

An Appraisal of Maintenance Practices in Corporate Office Buildings in Abuja, Nigeria

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Abstract: This review interrogates the role of maintenance culture as a determinant of corporate building performance in Abuja, Nigeria, and argues that prevailing reactive practices undermine asset value, operational continuity and occupant wellbeing; guided by four objectives – to conceptualise maintenance culture, diagnose inhibitors to proactive practice in Abuja, assess consequences for performance and users, and evaluate models for reform – the study adopts a narrative literature synthesis of multidisciplinary sources (primarily 2019–2025) and organises findings thematically through lenses of organisational culture and lifecycle asset management. The evidence demonstrates that, in comparison to mature FM systems in developed contexts, Abuja's corporate sector continues to be predominantly reactive. This is due to a combination of factors, including a lack of commitment from leadership, fragmented governance, limited financing, limited adoption of CMMS/IoT, and skill gaps. These factors combine to produce accelerated physical deterioration, frequent service disruptions, higher lifecycle costs, and decreased employee productivity and safety. Total facilities management, computerised maintenance systems, lifecycle costing, public-private partnerships, and capacity building are some of the proposed solutions that promise feasible improvements; nevertheless, the efficacy of these solutions is contingent on institutional reforms that integrate maintenance into corporate strategy, budgeting, and accountability frameworks. It is important to note that the literature demonstrates a gap between technological prescriptions and the desire of organisations to internalise maintenance as strategic governance. Without changes in culture and policy, it is doubtful that technology and funding models alone will result in persistent transformation. The review comes to the conclusion that it is necessary to reposition maintenance as a strategic role that is led by leadership and informed by data. Additionally, it recommends conducting empirical, piloted assessments of integrated FM models in Abuja in order to verify their suitability for transferability and cost-effectiveness.

Keywords: Maintenance Culture, Corporate Buildings, Corporate Organisation, Reactive Maintenance, Proactive Maintenance, Facility Management, Building Performance, Sustainability.

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I. INTRODUCTION

In recent times, the concept of maintenance culture has evolved into a significant determinant of building performance, sustainability and occupant satisfaction. As the corporate organisations across the globe expand their physical infrastructure, concern has shifted toward how efficiently these assets are maintained to provide business stability and long-term investment (Gatti & Chiarella, 2020). Maintenance culture entails not only the technical side of the buildings but also the core values, policies and behavioural patterns that control how the facilities are maintained in a corporate environment (Ogunbayo et al. 2022). This has become extremely crucial in the conservation of housing properties, the improvement of productivity and the minimisation of the cost of operation, particularly in regions where deterioration of infrastructure forms an increasing menace.

Globally, maintenance culture has been incorporated into facility management structures that pay more attention to preventive and proactive approaches. The global maintenance market is anticipated to skyrocket to 6.66 billion in 2026, with an annual growth rate of around 9 percent until 2031 (The Business Research Company, 2024). The International Management Association (2023) states that companies that incorporate maintenance culture in long-term strategic planning experience up to a 20 per cent reduction in the operational cost of the company and maximise the life of their assets as a result of increased proactive maintenance practices. As an example, in the UK, the facilities management (FM) industry contributed to about 7.9% of the GDP in 2021, which is a mature system that includes maintenance planning, life-cycle asset management, and sustainability (The British Institute of Facilities Management, 2022).

Similarly, other nations like Japan and Singapore have a high level of regulatory and technological base that incorporates maintenance culture in the corporate governance systems, which allows buildings to be efficient, safe and flexible. On the contrary, most of the developing economies, especially in the sub-Saharan African nations, are still grappling with the institutionalisation of maintenance culture. According to Dithebe et al. (2025), substandard maintenance procedures in corporate buildings in Nigeria are a consistent result of ineffective financing frameworks, absence of professionalism and a reactive maintenance approach. Such situations result in frequent abandonment of corporate buildings to dilapidate and develop large-scale holes that drive up repair expenses and operational inconveniences (Olanrewaju, 2025).

Nevertheless, such a strategy duplicates more fundamental systemic dilemmas that cross-cultural orientations to inadequate frameworks that undermine the sustainability of facilities and corporate output. These issues are more equally common in the Federal Capital Territory, Abuja. Being the location of institutions of the federal government and numerous multinational corporations, Abuja has a diverse array of corporate assets that need effective maintenance procedures to remain operational, safe and worthy. The speed of urban growth and development has resulted in an expansion of buildings of corporate organisations, including high rise office sites all the way to commercial centres that are the keystone of administrative and business operations in the country.

However, the state of these corporate buildings had been a point of concern among professionals and policymakers in the facilities. According to Akinyele et al. (2023), premature failure in the structure of many corporate organisations in Abuja is currently being experienced due to poor energy systems and collapsing offices, which results in poor maintenance planning (Oyeranmi, 2023). Conversely, the connotation of measuring maintenance culture in the corporate organisations in Abuja is the socio-economic impacts.

In addition to the aesthetic and functional quality of the buildings, poor maintenance also has an impact on the productivity of the employees, brand image and operational sustainability. Full disregard of the routine maintenance lowers the expected life of the assets by 40 percent, causing significant financial losses to corporate organisations (Juba, 2024). On the other hand, a good maintenance culture may serve as a competitive and employee satisfaction, cost-reduction, and stakeholder satisfaction strategy. This review synthesises and critically evaluates existing studies on corporate organisation buildings in Abuja, Nigeria. The review aims to critically assess and synthesise existing literature on the maintenance culture of corporate organisation buildings in Abuja, Nigeria. Specifically, this review seeks:

- To conceptualise “maintenance culture” and its key components in the context of corporate facility management

- To critically examine the current state and identify the key factors inhibiting a proactive maintenance culture in Abuja’s corporate organisations
- To assess the multifaceted consequences of poor maintenance on building performance, corporate operations, and occupant satisfaction
- To evaluate proposed models and strategies for instilling a sustainable maintenance culture in the Nigerian corporate environment

This review contributes significantly to the bulk of knowledge available on the area of maintenance culture. It provides the initial synthesis of the existing research with particular concern on the maintenance culture in corporate segregations in Abuja by creating a merged knowledge base of the future empirical research. The review also augurs the perception of the international practices that can be translated to work in the developing economy.

Moreover, the review has practical implications, as it has revealed evidence-based measures that managers, organisational leaders, and property developers can use to tackle the shortcomings in maintenance. Besides casting some light on the gaps and contradictions existing literature provides, the review creates a background and a base to be followed by primary research that will advance not only the theoretical framework but also empirical knowledge.

II. METHODOLOGY

This study adopts a narrative literature review approach to examine maintenance culture in corporate organisation buildings in Abuja, Nigeria. The narrative review was considered appropriate because the study does not seek to measure variables, test hypotheses, or generate new empirical data. Instead, it aims to critically synthesise existing knowledge, identify dominant patterns, and interpret how maintenance culture has been discussed and understood within the Nigerian corporate built environment.

The review draws on a broad range of academic literature, professional publications, policy documents, and institutional reports relevant to facility management and building maintenance. This approach reflects the multidisciplinary nature of maintenance culture, which spans facility management, organisational behaviour, construction management, and sustainability studies. It also responds to the reality that research on maintenance culture in Abuja is fragmented across different sources, with limited standalone empirical studies focused solely on corporate buildings.

The selection of sources was guided by relevance rather than exhaustiveness. Priority was given to studies that directly addressed maintenance practices, organisational behaviour, facility management systems, or policy frameworks related to corporate, commercial, and institutional buildings. Most of the reviewed literature was published between 2019 and 2025 in order to reflect recent developments in maintenance practice, digital systems, and sustainability thinking. Earlier studies were included selectively where they provided foundational insights or were

widely cited in later works. Studies focusing solely on residential housing, construction-stage design, or heavy industrial facilities without a maintenance or operational focus were not emphasised.

The analysis followed a thematic and interpretive synthesis, where recurring ideas, arguments, and explanations were identified and grouped into broad analytical themes. These themes included how maintenance culture is conceptualised, factors driving reactive maintenance practices, organisational and building performance consequences, and proposed strategies for improving maintenance culture. Furthermore, organisational culture theory and lifecycle asset management perspectives were used as interpretive lenses to explain why maintenance practices in Abuja's corporate buildings remain largely reactive despite widespread awareness of best practices.

As a narrative review, this study does not claim exhaustive coverage of all available literature, nor does it apply formal systematic screening or quantitative quality appraisal tools. The interpretation of sources therefore reflects informed academic judgement. However, by drawing from a wide range of relevant academic, professional, and policy-based materials, the study provides a credible, context-sensitive synthesis that supports conceptual understanding and policy discussion on maintenance culture in Abuja's corporate buildings.

III. FINDINGS

➤ *Conceptualising Maintenance Culture and its Key Components in the Context of Facility Management*

The concept of maintenance culture encompasses every group of values, attitudes and practices that inform the manner in which an organisation protects, mends and makes the most out of the constructed environment. It extends beyond technical maintenance to encompass the behavioural, managerial and systemic philosophies that influence decisions in facility management. According to Attia (2025), maintenance culture characterises “the embedded norms that influence the extent to which an organisation views maintenance as an investment rather than a cost.” This view is supported by Adegriola (2023), who contends that maintenance culture is integrated into the life cycle of building assets rather than treated as disjointed operational concerns.

Generally, facility management theories differentiate between reactive and proactive maintenance orientation. Reactive maintenance addresses failures after their occurrence, while proactive maintenance seeks to prevent any failures before their occurrences through proper examinations and technological monitoring. According to Gaints (2019), in the developed world, particularly in Europe and East Asia, corporate organisations have shifted their maintenance approach from reactive to proactive ones with the help of information analytics and intelligent sensors. The approaches signify a culture that focuses on perpetual enhancement, preventive care and sustainability.

Conversely, Chauke (2024) argues that the lack of such systems within the developing context means not only financial and technical constraints but also undermines the institutions, which do not focus on the culture of maintenance as one of the organisational values. With regard to Nigeria, the culture of maintenance has been almost a behavioural issue that involves the larger national approach to infrastructure maintenance (Ogunbayo et al. 2022). In Nigeria, maintenance culture is mostly cultural and inherently based on shared disinterest in communal and corporate property, in essence. The implication of this perspective is that the problem lies beyond the sphere of financial inadequacy and into attitudinal phenomena embedded in organisational philosophy.

Conversely, Srivastava and Patnaik (2025) argue that maintenance culture within most corporate organisations is influenced by strong leadership and good perception towards the economic values. Instead, as other researchers such as Ajibola (2021) observe, various corporate organisations in Nigeria have short-term financial planning, which creates a situation of maintenance budgets not being prepared or being delayed, such as building deterioration. Moreover, Asare Obeng et al. (2025) state that the conceptual sense of maintenance culture is associated with the organisation culture theory postulating that the values of an organisation and practices jointly regulate the performance outcomes of an organisation.

➤ *State of Maintenance Culture and Key Factors Inhibiting a Proactive Maintenance Culture in Abuja's Corporate Buildings*

The maintenance culture of corporate buildings in Abuja signifies long term trends of lack of concern, a reactive response and distributed responsibility that erodes the architectural and functional cohesion of the capital city. Being the administrative centre, Abuja offers various corporate headquarters, administrative agencies, and multinational offices to the population (Nor, Razak, and Gajiga, 2020). Nonetheless, the circumstances of most of these facilities offer a structural laxity in planning the maintenance of the structures. Oladokun (2023) argues that even though the city of Abuja is designed with an impressive urban structure, there are a number of corporate buildings that have crumbling facades. This may be explained by the production of HVAC systems and faulty power infrastructure, which are all harbingers of reactive maintenance culture, to a great extent. Sarah & Olujobi (2021) state that more than 68 percent of corporate organisations in Abuja have a fix-after-failure approach.

On the contrary, Ichendu and Irimiagha (2024) argue that in corporate organisations, maintenance decisions are not typically made with professional advice, which results in frequent system malfunctions and limited life of assets. On the other hand, the developed countries have begun to implement facility management as a strategic designation, as opposed to a culture of maintenance. As an example, the Royal Institution of Chartered Surveyors (2022) in the United Kingdom facilitates the maintenance culture through sustainability and long-term functionality. According to the

arguments by Oke (2021), the maintenance practice in Abuja is affected comparatively by the division of duties among contractors and administrators because of low accountability.

Furthermore, the dichotomy between the governmental and the privatised building maintenance is also quite attractive. According to Garrard (2022), bureaucratic bottlenecks, corruption and slow budget approvals result in the neglect of a public corporate facility, as compared to the slightly better performance of the private organisations, but limit them with poor funding and low technological adoption. The other essential aspect is the underuse of Computerised Maintenance Management Systems (CMMS) and IoT-based solutions, which Omolayo et al. (2024) state that the majority of the corporate organisations in Abuja continue to use manual reporting systems, which restricts the ability to make decisions using data and to do predictive maintenance. This is also attributed to a lack of institutional commitment and an ineffective system of mechanisms. Abubakar (2021) argues that ineffective maintenance and degradation of the building with malfunctioning mechanisms and undermined building structures comprise the key determinants to the maintenance culture in Abuja.

On the same note, Nwachukwu (2024) contends that corporate organisations in Abuja had a higher and accelerated shortfall after half to seven years of past occupancy. In fact, these difficulties are not purely technical but are embedded in structural and attitudinal disjunctions, as Manjo (2023) believes. Goldberg (2025) also posits that the corporate organisations in Abuja do not have firm leadership commitment, institutional integration and technological flexibility. Nonetheless, the lack of active planning would still result in the maintenance issues being encountered by the corporate buildings in Abuja and eventually increased costs, decreased productivity and reduced value of assets in the long run.

➤ *Multifaceted Consequences of Poor Maintenance on Building Performance, Corporate Operations and Occupant Satisfaction*

The effects of poor maintenance culture in corporate buildings are multi-dimensional, and among them are physical decay, inadequacy in operations, suffering losses and low human output. A building is not a fixed asset but a dynamic system that needs to be regularly maintained in order to protect both its role and safety. Balasbaneh and Sher (2025) show that neglect of routine maintenance can cause a building to last up to 30 years shorter than it should. Similarly, Akuboh and Aimola (2025) also suggest that in Abuja, the problem is reflected in frequent plumbing breakdowns, worn-out exteriors and engineering malfunctions that frequently cut off the work and external perception of the corporate organisations.

The organisational and human impacts are also not insignificant, with Amasuomo (2021) arguing that the negative impacts on the comfort of employees, their health status and performance are caused by low indoor air quality, unequal lighting and a lack of temperature control. Vulnerable workers to such hazards are often subjected to

fatigue and absenteeism, which can decrease the general productivity in corporate organisations. Similarly, Akinradewo et al. (2023) also confirm it when they disclose that normal facility maintenance can increase the productivity of the workers by a range of 15-25%. Ebekozien et al. (2024) also add that the psychological effects are also important, as the worsening of the working environment led to dissatisfaction and a reduction of the morale and dedication to corporate objectives.

Quite to the contrary, Iroha, Watanabe, and Satoshi (2024) argue that the inappropriate maintenance culture is mostly associated with the cost that is 40 times higher than the proactive mediation, which has a negative impact not only on the customer satisfaction but also on the reputation of the company. Moreover, a poor electrical and mechanical installation increases the energy usage, reducing profitability and sustainability levels. Similarly, Akuboh and Aimola (2025) state that corporate organisations are habitually affected by mechanical and electrical challenges in ill-kept buildings where air conditioning systems, lifts, generators, and plumbing systems are in a constant state of malfunction.

Moreover, environment and safety effects are frightening. The Federal Ministry of Housing and Urban Development (2023) also pinned numerous collapses of corporate buildings in Abuja in 2018-2023 on the lack of culture of inspection and maintenance of structures. In addition to immediate risk, the lack of drainage and improper waste disposal add to the environmental degradation and urban pollution (Mydin et al. 2024). Facility condition had a significant impact on perception on a reputation level. Wei and Hwang (2025) argue that the physical environment conveys the corporate values, and therefore a run-down structure sends the message of ineffectiveness and therefore loses the trust of the stakeholders.

➤ *Proposed Models and Strategies for Instilling a Sustainable Maintenance Culture in the Nigerian Corporate Environment*

The drive to enhance maintenance culture in the corporate sector in Nigeria has led to the adoption of various models that incorporate the use of policy, technology and behavioural reform. One of the popular recommended strategies is Total Facilities Management (TFM), where all the maintenance operations involving the technical, administrative, and strategic are brought under a single unified control. Santos, Ramos and Mallari (2025) recommend that total facility management increase the level of accountability and increase productivity through the minimised redundancy and the co-ordination option through consolidation. This model can be implemented in the restructuring process and the matching of responsibilities at all the levels of management in the dispersed maintenance setting of Abuja.

One of its complementary innovations is the Computerised Maintenance Management System (CMMS), which provides predictive support and data-driven maintenance. According to Almomani and Aldaihani (2021), Computerised Maintenance Management System (CMMS)

can reduce the downtime by 35% and the maintenance costs by 35%. Similarly, Enang (2020) states that by monitoring performance on assets and the timing of the examination, corporate organisations in Abuja will be in a position to move away from repair towards preventive planning.

Nevertheless, there are issues like the lack of proper infrastructure and high cost of setup that have continued to stifle large-scale adoption of maintenance culture in Abuja. The institutional and policy reforms continue to be one of the key pillars in improving sustainable maintenance culture. Other policies along the border for the maintenance of the country that have been put forward include the establishment of a policy of national maintenance that requires the certification of professionals, regular audits and penalties in case of negligence by the professional (Nigerian Institution of Estate Surveyors and Valuers, 2022).

According to Cidik and Philips (2021), such an arrangement may facilitate conformity and the introduction of a sustainable maintenance culture through the attraction of form by the Building Regulations of the United Kingdom. Besides, to maintain such efforts, Snowden et al. (2023) observe that capacity building and professional training are a must. The NIESV is well placed to be a pioneer in training the new practice of facility management and smart technologies. Ofori, Zhang & Ling (2022) state that the evidence provided by the Building and Construction Authority in Singapore (2020) confirms that continuous professional development is linked to better maintenance outcomes. Official change in organisational behaviour is necessary in addition to skills optimisation. Haripersadh (2024) advocates for the integration of maintenance operations within the corporate key performance indicators, offering proactive reporting, and holding sensitisation workshops to foster the development of positive attitudes.

Also, Public-Private Partnership (PPP) offers a collaborative opportunity for maintaining public and semi-public corporate buildings. With the help of private-sector efficiencies and government controls, PPPs will be able to deal with the bureaucratic dead air and delays in funding and create consistent maintenance standards (Buildings and Construction Authority, 2020). Oppositely, Ochieng, Zuofa & Badi (2020) claim that Lifecycle Costing (LCC) and Value-Based Maintenance Planning will lead to increased long-term financial sustainability because of the assessment of the total cost of ownership and better resource allocation.

IV. SYNTHESIS AND DISCUSSION

➤ *Cultural Dimensions*

Maintenance culture is fundamentally about an organisation's collective values and attitudes toward asset care. In Abuja's corporate sector, experts note that these cultural factors are largely negative, since maintenance is often seen as a cost burden rather than a strategic investment (Eti, Ogaji & Probert, 2006; Mu'azu, 2015; Nuhu, 2024). For example, a recent review observes that Nigeria "has no functional maintenance policy" and that a "poor maintenance culture" is widely acknowledged (Ogunbayo et al., 2022). In

practice, many Abuja organisations lack a preventive ethos, as facilities are fixed only when they fail. In one media interview a facilities manager reported that most Nigerian managers "never knew" the importance of systematic upkeep (This Day Live, 2024). This aligns with organisational culture theory, where unless leaders instil maintenance as a core value (artifacts and espoused beliefs), reactive behaviour persists (Schein, 2010). In short, Abuja's corporate maintenance culture is shaped by ingrained attitudes of neglect and low ownership, reflected in institutional norms that favour quick fixes over proactive care (Ogunbayo et al., 2022; AFMPN, 2024). The cultural challenges for Abuja are:

- **Underlying attitudes:** Assets are often viewed as expendable. Nigerian stakeholders typically lack the ingrained belief that regular upkeep is essential, so routine inspection and servicing are rare, according to the paper by Ogunbayo et al. (2022).
- **Knowledge and values:** Facility managers and staff often lack professional training in preventive maintenance. The Association of Facilities Management Practitioners of Nigeria notes that neglect is pervasive, warning that unmaintained buildings quickly become safety hazards and cost much more in the long run (AFMPN, 2024).
- **Reactive orientation:** In Abuja's corporate organisations a reactive orientation dominates. Maintenance tends to be carried out only after breakdowns, reflecting the broader "negligence" culture criticised by local experts (Latessa, 2016; Chibu, 2018; Mamman, 2023; Akuboh & Aimola, 2025).

➤ *Leadership and Governance*

Leadership commitment and institutional oversight are critical determinants of maintenance culture. In Abuja, chronic underinvestment is often tied to weak governance. Many corporate leaders prioritise short-term budgets, routinely reallocating funds away from maintenance. Empirical studies of Nigerian facilities highlight that insufficient funding and lack of accountability are major failings: for example, Ebekozi et al. (2021) found that public institutions across Abuja and other cities suffer from "insufficient funds for maintenance" and that maintenance budgets, even when allocated, are poorly monitored (Ebekozi et al., 2021). Similarly, official sources report that federal ministries and agencies have only recently been directed to establish dedicated maintenance departments; which is a step reflecting past neglect. The Nigerian Institution of Estate Surveyors and Valuers (NIESV) has noted that many government headquarters, including Abuja's Federal Secretariat, fell into a "deplorable state" precisely because no enforcement mechanism existed (Gbonegun, 2022). In other words, until leadership at the highest levels mandated maintenance planning, corporate assets were effectively left without stewardship (Gbonegun, 2022). The leadership and governance challenges for Abuja are:

- **Accountability gaps:** Abuja's MDAs and corporations often lack clear custodians for upkeep. Historically, the Federal Public Assets Maintenance department had responsibility to coordinate maintenance nationwide, but

this role was rarely enforced, so many agencies treated asset care as a low priority (Gbonegun, 2022).

- **Budgeting and policy:** Even when maintenance budgets exist, delays and bureaucratic hurdles undermine them. Policy initiatives have emerged only recently, for example, Executive Order 11 (Nov 2021) now requires all federal agencies to form maintenance units. This top-down directive acknowledges that maintenance culture must be institutionally enforced, but on-the-ground implementation remains uneven (Gbonegun, 2022).
- **Leadership vision:** Experts emphasise that a cultural shift hinges on visionary leadership. The NIESV President notes that institutionalising maintenance culture (through legal backing) would extend buildings' lifespan and "lower depreciation costs". In practice, however, Abuja's corporate executives have been slow to integrate maintenance into strategic planning or key performance indicators, perpetuating a short-sighted mentality (Mamman, 2023).

➤ *Technological Capacity*

Modern maintenance culture relies on technology (e.g., CMMS, sensors, IoT) to enable proactive practices (Ehab, Mahdi & El-Helloty, 2024). In Abuja's corporate buildings, such technological capacity is extremely limited. For example, a Nigerian study of public institutions found that organisations were only "partially ready" to adopt computerised maintenance management systems (Osuji et al., 2020). In practical terms, few Abuja companies use CMMS software or data analytics for upkeep; most rely on manual reporting and ad hoc scheduling. The analysis by Osuji et al. (2020) shows that even if technology is available, management readiness is a bottleneck as organisations lack champions to drive digitisation. Likewise, the talent pool is shallow, seeing as facility management is still an emerging profession (Gupta & Dixit, 2017). As one FM practitioner notes, Nigerian organisations must invest in staff training and standardised information systems before they can achieve the predictive maintenance seen in developed economies (Okereke, 2020). The technological challenges for Abuja are:

- **Digital tools are scarce:** There is not a widespread use of sensor networks or real-time monitoring in Abuja's corporate sector; and some offices still keep paper logs of repairs, making detailed data-driven scheduling difficult. This lack of automation keeps maintenance firmly reactive in some cases.
- **Skills and training gaps:** FM training programs are also scarce. Surveys indicate younger professionals dominate the field, but formal FM education and certification are not yet systematic (Okereke, 2020). As Okereke argues, Abuja's organisations need to pursue information standardisation and rigorous FM training if they hope to "move FM practice to maturity" like the US or UK.
- **Infrastructure limitations:** Even basic IT infrastructure can be a problem. Some studies cite unreliable internet and power as underlying constraints to adopting advanced maintenance software in Nigeria. Therefore, without technological readiness (software, data processes, skilled

operators), efforts at proactive maintenance remain "only partially ready" (Osuji et al., 2020).

➤ *Policy and Practice Gaps*

Despite growing awareness, significant institutional and policy gaps prevent the emergence of a strong maintenance culture in Abuja. Until recently, Nigeria lacked comprehensive maintenance regulations. Executive Order 11 (2021) and an attendant national maintenance policy were intended to fill this void, but many recommendations from these policies are only aspirational. In the corporate buildings, enforcement remains weak as there are infrequent routine inspections or penalties for negligent building owners as there are in some developed jurisdictions. Analysts note that Nigeria's maintenance policy framework is still rudimentary, relying heavily on property owners' goodwill (Gbonegun, 2022).

- **Regulatory framework:** The new national policy legally mandates maintenance planning in federal agencies, but equivalent requirements for private corporations have not been fully defined. In practice, many Abuja firms remain self-regulated, leading to varied standards.
- **Enforcement and audits:** There is no effective audit regime for building upkeep. The government occasionally investigates failures (notably in collapsed structures), but routine oversight is scant. Stakeholders argue that until maintenance standards are tied to licensing or financing, compliance will lag (Gbonegun, 2022).
- **Financing models:** Traditional budgets overlook lifecycle costs. To close this gap, experts recommend value-based approaches. For example, lifecycle cost (LCC) analysis can help justify early maintenance spending. A recent study modeled LCC for an Abuja office building, highlighting how planning for long-term expenses yields more sustainable outcomes (Awwal et al., 2024). Nonetheless, adoption of such financial tools by corporate leaders is still novel.
- **Capacity building and incentives:** Professional bodies and development agencies have proposed solutions. Associations like IFMA Nigeria are promoting training workshops, and some private firms experiment with outsourcing maintenance to specialist contractors. Public-private partnership models have also been suggested to leverage private efficiency in public facilities. However, these strategies remain underutilised in Abuja.

Table 1 Synthesis of Key Findings by Research Objective

Research Objective	Research Answers
<p><i>Conceptualise “maintenance culture” (Obj. 1)</i></p>	<p>Defined as the organisation’s shared values/attitudes toward upkeep, contrasting a <i>reactive</i> (fix-it) versus <i>proactive</i> (preventive) orientation (Ogunbayo et al., 2022). In Abuja, maintenance culture is generally weak: it is treated as an operational afterthought rather than a strategic asset (Ogunbayo et al., 2022; AFMPN, 2024).</p> <p>Embedded factors include leadership ethos and stakeholder behaviour. Organisations lack a holistic mindset; preventive care is not ingrained in the corporate culture (Ogunbayo et al., 2022; AFMPN, 2024).</p>
<p><i>State and inhibitors of proactive culture in Abuja (Obj. 2)</i></p>	<p>Predominantly reactive maintenance prevails. Few Abuja firms schedule regular maintenance. Case studies in Nigeria report major maintenance deficits (insufficient funding, no planned programs, untrained staff). Ebekoziem et al. (2021) highlight underfunding and staff skills as root issues.</p> <p>Leadership and accountability are lacking: maintenance budgets are often diverted, and enforcement is weak (Gbonegun, 2022). Policymakers have only recently imposed maintenance departments in agencies (Exec Order 11) to address this long-standing gap.</p> <p>Technological barriers: Organisations have limited IT support for FM. Survey evidence (Osuji et al., 2020) shows public bodies are only <i>partially ready</i> for CMMS, with management inertia cited as a constraint. Overall, Abuja’s corporate sector suffers from institutional fragmentation, minimal professional FM capacity, and cultural resistance to planned upkeep.</p>
<p><i>Consequences of poor maintenance (Obj. 3)</i></p>	<ul style="list-style-type: none"> – Asset deterioration and cost escalation: Neglected corporate buildings deteriorate faster. Literature suggests buildings can fail 20–40% faster without upkeep (AFMPN, 2024). Reactive repairs are far more expensive – industry analysis notes that unaddressed faults eventually cost many times more than preventive fixes. Operational disruptions: Frequent equipment failures (e.g. HVAC, elevators, generators) lead to downtime. Studies of Nigerian facilities find workplaces regularly interrupted by infrastructure breakdowns (Ebekoziem et al., 2021). Occupant welfare: Poor upkeep undermines indoor comfort and safety. Analyses warn that mold, leaks, and faulty systems harm occupant health and morale, reducing productivity (ThisDay, 2024; Guardian, 2022). Reputational damage: Run-down corporate offices erode stakeholder confidence. Official reports explicitly link Abuja’s high-profile building collapses to “poor maintenance culture”. In sum, insufficient maintenance in Abuja’s corporate buildings leads to higher lifecycle costs, safety hazards, and lost economic value.
<p><i>Models and strategies for sustainable culture (Obj. 4)</i></p>	<p>Integrated facility management (FM): Experts recommend Total FM or single-point contracting to centralise responsibility. This approach would align technical, administrative, and strategic tasks under one framework, reducing gaps.</p> <p>Digital solutions: Adoption of CMMS and IoT monitoring is urged. Simulations and international studies suggest CMMS can cut downtime ~35% (Almomani & Aldaihani, 2021); Nigerian analyses find that encouraging managerial buy-in could substantially improve maintenance performance (Osuji et al., 2020).</p> <ul style="list-style-type: none"> – Institutional reforms: Establishing a national maintenance policy and enforcement is key. Executive Order 11 and endorsements by bodies like NIESV represent moves toward compulsory maintenance programs (Gbonegun, 2022). <p>Capacity building: Continuous professional development is vital. Researchers argue that training facility managers and embedding FM in business education can shift mindsets (Okereke, 2020).</p> <p>Alternative financing: Lifecycle costing (LCC) and PPPs are proposed to align investment with long-term value. Awwal et al. (2024) show that LCC analysis of an Abuja building can reveal hidden savings, indicating that upfront spending on upkeep pays off. Public–private partnerships can also introduce efficiency and steady funding streams.</p> <p>Despite these proposals, empirical evidence in Abuja is still emerging; pilot projects and rigorous evaluations of these strategies are needed to validate their effectiveness.</p>

V. CONCLUSION

This narrative review has examined the maintenance culture of corporate organisation buildings in Abuja, Nigeria, by synthesising existing literature and critically interrogating the factors shaping maintenance practice within the Federal Capital Territory. The evidence indicates that, while Abuja benefits from comparatively better physical infrastructure

and higher baseline levels of building upkeep than many other Nigerian states, maintenance practices within its corporate buildings remain largely reactive, uneven and weakly institutionalised. Relative advantage in infrastructure quality has not translated into a mature, preventive maintenance culture; instead, maintenance activities are still predominantly triggered by system failure rather than guided

by lifecycle planning, data-driven decision-making or strategic asset management.

Culturally, maintenance in Abuja's corporate sector continues to be framed as a discretionary expenditure rather than a value-adding investment, despite the city's status as Nigeria's administrative and corporate hub. This perception is reinforced by short-term managerial priorities, limited professional capacity and the absence of organisational norms that embed maintenance responsibility into everyday operational practice. Although Abuja performs better than many other Nigerian cities in terms of visible building quality and access to maintenance resources, leadership and governance weaknesses remain evident. Maintenance responsibilities are often fragmented, funding is inconsistently released, and accountability mechanisms are insufficiently enforced, limiting the sustainability of maintenance efforts.

The review further underscores the role of technological capacity in shaping maintenance outcomes. Compared with other Nigerian states, Abuja exhibits relatively higher exposure to facility management professionals and digital maintenance tools. However, the actual utilisation of Computerised Maintenance Management Systems and predictive maintenance technologies remains low. This underutilisation, combined with skills gaps and institutional inertia, constrains the transition from reactive to proactive maintenance regimes. As a result, corporate buildings continue to experience premature deterioration, escalating lifecycle costs, operational disruptions and declining occupant comfort, with adverse implications for organisational productivity, safety and corporate reputation.

Importantly, the literature converges on the view that sustaining Abuja's relative advantage over other Nigerian cities requires more than incremental technical improvements. While strategies such as Total Facilities Management, lifecycle costing, public-private partnerships and professional capacity building are widely advocated, their effectiveness is contingent on deeper organisational and institutional reform. Maintenance culture must be repositioned as a strategic governance function, integrated into corporate performance metrics, investment planning and leadership accountability frameworks. Without this cultural and institutional shift, Abuja risks replicating the broader national pattern of deferred maintenance over time, despite its comparatively stronger infrastructure base.

In conclusion, Abuja's corporate maintenance culture reflects both progress and vulnerability. The city remains better maintained than many other Nigerian states, yet this relative strength masks persistent structural weaknesses in how maintenance is conceptualised, governed and operationalised. Addressing these challenges requires context-sensitive, locally grounded interventions that combine cultural reorientation, regulatory enforcement, professional development and technological adoption. Future progress will depend on moving beyond symbolic commitments toward empirically tested and locally adapted maintenance models that safeguard asset value, enhance

employee wellbeing and support Abuja's long-term ambition as a resilient and sustainable national capital.

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