

Competencies Framework For The Property Manager Of Shopping Malls

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Abstract: The property management profession in Malaysia is registered under the Akta Penilai, Pentaksir, Ejen Harta Tanah dan Pengurus Harta 1981 (Akta 242)/ Valuers, Appraisers, Real Estate Agents and Property Managers Act 1981 (Act 242). A property manager is required to carry out management and control of any land, building and any interest in the land or building, excluding business management based on the property on behalf of the owner for a fee. In Malaysia, property managers have previously been free to manage their property under their custody, most of whom manage the assets on the basis of their own guidelines and standards. Therefore, in order to address these issues, this study was conducted in order to develop a competencies framework for property managers in the shopping mall. Proposed framework that based on knowledge, skills, abilities and other characteristics (KSAOs), could assist the organization in determining the competencies of property managers in their shopping centers for day-to-day tasks as well as for the purpose of hiring. Future research on the relationship between knowledge, skills, abilities and other characteristics of job performance is recommended.

Index Terms: Property Manager, shopping mall, competencies, knowledge, skills, abilities and other characteristics, KSAOs, Malaysia, competencies.

1 INTRODUCTION

The property management profession in Malaysia is registered under the Akta Penilai, Pentaksir, Ejen Harta Tanah dan Pengurus Harta 1981 (Akta 242)/ Valuers, Appraisers, Real Estate Agents and Property Managers Act 1981 (Act 242)[1]. By virtue of Section 19 of Act 242 [1], the Board of Valuers, Appraisers, Real Estate Agents and Property Managers (LPPEHT) authorizes registered valuers to practice the property management profession. The demand for competent property managers increases with the development of the shopping malls. Property managers in Malaysia should be qualified, competent and experienced in real estate management and must be registered with the LPPEHT. Real estate managers must be honest and independent and must comply with the ethical and ethical codes set out in Act 242 and other statutes and regulations. In Malaysia, property managers are free to manage and/or manage any property under their care in the past. Management is therefore based on its own guidelines and standards, as there is a lack of a standard guideline for property management [2]. Added to that, there is a lack of property management competencies among many property managers. If these issues were left unattended, they would have an impact on the profession and properties as reported in previous studies. A study conducted by Tiun [2] found that management systems in Malaysia did not incorporate long-term planning strategies, particularly for the maintenance of public facilities. The system is based on crisis and routine management based on the day-to-day needs of the population. The lack of experience in property management results in property managers acting unprofessionally and practicing a management style that is unethical and inefficient. This, in turn, creates a lot of problems for their residents and their property.

As a result, individuals eligible for property management are individuals registered under the LPPEHT only [3] and a study on this issue is needed. The aim of this study is to propose a framework that listing a list of the competencies of property managers of shopping malls. At the same time, this seeks to achieve the government's aspiration for property managers to provide the best quality of service and to comply with the provisions of property management and practice.

2 LITERATURE REVIEW

2.1 Definitions

Thorncroft [4] defined that the real estate manager is a person who always focuses on the implementation and interpretation of the owner's current policy on property management and advises on the possible outcome of any proposed alternative action. While Ring [5] asserted that the property manager is the one who advises on the establishment of an appropriate framework to achieve the objectives set for the owner of the property and, in particular, with regard to the purpose of the property being situated. Singh [6] argues that the real estate manager is a person who searches and manages property in order to maintain the value of capital in line with the objectives of the investor through effective land management and building management. Jenkin [7] says that the property manager is the person who leads a team that provides, oversees and regulates property management activities in order to archive the objectives and objectives of the landlords. Shankel [8] describes a real estate manager is a specialist who manages property on a fee-based basis and manages property in order to realize the benefits of holding property. These benefits are in the form of maximizing income, providing adequate coverage, reducing taxes and maintaining a high appreciation of capital. Scarrett [9] suggested that the owner of the estate is a person who controls the property of interest by taking into account the short-term and long-term objectives of the owner of the estate and, in particular, for the purposes for which the interest is held. It is therefore concluded, on the basis of the discussion, that the property manager is a person appointed or elected by the owner of the building to perform the property management services.

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2.2 Property Manager Tasks

Property manager tasks involving properly planned activities include the development of objectives, policies, objectives and strategies to achieve specific objectives and objectives in the field of property [6]. Ring [5] argued that property managers need to maintain investment in the property in order to maintain the physical aspects of the property in order to be at the point of optimum efficiency and economy. The first involves administrative and executive functions in the field of economy and finance, and the second involves the function of technology in the maintenance of property. Nwankwo [10] proposes that the scope of work of the real estate manager should include broad areas such as property valuation, feasibility and feasibility studies, reporting, sales, delivery, alternative use advice, project management, and day-to-day management and maintenance of the existing structure with optimum returns, which are not always financially necessary but may depend on the owner. Therefore, based on the discussion, the scope of work of the real estate manager is to safeguard and manage the investment at the best and most appropriate level, funding and budget management of buildings, rental management, maintenance management, contract signing and documentation, administration, human resource management, insurance and so on.

2.3 Role and Responsibility

Bryks (2011) argued that property managers need to interact

with landlords and tenants among other stakeholders to ensure successful property management. A party-associated property manager must show a high level of professionalism or cause more disaster than good to himself, property, landlord and tenant to mention but a little. Singh [6] proposes that manage property management activities that involve a variety of activities, such as property development, facility management, project management, property portfolio management, human resource management, space management, risk management and investment management. Therefore, on the basis of the discussion, the role and responsibility of property managers is to manage buildings and equipment through an effective and efficient maintenance program, to ensure maximum occupancy and maximum rental levels in order to ensure optimum profitability, cost control and expenditure by giving priority to the best service value while maintaining the standard and quality of management.

2.4 Competency

Competencies are activities and skills that are considered important for the performance of certain tasks [11]. In terms of property manager competencies, knowledge, skills, abilities and other characteristics (KSAOs) [12][13][22][23] are used in this study.

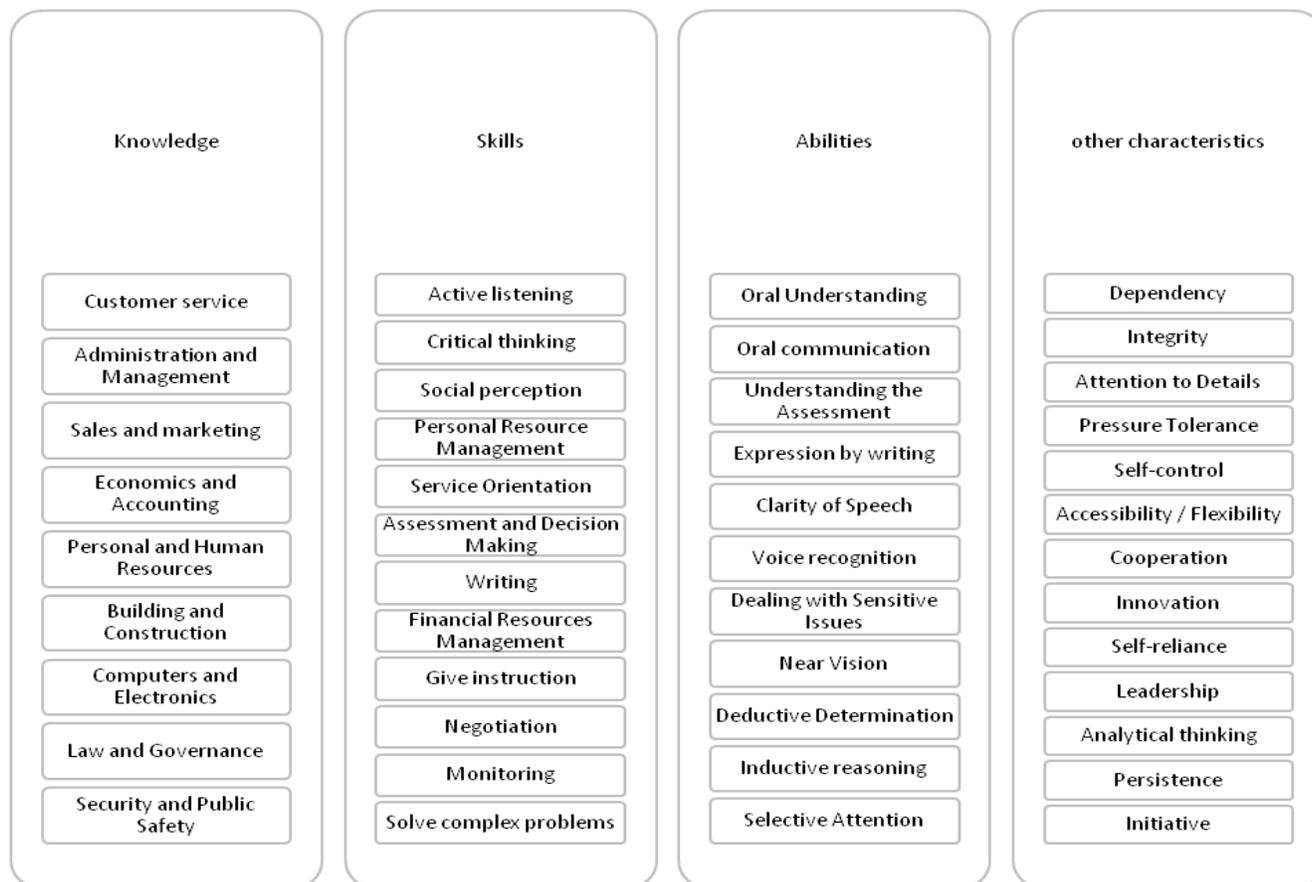


Figure 1 Competencies framework for Property Managers [12][13][22][23]

There are forty-five elements for property managers in KSOAs. They are divided into four themes, namely knowledge, skills, abilities and other characteristics. Each element has its own elements, nine elements for knowledge, twelve for skills, eleven for abilities, and thirteen for others. Based on the literature review, all of these are elements of the competencies required by the property manager (summarized in Figure 1[12][13].

3 METHODS

This study was carried out using primary and secondary data. Secondary data were collected from journals, articles, reports, newspapers, websites and other sources. This research used qualitative approaches (i.e. interviews) to obtain a deeper understanding of primary data and to further clarify the subject. The primary data set included respondents (interviewees) with experience and knowledge of the subject under analysis [14]. A homogeneous sample brings together people with similar backgrounds and experiences to minimize variability in research findings [15]. A total of 14 managers of the 14 shopping malls under the auspices of Johor Bahru City Council were interviewed structurally to determine the skills of property managers (knowledge, skills, abilities and others) of shopping malls. All data was qualitatively analyzed using content analysis. According to Krippendorff [16], content analysis is an analytical method for qualitative data, such as interview data. This method was chosen because all of the data collected was in the form of statements, explanations and opinions and insights. Content analysis is a research technique used to draw conclusions from the data. Methods used in this study have also previously been used by researchers in this field (i.e. real estate [17][18][19] and facilities management [20][21][24][25][26].

4 RESULTS AND DISCUSSIONS

Table 1 presents the results of the frequency analysis of the elements of competencies framework for the Property Managers Shopping Malls.

TABLE 1 COMPETENCIES ELEMENTS FOR SHOPPING MALLS PROPERTY MANAGERS

Competencies	Frequency			Percentage
	No	Yes	%	
Knowledge				
1. Customer service	6	8	57	
2. Administration and Management	3	11	79	
3. Sales and marketing	4	10	71	
4. Economics and Accounting	4	10	71	
5. Personal and Human Resources	5	9	64	
6. Building and Construction	3	11	79	
7. Computers and Electronics	0	14	100	
8. Law and Governance	0	14	100	
9. Security and Public Safety	0	14	100	
Skills				
1. Active listening	2	12	86	
2. Critical thinking	0	14	100	
3. Social perception	4	10	71	

Competencies	Frequency			Percentage
	No	Yes	%	
4. Personal Resource Management	2	12	86	
5. Service Orientation	1	13	93	
6. Assessment and Decision Making	0	14	100	
7. Writing	8	6	43	
8. Financial Resources Management	2	12	86	
9. Give instruction	0	14	100	
10. Negotiation	0	14	100	
11. Monitoring	1	13	93	
12. Solve complex problems	1	13	93	
Abilities				
1. Oral Understanding	5	9	64	
2. Oral communication	5	9	64	
3. Understanding the Assessment	5	9	64	
4. Expression by writing/ research	5	9	64	
5. Clarity of Speech	4	10	71	
6. Voice recognition	5	9	64	
7. Dealing with Sensitive Issues	2	10	71	
8. Near Vision	3	11	79	
9. Deductive Determination	2	12	86	
10. Inductive reasoning	0	14	100	
11. Selective Attention	1	13	93	
Other characteristics				
1. Dependency	5	9	64	
2. Integrity	1	13	93	
3. Attention to Details	2	12	86	
4. Pressure Tolerance	0	14	100	
5. Self-control	2	12	86	
6. Accessibility / Flexibility	1	13	93	
7. Cooperation	2	12	86	
8. Innovation	3	11	79	
9. Self-reliance	4	10	71	
10. Leadership	3	11	79	
11. Analytical thinking	1	13	93	
12. Persistence	3	11	79	
13. Initiative	1	13	93	

There are three elements under knowledge, four under skills, and one for abilities and one for others, respectively. This indicates that these elements are the most important in the current working environment. In addition, one element in writing was voted by more than a majority (eight) of respondents as unfit to be included as one of the competencies elements. The remaining elements were perceived as important for the majority of respondents to be included in the competencies framework. All respondents agreed, based on the interviews, that KSAOs are important as the theme of property manager's competencies in the

shopping malls. Under each theme, however, there are differences between the elements. Just nine of the elements that earned 100 percent vote that they should be included in KSAOs out of all forty-five elements.

6. CONCLUSION

The findings of this study are based on the objective set for the determination of the competencies of the property manager of the shopping malls. The study found that there are four main competencies identified for managers of real estate shopping centers. KSAOs have been identified as key competency framework elements themes. Each of these skills has its own elements and, as per previous study [13][22][23]. These competencies are therefore needed for good property management, because they would have an impact on the performance of the job. All elements are therefore indispensable for the management of the property of the property manager. Further studies may be extended to other regions or other types of properties.

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