMENT DEFAULTS	% OF REVENUE GENERATION	% OF DEFAULTS
2012	150,000,000.00	78,061,552.50	71,938,447.50	52.04%	47.96%
2013	150,000,000.00	92,709,417.00	57,290,583.00	61.81%	38.19%
2014	300,000,000.00	205,887,703.50	94,112,296.50	68.63%	31.37%
2015	250,000,000.00	180,728,497.75	69,271,502.25	72.29%	27.71%
2016	250,000,000.00	132,039,472.00	117,960,528.00	52.82%	47.18%
2017	300,000,000.00	159,184,022.00	140,815,978.00	53.06%	46.94%
2018	300,000,000.00	139,114,692.73	160,885,307.27	46.37%	53.63%
TOTAL	1,400,000,000.00	848,610,664.75	551,389,335.25	60.62%	39.38

Source: RPMCL (2019)

Table 4.8 shows the rent generated on the occupation of NRC landed properties in Kaduna for the period of year 2012 to 2018. A review of the revenue generation and rent defaults performance reveals that the percentage of the highest revenue generated was in year 2015 where the rent collection performance stood at 72.29% and rent payment defaults was at 27.71%. However, the revenue generation performance gradually reduced to 46.37% in year 2018 and the uncollected rents stood at 53.63%. Furthermore, the average of the rent collection performance during the period under review is 60.62% while the average of the uncollected revenue stands at 39.38%.

Figure 4.2



Source: RPMCL, 2019

Figure 4.2 further reveals the revenue expectation, actual collections and payment defaults on NRC landed properties in Kaduna for period of year 2012 to year 2018. The chart indicates that although the revenue collections are mostly higher than the uncollected revenue from the period of year 2012 to year 2017, but there is no point in the period when the revenue target has been fully achieved. However, in the year 2018 the collected revenue was lower than the uncollected revenue.

Table 4.9 Factors affecting the effectiveness of Management Strategies

Factors	N	SUM	Mean	Rk	Chi.q	p-value
Delay in processing and getting approval for leases	240	1109	4.6208	4	20.12	0.000
Obsolete tenant or Property records	240	1115	4.6458	3		
Encroachment on Railway land & landed properties	240	1151	4.7958	1		
Accumulated rental debts	240	1149	4.7875	2		
Unauthorized developments on Railway land	240	1151	4.0958	6		
Inadequate professional man power	240	1084	4.5167	5		

Source: Field Survey, 2019

The analysis of factors affecting the effectiveness of Property Management Strategies is presented in table 4.9 the result of five point likert scale (Strongly agree=5, agree=4 indifferent -3 disagree-2 strongly disagree-1) and result revealed that Encroachment on Railway land & landed properties is ranked first at 4.7958 mean highest mean response. Accumulated rental debts is ranked second at 4.7875 and Obsolete tenant or Property records and Delay in processing and getting approval for leases were ranked third and fourth at 4.645 and 4.620 mean response. Inadequate professional man power and unauthorized developments on Railway land were least ranked fifth and sixth at 4.5167 and 4.0958 mean response respectively. the result of chi-square test revealed that chi-square statistics (20.12) is not statistically significant at p-value (0.000) less than 0.05 level of precision, in other word, the tenants opinion on factors affecting the effectiveness on property management strategies of NRC landed properties is statistically related.

Table 4.10 Utilization of NRC Land in Kaduna Metropolis

Location	Officially Allocated Land Area (M²)	Encroached Land Area (M²)	Vacant Land Area (M²)	Total Land Area (M²)
Kaduna Junction Station (KDJ)	644,935.04	234,525.26	643,959.69	1,523,419.99
Kaduna North Station	258,583.99	115,391.38	28,921.39	402,896.76
Kakuri Station	NIL	73,482.30	10,794.90	84,277.20
Kawo	NIL	27,795.30	NIL	27,795.30
Central Market	NIL	27,870.90	NIL	27,870.90
Kakuri Station	NIL	27,841.30	NIL	27,841.30
TOTAL	903,519.03 (43.14%)	506,906.44 (24.21%)	683,675.98 (32.65%)	2,094,101.45 (100%)

Source: Field Survey, 2019

Table 4.10 shows the utilization of NRC land at Six (6) major locations in Kaduna Metropolis. The field survey revealed that out of the total land area of 2,094,101.45m² (209.41 Hectares), 903,519.03m² (90 Hectares) representing 43.14% of the total land area have been utilized by allocating such lands to third parties by NRC/RPMCL for development, a land area of 506,906.44 (50.69 Hectares) representing 24.21% of the total land area have been encroached by unauthorized occupants and vacant land area measuring 683,675.98 (68.37 Hectares) which represents 32.65% of the total land area was identified. This indicates that the NRC/RPMCL was only able to utilize and generate revenue on 43.14% of its land holdings in Kaduna while the remaining 56.86% has either been encroached or left vacant thereby yielding no revenue to the NRC/RPMCL.

Table 4.11 Factors affecting the performance of management strategies of NRC

Factors (cronbach's alpha @ 0.88)	N	Sum	Mean
Lack of clear policy direction	240	1109.00	4.6208
Lack of proper strategies	240	1115.00	4.6458
Limited public information on commercialization of NRC land	240	1065.00	4.4375
<i>Absence real estate experts</i>	240	1076.00	4.4833
Lack of regular inspection of NRC landed properties	240	1151.00	4.7958
Restriction on Alienation of NRC landed properties	240	1010.00	4.2083
Pervasive Encroachment on NRC landed properties	240	1084.00	4.5167
Bureaucracy in Decision making	240	1149.00	4.7875
High Rent Reviews	240	1103.00	4.5958
Negative insinuations on commercialization of NRC landed properties	240	1131.00	4.7125
Defaults in payment of rents by NRC tenants	240	1162.00	4.8417
Delay in attending to tenants complaints	240	1093.00	4.5542
Communication gap between tenants and NRC management	240	1022.00	4.2583
Inexperienced and unqualified property staff	240	1058.00	4.4083
Delay in granting lease approvals and lease renewals	240	1116.00	4.6500
Lack of capacity to recover encroached land and rental debts	240	1124.00	4.6800
Unauthorized occupation and development on NRC landed properties	240	1169.00	4.8708
Lack of updated of property records	240	1069.00	4.4542
Poor understanding of the Management objectives Of NRC	240	1023.00	4.2625
Valid N (listwise)	240		

Source: Field Survey, 2019

The result of factors affecting the performance of management strategies were presented in Table 4.11. The factors presented in mean was computed on five point likert scale (Strongly agree=5, agree=4 indifferent -3 disagree-2 strongly disagree-1) and result revealed that respondent were strongly agreed to all the identified factors affecting the performance of management strategies. The result of Cronbach's alpha reliability test revealed that there is high level of internal consistent among the variables which suggest that there is high level of reliability in the data employed for the study at 88%. All the factors had mean response that is more than 4.00, which indicate high level of response to the factors.

Table 4.12 Total Variance of Factors Affecting Management strategies

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.504	23.704	23.704	4.504	23.704	23.704	2.847	14.986	14.986
2	2.381	12.531	36.235	2.381	12.531	36.235	2.372	12.483	27.470
3	1.515	7.972	44.208	1.515	7.972	44.208	2.233	11.753	39.223
4	1.312	6.903	51.110	1.312	6.903	51.110	1.599	8.417	47.640
5	1.163	6.121	57.231	1.163	6.121	57.231	1.479	7.784	55.423
6	1.049	5.519	62.750	1.049	5.519	62.750	1.392	7.327	62.750
7	.980	5.160	67.910						
8	.863	4.543	72.453						
9	.791	4.164	76.618						
10	.772	4.062	80.680						
11	.702	3.693	84.373						
12	.548	2.882	87.255						
13	.511	2.690	89.945						
14	.433	2.279	92.225						
15	.388	2.044	94.269						
16	.361	1.901	96.170						
17	.316	1.664	97.834						
18	.294	1.549	99.383						
19	.117	.617	100.000						

Extraction Method: Principal Component Analysis.

The cumulative variance of the five the most correlated factors affecting management strategies of NRC in Kaduna presented in Table 4.5. The eigen value in the table, and the total under eigen value revealed the amount of total variance in the original variable accounted for by each of the components. The variance which is simply the ratio of variance accounted for by each of the component to the total variance of the variables. The analysis required the first six components to be extracted and they are regarded the most

emphasized factors affecting management strategies in Kaduna. The extraction of sum of the square loadings in the second section explained the variability in original 19 variables. The extracted components explained 62.75% variability in the original variables. therefore this study considerably reduce the data by selecting the extracted components as the most emphasized factors affecting management strategies NRC in Kaduna with the minimum of 37.25% loss of information. This further indicates that the outlined factors are through representative of entire factors affecting management strategies in Kaduna.

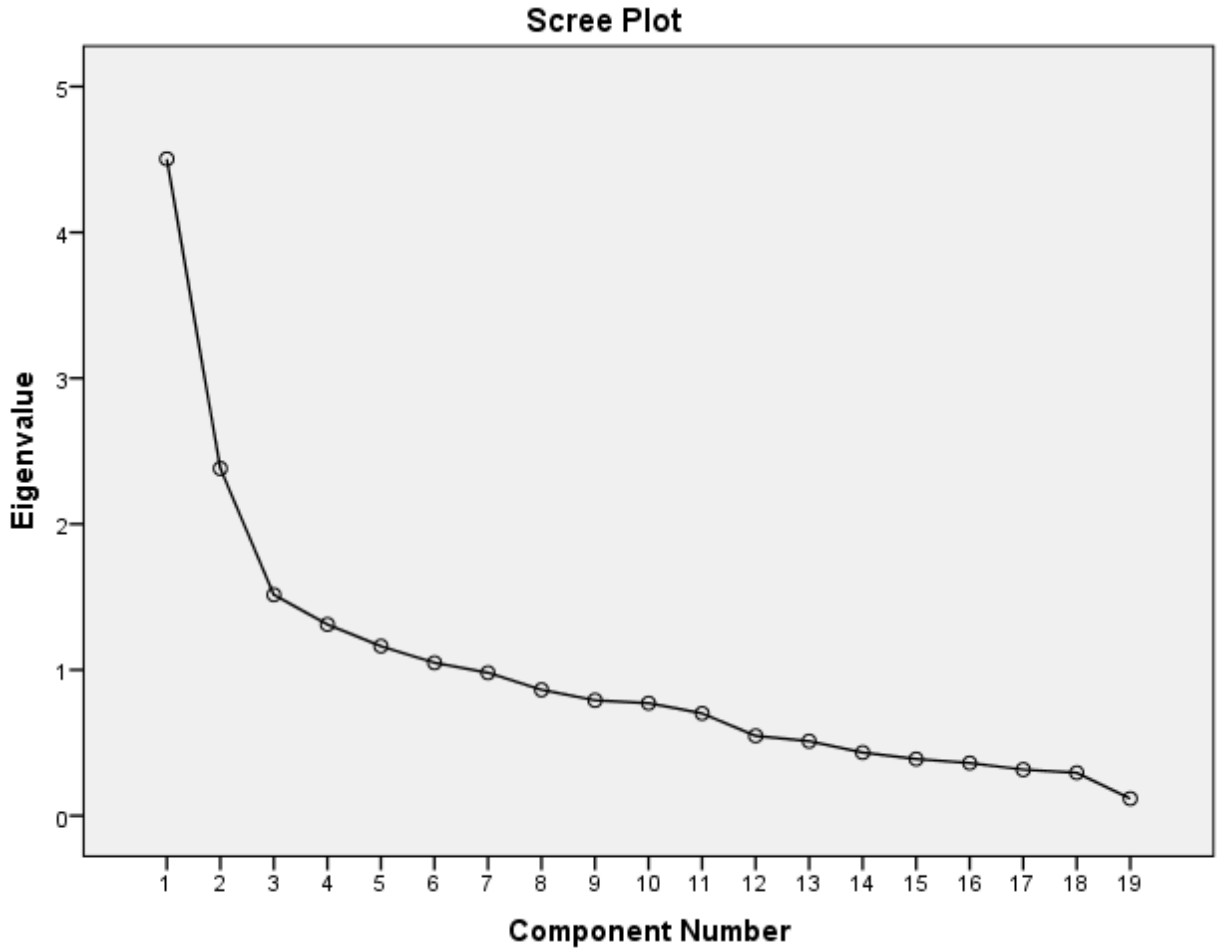


Figure 4.3: Scree Plot Of Components Analysis of factors Affecting Management Strategies of NRC in Kaduna.

The result of scree plot analysis factors affecting management strategies in Kaduna is presented in figure 4:4 showed eigenvalue of each component of the initial solution. The extraction of four components is done at slope and contributed about 62.75% cumulative variance, and therefore the components at shallow slope contribute little to the solution about 37.25%. The last drop occurs between components fifth and sixth components; therefore using the first six components is an easy choice.

Table 4.13 Loading Analysis of Factors Affecting Management Strategies in NRC Kaduna

Factors	Factor loading	Eigen value	% of variance
Factor 1: Financial and Technical Factors		4.504	14.986
Increase in rent payment defaults	.802		
Lack of proper management strategies	.768		
Inadequate funds to finance property development	.796		
Absence of real estate experts	.770		
Factor 2: Professional Factors		2.381	12.483
Difficulty in implementing planned strategies	.608		
Lack of professionalism in determining rents	.641		
Inexperienced and unqualified property staff	.781		
Absence of reliable property data base	.652		
Factor 3: Administrative Factors		1.515	11.753
Bureaucracy in decision making	.671		
Restriction on the Alienation of NRC land	.783		
Delay in attending to tenants complaints	.868		
Factor 4: Intrinsic Factor		1.312	8.417
Heterogeneous nature of properties	.768		
Communication gap between tenants and NRC management	.694		
Factor 5; Negligence Factors		1.163	7.784
Lack of regular inspection	-.787		
Poor understanding of the Management objectives Of NRC	.533		
Factor 6: Management factors		1.049	7.327
Reactive management approach	.691		
Inconsistent techniques of managing NRC landed properties	-.613		

Source: Field survey, 2019

The result of analysis of factors affecting management strategies of NRC in Kaduna as presented in table 4.6 revealed that the six factors were loaded constituted about 62.75% variance in the factors affecting management strategies in Kaduna. The cut-off point for this study is taken at 0.5 and above as general rule of thumb applied. The most important Factor one (1) is financial and technical factors and it explained about 14.986% variance in the determination of factors affecting management strategies of NRC in Kaduna. The factor (2) is Professional factor and it explained 12.48% variance across 19 factors affecting management strategies of NRC in Kaduna, Factor (3) is named as Administrative factors, and it explained 11.75% variance in the determination of factors affecting management strategies of NRC in Kaduna. Factor four (4) is named as Intrinsic factor, and it explained 8.41% variance in the determining the factors affecting management strategies of NRC in Kaduna. Factor (5) is named as Negligence factor, and it explained 7.782% variance in the determination of factors affecting management strategies of NRC in Kaduna. Factor (6) is named as Management factors, and it explained 7.327% variance in the determination of factors affecting management strategies of NRC in Kaduna.

4.5 SUMMARY OF FINDINGS

Having analysed and presented the result of data collected from the respondents on the management strategies employed by the Nigeria Railway Corporation, following are summary of the findings:

1. The study revealed that the strategies employed in the management of NRC landed property is majorly the in-house management strategy as well as the Hybrid Property management strategy which is the combination of the in-house and the outsourcing of some other property management services.
2. The study further revealed the performance of the existing property management strategies implemented by NRC especially in the following areas, which include; Performance on Availability of a clear property management policy is at 48%. Carrying out professional valuation during rent fixing performed at 42%, Poor records keeping at 42% and Proactive Rent collection strategies to prevent accumulation of rental debts is found to have an average performance at 57%. Response to Tenants complaints is found at 41% and proactive inspection of NRC landed properties to prevent encroachments is also below average at 40%.
3. The Study also identified that the strategies employed by NRC in the management of the properties has not fully achieved or exceeded the expectation of the tenants who are the service recipients as the level of satisfaction to the identified strategies is between 18.75% at the lowest level to 65.42% at the highest level

4. Despite the implementation of management strategies by the NRC, it was found that rent collections has not been fully achieved as there was continuous increase in rental payment default by tenants thereby leading the accumulation of high rental debts. Furthermore, the average of the rent collection performance during the period of Year 2012 to Year 2018 is 60.62% while the average of the rent payment defaults stands at 39.38%. This reveals that there is a significant default in rent payments by NRC tenants.
5. The study further revealed that the NRC was only able to utilize and generate revenue on 43.14% of its land holdings in Kaduna while the remaining 56.86% has either been encroached through unauthorized takeover or left vacant thereby yielding no revenue to the NRC.
6. The study identified and ranked some challenges on effective management of NRC landed to include: Encroachment on NRC landed properties, Non-payment of Annual Rents by tenants leading to accumulation of Rental debts, Obsolete Records Keeping, Delay in getting approvals for Leases, Inadequate Professional Man Power, and Unauthorized Development on NRC land.
7. The study further revealed the six factors that constituted about 62.75% variance in the factors affecting management strategies of NRC in Kaduna. The six identified important factors affecting the performance of these strategies were Financial and

technical factors, Professional factors, Administrative factors, Intrinsic factor,
Negligence factor and Management factors.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study on the property management strategies employed by NRC has been undertaken to show the extent at which these strategies have performed. The study revealed that the existing strategies employed in managing NRC landed properties have not performed at an optimum level, as the major property management objectives of effective utilization and management of NRC landed properties for optimum revenue generation and safeguarding NRC land against encroachment has not been significantly achieved. Hence, the need for significant improvement on the strategies of managing NRC land and landed properties cannot be overemphasized.

5.2 Recommendations

Based on the findings and conclusion of this study, following recommendations was made, as follows:

1. Review and Standardization of the Property management policies and strategies of managing NRC landed property cannot be overemphasized.
2. There is need to improve the rent collection strategies through aggressive rent collection drive due to re-occurring rental defaults by NRC tenants. This can be achieved by issuing rent demand notices in advance to tenants and following up with reminder letters as well as field rent collection drive. This will ensure the

payment of rents by tenants as at when due, improve the revenue generation of the NRC and also prevent the accumulation of rental debts.

3. Regular inspections should be carried out more frequently to identify and stop unauthorized entry or development on NRC land early enough is of paramount importance. However, for properties that have already been encroached, the option for Regularization of such occupation should be considered where possible or recovery of premises where necessary.
4. There is need to sensitize NRC tenants to always abide by the terms and conditions contained in their allocation and lease agreements, and educate them on the penalties for contravention or defaults of any of the conditions. This will limit the challenges encountered in the course of managing NRC landed properties.
5. Statutory reforms and delegation of powers should be implemented to reduce the bureaucracy and difficulty in getting approval for Leases so that developers would be able have a secured title to carryout meaningful developments on NRC land for the benefit of NRC as the lessor and the developer as the lessee and other stakeholders.
6. The need to engage the services of professional and experienced staff cannot be overemphasized so as to recommend and implement improved property management strategies that will be more effective. This can be achieved by hiring experienced professionals with knowledge and experience in property management that will be capable of implementing the management strategies into performance strategies Also staff could be nominated to attend further trainings, seminars,

lectures and conferences on property management and related areas so as to improve their professional competence.

7. There is need to inculcate professionalism in carrying out rent reviews when rent falls due for revision. This can be achieved by carrying out valuation to determine the appropriate rent to fix at the point of grant or during rent reviews so as to avoid unnecessary complaints from tenants or blatant refusal to pay the reviewed rent in protest.
8. The NRC should take inventory of all her tenants and properties with a view to having an updated property portfolio and also ensure the identification vacant landed properties for effective utilization so as to improve the revenue generation performance of the NRC and also prevent such properties from encroachment.
9. The computerization and digitization of NRC landed property records will go a long way in improving property management strategies of the NRC, as most of the property documents are analogue and prone to damages. Also, modern Property management techniques and soft wares should be inculcated in the management of NRC landed properties for effective property management.

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APPENDIX

QUESTIONNAIRE SURVEY (A)

ESTATE MANAGEMENT & VALUATION DEPARTMENT

FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA

**RESEARCH TOPIC: A STUDY OF PROPERTY MANAGEMENT STRATEGIES
OF NIGERIAN RAILWAY CORPORATION**

The purpose of this questionnaire is to investigate property management strategies of Nigerian Railway Corporation in Kaduna

Cooperation from tenants and occupants on NRC landed properties is required in order to achieve the objectives of the study. All information provided by you is considered confidential and will not be used for any purpose except for academic purpose only.

I will like to appreciate all those who have cooperated and spent time in answering all this questions.

Thank You

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MTECH/SET/2017/7485

DEPARTMENT OF ESTATE MANAGEMENT & VALUATION
FACULTY OF ENVIRONMENTAL DESIGN
FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA

QUESTIONNAIRE A

(FOR TENANTS & OCCUPANTS ON NRC LANDED PROPERTIES)

**A STUDY OF PROPERTY MANAGEMENT STRATEGIES OF NIGERIAN
RAILWAY CORPORATION**

SECTION A: BACKGROUND INFORMATION

1. Name of Tenant/Occupant:
2. Location of Property :.....
3. Type of Landed Property: Land/Building
4. Type of Grant/Allocation: Lease/ Temporary Occupation License (TOL)/ Annual
Tenancy/Squatter Permit/ No Permit
5. User Clause/Purpose: Residential/ Commercial/Industrial/ Religious/ Recreational/
Others (Specify).....
6. Were you officially allocated the landed property by RPMCL? Yes
No
7. If No, Will you be willing to regularize your occupation on the Landed Property?
Yes No
8. What is the Size of the Landed Property being occupied by you?
.....M²

9. Are you currently paying Rent to the NRC/RPMCL? Yes No

10. If Yes, How much is the Annual Rent Payable on the Property? N.....Per Annum

11. When was the last time you made payment to RPMCL?.....

12. What is the total rental indebtedness of the NRC landed property being occupied by you?
N.....

13. What is the period of your rental indebtedness? Year..... to Year.....

14. What is/are your reason(s) for non-payment of Annual Rent?
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15. What is your perception on the current property management strategies of NRC landed properties

S/N	STRATEGIES	<u>DEGREE OF IMPORTANCE</u>					<u>PERCEPTION</u>						
		1	2	3	4	5	1	2	3	4	5		
1	Regular Inspection & Survey of NRC Landed Properties.												
2	Maintenance and Management of NRC Landed properties												
3	Valuation of NRC landed properties to determine Rental & Capital Values												
4	Prompt Issuance of Rent Demand												

	Notice to tenants		
5	Prompt Rent Collection & Issuance of Payment Receipts	1 2 3 4 5	1 2 3 4 5
6	Prompt Attendance to Tenant Complaints & Disputes	1 2 3 4 5	1 2 3 4 5
7	Regular Inspections to Prevent Encroachment on NRC Land and properties	1 2 3 4 5	1 2 3 4 5
8	Updated Inventory and Records of NRC Landed Properties and Tenants	1 2 3 4 5	1 2 3 4 5
9	Proactive Maintenance of NRC Landed Properties	1 2 3 4 5	1 2 3 4 5

16. How do you think the property management of NRC Landed properties can be improved?

- i.
- ii.
- iii.
- iv.

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QUESTIONNAIRE B

(FOR STAFF OF RAILWAY PROPERTY MANAGEMENT COMPANY LIMITED)

**A STUDY OF PROPERTY MANAGEMENT STRATEGIES OF NIGERIAN
RAILWAY CORPORATION**

The purpose of this questionnaire is to investigate the current property management strategies adopted in the management of NRC landed properties and identify the Problems and challenges encountered in the management of NRC landed properties.

Cooperation from staff is required in order to achieve the objectives of the study. All information provided by you is considered confidential and will not be used for any purpose except for academic purpose only.

I will like to appreciate all those who have cooperated and spent time in answering all this questions.

Thank You

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B. To what extent has the current property management strategies employed in the management of NRC landed properties been achieved?

S/N	STRATEGIES	<u>DEGREE OF IMPORTANCE</u>					<u>LEVEL OF ACHIEVEMENT</u>				
		1	2	3	4	5	1	2	3	4	5
1	Regular Inspection & Survey of NRC Landed Properties.	1	2	3	4	5	1	2	3	4	5
2	Prompt Response to Applications for grant of NRC Landed properties	1	2	3	4	5	1	2	3	4	5
3	Valuation of NRC landed properties to determine Rental & Capital Values	1	2	3	4	5	1	2	3	4	5
4	Prompt Issuance of Rent Demand Notice to tenants	1	2	3	4	5	1	2	3	4	5
5	Prompt Rent Collection & Issuance of Payment Receipts	1	2	3	4	5	1	2	3	4	5
6	Prompt Attendance to Tenant Complaints & Disputes	1	2	3	4	5	1	2	3	4	5
7	Regular Inspections to Prevent Encroachment on NRC Land and properties	1	2	3	4	5	1	2	3	4	5
8	Updated Inventory and Records of NRC Landed Properties and Tenants	1	2	3	4	5	1	2	3	4	5
9	Proactive Maintenance of NRC Landed Properties	1	2	3	4	5	1	2	3	4	5

C. What are the problems & challenges limiting against the effective management of NRC landed properties?

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D. What are your suggestions on how to improve the management of NRC Landed Properties?

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	Test Value = 4			
	T	df	Sig. (2-tailed)	Mean Difference
Prompt response to rent payment	7.985	239	.000	.40833
Reduction in rental arrears	17.371	239	.000	.62500
Compliance to tenancy agreement	5.287	239	.000	.86833
satisfaction with repairs and maintenance	36.847	239	.000	.86667
Quick response to complaints	9.078	239	.000	.52500
Good management and maintenance services	5.154	239	.000	.32083

<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	19280.08	1	19280.08	1.868572	0.20158	4.964603
Within Groups	103180.8	10	10318.08			
Total	122460.9	11				

Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
increase of property management costs	.802	.150	.070	-.137	.023	.161
lack of proper strategies	.768	.029	-.029	.120	-.086	-.359
Lack of fund	.796	.086	.080	.145	.152	.078
Absence real estate experts	.770	.228	-.024	-.012	.023	.203
lack of monitoring performance	.187	-.067	.029	-.080	-.787	.193
absence of specific management procedures	.349	.164	.107	.017	-.073	.691

difficulty in implementing planned strategies	.117	.608	.091	-.214	.351	-.109
Bureaucracy in Decision making	.014	.247	.671	.003	-.187	-.097
Lack of maintenance plans	.033	.170	.783	-.008	.168	.216
Lack of clarity of roles and responsibilities	.052	.004	.868	.240	.126	-.090
Absence of robust planning process	.011	-.017	-.204	.403	.146	.328
Poor performance measurement system	.113	.641	.288	.350	.108	-.054
Communication gap between tenants and NRC management	.026	.464	.085	.694	.017	-.075
Inexperienced and unqualified property staff	.097	.781	.097	.125	-.018	.128
Poor property investment decision making	.305	.311	.199	-.002	.501	.284
Inconsistent techniques of managing real estate resources	.046	.102	.027	-.040	.029	-.613
Absence of reliable data base	.194	.652	.068	.070	.136	-.035
Heterogeneous nature of properties	.046	.006	.439	.768	.180	.062
Poor understanding of the Management objectives Of NRC	.232	.174	.060	.237	.533	.070

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.