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# Service quality and tenant satisfaction with property management services: a case study of shopping malls in Kampala, Uganda

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**SERVICE QUALITY AND TENANT SATISFACTION WITH PROPERTY MANAGEMENT SERVICES: A CASE STUDY OF  
SHOPPING MALLS IN KAMPALA, UGANDA**

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MBA/100830**

**SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER IN BUSINESS  
ADMINISTRATION AT STRATHMORE UNIVERSITY**

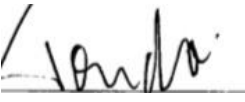
**JULY, 2020**

## DECLARATION

I declare that this research has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the proposal itself.

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**Jaffar Tonda**


Signature: 

Date: 30<sup>th</sup> May 2020

**Approval**

The thesis of Jaffar Tonda was reviewed and approved by:

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Signature: 

Date: 30<sup>th</sup> May 2020

## **ABSTRACT**

The Ugandan real estate sector has witnessed heightened growth, with tenants increasingly demanding improved property management services. All this amidst limited empirical studies to determine what really matters to the tenants to cause the necessary satisfaction. The general objective of the study was to examine the extent of tenant satisfaction with the quality of property management services of shopping malls in Kampala, Uganda. The specific objectives of this research included the following: examine the extent to which reliability influences tenant satisfaction with the quality of property management services of shopping malls in Kampala; determine the extent to which responsiveness influences tenant satisfaction with the quality of property management services of shopping malls in Kampala; establish the extent to which assurance influences tenant satisfaction with the quality of property management services of shopping malls in Kampala; determine the extent to which empathy influences tenant satisfaction with the quality of property management services of shopping malls in Kampala; and establish the extent to which tangibles influence tenant satisfaction with the quality of property management services of shopping malls in Kampala. The study was guided by the expectancy disconfirmation model. A cross sectional survey method was employed. Questionnaires that sought to answer the research objectives were issued to a sample of a hundred tenants from eighty-two selected shopping malls. SPSS was used for data analysis. The study revealed that tenant satisfaction was positively and significantly associated with empathy. However, a positive but insignificant relationship exists between tenant satisfaction and assurance, responsiveness, and tangibles. Reliability exhibited a negative relationship. Assurance, empathy, reliability, responsiveness, and tangibles are predictors of tenant satisfaction. Empathy emerged the best predictor of tenant satisfaction. The study recommends that empathy, responsiveness, and assurance need to be improved in shopping mall management. In addition, landlords in conjunction with KCCA the regulator should provide training to property managers all the respective soft skills needed to improve empathy. Last, effort should be made to ensure that tangibles are well maintained, as well as improved. The key limitations of the study were that it did not include the views of the landlords, and was in Kampala only. The study provides new insights to city land lords and planners on how best to keep city occupants comfortable, and reduce landlord tenant conflicts which are becoming increasingly common.

**Keywords: Property management services, tenants' satisfaction, shopping mall, SERVQUAL**

## TABLE OF CONTENTS

<b>DECLARATION .....</b>	<b>i</b>
<b>ABSTRACT .....</b>	<b>ii</b>
<b>TABLE OF CONTENTS.....</b>	<b>iii</b>
<b>LIST OF TABLES.....</b>	<b>vi</b>
<b>LIST OF FIGURES.....</b>	<b>vii</b>
<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>viii</b>
<b>ACKNOWLEDGEMENT .....</b>	<b>ix</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background to the study .....	1
1.2 Problem statement.....	4
1.3 Research objectives .....	4
1.4 Research questions .....	5
1.5 Significance of the study.....	5
1.6 Scope of the study .....	6
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>7</b>
2.1 Introduction .....	7
2.2 Theoretical review.....	7
2.2.1 Expectancy disconfirmation theory.....	7
2.2.2 SERVQUAL .....	8
2.3 Empirical Review.....	8
2.3.1 Reliability and Tenant Satisfaction with the Quality of Property Management Services .....	8
2.3.2 Responsiveness and Tenant Satisfaction with the Quality of Property Management Services .....	9
2.3.3 Assurance and Tenant Satisfaction with the Quality of Property Management Services .....	11
2.3.4 Empathy and Tenant Satisfaction with the Quality of Property Management Services.....	11
2.3.5 Tangibles and Tenant Satisfaction with the Quality of Property Management Services .....	13
2.4 Conceptual framework .....	16
2.5 Operationalization of variables .....	17
2.6 Chapter summary .....	18
<b>CHAPTER THREE: RESEARCH METHODOLOGY.....</b>	<b>20</b>
3.1 Introduction .....	20
3.2 Research design .....	20

3.3 Population of the study .....	20
3.4 Sampling design and sample size .....	20
3.5 Data collection method .....	21
3.6 Quality of the research.....	21
3.6.1 Reliability.....	21
3.6.2 Validity .....	21
3.7 Data analysis .....	22
3.8 Ethical considerations.....	22
<b>CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESEARCH FINDINGS.....</b>	<b>24</b>
4.1 Introduction .....	24
4.2 Demographic information.....	24
4.2.1 Decision maker.....	24
4.2.2 Gender .....	25
4.2.3 Highest level of education.....	25
4.2.4 Age group .....	26
4.3 Tenant requirements on the quality of property management services .....	26
4.4 Tenant feedback on the quality of property management services.....	28
4.5 Tenant satisfaction.....	29
4.7 Correlation analysis.....	30
4.7.1.1 Reliability and tenant satisfaction .....	30
4.7.1.2 Responsiveness and tenant satisfaction .....	31
4.7.1.3 Assurance and tenant satisfaction .....	31
4.7.1.4 Empathy and tenant satisfaction .....	31
4.7.1.5 Tangibles and tenant satisfaction .....	31
<b>CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>34</b>
5.1 Introduction .....	34
5.2 Discussion of findings .....	34
5.2.1 Reliability and tenant satisfaction .....	34
5.2.2 Responsiveness and tenant satisfaction .....	34
5.2.3 Assurance and tenant satisfaction .....	35
5.2.4 Empathy and tenant satisfaction .....	35
5.2.5 Tangibles and tenant satisfaction.....	35
5.3 Conclusion.....	36
5.4 Recommendations .....	36
5.5 Limitations of the study .....	37
5.6 Areas for further study.....	38
<b>REFERENCES .....</b>	<b>39</b>
Appendix I: Letter of introduction .....	45

Appendix II: Ethics approval letter .....	46
Appendix III: Questionnaire .....	47
Appendix IV: List of shopping malls .....	50

## LIST OF TABLES

Table 2.1: Operational variables .....	18
Table 3.1: Reliability test .....	21
Table 4.1: Response rate .....	24
Table 4.2: Decision making for renting .....	24
Table 4.3: Gender of the respondents .....	25
Table 4.4: Highest level of education .....	25
Table 4.5: Age group .....	26
Table 4.6: Tenant requirements on the quality of property management services .....	27
Table 4.7: Tenant feedback on the quality of property management services .....	28
Table 4.8: Tenants' satisfaction .....	29
Table 4.9: Correlation analysis between empathy, assurance, reliability, responsiveness and tenant satisfaction .....	30
Table 4.10 Regression between empathy, assurance, reliability, responsiveness and tenants' satisfaction .....	32

## LIST OF FIGURES

Figure 2.1: Conceptual framework .....	17
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## ACRONYMS AND ABBREVIATIONS

CBD	Central business district
FLD	Fire load density
SEM	Structural equation modelling
UK	United Kingdom
SPSS	Statistical Package for Social Sciences

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May God bless you all.

**Jaffar Tonda**

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## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the study

Hoq and Amin (2009) note that customer satisfaction is increasingly becoming a vital component of all business organizations including real estate companies. Maintaining satisfied and loyal customers is a key concern of managers today, and it will remain in the future. This is largely because customer satisfaction leads to repeated purchases and catapults businesses to increased success. Evaluation of customer satisfaction is vital to safeguard consumer loyalty Ilever, Cyr and Parent (2006). Sherlekar, Prasad and Victor (2009) suggest that customer satisfaction alone assures profitability in the long-run. Naumann, Williams and Khan (2009); Jones and Sasser (1995) all agree that when clients are fulfilled, they become committed to the organization. This can result in better financial performance and increased competitiveness. Cheng, Proverbs and Oduoza (2006) emphasize that client satisfaction is a key influencer of project attainment. Therefore, is a critical metric for developers who continuously desire to propel their output. In addition, the authors emphasize that consumer satisfaction is a key driver of project success and consequently is an essential issue for developers who have got to continuously strive to advance their operations. Kärnä (2004) also points out that an outcome of upmost customer satisfaction for a real estate developer is repeat business. The current competitive landscape compels service companies to sustain a competitive advantage by conveying upmost service quality, thus achieving customer satisfaction (Shemwell, Yavas & Bilgin, 1998).

Customer Satisfaction is defined in two broad categories; as a process and as an outcome (Grigoroudis & Siskos, 2010; Krüger, 2016). Process-oriented explanations emphasize the importance of the assessment process and zoom in on target-performance evaluation of individuals. As an output, satisfaction is seen as a result of an assessment (Krüger, 2016). Tse and Wilton describe it as the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product as perceived after its consumption (Tse & Wilton, 1988). Kotler (2003) on the other hand defines customer satisfaction as the output of intellectual and affective evaluation, in which some comparison standard is made to the actually perceived performance. Hexian, Mengyuan, Yuning and Zhe (2020) show that customer satisfaction is still a challenge in China basing on findings from the sustainability of transportation and the development of urban rail transit. In Kenya, commercial banks have substantial customer satisfaction gaps yet customer satisfaction is regarded as the primary criterion used to assess the relationships of banks with the market (Munari, Ielasi & Bajetta, 2013). Karim (2019) shows that smaller operators in Sub-Saharan Africa tend to perform better than incumbents in terms of Net Promoter Score and intention to churn, thus showing customer satisfaction gaps in the telecom sector in Kenya, Nigeria and South Africa. In Uganda, Mayemba (2017) and Muhumuza (2017) report substantial customer satisfaction gaps and more so in the context of landlord and tenant. In short, there are customer satisfaction gaps across different countries and across industries both globally and regionally. Service quality has been proposed as one of the key influencers of customer satisfaction (Hexian et al., 2020; Munari et al.,2013), which in the current study is explored as service quality in the context of property management services in Kampala shopping malls.

Service quality is the “variance between customers’ expectations for service execution before a service occurrence and their subsequent perceptions of the service given” (Asubonteng, McCleary & Swan, 1996). Another author, Gefan (2002) defines service quality as “the subjective contrast that customers make between the quality of the service that they desire to receive and what they eventually obtain”. A number of studies indicate that service quality can be tallied into two key tenets, outcome and technical quality (Grönroos, 1984; Lehtinen & Lehtinen, 1982). The initial component is related to what the service delivers. The second component relates to service delivery: the steps the customer undertakes to get to the outcome of the service. In addition, service quality can be also defined as “a judgment about a service’s overall excellence or superiority” (Schneider & White, 2004). In the current study, service quality focuses on property management as described later on.

This study is hinged on the expectancy disconfirmation model. According to the model, customers evaluate a new service encounter with the benchmark they have developed. They then determine how well a service or product measures up to that standard. Customers make acquisitions hinging on their outlook, intentions and mindset (Oliver, 1980). The steps are considered complete when customers can relate the service experienced with their pre-enactment expectations. The result is confirmation, satisfaction or dissatisfaction. If the customer reports a discrepancy between expectations and performance, the result is disconfirmation (Oliver, 1980). Customer expectations are the base on which quality is appraised. Further, as service quality grows, satisfaction and intention to experience the service also grow. Parasuraman, Zeithaml and Berry (1988) the author of SERQUAL derived a five-factor instrument that is hinged on the expectancy disconfirmation model. The factors include the following: tangibles (presentation of physical facilities, personnel, equipment, communication supplies), reliability (adeptness to accomplish the pledged service dependably and correctly), responsiveness (disposition to assist customers and to avail fast service), assurance (experience/understanding and gentility of employees and their knack to give trust and support), and empathy (delivery of helpful personalized attention to clients) (Parasuraman et al.,1985). This study utilized SERVQUAL as a measuring tool to establish the extent of tenant satisfaction with the quality of property management services in shopping malls in Kampala.

Property management is defined as “the administration of commercial, residential, and/or industrial real estate”. It can be undertaken either in house or outsourced. Central to property management is “safeguarding the valuation of the property while generating a return for the owner” (Chen, 2018). Property management is important for the preservation of a property. Effective property management services not only sustain the building facilities in topmost condition, but also reduce the running costs and propel a positive image to the property (Edington, 1997). A shopping mall is a cluster of retail businesses designed, developed, owned and administered as an entity (Kotler & Armstrong, 2002). Levy, Weitz and Pandit (2012) also defined shopping malls as secured, climate-controlled, lighted shopping hubs with retail stores on one or both sides of an enclosed walkway. For a shopping mall to be attractive, it must capture the attention of shoppers as well as tenants, however, tenants, before renting consider factors from their point of view and that of potential customers. Accessibility, a diverse blend of retail outlets, distinctive environment, safety and leisure are the vital service aspects that distinguish the retail experience of

shopping malls from that of other shopping destinations, such as freestanding stores, departmental stores, focused centres, invigorated high streets vendors, retail parks, specialty and festival centres, and television or e-retail stores. This rivalry drives shopping malls to present a distinct and tasteful image while combining various features in one place (Singh & Dash, 2012). Similarly, Pitt and Musa (2009) also describe shopping centres as business arenas that include retail spaces, facilities, and services to the retailers. As business arenas, the location is critical because this is what typically first pulls in successful retailers. In addition to a good location, access also creates the desire to visit and shop. Pitt and Musa (2009) also make reference to The National Retail Planning Forum (2000) which advises that suitable sites developed in town centres offer more optimal opportunities for businesses.

Kampala is not only the capital city of Uganda, but also the biggest trading and most diverse hub. It has been named the 4th fastest growing city in the world with an annual growth rate of 4.8%. The concept of shopping malls and supermarkets was not common in the 1990s. Shopping malls were known mostly as Cash and Carry Supermarkets. However, the concept has changed since the past decade. The ingress into Kampala by external supermarket retail companies from Kenya and South Africa marked the beginning of the rapid growth of the sector (Africa report, 2017/18). Kampala has at least 182,000 square metres of existing shopping space, with another 128,000 square meters in the pipeline thus its one of the fastest growing shopping hubs on the African continent (Mayemba, 2017). There appears to be no reduction in shopping malls that are being built in Uganda (Muhumuza, 2017). A majority of the shopping malls are dominated by supermarkets, restaurants, banks, hair salon, cinemas, cloth centres, and general merchandise (Mulupi, 2016). The development of malls has ensured that shoppers obtain all provisions in centralized spaces and this has created more order on city streets (Mone, 2014). Mall clients can access their financial services providers, book stores, leisure and entertainment all under one roof which saves time (Afunadula, 2017). Shopping malls add to the modernization of retailing where many retailers aggregate in one area. The traditional retail trade businesses have been transformed into modern organized retail sector (Africa report, 2017/18). The continual increase in the number of malls has created job opportunities (Afunadula, 2017). A number of challenges related to shopping malls in Kampala have been highlighted in recent reports. They include the following: Inadequate parking space – numerous shopping centres possess inadequate parking space. Drivers resolve to park along main road sections which hampers optimal road usage and instigates congestion (Mone, 2014); Shortage of toilets – a number of tenants complain of not only an inadequate number of toilets, but also poorly maintained/unhygienic toilet facilities (Mayemba, 2017); Arbitrary increase of rent where some landlords increase rent sporadically without giving their tenants sufficient notice (Mukasa, 2016); Payment of rent in foreign currency (Amanya, 2015); Oversupply of rental space which may lead to low foot traffic per mall (Busulwa, 2016); Increased enforcement of building taxes which sometimes leads to closure of buildings or increase in rent to cover the tax bills; Inadequate inspection by local authorities on quality of building construction and property maintenance; and Sporadic closure of malls by landlords because of property ownership disputes (Busulwa, 2016). However, the reports had not been expounded into studies.

## **1.2 Problem statement**

There has been a rapid increase in the number of shopping malls in Kampala. This has however happened amidst declining customer satisfaction. This is attributed to inadequate parking space and congestion (Mone, 2014); shortage of toilets and where they exist they are poorly maintained or unhygienic (Mayemba, 2017); arbitrary increase of rent without giving tenants sufficient notice (Mukasa, 2016); and at times payment of rent in foreign currency (Amanya, 2015); there is low foot traffic per mall (Busulwa, 2016); inadequate inspection by local authorities on quality of building construction and property maintenance; and sporadic closure of malls by landlords over disputes (Busulwa, 2016). Such continued interruption disrupts businesses and on the other hand limits the ability of landlords to collect rent fees as dissatisfied tenants are hesitant to clear their bills. There are increasing cases of landlord tenant conflicts. The city authorities find it difficult to enforce law and order when the landlords and tenants are in wrangles which affects other economic activities and the general economy, as investors in shopping malls are likely to have prolonged capital investment recovery periods (Mayemba, 2017; Busulwa, 2016).

It has been noted in various studies that customer satisfaction is important (Hoq & Amin, 2009; Naumann, Williams & Khan, 2009; Cheng, Proverbs & Oduoza, 2006). A number of studies have also been carried out within the real estate industry to assess factors influencing tenant satisfaction in various markets (Sanderson, 2015; Appel – Meulenbroek, 2008; Abolade, Omirin & Dugeri, 2013; Adnan & Nasir, 2010; Seetharaman, Niranjana, Patwa & Kejrival, 2017). These studies described mixed findings in regard to how customer satisfaction is influenced by service quality. There have been previous attempts to link customer service and customer satisfaction. Adnan and Nasir (2010) reports rental rate, security and access control, management and maintenance, car park provision or accessibility, and building image or identity as important factors but only relied on a panel of experts making results not generalisable. Mhlanga, Hattingh and Moolman (2014) reports variance between expectations and perceptions based on a survey of restaurants basing on tenants where results may not apply to shopping mall tenants. Noreina, Nur, Quantaniah and Kesari (2013) mentions ambience followed by service quality, facilities, tenant mix and rental rate as important factors. Benyada and Atcharawan (2013) found that trust and management performance as critical factors which motivate tenants to renew their rent contracts.

These aforementioned studies carried out indicated mixed findings in regard to the link between customer satisfaction and service quality. Still, there is a dearth of studies in the Uganda context that address directly how service quality in terms of property management services is linked to tenant satisfaction. Subsequently, there is an empirical gap in knowledge on service quality in the context of property management and satisfaction of tenants in shopping malls in Kampala. This study sought to bridge this gap in knowledge and provide a way forward to improve the tenant satisfaction with the quality of property management services in Kampala.

## **1.3 Research objectives**

The general objective of the study was to examine the extent of tenant satisfaction with the quality of property management

services of shopping malls in Kampala, Uganda.

The specific objectives were:

- i. Examine the extent to which reliability influences tenant satisfaction with the quality of property management services of shopping malls in Kampala.
- ii. Determine the extent to which responsiveness influences tenant satisfaction with the quality of property management services of shopping malls in Kampala.
- iii. Establish the extent to which assurance influences tenant satisfaction with the quality of property management services of shopping malls in Kampala.
- iv. Determine the extent to which empathy influences tenant satisfaction with the quality of property management services of shopping malls in Kampala.
- v. Establish the extent to which tangibles influence tenant satisfaction with the quality of property management services of shopping malls in Kampala.

#### **1.4 Research questions**

The study sought to answer the following research questions:

- i. What is the extent to which reliability influences tenant satisfaction with the quality of property management services of shopping malls in Kampala?
- ii. What is the extent to which responsiveness influences tenant satisfaction with the quality of property management services of shopping malls in Kampala?
- iii. What is the extent to which assurance influences tenant satisfaction with the quality of property management services of shopping malls in Kampala?
- iv. What is the extent to which empathy influences tenant satisfaction with the quality of property management services of shopping malls in Kampala?
- v. What is the extent to which tangibles influences tenant satisfaction with the quality of property management services of shopping malls in Kampala?

#### **1.5 Significance of the study**

##### **Policy**

The findings are of vital importance to government, regulatory agencies, and related stakeholder associations. For example, the Uganda Chamber of Commerce, Uganda Association of Property Developers, Uganda Association of Real Estate Agents, Ministry of Housing and Urban Development, Ministry of Trade, and Parliament of Uganda. By increasing knowledge on the challenges faced by tenants of shopping malls, regulators may consider developing or improving appropriate policies geared towards enhancing the level of tenant satisfaction thus stimulating improvement of services in the sector.

##### **Academicians**

The findings of this study will be valuable to researchers and academicians in adding to knowledge on property management

service quality, specifically in the context of the retail commercial real estate sector in Kampala. Currently, there are mixed feelings and opinions which this study addresses.

### **Practitioners**

In addition, this research will be beneficial to commercial real estate developers not only in Uganda, but also globally. This is because the additional insight into property management service quality will be useful as an additional reference point to improve the quality of shopping mall facilities developed and the related property management services. This insight may also inform stakeholder's production, marketing, and after sales strategies in order to optimise their return on investment.

Tenants in shopping malls will benefit from this study by giving their landlords an insight on what really matters to the tenants so that action can be taken to address such issues on time and fully.

### **1.6 Scope of the study**

The study focused on tenants of shopping malls in the Central Business District (CBD) of Kampala. A sample size of one hundred was used. A mall listing operation (census) was conducted and 230 malls achieved. The listing exercise was carried out over a three days' period in February 2020. From the listed streets, 82 malls were selected using a random generator in Excel. The surveys were limited to decision makers in the tenancy spectrum for example actual retail store owners and senior employees.

The study's conceptual scope was customer satisfaction and service quality in the context of property management services in shopping malls in Kampala.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this chapter, the researcher reviewed the theoretical and empirical background of this study. In addition, the chapter highlighted research gaps, presented the contextual model and summary of literature. The chapter analyses past literature in relation to the research objectives.

### **2.2 Theoretical review**

This section explored the theoretical underpinning of the study which is the expectancy disconfirmation model, as well as presented a measurement tool, SERVQUAL, which is hinged on the expectancy disconfirmation model and is utilized.

#### **2.2.1 Expectancy disconfirmation theory**

This theory was presented by Oliver in 1980. He presented that satisfaction stage is the result of distinction between anticipated and supposed performance. Satisfaction is encouraging when the actual level of services or products is better than the anticipated (positive disconfirmation), whereas (negative disconfirmation) when the product or services level is lower than expected (Oliver, 1980). According to the expectancy disconfirmation theory, customers evaluate a new service encounter with the benchmark they have developed. They then determine how well a service or product measures up to that standard. Customers make acquisitions hinging on their outlook, intentions and mindset. The steps are considered complete when customers can relate the service experienced with their pre-enactment expectations. The result is confirmation, satisfaction or dissatisfaction. If the customer reports a discrepancy between expectations and performance, the result is disconfirmation (Oliver, 1980).

Similarly, the expectancy disconfirmation model (EDM) has emerged as the predominant model of explaining citizen satisfaction in the public sector (Van Ryzin, 2006; James, 2009; Morgeson, 2012). The model posits that citizen satisfaction is not only the result of the objective performance of a government service, but also depends on the implicit prior performance expectation of that service. For instance, if the perceived performance of a service positively exceeds prior expectations this results in positive disconfirmation, which in turn will lead to more satisfied citizens. Therefore, varying expectations of the performance of a public service are said to play a critical role in explaining differences in citizens' satisfaction.

In a more recent study, Van Ryzin (2013) experimentally tested the full EDM to test the causality of key relations in the model. This experiment, however, yielded mixed results and was unable to confirm some of the core relationships in the model. Specifically, Van Ryzin's experiment only confirmed one part of the model, which is the positive effect of performance on satisfaction. However, there was no evidence of a direct effect of expectations on satisfaction, which has been said to directly influence satisfaction in some cases (James 2009). Despite such criticisms, the study found this theory useful as a means of explaining the link between customer satisfaction and service quality.

### **2.2.2 SERVQUAL**

Parasuraman et al. (1985) conducted research on service quality and formulated a measurement tool called SERVQUAL, which is derived from the expectancy disconfirmation model. The study found a variance between customer expectations and performance of businesses. Ten drivers of service quality were formulated from the study. They included the following: credibility, security, reliability, responsiveness, competence, access, courtesy, communication, understanding, and tangibles. In an effort to refine the initial framework, Parasuraman et al. (1988) derived a five-factor instrument. The factors include the following: tangibles, reliability, responsiveness, assurance, and empathy. This study sought to establish the extent the aforementioned factors have on the quality of property management services in shopping malls in Kampala.

Parasuraman et al. (1988) established the frame for the review of service quality in multiple industries and as such has been widely used as a measurement tool for customer satisfaction. Some of the past studies include the following: retail store shopping and sports/recreation (Dabholkar, Thorpe & Rentz, 1996). Also, Nelson and Nelson (1995) used SERVQUAL as a framework to develop a measurement instrument named RESERV that was focused on residential real estate services. The result was an addition of two factors: professionalism and availability. This study did not seek to modify SERVQUAL.

Despite its broad use, SERVQUAL faces a host of criticisms. For example, some researchers argue that it is framed on a disconfirmation paradigm instead of an attitudinal paradigm; neglects traditional statistical, economic, and psychological theory; focuses on service delivery versus service encounter; the five dimensions of service quality are not universal; and customer assessment of service quality may vary per encounter (Buttle, 1996). Notwithstanding the criticisms, this study utilized SERVQUAL as a measurement tool.

## **2.3 Empirical Review**

This section presents literature review in accordance with the study objectives; namely, examine the extent to which reliability, responsiveness, assurance, empathy, and tangibles influence tenant satisfaction with the quality of property management services.

### **2.3.1 Reliability and Tenant Satisfaction with the Quality of Property Management Services**

Benyada and Atcharawan (2013) surveyed the critical variables that shopping mall management should utilise in any policy to retain existing tenants. The survey data was collected from 4 shopping malls in Bangkok with 215 samples from 460 tenants. The researchers found that trust and management performance are critical factors which motivate tenants to renew their rent contracts. They also noted indirect factors such as empowerment, responsive behaviour, cooperation, and service quality. Last, they emphasized that management should focus on meeting tenant satisfaction. If tenants are content, the probability that they will renew their contract is high. The mall would then get higher margins on operation which inevitably leads to the realization of success and sustainability.

Asava (2011) indicates that service quality has become a focus of interest for both practitioners and researchers of late. In spite of the value of evaluating service quality across industries nationwide, limited empirical research has been undertaken to study the provision of professional property management services in Kenya. Asava (2011) evaluated tenants' perception and expectations to establish perceived service quality. The sample targeted 50 tenants from 10 commercial buildings within the Central Business District of Nairobi. The SERVQUAL measurement instrument was applied in the study. Data was collected by administering questionnaires. The study also sought to ascertain the level of importance of service quality dimensions. The reliability dimension resulted as the most vital facet of the five service quality dimensions appraised.

Hui, Zhang, and Zheng (2013) undertook a customer satisfaction survey in five selected shopping malls in Hong Kong for a five-year period. The researchers studied the relationship between overall customer satisfaction and nine specific facets of facilities management service, on an annual basis. They found that supervision and upkeep of communal facilities (central air conditioning system, elevators, escalators, and supply of electricity) is the most critical customer satisfaction factor. Cleanliness of the washrooms, communication efficiency and promotion events that attract potential customers were also vital for keeping their tenants satisfied.

Customers value reliability and typically want to count on their providers. It is three times more important to be reliable than have sparkly new equipment or flamboyant uniforms. Realtors first and best efforts are better spent making services reliable (Sanita, 2019). Most realtors promise a lot when it comes to offerings. Sanita (2019) further argues that the exact opposite normally happens after they have sealed the deal as most of their promises do not come true. The dimension of reliability is largely concerned with the service outcome. Customers view reliability as the service core and they tend to have higher expectations for it. A customer's zone of tolerance for poor service is influenced by a number of factors. Customers are less willing to relax reliability expectations. As such, their zone of tolerance is smaller than those of the other service dimension. For example, a more experienced customer is more likely to have higher expectations and to be the squeaky wheel. In addition, emergency and service failure situations tend to raise customers expectations- customers will be more demanding when urgent condition exists or when the service was not performed properly the first time (Sanita, 2019). Providing a high quality service experience requires an organization to recruit the most promising employees, provide them with ongoing training in interpersonal and problem solving skills, measure and reward employees for delivering service with excellence. Parasuraman et al. (1988) revealed that reliability was the most important and empathy least important dimension across wide array of service type.

### **2.3.2 Responsiveness and Tenant Satisfaction with the Quality of Property Management Services**

Of recent, willingness to help customers has become so profound because it is fashionable for companies to refer to customer service as customer retention, but that can lead to backwards thinking. To retain a customer, simply serve him and do it well. If you focus on retention, you may miss what is important, which is the customer and his or her needs (Sanita, 2019). A customer

service strategy helps you meet the specific needs of your target markets and defines how you can let your customers know that you understand their needs and can meet them. At the core of customer service is the concept of delivering on a promise if you promise you're able to provide the best product or service, or that you can deliver quickly, or offer the best price, you must be able to deliver on that promise. Having a customer service strategy in place ensures your processes; systems or people don't let you down. This is in essence responsiveness and highly promotes customer satisfaction (Sanita, 2019).

Abolade et al. (2013) sought to assess tenants' fulfilment with the supervision of commercial properties in Lagos. Data was collected mainly through a structured questionnaire survey distributed to 330 residents with a response rate of 68%. The study measured the following influencing factors the researchers had identified from literature review: personal needs, previous experiences, management of firm-tenant relations, quality of building, shared experiences, previous experience with property managers, and the firm's handling of complaints. In contrast, Sanderson (2015) uses structural equation modelling and regression to analyse 4400 interviews with retailers, office tenants and occupiers of industrial property, conducted over a 12-year period. Interval-scale ratings of satisfaction with many aspects of occupancy are used as explanatory variables. The dependent variables are satisfaction with property management, value for money, overall occupier satisfaction and landlord reputation. Sanderson (2015) indicated that relationship between property owner/manager and tenant are the most important factors, the researchers concluded that personal needs or requirements are the most important factors that influence tenants' satisfaction with management of commercial properties. By personal needs what they referred to is a tenant's ability to modify the office to their particular requirements. The study recommended that academia and practitioners avail more consideration and esteem to the performance assessment of tenants' satisfaction with a goal of up scaling the interface between tenants and property management.

Naumann et al. (2009); Jones and Sasser (1995) are similar to Abolade et al. (2013) in stating that if customers are content, they become committed to the organization. This results in better financial performance and increased competitiveness. This study explored the relationship among tenants and property managers in shopping malls in Kampala, as recommended by Abolade et al. (2013) who emphasized that research on same topic should be conducted in other geographic areas. Seetharaman et al. (2017) conducted a study to ascertain the bearing of property management services on tenant satisfaction in industrial buildings focused on three isolated factors: perceived quality, lease management, and facility management utilizing Structural Equation Modeling (SEM) to create theories and test assumptions. Seetharaman et al. (2017) used search procedures established for systematic literature review and articles reviewed for exclusion and inclusion based on specific keywords. The research strategy that was adopted was criterion research wherein the database was a search based on specific criteria. Much like Sanderson (2015), they found that facility management is the key significant factor that results in tenant satisfaction. Perceived quality was noted as the second most important factor while lease management was the least important of the three variables. They recommended analogous studies be undertaken for commercial buildings and other types of property like hospitals and shopping malls, a gap which this study focused on shopping malls set out to fill.

### **2.3.3 Assurance and Tenant Satisfaction with the Quality of Property Management Services**

According to Andaleeb and Conway (2015), assurance might not be important relative to other industries where the risk is higher and the outcome of using the service is uncertain. Trust and confidence may be presented in the personnel who link the customer to the organization. Your customers must be able to depend on you to do your part, or you'll lose their confidence and respect. For example, if you're a sales agent but you never make sales calls or meet with potential clients, your boss can't rely on you to generate new business. You must be solid as a rock so your customers can depend on you.

To address customer expectations, Lai (2012) aimed at evaluating the facilities management (FM) services for three major kinds of residential estates ('public', 'semi-public' and 'private'), a study was conducted based on a performance-importance-cost (PIC) evaluation model. The end-users' perceived importance and performance levels and the cost data of the FM services for a public estate, a semi-public estate and a private estate were analyzed using the analytical hierarchy process (AHP), analysis of variance (ANOVA) and Fisher's least significant difference (LSD) procedure. The importance and performance levels of the services and their differences between the estates were revealed. Lai (2012) found highest service performance and cost levels with the private estate, followed by the semi-public estate and the public estate, while the orders of their cost-effectiveness reversed. Lai (2012) further described the major components of property management services that customers expect which include the following: general management - staff attitude, emergency response; customer support, security monitoring; tidiness of common areas; repair and maintenance - electrical distribution, water, elevator, air-conditioning, and heating systems; landscape; environmental sustainability initiatives; leisure facilities. However, the research was focused on residential estates and not shopping malls.

On the other hand, Myeda, Kamaruzzaman and Pitt (2011) asserted that property management can be classified into the following categories: i) Functional: supervisory service delivery i.e. reliability and responsiveness ii) Building image: interior and exterior iii) Technical: maintenance support for example elevators, tidiness, landscaping, lighting, air-conditioning, and washing facilities. However, the studies were focused on the Malaysian context. This study sought to utilize some of the factors indicated in Lai (2012) in developing the contextual framework but nevertheless within the Ugandan context and within the commercial shopping mall and not residential sector.

Wilson, Leckman, Cappucino and Pullen (2001) found that consumers of corporate real estate organisations treasure responsiveness and flexibility, an understanding of tenants' needs and accountabilities, accessibility, risk management, ease of doing business, professionalism, reliability, and competitive pricing / value-for-money / affordability.

### **2.3.4 Empathy and Tenant Satisfaction with the Quality of Property Management Services**

Empathy is usually referred to as a distinctive part of moral emotions that generally leads to altruistic motivation as well as pro-social and altruistic behaviour (Itani & Inyang, 2015). The empathic employee responds to customer needs and adjusts his/her attitude and behaviour following the wants and desires of the customer (Umasuthan, Park & Ryu, 2017). Zeithaml et. al.

(1996), defined empathy as the caring individualized attention the firm provides its customers. The customer is treated as if he is unique and special. There are several ways in which empathy can be provided: knowing the customer name, his preferences and needs. Many companies use the ability to provide customized services as a competitive advantage over other companies. This dimension is also more suitable in industries where building relationships with customers ensures firm's survival. as opposed to transaction marketing (Andaleeb et. al., 2016). Customers need to feel that they are made priority by the organization providing services. Empathy means caring, paying personal attention, and providing services to customers the core of empathy is conveying the feeling that the customer is unique and special. Empathy and responsiveness together form an intriguing factor.

Empathy has been linked to satisfaction in various studies. For instance, Itani and Inyang (2015) examine the relations between salespeoples' empathy and listening behaviour and the relationship quality (RQ) customers have with their banks, taking into consideration the moderating effect of felt stress (FS) experienced by salespeople. They examine specific effects of FS on factors related to a salesperson's performance. Design/methodology/approach – To examine the proposed model, responses from 150 customers were collected and matched with responses from 25 salespeople working at a major bank in Chile. In formulating bonds with customers, frontline service employees display empathy during customer-employee interactions (Itani & Inyang, 2015).

Empathy is significantly related to customer satisfaction (Sanita, 2019). With good communication and an understanding of customer needs and friendly behaviour, empathy will be achieved. Customers of the real estate sector are satisfied in terms of the empathy dimension when branches are in a convenient location, they receive good care, there are good operating hours, and staffs have an understanding of their needs. In addition, understanding customer expectations will influence better performance among competitors (Sanita, 2019).

Based on feedback from residents of 318 office buildings, Baharum, Nawawi and Saat (2009) found that residents believe cleanliness, security, building services, parking, signage and aesthetics to be the most important aspects of property management. However, the research also indicated that property managers were not fully in touch with occupiers. In other words, empathy could be improved.

Appel – Meulenbroek (2008) explored the effect of office “keep” (client retention) factors on satisfaction and loyalty of clients. Structured face-to-face interviews were conducted with 38 office tenants to identify the important push, pull, and keep-factors, and their effects. The study indicated that keeping a tenant requires more relationship efforts than working to retain them through offering a good price/quality ratio. Similarly, Sanderson (2015) emphasized the importance of relationships in tenant satisfaction. The researcher found that plenty of partiality is involved in the customers' evaluation process of keep-factors, which are generally functional. It is important to note that push and pull variables are generally technical but can only

elevate satisfaction up to a specified level. The study was limited by the sample being limited to two multi-tenant buildings with small tenants in the Eindhoven region of Netherlands.

Len, Saira, Salman and Waseem (2015) investigate the indirect effect of employee empathy (EE) on customer loyalty (CL) and loyalty outcomes through intervening variables, i.e. customer affective commitment, perceived service quality, and customer satisfaction (CS). Associations between the constructs of the proposed model are examined in the context of employee–customer interactions. Data were collected through the online survey from 360 useable responses collected from active users of telecommunication services from the province of Anhui, China. To test the model, structural equation modeling was applied by using AMOS 21. The findings confirm the positive and indirect effect of EE on CL and loyalty outcomes (i.e. positive word-of-mouth and repurchase intentions). This was done in a telecom sector; however, there is a possibility that the results obtained could also be applicable to the real estate industry.

In another study, Waseem, Ali, Ahsan and Muhammad (2019) examine the indirect effect of employee empathy on service loyalty through the intervening effect of trust in and satisfaction with service employees during service interactions. Data were obtained through a self-administered questionnaire from university students. Data were collected from university students studying in major cities of China (i.e. Hefei, Beijing, Shanghai, Shenzhen, Xian, Chengdu and Nanjing). A total of 410 useable responses were used to perform data analysis. Confirmatory factor analysis, structural equation modelling, and bootstrap-ping for indirect effects were conducted to test the hypotheses. The results show a significant effect of employee empathy on trust in service employee and satisfaction with service employee during customer-employee interactions. Also, satisfaction with a service employee showed a significant effect on service loyalty during service interactions. The above study however looked at university students whose perceptions may not reflect the general feeling of the tenants, more so in a setting of a low developed country like Uganda.

### **2.3.5 Tangibles and Tenant Satisfaction with the Quality of Property Management Services**

According to Parasuraman et al. (1985), tangibles relate to the presentation of physical facilities, personnel, equipment, and communication supplies. Property management is given a lot of importance by tenants, at times even much more than the land lords give it. There are facets of property management which keep, push or pull office tenants and these have an impact on satisfaction and loyalty (Appel-Meulenbroek, 2008). Generally, these factors are related to the physical components of the property or its surroundings, but the need for customer relationship management requires unique focus to maintain satisfaction at such a level that it increases loyalty and ‘retention equity’. Keep Factors comprise building services, ability to extend and flexibility. In addition, there were locational variables that would generally have been considered when choosing the property such as, proximity to a city, accessibility and availability of parking. “Push factors” are those which motivate defection, whereas pull factors are those which accrue from a competitor drawing a customer away from the original supplier. Push and

pull variables were found to connect to building maintenance, the quality of fittings, internal climate and the appearance of the building. Appel-Meulenbroek goes on to advise that a landlord should endeavour to keep buildings up-to-date.

Sanderson (2015), studied drivers of satisfaction amongst tenants of commercial property. The purpose of the research was to assist property owners and managers understand what parameters of property management are most vital to tenants. In contrast to Abolade et al. (2013), the findings were that the most critical factors included: (a) quality of the office building (b) location and supporting facilities (c) interaction with the property manager (d) empathy and (e) responsiveness by property manager which findings were similar to Lai (2012). In addition, the researcher found that tenants' commitment weighs heavily on feeling that the rent and related service charges avail value for money, a smooth leasing process, the professionalism of their property manager, and the corporate social responsibility of the property owner. A key limitation of the Sanderson study is that it was skewed towards tenants of prime UK commercial property and owners who adequately care about their tenants to undertake and pay for the study over a twelve-year period. The Appel – Meulenbroek (2008) study would have been similar to the Sanderson study if more classes of buildings were covered beyond prime property. This study sought to fill this gap using a different research methodology that involved random samples not predetermined samples.

The amount of waste, which is a component of tangibles, generated in shopping centres is varied, and mostly generated by retail businesses. Envirowise (2002) as cited in Pitt and Musa (2009) identifies waste generated from the retail sector as “damaged or obsolete stock; discarded packaging; the time and effort expended handling waste and excessive or inefficient use of water and energy”. The authors note that waste management is a point of concern for tenants and tends to be costly for the landlords and city authorities to manage.

Yavas (2003) availed a list of key features for shopping malls related to tangibles which include: cleanliness, courtesy, assortment, quality, price, security, store hours, accessibility and atmosphere. Similarly, Dubihlela and Dubihlela (2014) who in their research concentrated on Southern Africa also identified various favourable tangible features in shopping malls such as accessibility, facilities, ambiance, entertainment, and security. They found that all the features of shopping malls were driven towards ensuring customer satisfaction.

To attract a sizeable volume of consumers and improve their aggregate experience, shopping malls need to have ‘pull factors’ (Yavas, 2003) which include courtesy, assortment, security quality, price, cleanliness, store hours, accessibility and atmosphere. The provision of spacious parking also avails an optimal experience to shoppers. This helps resolve issues linked with a negative shopping experience for example, traffic congestion, crime, and security.

Heide and Gronhaug (2006) affirm that “the environment of the service set-up comprises three variables: ambiance, interaction and design”. Ambiance comprises of facets such as odour, temperature, colour and air quality which create a positive environment (Schmitt, 1999). Slatten, Krogh and Connolley (2011) agree that these experiences influence customers. The

existence of basic facilities, such as clean wash rooms, drinking water and escalators also avail a pleasant experience to customers. Tongue, Otieno and Cassidy (2010) found that “the existence of basic facilities lends a vital role in the decision-making process of consumers”. Similarly, Frimpong (2008) mentions that “the absence of basic facilities not only affects the consumers but also greatly affects the attraction of qualified persons for service provision”.

Regarding security, Peek-Asa, Casteel, Kraus and Whitten (2006) found that both customers and mall employees were concerned about possible exposure to criminal acts. If customers do not feel safe, they will hesitate to spend their time and money in a shopping mall (Kajalo & Lindblom, 2010). Furthermore, Khare and Rakesh (2010) carried out research pointed towards retailers to decrypt traffic generating factors. They found that entertainment facilities, support services, tone, and mall management are responsible for mall traffic. Similarly, Teller and Schnedlitz (2012) pointed out that location related factors including geographical location; accessibility and parking conditions have an impact on monetary returns of tenants.

Good lighting in a store entails more than an illumination of the space. Lights brighten display spaces for merchandise which may earn customers' loyalty based on an enhanced opinion of the store. In addition, lighting can be utilized to reduce less attractive components that cannot be changed. Appropriate lighting has also been shown to influence the shopping behaviour of customers positively (Levy, 2004). In the same respect, it is advised that “at a minimum two types of parking should be provided in a shopping centre parking lot: long term parking for employees, and short-term parking for consumers”. This space should have a security system such as an alarm or CCTV (Ali, Juhari & Khair,2012).

In another study, Adnan and Nasir (2010) investigated important factors used in deciding which office space to occupy in Kuala Lumpur city centre and which factors would create the most satisfaction. Using experts' perspectives, the researchers identified an exhaustive list of variables key to the decision-making steps using the Delphi approach as part of their methodology. The critical factors identified were rental rate, security and access control, management and maintenance, car park provision or accessibility, and building image or identity. One of the key limitations of Adnan and Nasir's study was that the researchers relied on a panel of experts, versus retrieving data from actual building occupiers or tenants. This study surveyed actual tenants to resolve this gap. Jusoh, Noreina, Ramin and Yee (2013) note that in the competitive real estate industry, optimizing service delivery, tenant satisfaction and retention is key in ensuring property margins and that steep tenant fulfilment can be leveraged to improve retention and occupancy rates. This study described the drivers that lead to satisfaction from a tenant's viewpoint. Jusoh et al. (2013) selected a shopping centre in Johore and used a survey instrument distributed to 66 permanent tenants. In their study, the most decisive factor was ambience. This was followed by service quality, facilities, tenant mix and rental rate.

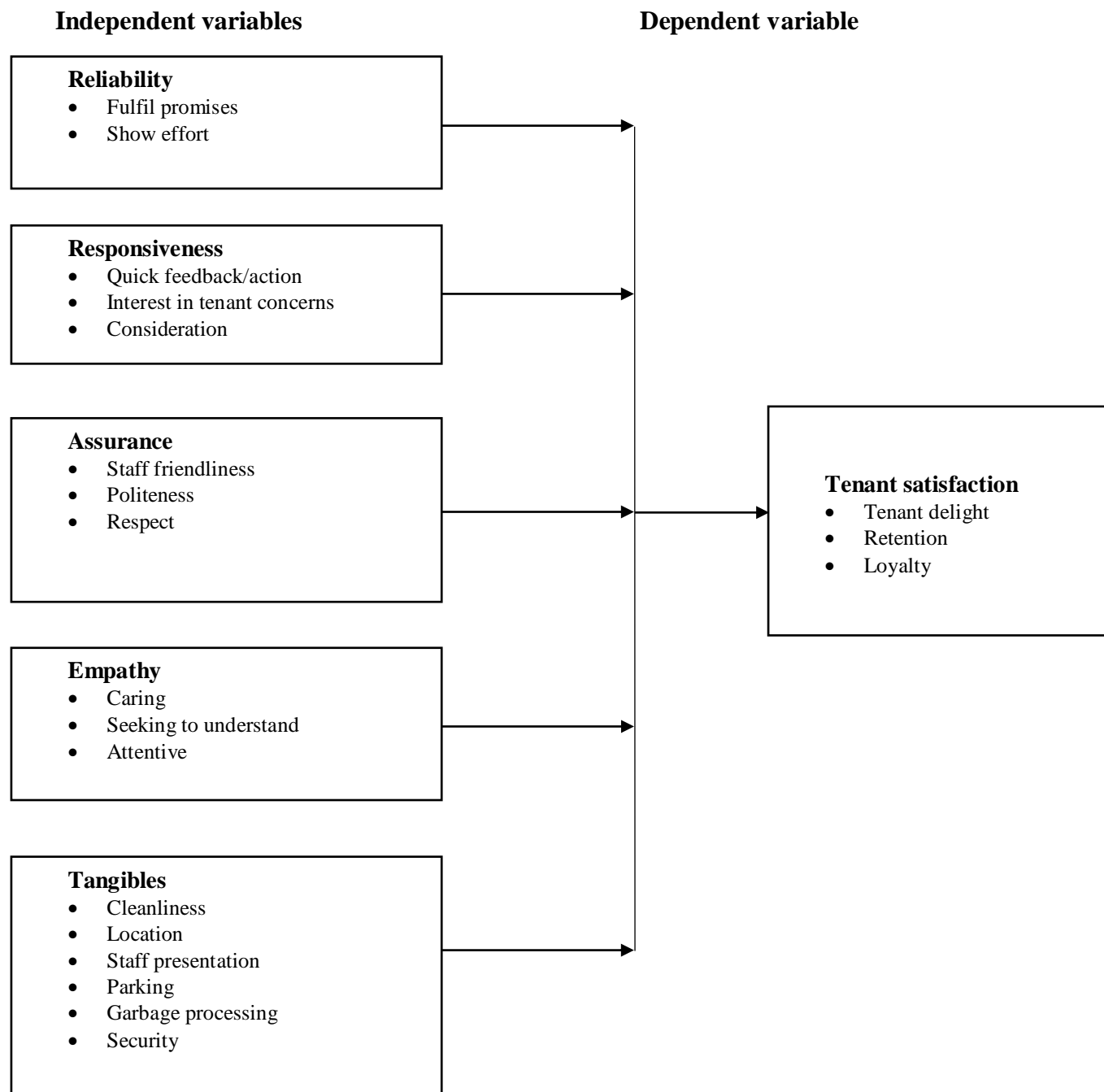
Othuman, Rahim and Taib (2014) observe that many shopping malls in Malaysia are susceptible to fire outbreaks. The potential of fire risk is increased for shops within the building which have the highest fire load density (FLD). This is because of the products some shops carry for example, curtains, blankets, pillows and mattresses. Othuman et al. (2014) also emphasize

that fire safety further entails smoke control, sprinkler systems, detection, fire departments, structural fire endurance, fire prevention, and risk management. “Fire can be ignited in the building at any time, originating from many sources. From the moment of ignition there is a potential of major disaster, and it is just a matter of time before it can potentially become fatal”. They further go on to note that “the best defense strategy against injury or possible demise from fire has always depended on strong fire prevention and safety systems”. The authors note that these systems must be implemented by all responsible parties, while considering the following three elements: education, training and attitude. It is also critical to note that the awareness of shoppers or visitors may elevate or alleviate the percentage of total mortality, costs and other losses.

Mhlanga et al. (2014) sought insight into restaurant customers’ expectations and perceptions in Hemmingway’s shopping mall using the DINESERV model. Customers’ expectations and perceptions were measured on a five-point Likert-type scale. The empirical results showed that, on a 5-point Likert scale, the overall mean score for expectation items was 4.50 whilst for perception items was 3.46. The overall DINESERV gap was -1.04, confirming that mall restaurants were not meeting their customers’ expectations. However, this study was specific to restaurant tenants and did not necessarily apply to tenants in other sectors. Noreina, Nur, Quantaniah and Kesari (2013) attempted to identify the factors governing tenant satisfaction and the outcomes indicated that the most relevant factor is ambience followed by service quality, facilities, tenant mix and rental rate. Benyada and Atcharawan (2013) surveyed the critical variables that shopping mall management should utilise in any policy to retain existing tenants. The researchers found that trust and management performance are critical factors which motivate tenants to renew their rent contracts. They also noted indirect factors such as empowerment, responsive behaviour, cooperation, and service quality. Like Mhlanga et al. (2014), Noreina et al. (2013), the focus was not shopping malls and thus a gap that was covered by the current study.

#### **2.4 Conceptual framework**

The conceptual framework is a presentation of the composition of this research. It illustrates the role played by the independent variables (reliability, responsiveness, assurance, empathy and tangibles) in influencing the dependent variable, tenant satisfaction (Hishamuddin, 2008). The measurable variables are derived from the literature review and purpose of the research.



Source: Researcher (2020)

**Figure 2.1: Conceptual framework**

### 2.5 Operationalization of variables

Table 2.1 summarizes how the independent variables will be measured or operationalized. The measurement variables are extracted from literature review.

**Table 2.1: Operational variables**

<b>Variable</b>		<b>Description</b>	<b>Supporting literature</b>	<b>Indicators</b>	<b>Scale of measurement</b>
<b>Independent variable</b>	<b>Reliability</b>	Adeptness to accomplish the pledged service dependably and correctly	Parasuraman et al.,1985)	Fulfil promises Show effort	Ordinal 5 - point Likert Scale
	<b>Responsiveness</b>	Disposition to assist customers and to avail fast service	Parasuraman, et al.,1985	Quick feedback/action Interest in tenant concerns	Ordinal 5 - point Likert Scale
	<b>Assurance</b>	Experience/understanding and gentility of employees and their knack to give trust and support	Parasuraman et al.,1985	Staff friendliness Politeness Respect Consideration	Ordinal 5 - point Likert Scale
	<b>Empathy</b>	Delivery of helpful personalized attention to clients	Parasuraman, et al.,1985	Caring Seeking to understand Attentive	Ordinal 5 - point Likert Scale
	<b>Tangibles</b>	Presentation of physical facilities, personnel, equipment, communication supplies	(Parasuraman et al., 1985; Hongbin, Lingsheng, Xinzheng, & Binzhen, 2013)	Physical appearance of mall Staff presentation Parking Fire protection Sufficient lighting Location Garbage disposal and collection Cleanliness of common areas Security/burglar proofing	Ordinal 5 - point Likert Scale
<b>Dependent variable</b>	<b>Tenant satisfaction</b>	Service delivery quality equivalent to or exceeding expectations of the customer	Safina (2019)	Tenant delight Retention Loyalty	Ordinal 5 - point Likert Scale

Source: Researcher (2020), Adapted from literature review

## 2.6 Chapter summary

Chapter two examined relevant literature review with a view to attain deeper understanding on the subject area. It examined the theoretical, conceptual, and empirical review and from this, the conceptual framework was developed and indicators retrieved. From the research gaps indicated, there was need to design the approach to gather primary data that would exhaustively answer the research questions.

Although a number of studies have been undertaken within the real estate industry to assess factors influencing tenant satisfaction in various markets (Sanderson, 2015; Appel – Meulenbroek, 2008; Abolade et al., 2013; Adnan & Nasir, 2010;

Seetharaman et al., 2017; Baharum et al., 2009; Lai, 2012; Myeda et al., 2011), this study identified mixed findings in regard to the factors driving tenant satisfaction of property management of commercial buildings from the studies. Besides there are various contextual and methodology gaps owing to the nature of the respondents used, the countries where the studies were done, the time lag between then and now, which all call for better methods and fresh evidence. There was an empirical gap in knowledge on how service quality in the context of shopping mall property management and customer satisfaction in Ugandan real estate sector. This study sought to reduce the gap in knowledge by establishing the extent of tenant satisfaction with the quality of property management services is a function of the quality of property management services in the shopping malls in Kampala.

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter describes the methodology that was used in the research. It details the research design, target population, sample size and design, data collection methods, the validity and reliability of the data, how the data was analyzed, and ethical considerations.

### 3.2 Research design

The research adopted a descriptive survey design. A descriptive study is intended to detail the distribution of one or more variables, without consideration of any causal or other hypothesis (Aggarwal & Ranganathan, 2019). The study was conducted through a cross sectional survey method which involves the gathering of data on the presence or level of one or more variables of relevance as they occur in a target population at one precise time (Aggarwal & Ranganathan, 2019). This ensured that facts were obtained as found at a particular point in time.

### 3.3 Population of the study

A population is the complete pool from which a statistical sample is drawn. A population may refer to an entire group of people, objects, events, hospital visits, or measurements (Kenton, 2020). The population for this study was 230 shopping mall tenants in the central business district (CBD) of Kampala. These were believed to have the most reliable feedback on the subject being investigated. Only tenants above the age of 18 were considered. Each mall was represented by one tenant as it was believed that the conditions in every mall were uniform all through and one representative would ably tell the conditions in the mall in terms of service quality and satisfaction.

### 3.4 Sampling design and sample size

The sample size for the study was 146, obtained using the Using the Yamane formula (Yamane, 1967) as below;

Yamane formula:

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

$$n = 230 / (1 + 230[0.05]^2)$$

$$n = 146 \text{ Shopping mall tenants.}$$

Where n is the sample size, N is the population size, n is the sample and e is the level of precision.

Simple random sampling was adopted to ensure that any tenant who was in the mall and above 18 was eligible for participation. Simple Random Sampling (SRS) is the simplest and most common method of selecting a sample, in which the sample is selected unit by unit, with equal probability of selection for each unit at each draw (Singh, 2003). This was intended to reduce or even eliminate any possible bias yet make the sample truly representative of the population.

### 3.5 Data collection method

The researcher utilized structured questionnaires to gather primary data from the respondents using trained enumerators. Chandran (2004) states that “questionnaires avail an elevated level of data standardization and espousal of generalized information amongst any population”. He notes that they are useful in a descriptive study where it is vital to effectively and efficiently get information from individuals in a non-intrusive way. Last, questionnaires provide flexibility at the inception phase in resolving how questions are conducted. The response rate was increased by the researcher explaining to respondents the importance of the research and how they stood to benefit. The questionnaire was distributed using both electronic means (survey monkey) and physically (self administered printed questionnaires) to the respondents depending on what the respondent indicated was suitable.

### 3.6 Quality of the research

Research quality was measured using reliability and validity.

#### 3.6.1 Reliability

The Cronbach's alpha test was applied to compute internal consistency of the questions used during the survey.

**Table 3.1: Reliability test**

<b>Variable</b>	<b>Number of items</b>	<b>Cronbach's alpha</b>
<b>Reliability</b>	8	.782
<b>Responsiveness</b>	8	.815
<b>Assurance</b>	5	.716
<b>Empathy</b>	5	.859
<b>Tangibles</b>	8	.782
<b>Customer satisfaction</b>	3	.780

Source: Researcher (2020), primary data

An alpha of 0.7 and above is generally considered acceptable (Cronbach, 1951). The findings revealed that the questions had high internal consistency. The reliability was established as Cronbach's alpha value, processed from SPSS and since the values were above 0.7, the tool was acceptable as reliable (Campo-Arias & Oviedo, 2008).

#### 3.6.2 Validity

A pilot test comprising of 10 tenants was undertaken. Saunders (2009) mentions that “a pilot study is vital when questionnaires are being utilized to gather data”. He affirms that “the impetus for executing a pilot study is to ensure that the research instrument measures what it intends to measure; errors are removed, the format is checked to ensure that a survey is valid and reliable”. Based on feedback from the pilot study, the questions were improved.

In addition to conducting a pilot study, research assistants with adequate capacity to administer quantitative research were employed. Predetermined structured questions were given to respondents to ensure the responses were standard.

Back-checking: some respondents were called at a later time to verify and validate the responses. This was done by physically visiting the shops/offices or through the research assistants who helped in data collection.

### **3.7 Data analysis**

Data analysis commenced immediately after data collection and ended at the stage of interpreting and processing data. Editing, coding, classifying and tabulating are the actions that were used to sort out the collected data for a better and efficient analysis. Data editing was done by ensuring that all entries were ticked in one box and wrong entries were questioned or eliminated. For data cleaning, all valid responses were set for analysis and visibly incomplete responses were excluded. For entry, the collected data was mapped into SPSS to ensure that all fields in the data collection tool were entered in the SPSS design for data entry and thereafter, questionnaire data was entered one by one. For responses from survey monkey, the entries were mapped into excel and later exported to SPSS. The statistical package for social sciences (SPSS) was utilized for additional analysis. Data was probed using descriptive statistics where frequencies, percentages, mean and standard deviations obtained from the various data categories were worked out and showcased in tables. Correlations and regressions were run to obtain the direction and strength of the relationships as well as determining to what extent the independent variables predicted variations in the dependent variable.

### **Model specification**

The general form of the multiple linear regression is shown below:

$$Y = k - \beta_1A + \beta_2B - \beta_3C + \beta_4D + \beta_5E + \varepsilon$$

Where:

Y = Tenants' satisfaction

A=Assurance

B=Empathy

C=Reliability

D=Responsiveness

E= Tangibles

$\varepsilon$  = error/term or variable that embodies all the aspects that affect the dependent variable but are not included in the model.

This is driven by the fact that they are difficult to measure or are not known.

### **3.8 Ethical considerations**

In conducting the study, a letter of introduction elaborating vividly why the research was being undertaken was availed to the researcher. Data obtained was handled with paramount confidentiality and utilized for the intended goal only. This was communicated to respondents with the purpose of increasing their participation. No reference was made to any individual or organization. The researcher made use of research assistants who are experienced in data collection, and who had a proficient

understanding of the study. Participation of the respondents was voluntary and anonymous; and the respondents were free to disengage from participating in the study at will. All material used in the study has been duly referenced as a matter of adherence to research ethics.

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESEARCH FINDINGS

### 4.1 Introduction

This chapter presents the data analysis and interpretation of findings in accordance with the research objectives, namely: examine the extent to which reliability influences tenant satisfaction with the quality of property management services of shopping malls; determine the extent to which responsiveness influences tenant satisfaction with the quality of property management services of shopping malls; establish the extent to which assurance influences tenant satisfaction with the quality of property management services of shopping malls; determine the extent to which empathy influences tenant satisfaction; and establish the influence of tangibles on tenant satisfaction with the quality of property management services of shopping malls in Kampala.

#### Response rate

The target was 146 respondents and the response was 100. This was made possible given the use of electronic data collection which ensured rapid and instant response and data collection at the same time.

**Table 4.1: Response rate**

Target	Response	Response rate
146	100	68.4

Source: Primary data

From the above table, the response rate was 68% which we deemed adequate.

### 4.2 Demographic information

This section details the results of varied demographic information including name of shopping mall, decision maker, gender, highest level of education, and age group. The results obtained on such are presented and interpreted in the section below.

#### 4.2.1 Decision maker

The study further wanted to establish who makes the decision to rent, whether it is a group decision or single person's choice.

The results obtained on this exploration are presented in the section below:

**Table 2.2: Decision making for renting**

Decision making for renting	Frequency	Percent
Sole decision	31	31.0
Make decision with others	69	69.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: primary data

From the table above, it was revealed that most tenants (69%) decide as a group to rent or not to rent a shop in a specific shopping mall. This was further explained by the fact that most businesses are co-owned.

#### 4.2.2 Gender

The study also explored the gender of the respondents to determine the sex of the tenants in the shopping malls. The results obtained are summarised in the table below;

**Table 4.3: Gender of the respondents**

Gender	Frequency	Percent
Male	66	66.0
Female	34	34.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

**Source: primary data**

From the above table the respondents were from both male and female. However, males were the majority. Of note is that although both genders are represented in the shopping malls, women were less hesitant to participate in the study.

#### 4.2.3 Highest level of education

The study also explored the education level of respondents. The results on this exploration are presented below:

**Table 4.4: Highest level of education**

Highest level of education	Frequency	Percent
Some primary school	3	3.0
Some secondary school	16	16.0
Completed secondary school	27	27.0
Certificate or diploma from polytechnic	15	15.0
Some university	4	4.0
Completed university	34	34.0
Post-university	1	1.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

**Source: primary data**

From the above table, it was revealed that the tenants in the shopping malls have varied levels of education. There is a fair mix of all education levels therefore; education level has no significance in the decision of whether or not to rent in a shopping mall.

#### 4.2.4 Age group

The study also explored the age of the tenants. This was meant to prove if there is a specific age group that fancy shopping mall renting. The results on this are presented in the table below;

**Table 4.5: Age group**

Age	Frequency	Percent
18 - 24	12	12.0
25 - 39	80	80.0
40 - 60	8	8.0
Total	100	100.0

**Source: primary data**

From the above table, the majority of the tenants were in the age group of 25-39 years of age. This may be related to the general demographic trends of Uganda, in which a bulk of the population is comprised of youth.

#### 4.3 Tenant requirements on the quality of property management services

The study explored the level of importance placed by tenants on the quality of shopping mall building facilities. This was framed as tenant requirements on quality of shopping mall building facilities and the options were anchored on a key as follows: 5: Very important; 4: Important; 3: Neutral; 2: Less important and 1: Not at all important. On this basis, the results have been interpreted. To give more meaning to the results, in addition to the frequencies, mean and standard deviations have been added. Since the frequency was 100, then frequency equals percentage.

**Table 4.6: Tenant requirements on the quality of property management services**

	<b>Factor</b>	<b>Not at all important</b>	<b>Less important</b>	<b>Neutral</b>	<b>Important</b>	<b>Very important</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>1</b>	Adequate parking for tenants and customers	9	10	7	30	44	3.90	1.314
<b>2</b>	Presence of fire protection/safety devices	3	11	5	30	51	4.15	1.123
<b>3</b>	Sufficient lighting	2	3	4	28	63	4.47	.870
<b>4</b>	Building is well located/accessible	1	7	2	31	59	4.40	.910
<b>5</b>	Availability of garbage disposal	4	3	4	31	58	4.36	.990
<b>6</b>	Clean toilets	5	2	1	21	71	4.51	1.000
<b>7</b>	Clean common areas	2	5	5	37	51	4.30	.927
<b>8</b>	Burglar proofing	3	8	8	25	56	4.23	1.090

**Source: primary data**

From the above table, several factors were scored and it was revealed that clean toilets were the most valued issue with 71% ranking it as very important (mean 4.51 and standard deviation of 1). Next in ranking was sufficient lighting, with 63% noting that it is very important (mean 4.47 and standard deviation of 0.87). Other important factors in their order of ranking included the building being well located or accessible with 59% saying it was very important (mean 4.4 and standard deviation of 0.91). This was followed by availability of garbage disposal with 58% saying it was very important (mean 4.36 and standard deviation of 0.99). Burglar proofing was also very important as noted by 56% of the respondents (mean 4.23 and standard deviation of 1.09).

It was also revealed that presence of fire protection/safety devices was very important as noted by 51% of the participants (mean 4.15 and standard deviation of 1.123). Also, clean common areas were revealed to be very important according to 51% of the respondents (mean 4.3 and standard deviation of 0.927).

The study further revealed that adequate parking for tenants and customers was less important as only 44% of the respondent considered it to be very important (mean 3.9 and standard deviation of 1.314). It is important to note that for all the building facilities, the mean reveals that all of them were at least important with the mean ranging between 3.9 (or 4) meaning important and 4.51 meaning very important. Furthermore, the standard deviations obtained range between 0.87 and 1.314 meaning that there were large differences between how the tenants ranked each of the factors or facilities explored. Therefore,

much as all the facilities seem to be important, different tenants attach different levels of importance to them but clean toilets, lighting, and location were of outstanding value to most tenants.

#### 4.4 Tenant feedback on the quality of property management services

Following the exploration of the level of importance attached to the building facilities, the study further explored how satisfied the tenants were regarding the facilities. The researcher wanted to find out if clients were satisfied with the state of the facilities. The results obtained are interpreted on the basis of the scale provided in the tool where 5: Very satisfied; 4: Satisfied; 3: Neutral; 2: Dissatisfied and 1: Very dissatisfied. Since the frequency was 100, then frequency equals percentage. Furthermore, to get an aggregate picture, mean and standard deviations have been computed and the results presented in the table below.

**Table 4.7: Tenant feedback on the quality of property management services**

	<b>Factor</b>	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very Satisfied</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>1</b>	Adequate parking for tenants and customers	20	28	19	26	7	3.90	1.314
<b>2</b>	Presence of fire protection/safety devices	9	31	15	27	18	4.15	1.123
<b>3</b>	Sufficient lighting	3	9	8	49	31	4.47	.870
<b>4</b>	Building is well located/accessible	1	5	12	42	40	4.40	.910
<b>5</b>	Availability of garbage disposal	6	15	19	36	24	4.36	.990
<b>6</b>	Clean toilets	6	11	11	42	30	4.51	1.000
<b>7</b>	Clean common areas	2	17	14	44	23	4.30	.927
<b>8</b>	Burglar proofing	0	16	16	42	26	4.23	1.090

**Source: Primary Data**

From the table above, results revealed that there were different levels of satisfaction with the various facilities in the shopping malls. The highest ranked facility was the building being well located or accessible where 40% were very satisfied (mean 4.40 and standard deviation of 0.910). Next in ranking was sufficient lighting where 31% were very satisfied (mean 4.47 and standard deviation of 0.87). The results also revealed that clean toilets were satisfactory with 30% being very satisfied (mean 4.51 and standard deviation of 1). The results further indicate that burglar proofing in most shopping malls was satisfactory with 26% being very satisfied (mean 4.23 and standard deviation of 1.09).

However, some facilities scored very low with less than 25% being very satisfied. Amongst these included: Availability of garbage disposal with 24% very satisfied (mean 4.36 and standard deviation of 0.99); Clean common areas with 23% very satisfied (mean 4.3 and standard deviation of 0.927); Presence of fire protection with 18% very satisfied (mean 4.15 and standard deviation of 1.123). Last was adequate parking for tenants and customers with 7% being very satisfied (mean 3.9 and standard deviation of 1.314). A close look at the mean score for all the facilities reveals that clean toilets (4.51) and sufficient lighting (4.47) were the facilities in the most satisfactory state in most shopping malls in Kampala. A close look at the standard deviation reveals that sufficient lighting (0.87) had the least standard deviation meaning that most respondents had converging views on the state of lighting in the shopping malls. On the other hand, adequate parking for tenants and customers (1.314) had the highest standard deviation meaning that most respondents had sharp contrasts regarding whether or not parking was satisfactory.

#### 4.5 Tenant satisfaction

Having explored what tenants value most, the study went on to explore the level of satisfaction. The various services were anchored on a scale where 5: very satisfied; 4: satisfied; 3: neutral; 2: dissatisfied and 1: very dissatisfied. The standard deviation and mean were also computed to give an aggregate score of each of the services. The results on this exploration are presented below;

**Table 4.8: Tenant satisfaction**

	<b>Factor</b>	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very Satisfied</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>1</b>	Tenant delight (excitement, spreading word – of – mouth goodwill)	8	34	12	30	16	3.12	1.266
<b>2</b>	Retention (Customer Churn, Revenue Churn, Existing Customer Growth Rate)	6	26	23	33	12	3.19	1.134
<b>3</b>	Loyalty (positive emotional experience, willingness to repeatedly return, an ongoing positive relationship between a customer and a business)	6	26	21	31	16	3.25	1.184

**Source: primary data**

From the above table, satisfaction of tenants was rated basing on delight, retention and loyalty. Overall, tenant delight got a mean response of 3.12 meaning that there was neutrality in satisfaction, an impression that there was a gap. However, the large deviation of 1.266 shows that there was some level of discrepancy in perception thus a section of tenants was delighted.

On retention, still the mean of 3.19 indicates that there was neutral level of agreement indicating that overall, retention was not so good. The large standard deviation of 1.134 confirms that there was divergence in opinion regarding this however, over all, retention was in a wanting state thus tenants were noted to be changing malls often.

Loyalty, with a mean score of 3.25 also shows that there was gap in loyalty and standards deviation of 1.184 confirms that there was divergence in opinion to this effect.

#### 4.7 Correlation analysis

Given the need to establish the relationship between the study variables, the study run a correlation analysis to establish the strength and direction of the relationship between empathy, assurance, reliability, responsiveness, tangibles and tenant satisfaction. The results obtained following this analysis are presented in the table below;

**Table 4.9: Correlation analysis between empathy, assurance, reliability, responsiveness, tangibles and tenant satisfaction**

	Correlations					
	1	2	3	4	5	6
Satisfaction (1)	1					
Assurance (2)	.017	1				
Empathy (3)	.897**	.059	1			
Reliability (4)	-.091	.337**	-.127	1		
Responsiveness (5)	.089	.341**	.031	.578**	1	
Tangibles (6)	.063	.263**	-.029	.244*	.388**	1

Source: Primary Data

##### 4.7.1.1 Reliability and tenant satisfaction

From the table above, results of correlation between reliability and tenant satisfaction indicate that there is a negative relationship between reliability and tenant satisfaction ( $r = -.091$ ,  $p > 0.01$ ). This implies that the current state of reliability in the shopping malls was not encouraging improvement in satisfaction. Instead, this took a negative direction. This may not necessarily mean that better reliability reduces satisfaction. Instead, it means that the way reliability was being handled was just shifting customers from being satisfied hence the negative relationship.

#### **4.7.1.2 Responsiveness and tenant satisfaction**

From the table above, results of correlation between responsiveness and tenant satisfaction indicate that there is an insignificant and positive relationship between responsiveness and tenant satisfaction ( $r=.089$ ,  $p>0.01$ ). This implies that whereas responsiveness is desirable to cause improvements in tenant satisfaction, it may not be an important influencing factor in tenant satisfaction in the Shopping malls in Kampala. Therefore, as more responsiveness is achieved, more tenant satisfaction is also achieved. However, improvements may not be very significant given the low levels of significance of association between these variables.

#### **4.7.1.3 Assurance and tenant satisfaction**

From the table above, results of correlation between assurance and tenant satisfaction indicate that there is an insignificant but positive relationship assurance and tenant's satisfaction ( $r=.017$ ,  $p>0.01$ ). This implies that the presence of assurance is desirable in the shopping malls but does not significantly influence the tenant satisfaction among the shopping malls in Kampala. This implies that management should consider having assurance in place since it is positively associated with satisfaction not withstanding its limited significance in causing tenant satisfaction.

#### **4.7.1.4 Empathy and tenant satisfaction**

From the table above, results of correlation between empathy and tenant satisfaction indicate that there is a significant and positive relationship between empathy and tenant satisfaction ( $r=.897^{**}$ ,  $p<0.01$ ). This implies that as empathy increases in the shopping malls, tenant satisfaction is also likely to be attained. Thus, improvements in empathy are associated with improvements in tenant satisfaction in the shopping malls in Kampala. Therefore, if management improves on their empathy, more tenants will be better satisfied.

#### **4.7.1.5 Tangibles and tenant satisfaction**

From the table above, results of correlation between tangibles and tenant satisfaction indicate that there is an insignificant but positive relationship between tangibles and tenant satisfaction ( $r=.063$ ,  $p>0.01$ ). This implies that as tangibles increase in the shopping malls, tenant satisfaction is also likely to be attained. Thus, improvements in tangibles are associated with improvements in tenant satisfaction in the shopping malls in Kampala. Therefore, if management improves on their tangibles, more tenants will be better satisfied.

#### **4.7.2 Regression analysis**

To determine the contribution of each of the independent variable (empathy, assurance, reliability, responsiveness, and tangibles) to the variations in the dependent variable (tenant satisfaction), the study run a regression analysis. The results obtained are presented in the table below;

**Table 4.10: Regression between empathy, assurance, reliability, responsiveness, tangibles and tenant satisfaction**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.923 <sup>a</sup>	.853	.843	.37138		
a. Predictors: (Constant), tangibles, empathy, assurance, reliability, responsiveness						
ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.243	6	12.374	89.716	.000 <sup>a</sup>
	Residual	12.827	93	.138		
	Total	87.070	99			
a. Predictors: (Constant), tangibles, empathy, assurance, reliability, responsiveness						
b. Dependent variable: tenant satisfaction						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.188	.278		.676	.501
	Assurance	-.073	.046	-.070	-1.596	.114
	Empathy	.629	.042	.760	15.030	.000
	Reliability	-.044	.049	-.046	-.898	.372
	Responsiveness	.051	.053	.051	.968	.335
	Tangibles	.056	.043	.058	1.306	.195
a. Dependent variable: tenant satisfaction						

**Source: primary datas**

The table above shows the results for variations between the independent variables (assurance, empathy, reliability, responsiveness, and tangibles) and dependent variable (tenant satisfaction). The results of regression analysis in the table above indicate that assurance, empathy, reliability, responsiveness and tangibles are predictors of tenant satisfaction (F= 89.716, P<0.05). The coefficient of determination R<sup>2</sup> tells us how variation in the aforementioned independent variables explained the changes in the dependent variation. The variables explain 84.3% of the variance in tenant satisfaction (Adjusted R Square =0.843, p<0.05).

The Coefficients section indicated in the model demonstrates the nexus between the independent variables and their influence on tenant satisfaction. The influence is shown by Beta coefficients/weights. The coefficients indicate the comparable importance of the independent variables in both unstandardized and standardized metrics.

From the regression model the following regression equation is obtained:

$$Y = 0.188 - 0.073A + 0.629B - 0.044C + 0.051D + 0.056E + \varepsilon$$

Where:

Y = Tenant satisfaction

A=Assurance

B=Empathy

C=Reliability

D=Responsiveness

E= Tangibles

$\varepsilon$  = error/term or variable that embodies all the aspects that affect the dependent variable but are not included in the model.

This is driven by the fact that they are difficult to measure or are not known.

The state of empathy emerged as a significant predictor of tenant satisfaction (Beta=.760,  $p < 0.05$ ). Therefore, empathy of management is the best predictor of tenant satisfaction. Other variables had some contribution to the variance in tenant satisfaction although their contribution was not very significant as follows: assurance (Beta = -.070,  $p > 0.05$ ); reliability (Beta = -.046,  $p > 0.05$ ), responsiveness (Beta = .051,  $p > 0.05$ ) and tangibles (Beta=0.58,  $p > 0.05$ ). This implies that the variations in tenant satisfaction in Kampala shopping malls is explained largely by empathy followed by tangibles and responsiveness.

## **CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the discussion of findings, conclusions and recommendations based on the study objectives, namely: examine the extent to which reliability influences tenant satisfaction with the quality of property management services of shopping malls; determine the extent to which responsiveness influences tenant satisfaction with the quality of property management services of shopping malls; establish the extent to which assurance influences tenant satisfaction with the quality of property management services of shopping malls; determine the extent to which empathy influences tenant satisfaction with the quality of property management services of shopping malls; and to show the extent to which tangibles influence tenant satisfaction with quality of property management services in Kampala.

### **5.2 Discussion of findings**

#### **5.2.1 Reliability and tenant satisfaction**

The first objective of the study examined how reliability is related to tenant satisfaction. The correlation revealed a negative relationship with the correlation coefficient being  $r=-.091$ ,  $p>0.01$ ). This too was confirmed by the regression indicating a negative beta score ( $-.046$ ). The study thus confirmed an inverse relationship between the two variables. There is a contrast between the current study findings and literature. For instance, Benyada and Atcharawan (2013) note that if tenants are content, the probability that they will renew their contract is high, indicating that reliability is such an important factor yet the current study seems to contrast this. Again, Asava (2011) mentions that in their study, the reliability dimension resulted as the most vital facet of the five service quality dimensions appraised. Lastly, it is three times more important to be reliable than have sparkly new equipment or flamboyant uniforms (Sanita, 2019). Overall, the management of the shopping malls in Kampala exhibited poor reliability which negatively affected the satisfaction of tenants.

#### **5.2.2 Responsiveness and tenant satisfaction**

In the second objective, the key interest was how responsiveness influenced satisfaction of tenants. The study has established that the correlation between responsiveness and tenants is insignificant and positive ( $r=.089$ ,  $p>0.01$ ). This implies what was further confirmed by the beta score on responsiveness against satisfaction ( $.051$ ). Generally, the better the responsiveness, the better the satisfaction of tenants. These results agree with several authors. For instance, Sanita (2019) asserts that having a customer service strategy in place ensures that your processes and systems are optimized. This is in essence responsiveness and highly promotes customer satisfaction. Similar thoughts are echoed in the studies by Abolade et al. (2013) and Sanderson (2015). There is thus a comparative level of agreement between the current study findings and previous studies on how responsiveness influences customer satisfaction. Therefore, as landlords become more responsive, the tenants in Kampala shopping malls are likely to be more satisfied and vice versa.

### **5.2.3 Assurance and tenant satisfaction**

The third objective was related to establishing how assurance related to customer satisfaction. The study has established that there is a positive but insignificant correlation between assurance and tenant satisfaction amongst tenants in the shopping malls in Kampala ( $r=.017$ ,  $p>0.01$ ). This was too confirmed by the negative beta value obtained in the regression between the two variables. Essentially, assurance was not handled well in Kampala shopping malls leading to the negative contribution to the variable tenant satisfaction. These results do not agree with literature where for instance, Andaleeb and Conway (2015) note that your customers must be able to depend on you to do your part or you'll lose their confidence and respect. Still, the results contrast Myeda et al. (2011) who asserted that property management includes among others the functional aspect which comprises of supervisory service delivery which promotes customer satisfaction.

### **5.2.4 Empathy and tenant satisfaction**

The fourth objective evaluated how empathy related with tenant satisfaction. In comparison with the other dimensions, empathy was confirmed to have the greatest correlation with satisfaction as expressed by the correlation coefficient obtained ( $r=.897^{**}$ ,  $p<0.01$ ). This too was confirmed by the high beta value obtained on the regression between the two variables (0.760). The study thus confirms the existence of a strong and positive significant relationship between empathy and tenant satisfaction. In comparison with literature, the empathy dimension is noted to be more suitable in industries where building relationships with customers ensures firm's survival as opposed to transaction marketing (Andaleeb et. al., 2016). Andaleeb et. al. (2016) further note that customers need to feel that they are made priority by the organization providing services and conclude that empathy and responsiveness together form an intriguing factor. Other authors like Itani and Inyang (2015) note that in formulating bonds with customers, frontline service employees display empathy during customer-employee interactions). Len et al. (2015) while investigating the indirect effect of employee empathy (EE) on customer loyalty (CL) confirm the positive and indirect effect of EE on CL and loyalty outcomes (i.e. positive word-of-mouth and repurchase intentions). Therefore, other authors agree with the current study results that empathy positively influences satisfaction of customers, in this case, shopping mall tenants.

### **5.2.5 Tangibles and tenant satisfaction**

The final objective was to establish the link between tangibles and customer satisfaction. It was confirmed that there is a positive but an insignificant relationship between tangibles and customer satisfaction ( $r=.063$ ,  $p>0.01$ ). This relationship was further reinforced by the regression results where it was established that tangibles positively contribute to the variations in customer satisfaction given the beta score of .058. The study therefore confirms that a positive but insignificant relationship exists between tangibles and customer satisfaction in Kampala shopping malls with specific reference to tenants. A reflection on the literature review shows that the current study results agree with most authors. For instance, Appel-Meulenbroek (2008) maintains that building maintenance, the quality of fittings, internal climate and the appearance of the building influence customer satisfaction. Sanderson (2015) notes that quality of the office building, location and supporting facilities as well as

interaction with the property managers improves customer satisfaction. In addition, Pitt and Musa (2009) identifies waste management as a point of concern for tenants which if worked on well improves tenant satisfaction notwithstanding the cost implications to the landlords. Dubihlela and Dubihlela (2014) point out that accessibility, ambiance, entertainment and security ensure customer satisfaction. Ambiance, interaction and design are singled out by Slatten et al. (2011) as drivers of customer satisfaction. Noreina et al. (2013) note that ambiance followed by service quality, facilities, tenant mix and rental rate make customers satisfied. Other tangible issues pointed out by several authors to influence customer satisfaction include; good lighting (Levy, 2004), security (Ali et al., 2012), fire safety (Othuman et al., 2014), trust and management performance (Benyada & Atcharawan, 2013). From the above, there is sufficient evidence from literature to support the current study findings. However, the current study defines the magnitudes of the relationships between tangibles and customers satisfaction which were largely missing in the literature.

### **5.3 Conclusion**

The study finds that responsiveness, assurance, and empathy are important elements of service quality that influence customer satisfaction. However, of these, empathy is the most outstanding and should be given due attention, although not forgetting the other dimensions. In addition, tenants value aspects of building facilities (tangibles) and property management services which they value more than others. Land lords should find out the aspects and address them in order to increase the satisfaction of their tenants. Once tenants perceive a shopping mall to be of good quality, their willingness to fulfil their side of the obligations also increases. This is of mutual benefit to the landlord and tenant. The tangible aspects like clean toilets, sufficient lighting, and accessibility of the buildings are key aspects worth considering if customer satisfaction is to be attained. The quality of the shopping mall building facilities is important and their management too is important. However, good management can only make sense if what is managed is in good shape. The quality of property management and the quality of the mall building facilities will drive perceptions and satisfaction derived by the tenants. This is likely to drive the tenants' actions and inactions in the landlord - tenant relationship.

### **5.4 Recommendations**

The study established that tenant satisfaction and perception of the quality of shopping mall building facilities are significantly and positively related and that empathy and state of the building facilities are important determinants of tenant satisfaction. The following recommendations are suggested:

Empathy needs to be improved so that tenants and landlords establish a better working relationship and address challenges amicably.

The management of the shopping malls needs to be more responsive practically and should set in processes within their operations that improve their responsiveness to customers needs as responsiveness improves satisfaction substantially.

There should be reasonable assurance from shopping mall management to the tenants that they guarantee provision of the expected services in addition to the provision of space for tenants which is core.

The owners of the shopping malls should ensure that their buildings are well located and accessible. Future investors should consider building in locations that are as attractive as possible to the tenants.

Since shopping malls seek to attract many people, clean toilets should continue to be available and expanded to ensure that malls remain hygienic and attractive to both new and old clients.

Burglar proofing was among the most highly rated building facilities; therefore, the study recommends improvements in the security features embedded in the shopping malls in addition to burglar proofing. This may include security cameras, security guards, alarms, and other relevant security enhancements.

The study recommends continuous improvement of lighting infrastructure in the shopping malls. This may include the use of solar lights to instead of generators which tend to be noisy and costly, to counter the effects of untimely load shedding.

### **Other recommendations**

Mall developers should consider designing malls with adequate parking space for tenants and customers. This will improve the attractiveness of clients to the malls and also improve tenant satisfaction. Furthermore, responsiveness of the property managers needs to be encouraged. A number of tenants described responsiveness as unsatisfactory. Last, KCCA as a regulator and supervisor should improve on its supervision of the shopping malls (and other buildings) to ensure adherence to minimum acceptable standards of the city, for the good of both the land lords or property managers and the tenants.

### **5.5 Limitations of the study**

The study was carried out in Kampala only and this may not give the general picture of the entire nation. It is notable that Uganda has various urban centres with malls/arcades, some have even been declared as cities. There is thus a limitation that the situation in Kampala may not truly reflect what is happening in other cities or urban centres.

In addition, the studies considered only the tenants versus obtaining feedback from both property managers and tenants. However, the assumption is that the good mix of the respondents gave reliable results. This was confirmed by reliability tests which indicated the results to be reliable. Nevertheless, the inclusion of the views of landlords, to for instance explain why they can't address clients needs on time and the way they want them to address the needs as well as their intended course of action would be a good enhancement much as it would be beyond the study scope.

Last, the study was cross sectional and trends were not studied. Studying trends showing the landlord tenant relationship has evolved over time would be a good value addition to the study. But the time frame within which this study has to be concluded could not allow for studying such trends.

### **5.6 Areas for further study**

The study could be expanded beyond shopping malls to other real estate types for example industrial, residential, medical, and office buildings in Kampala. This is because tenants and landlords across different settings may have similarities and differences worthy of general and specific solutions respectively.

Demographics and preference of business location. There is still need to establish if demographics like religion, age, sex, tribe or nationality, profession and so on influence where tenants decide to rent and the perception of the quality of both the malls and their management. This would inform the landlords how best to handle the client demographics in their service provision strategies and settings.

The extent of compliance of rental contracts and obligations both on the side of tenants and property managers/landlords. There is need to find out the push and pull factors on both the side of the tenants and landlords that shape their relationships, action, inactions and demands so as to inform both practitioners active in the industry and the regulators of the best way to handle this sector.

The role of the state in streamlining real estate development in Uganda. In view of the private sector led development under the guidance of government, it is still important to study how the state can improve its positive interventions to cause more development of the real estate business while improve tenant landlord relationships in the urban centres in Uganda.

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## **Appendix I: Letter of introduction**

Dear Contributor,

I request you to play a part in a research study, Service quality and tenant satisfaction with the quality of property management services: A case study of shopping malls in Kampala, Uganda. I am currently enrolled in the Master of Business Administration Degree (MBA) at Strathmore Business School and currently writing my Thesis. The enclosed questionnaire has been designed to obtain insights on your level of satisfaction with the quality of property services (building facilities and property management services) offered by your landlord.

Your participation in this study is voluntary. Your insights are confidential and discreet. The data collected from this survey will be used for educational and research purpose only.

If you consent to contribute to this study, please respond to the questions on the questionnaire to the best of your ability. Your participation should take approximately ten minutes (10) to finish. If you need any clarifications along the way, kindly inquire from me. Thank you for your assistance.

Sincerely yours,

Researcher

## Appendix II: Ethics approval letter



7th April 2020

Mr Tonda, Jaffar  
jaffar@synergyproperties.co.ug

Dear Mr Tonda,

**RE: Perception of quality of property management services by tenants of shopping malls in Kampala**


This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0679/20**. The approval period is **7<sup>th</sup> April 2020 to 6<sup>th</sup> April 2021**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

  
Dr Virginia Gichuru,  
Secretary; SU-IERC

Cc: Prof Fred Were,  
Chairperson; SU-IERC



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**Appendix III: Questionnaire**

**Service quality and tenant satisfaction of property management services: A case study of shopping malls in Kampala, Uganda.**

**Questionnaire**

**Introduction**

Greetings Sir/Madam. My name is Jaffar Tonda, a student at Strathmore University enrolled for a degree of Master in Business Administration. I am conducting an academic research aimed at examining tenant satisfaction with the quality of property management in shopping malls in Kampala. The research is being conducted solely for research purposes. Kindly be a part of the study by answering a few questions. The information you provide will be treated with utmost confidentiality. Thank you.

**DEM 1:** Name of shopping mall.....

**DEM 2:** Respondent name.....

**DEM 3:** Designation of Respondent in regard to authority to choose retail space:

[1] Sole decision maker

[2] Makes decision with others

[3] Not decision maker


**DEM4:**

Street name.....

**DEM 5:** Shop/outlet no .....

**DEM 6:** Please answer by ticking (√) accordingly.

Gender: ( ) Male      ( ) Female

**DEM 7:** Highest level of education

[1] No formal schooling

[2] Informal school only or Koranic school

[3] Primary school

[4] Secondary school

[5] Certificate/Diploma

[6] University- Undergraduate

[7] University - Graduate


**DEM 8:** Age group:

- A. 18 - 24
- B. 25 - 39
- C. 40 - 60
- D. >61


**Q1: Tenant requirements on the quality of property management services**

Based on your experience as a tenant in this shopping mall, on a scale of 5 to 1, where 5 is very important and 1 not at all important, kindly rate the level of importance of the following components of property management services towards your tenant satisfaction.

5: Very important

4: Important

3: Neutral

2: Less important

1: Not at all important

<b>Service quality dimension</b>	<b>Level of importance</b>				
1. Assurance (staff friendliness, politeness, respect, consideration)	1	2	3	4	5
2. Empathy (caring, seek to understand, attentive)	1	2	3	4	5
3. Reliability (Fulfil promises, show effort)	1	2	3	4	5
4. Responsiveness (reasonably quick feedback/action, interest in tenant concerns)	1	2	3	4	5
5. Tangibles (building facilities, physical appearance of property management office, general branding, appearance of staff)	1	2	3	4	5

**Q2: Tenant feedback on the quality of property management services**

And on a scale of 5 to 1, where 5 is very satisfied and 1 is very dissatisfied, kindly rate the extent to which you are satisfied with the following facilities at your shopping mall.

5: very satisfied

- 4: satisfied  
 3: neutral  
 2: dissatisfied  
 1: very dissatisfied

<b>Service quality dimension</b>	<b>Level of satisfaction</b>				
1. Assurance (staff friendliness, politeness, respect, consideration)	1	2	3	4	5
2. Empathy (caring, seek to understand, attentive)	1	2	3	4	5
3. Reliability (fulfil promises, showing effort)	1	2	3	4	5
4. Responsiveness (reasonably quick feedback/action, interest in tenant concerns)	1	2	3	4	5
5. Tangibles (building facilities, physical appearance of property management office, general branding of receipts and invoices, appearance of staff)	1	2	3	4	5

**Q3: Customer satisfaction**

And on a scale of 5 to 1, where 5 is very satisfied and 1 is very dissatisfied, kindly rate the extent to which you are satisfied with the following facilities at your shopping mall.

- 5: very satisfied  
 4: satisfied  
 3: neutral  
 2: dissatisfied  
 1: very dissatisfied

<b>Tenant satisfaction</b>	<b>Level of satisfaction</b>				
Tenant delight (excitement, spreading word-of-mouth goodwill)	1	2	3	4	5
Retention (Customer Churn, Revenue Churn, Existing Customer Growth Rate)	1	2	3	4	5
Loyalty (positive emotional experience, willingness to repeatedly return, an ongoing positive relationship between a customer and a business)	1	2	3	4	5

#### Appendix IV: List of shopping malls

The study intended to cover 82 shopping malls. The coverage obtained is indicated below:

1. Ambassador House	29. Kabale Shopping Mall	57. Platinum House
2. Annet Plaza Nakasero	30. Kabuye Plaza	58. Power House
3. Bamako Mall	31. Kamu Kamu Plaza	59. Printers Miracle Centre
4. Bhatia Mall	32. Kanaba Shopping Ground	60. Reco House
5. Block G	33. Kasaija Building	61. Royal Complex
6. Boost House	34. Kasiwukira Plaza	62. Royal Plaza
7. Capital Arcade	35. Kilimanjaro House	63. Sarah Mall
8. Chain of Liberty	36. Kiseka Auto Centre	64. Sayuuni Tower
9. City Centre	37. Kisenyi B	65. Sebco Planet
10. Commercial Plaza	38. Korobwa Tower	66. Sedana Complex
11. Dembelyo House	39. Lion Complex	67. Sekaziga Arcade
12. Dream Plaza	40. London Arcade	68. Serwaniko Music Centre
13. E Tower	41. Mibirizi Plaza	69. Shamba Mall
14. Electrical Plaza	42. Madhivani Building	70. Shop P30
15. Energy Centre	43. Market Plaza	71. SK Traders
16. Equatorial Mall	44. Mid City Arcade	72. SS Plaza
17. Fido Dido	45. Mukwano Shopping Mall	73. Sudhir Building
18. Galilaya Shopping Mall	46. Musana House	74. Superior Complex
19. Genesis Plaza	47. Nalule Arcade	75. Taibha Plaza
20. Ham Shopping Mall	48. Namaganda Plaza	76. Temuseo Mpoza
21. Ham Shopping Mall C	49. Namayiba Park Plaza	77. These Shopping Mall
22. Hanifa Tower	50. Nankwanga Cissy	78. Town Mall
23. Hard ware City	51. Kilimanjaro House	79. Tronic Plaza
24. Icon Plaza	52. NJ	80. Uhuru Mall
25. JBK Plaza	53. Original Sholauriyako	81. Valley Park Complex
26. Jemba Plaza	54. Paka Nkade Mall	82. Victor Plaza
27. JP Plaza	55. Park View Shopping Mall	
28. Juba Plaza	56. Peoples lane	