

## การประเมินการตัดสินใจต่อสัญญาเช่าของผู้เช่าพื้นที่โดยใช้การวิเคราะห์ความสำคัญ และสมรรถนะ: ห้างสรรพสินค้าในย่านธุรกิจ

### IMPORTANCE-PERFORMANCE ANALYSIS IN EVALUATING TENANT LEASE CONTRACT RENEWAL DECISION: SHOPPING MALLS AT CENTRAL BUSINESS DISTRICT

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#### บทคัดย่อ

การศึกษานี้มุ่งวิเคราะห์ความสำคัญ (importance) และสมรรถนะ (performance) ของปัจจัยสำคัญที่ผู้เช่าพื้นที่ใช้พิจารณาเมื่อเขาต้องการต่อสัญญาเช่าพื้นที่ของห้างสรรพสินค้าในย่านธุรกิจเขตกรุงเทพฯ ในประเทศไทย ข้อมูลที่ใช้ได้มีจำนวน 146 ราย ได้มาจากการเก็บข้อมูลจากผู้เช่าพื้นที่ซึ่งไม่ใช่เชน (chain) ผู้ให้ข้อมูลจะประเมินปัจจัยทั้งด้านความสำคัญและด้านสมรรถนะ ด้วยข้อคำถาม ด้านละ 35 ข้อ ข้อคำถามเหล่านี้ได้มาจากการทบทวนงานวิจัยในอดีตที่ศึกษาเกี่ยวกับปัจจัยสำหรับการต่อสัญญาเช่าพื้นที่ และใช้มาตราวัดแบบลิคเคิร์ต (Likert scale) ห้าระดับ จากนั้นจะประมวลข้อมูลด้วยวิธีวิเคราะห์องค์ประกอบเชิงสำรวจ (exploratory factor analysis) และนำผลลัพธ์มาสร้างผังไอพีเอ (IPA grid) เพื่อวิเคราะห์โครงสร้างของปัจจัยสำคัญ ผลการศึกษาพบว่าค่า Cronbach's alpha ของคำถามเกี่ยวกับปัจจัยเหล่านี้อยู่ในระดับสูง แสดงว่าคำถามที่ใช้วัดมีความเที่ยง (reliability) ในระดับสูง และได้ปัจจัยทั้งสิ้น ห้าด้าน ได้แก่ (1) การดำเนินการด้านการจัดการศูนย์ (center management operation), (2) การให้อำนาจ (empowerment), (3) คุณภาพการบริการ (service quality), (4) พฤติกรรมการตอบสนอง (responsive behavior) และ (5) พฤติกรรมความร่วมมือ (cooperative behavior) ผังไอพีเอแสดงให้เห็นว่าทีมบริหารศูนย์ฯ ควรให้ความสนใจกับปัจจัยการดำเนินการด้านการจัดการศูนย์ฯ และปัจจัยด้านการให้อำนาจ สำหรับปัจจัยที่ไม่ต้องให้ความเอาใจใส่มากได้แก่ ปัจจัยด้านพฤติกรรมการตอบสนอง และปัจจัยด้านพฤติกรรมความร่วมมือ ส่วนปัจจัยด้านคุณภาพการบริการเป็นการกระทำที่ดีแล้วและควรดำเนินต่อไปดังเดิม การศึกษาครั้งนี้จึงเป็นการเสนอเครื่องมือให้แก่ทีมบริหารศูนย์ฯ เพื่อใช้ช่วยจัดสรรทรัพยากรที่มีจำกัดได้อย่างมีประสิทธิภาพและประสิทธิผล โดยมุ่งหวังจะสร้างความพึงพอใจแก่ผู้เช่าพื้นที่ของศูนย์ฯ และให้ผู้เช่าตัดสินใจต่อสัญญาเช่ากับศูนย์ฯ

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### Abstract

This study examined the key factors that tenants consider when they want to renew their lease contract of the shopping malls at central business district of Thailand. The results were from a survey of 146 non-chain tenants. Respondents evaluate the importance and performance of all 35 items derived from reviewing previous studies. This study, then, applied those Likert-type rating scores to an importance-performance (IPA) action grid and used an exploratory factor analysis to identify the underlying structure among those attributes. With Cronbach's alpha test, all measurement items showed high reliability. The five factors derived from conducting factor analysis were (1) center management operation, (2) empowerment, (3) service quality, (4) responsive behavior and (5) cooperative behavior. The IPA action grid illustrated that management teams should concentrate on factors center management operation and empowerment and should pay low priority to factors responsive behavior and cooperative behavior. The action for factor service quality was to continue with good work. The results of analysis can provide shopping mall management teams a tool to effectively and efficiently allocate their limited resources to satisfy their tenants and to maintain lease contract renewal.

**Keywords:** Importance-Performance Analysis action grid, tenant lease contract renewal, shopping mall, Bangkok, Thailand

## Introduction

Regarding to the research studies in shopping mall industry, most of them are concerned with behavior of retail rental level determination in shopping mall (Des Rosiers, Theriault & Menetrier, 2005; Dixit & Stiglitz, 1997; Finn & Louviere, 1996; Gatzlaff, Sirmans & Diskin, 1994; Gerbich, 1998; O’Roarty, McGreal, Adair & Patterson, 1997; Pitt & Musa, 2009; Sirmans &

Benjamin, 1991; Wheaton, 2000 and Yuo, Lizieri, McCann & Crosby, 2011) but not decision making of tenants in renewing their lease contract. Tenant mix, however, is one of important components in driving optimal returns to both tenants and landlords. Undertake lease contract renewal will help mitigate the burden of leasing managers in retaining their proper tenant mix. They do not need to refurbish or renovate the leasing space for new tenants.

This paper, therefore, aims to provide importance-performance analysis or IPA as an effective and simple strategy tool. It is also a visual tool that helps managers easily capture the situation and making decision pertaining to resource allocations. Its benefits derived from its graphical representation, popularity, low-cost, easily understood way to organize information about the attributes of a product or service. Management team of shopping center, thus, is able to use IPA to identify the importance and performance of lease contract renewal decision of tenants in shopping mall and set priorities for potential changes.

## Literature Review

Many previous studies related to shopping center have concentrated on factors influence renewal decision, however, this research study aims to enhance mall management about gaps between the importance in the eyes of tenants and the performance of that mall in the eyes of tenants too. The importance and performance attributes are with respect to tenant contract renewal.

## Importance-Performance Analysis

The IPA is the multi-attribute model initiated by Martilla and James in 1977. This popular managerial tool has been used to identify the strengths and weaknesses or the performance and satisfaction of products and services in many industries, such as automobile industry (Martilla & James, 1977), hospitality industry (Chu & Choi, 2000; and Oh, 2001), education industry (O’Neill & Palmer 2004), and shopping mall industry (Cai & Shannon, 2010; Kinley, Kim, & Forney, 2002, Littrell, Paige & Song, 2004). However, this paper is one of the few studies that employs IPA in shopping mall with concentration on tenants not end customers.

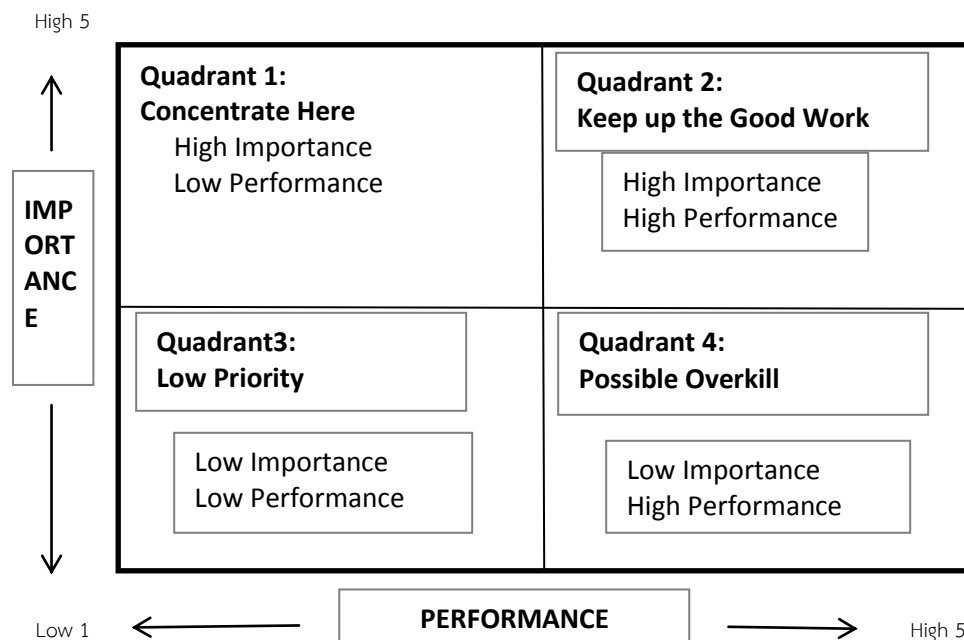
Being as an action grid, the IPA is divided into four quadrants (Fig.1). The X-axis denotes the perceived performance of attributes and the Y-axis denotes the importance of attributes. The interpretation of each quadrant is as follows.

Quadrant 1: Allocate more resources to these attributes

Quadrant 2: Keep these good attributes

Quadrant 3: Give low priority to these attributes

Quadrant 4: May not allocate resources to these attributes



**Figure1:** IPA Grid

When respondents perceive that the attribute is important, that attribute will have a significant effect on their decision (MacKenzie, 1986). When respondents favor the perception of performance, they will decide to choose that attribute.

#### Attributes in Lease Contract Renewal Decision as Perceived by Non-Chain Tenants

The selection of the attributes in lease contract renewal decision is based on previous studies and comes up with six dimensions or factors affecting contract renewal decision of tenants of shopping mall. These initial factors are center management operation, responsive behavior, service quality, cooperative behavior, empowerment, and trust. The definitions of these factors are shown in Table 1.

##### center management operation

One of the important strategies to draw consumers to do shopping in shopping mall is providing proper tenant mix (Roberts & Merrilees, 2003, and Shilling, 2001). Shopping mall

should not make saleable area vacant and should provide tenants congruent to target customers. If not, target customers will feel that it is not worth their time and money to spend in shopping mall (Joo, 2007, and Ramaseshan et al., 2006), and finally will decide not to come back again.

#### **responsive behavior**

Destroying the expectation and experience of customers in service business is a very crucial factor that can lead to losing customer. Failure to give proper service increases cost 30-150% (Cranage, 2004). These failures may reflect as behaviors that not correspond to required services, requests and make customers feel being ignorant.

Other research studies (Jackson, 1998; Rasila, 2010; Roberts & Merrilees, 2007; and Ruppel & Harrington, 2000) also shows that responses to negative emotion of customers are crucial. When management team of shopping mall provide channels to send message or news, to take care of complaints, to inform the mishap or to correct facing problems in time will make tenant happy (Cranage, 2004).

#### **service quality**

Service qualities of hospitality industry are divided into the concrete attributes (such as the cleanliness of rooms, and the completeness of facilities in rooms) and the abstract attributes (such as the willingness to serve customers, and the perfect performance of service staffs) (Getty & Thompson, 1995; Giraldo et al., 2003; and Gundersen, Heide, & Olsson, 1996). However, in this study, service quality includes only abstract attributes. The concrete attributes are included in other factor, i.e., center management operation.

#### **cooperative behavior**

Cooperative behaviors are important behaviors in many areas such as in sport (Cornwell & Coote, 2005) or in innovation development (Roberts & Merrilees, 2003). These behaviors may be illustrated as directly participate in activities or indirectly give any kind of supports such as financial support in doing activities (Cornwell & Coote, 2005).

In the context of saleable area in shopping mall, cooperative behaviors are shown as collaboration in correcting problems, co-planning in improving the effectiveness of relationship (Roberts & Merrilees, 2003) and in utilizing resources in order to gain optimal investment or in order to get harmony between management team and tenants (Jackson, 1998 and Ramaseshan et al., 2006).

Table1: Definitions of Each Construct

<u>Factor</u>	<u>Definition</u>	<u>Adapt from</u>
Center Management Operation	Mall management enable to implement proper strategy to draw target customer to do shopping in this mall	Hallowell, 1996; Joo, 2007; Roberts and Merrilees, 2003; Roberts and Merrilees, 2003 and Silverstro and Cross, 2000
Responsive Behavior	Non-chain existing tenants can get and communicate information with malls or management teams when they have some requests or complaints	Cranage, 2004; Roberts and Merrilees, 2007 and Ruppel and Harrington, 2000
Service Quality	Physical or concrete characteristics of this mall are upkeep	Finn and Louviere, 1996; Giral di et al., 2003 and Roberts and Merrilees, 2007
Cooperative Behavior	The support and cooperation got from management team in solving problems to reach common goals	Cornwell and Coote, 2005; Jackson, 1998; Ramaseshan et al., 2006 and Roberts and Merrilees, 2003
Empowerment	Non-chain existing tenants can negotiate decisions to achieve equal voice between management team and tenants	Benton, 2005; Ramaseshan et al., 2006; Rasila, 2010 and Roberts and Merrilees, 2007
Trust	Each party keeps promises relating to doing business	Hewett and Sharma, 2002; Roberts and Merrilees, 2003; Roberts and Merrilees, 2007 and Ruppel and Harrington, 2000

### **empowerment**

In the context of saleable area in shopping mall, empowerment means giving tenants ability to negotiate with management team in order to establish feeling of equality in expressing their opinions with management team. This equality creates smooth and sustainable relationship between these two parties (Benton, 2005; Ramaseshan et al., 2006 and Rasila, 2010).

### **trust**

The contributions of trust between management team and tenants are (1) to retain level of effectiveness and behaviors expressed to each other (Roberts & Merrilees, 2007), (2) to keep promises that they commit to each other (Rasila, 2010), (3) to frankly communicate to each other and (4) to communicate promptly when there are emergency incidents (Roberts & Merrilees, 2003). When tenants are sure that management team will keep their words, it assures that the performance of managing shopping mall will be in a good shape and they will be happy to renew lease contract.

### **Research Methodology: Using the IPA to Assess Non-Chain Tenants Lease Contract Renewal**

### Data Gathering

The respondents of this study are non-chain or small tenants who lease area of a particular shopping mall in Central Business District (CBD) area of Bangkok, Thailand. Total respondents are 146. They are asked to rate each of 35 attributes in terms of the importance and also in terms of the performance of these attributes when deciding to renew lease contract with this shopping mall. Each attribute has 5-point Likert scale ranging from 1, least important, to 5, most important, in the Importance part and from 1, strongly disagree, to 5 strongly agree, in the Performance part. Measurement items developed from previous research studied and used in this paper are shown in Table 2.

### Data Analysis

This paper conducts an exploratory factor analysis using principal component analysis with orthogonal VARIMAX rotation in order to identify the underlying dimensions or factors (see Appendix 1). Criteria for selecting a variable included in a factor or a construct are: (1) include only items with factor loadings at least 0.5 in a factor, (2) the eigenvalues of those factors is at least 1 and (3) the result of factor analysis should explain at least 60 percent of total variance Table3 shows factor loading, the mean and standard deviation values of importance for each variable of all five factors and the mean and standard deviation values of performance for each variable of all five factors after rotation.

**Table2: Constructs and Their Measurement Items**

Construct	Variable	Item	Adapted From
Center Management Operation	cmp1	This mall is attract to large number of customers	Hallowell, 1996; Joo, 2007; Roberts & Merrilees, 2003; Roberts & Merrilees, 2003; and Silverstro & Cross, 2000
	CMP2	This mall has an outstanding image	
	CMP3	This mall has a well-planned marketing strategy	
	CMP4	This mall provide a proper tenant mix	
	CMP5	Main target of the mall is your target customer	
	CMP6	The rent of the mall is money-worth	
Responsive Behavior	RSP1	You can contact this mall management whenever you want.	Roberts & Merrilees, 2007
	RSP2	Mall management react to all emergencies immediately	
	RSP3	Mall management always give you mall-related information on time	
	RSP4	Mall management always inform you potential changes relating to mall	
	RSP5	Mall management can systematically solve problems relating to mall	
	RSP6	Mall management can control unexpected problems to minimum damage	
	RSP7	All important issues relating to this mall are exactly communicated to you.	

**Table2: Constructs and Their Measurement Items -continue**

Construct	Variable	Item	Adapted From
Service Quality	SQ1	This mall has a unique design	Finn & Louviere, 1996; Giraldi et al., 2003; and Roberts & Merrilees, 2007
	SQ2	The finishing and materials used in this mall are good quality	
	SQ3	The interior atmosphere of this mall is enjoyable	
	SQ4	This mall always upkeeps its interior to maintain it in good condition	
	SQ5	The hall way and common area of this mall are well arranged and clean	
	SQ6	This mall's rest rooms are clean	
Cooperative Behavior	COP1	You and this mall management have common business goals	Cornwell & Coote, 2005; Jackson, 1998; Ramaseshan et al., 2006; and Roberts & Merrilees, 2003
	COP2	You and this mall management share all knowledge and information	
	COP3	You and this mall management are problem solving partners	
	COP4	You and this mall management are unity	
	COP5	You and this mall management regularly participate in all activities	
Empowerment	EMP1	You and other tenants are treated equally	Ramaseshan et al., 2006; Rasila, 2010; and Roberts & Merrilees, 2007
	EMP2	You and this mall are equal	
	EMP3	You can fairly negotiate to this mall management	
	EMP4	This mall provides an impartial business deal	
	EMP5	You and this mall management build good relationship with each other	



**Table2: Constructs and Their Measurement Items –continue**

Construct	Variable	Item	Adapted From
Trust	TRS1	You can rely on this mall without hesitation	Rasila, 2010; Roberts & Merrilees, 2007; and new item
	TRS2	You are certain that you get good quality service from this mall	
	TRS3	You feel comfortable to disclose your business confidential data to this mall management	
	TRS4	This mall management intends to deliver all promises	
	TRS5	This mall fully supports you to be successful in your business	
	TRS6	You can rely on management of this mall. (new item)	

This study calculates Cronbach’s Alpha to test the reliability or the stability of items included in each factor and includes only those items with coefficients at least 0.5 showing good reliability of constructs (Nunnally, 1967).

## Results

### Renewal Decision Factors Derived from Factor Analysis

A total of 146 respondents completed a questionnaire during the second half of year 2012. The results from factor analysis indicate five factors with 34 items (Appendix 1). Almost all variables classified as trust factor are included in a factor called center management operation. Furthermore, almost all items are classified as expected factors except factor “service quality” that includes one item (CMP2) from factor “center management operation” and one item is dropped from “trust” factor (TRS6). The results of the factor analysis give a factor structure with quite high factor loadings on proper factors and most items are loaded heavily on one factor (Table 3).

Table3: Results from Factor Analysis and Mean of Importance and Performance

		factor loading	imp mean	imp s.d.	perf mean	perf s.d.
	<b><i>F1 - Center Management Operation</i></b>					
CMP1	This mall is attract to large number of customers	0.778	4.397	1.007	3.171	1.091
CMP3	This mall has a well-planned marketing strategy	0.744	4.260	1.115	2.801	1.142
CMP6	The rent of the mall is money-worth	0.664	4.199	1.068	2.938	1.128
TRS5	This mall fully supports you to be successful in your business	0.660	4.274	1.021	3.116	1.054
TRS3	You feel comfortable to disclose your business confidential data to this mall management	0.618	4.219	1.092	3.137	1.048
TRS2	You are certain that you get good quality service from this mall	0.604	4.260	0.976	3.397	0.986
TRS1	You can rely on this mall without hesitation	0.590	4.192	1.046	3.116	1.092
TRS4	This mall management intends to deliver all promises	0.577	4.260	1.070	3.048	1.046
CMP4	This mall provide a proper tenant mix	0.569	4.069	1.001	3.055	1.042
CMP5	Main target of the mall is your target customer	0.558	4.206	0.982	3.411	1.042
	<b>variance explained is 16.86%; Eigen Value is 5.900; Cronbach <math>\alpha</math> 0.956</b>					
	<b><i>F2 -Empowerment</i></b>					
EMP2	You and this mall are equal	0.852	4.110	1.121	3.137	1.148
EMP1	You and other tenants are treated equally	0.827	4.103	1.143	3.158	1.131
EMP3	You can fairly negotiate to this mall management	0.791	4.192	1.135	3.075	1.121
	<b>variance explained is 15.44%; Eigen Value is 5.403; Cronbach <math>\alpha</math> 0.964</b>					

Table3: Results from Factor Analysis and Mean of Importance and Performance - continue

		factor loading	imp mean	imp s.d.	perf mean	perf s.d.
	<b><i>F3 -Service Quality</i></b>					
SQ5	The hall way and common area of this mall are well arranged and clean	0.797	4.062	0.934	3.877	0.961
SQ2	The finishing and materials used are good quality	0.795	4.021	0.936	3.74	0.997
SQ1	This mall has a unique design	0.790	4.192	0.92	4.103	0.974
SQ4	This mall always upkeeps its interior to maintain it in good condition	0.766	4.151	0.905	3.877	0.931
SQ3	The interior atmosphere of this mall is enjoyable	0.739	4.363	0.901	3.829	0.942
SQ6	This mall's rest rooms are clean	0.736	4.411	0.73	4.349	0.914
CMP2	This mall has an outstanding image	0.595	4.301	0.957	3.904	0.999
	<b>variance explained is 15.40%; Eigen Value is 5.390; Cronbach <math>\alpha</math> 0.907</b>					
	<b><i>F4 -Responsive Behavior</i></b>					
RSP3	Mall management always give you mall-related information on time	0.748	3.685	1.075	3.267	0.978
RSP2	Mall management react to all emergencies immediately	0.716	3.671	1.139	2.877	1.088
RSP4	Mall management always inform you potential changes relating to mall	0.666	3.897	0.995	3.199	0.966
RSP5	Mall management can systematically solve problems relating to mall	0.659	3.925	1.090	2.945	1.056
RSP6	Mall management can control unexpected problems to minimum damage	0.603	4.055	1.075	3.041	1.016
RSP1	Mall management are available for you to reach.	0.579	3.760	1.059	2.774	1.143
RSP7	All important issues relating to this mall are exactly communicated to you.	0.540	4.000	1.095	3.116	1.047
	<b>Eigen Value is 4.662; variance explained is13.32%; Cronbach <math>\alpha</math> 0.947</b>					

Table3: Results from Factor Analysis and Mean of Importance and Performance - continue

		factor loading	imp mean	imp s.d.	perf mean	perf s.d.
	<b><i>F5 -Cooperative Behavior</i></b>					
COP4	You and this mall management are unity	0.735	3.808	1.097	3.103	1.04 2
COP3	You and this mall management are problem solving partners	0.688	3.911	1.101	3.103	1.00 8
COP2	You and this mall management share all knowledge and information	0.641	3.692	1.014	3.219	0.95 8
COP5	You and this mall management regularly participate in all activities	0.638	3.610	1.033	3.206	1.04 3
COP1	You and this mall management have common business goals	0.629	4.021	1.034	3.425	1.08 2
	<b>variance explained is 12.00%; Eigen Value is 4.201; Cronbach <math>\alpha</math> 0.939</b>					

## Results

### Renewal Decision Factors Derived from Factor Analysis

A total of 146 respondents completed a questionnaire during the second half of year 2012. The results from factor analysis indicate five factors with 34 items (Table 3). Almost all variables classified as trust factor are included in a factor called center management operation. Furthermore, almost all items are classified as expected factors except factor “service quality” that includes one item (CMP2) from factor “center management operation” and one item is dropped from “trust” factor (TRS6). The results of the factor analysis give a factor structure with quite high factor loadings on proper factors and most items are loaded heavily on one factor. All five factors with 34 attributes explain 73.017 percent of variance in data with eigenvalues greater than 1.0 and factor loadings greater than 0.50. The internal consistency of each factor is tested by employing reliability test or Cronbach’s Alpha whose value ranges from 0.907 to 0.964. All Cronbach’s Alpha values are higher than 0.50 which indicates that these factors have good reliability. In sum, the results from factor analysis in this study are acceptably valid.

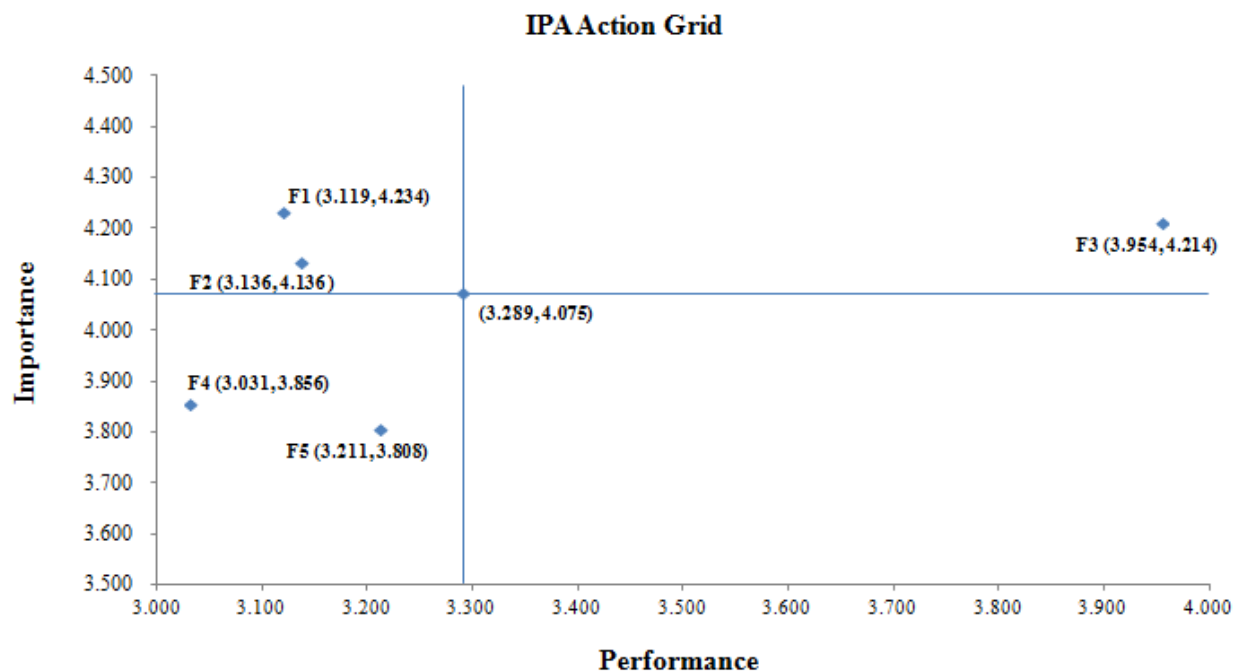
Table 3 demonstrates 34 variables are grouped into five factors called: F1: Center Management Operation; F2: Empowerment; F3: Service Quality; F4: Responsive Behavior and F5: Cooperative Behavior.

## IPA Action Grid

Table 3 also shows mean scores of five factors and their 34 attributes in relation to Importance and Performance. These mean scores of the Performance and the Importance ratings are plotted in four quadrants of IPA action grid with X-axis represents the Performance mean scores and Y-axis represents the Importance mean scores. The cross-hairs (horizontal and vertical lines) is constructed using the mean Performance rating for all variables (3.289) and the mean Importance rating for all variables (4.075). Therefore, the coordinate points of cross-hairs are (3.289, 4.075). As a result, F1 (3.119, 4.234) and F2 (3.136, 4.136) are in quadrant 1; F3 (3.954, 4.214) is in quadrant 2 and F4 (3.031, 3.856) and F5 (3.211, 3.808) are in quadrant 3 (Figure 2).

**Figure2:** IPA Action Grid of This Study

Note: F1 is Center Management Operation; F2 is Empowerment; F3 is Service Quality;



F4 is Responsive Behavior and F5 is Cooperative Behavior

## Conclusion

This study classified 34 attributes of lease contract renewal into five decision factors, namely, F1: Center Management Operation; F2: Empowerment; F3: Service Quality; F4: Responsive Behavior and F5: Cooperative Behavior. Management team of this shopping mall must allocate more resources to attributes of F1 and F2, which are attributes related to Center Management Operation and Empowerment, respectively. From Table3, management of this

learnt that their weak points in management operation. In other words, the attractiveness of their mall (variable CMP1) and their planned marketing strategy (variable CMP3) are not so good in the eyes of their tenants when their tenants consider about contract renewal with this mall. They should not change but maintain any existing strategy implemented on F3: Service Quality, especially the first three aspects (SQ5, SQ2 and SQ1) of this factor which have high factor loadings. In other words, the tenants are happy with the arrangement and cleanliness of mall's hall way and common way, the good quality of materials used in the mall and the unique design of this mall. Since F4: Responsive Behavior and F5: Cooperative Behavior are in quadrant 3, management team can reduce their resources to the attributes of other factors. This shopping mall, fortunately, do not have any factor in quadrant 4. It implies that the management team utilizes their resource relatively well because they do not waste too many resources into attributes that are not important and have high performance. In sum, in order to make tenants decide to renew contracts with shopping mall, management should pay more attention on attributes contributing to center management operation and empowerment given to tenants. The tenants are quite happy with what management handles with service quality, however, management seems to invest too much on resources allocated to attributes relating to responsive behavior and cooperative behavior.

Further research should investigate more thoroughly to gain better understanding of items used to measure factors Center Management Operation and Trust since the results from this study did not show the well measurement items for these two factors.

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#### Appendix 1: Factors after Rotation

Rotated Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
This mall attracts to large number of customers.	.777				
This mall has a well-planed marketing strategy.	.745				
You trust this mall management.	.666				
The rent of this mall is value for money.	.665				
This mall management delivers all promises.	.623				
You believe that you get a good quality of service from this mall.	.609				
You trust in this mall without hesitation.	.594				
This mall supports your business on all dimensions.	.581				.513
This mall provided a proper tenant mix.	.570				
Main target of this mall is your business main target.	.560				
This mall common area is well arranged.		.796			
This mall finishing and material is quality.		.793			
This mall has an identity design.		.790			
This mall is maintained in a proper condition.		.766			
This mall has a good shopping atmosphere.		.739			
This mall washroom is clean.		.738			
This mall has an outstanding image.		.596			

Rotated Component Matrix<sup>a</sup> -continue

	Component				
	1	2	3	4	5
You & this mall are equal.			.851		
You are treated equally to other tenants.			.827		
You are able to negotiate to this mall.			.790		
This mall provides an impartial business deal.			.780		
You & this mall management build a good relationship with each other.			.655		
You are informed this mall information on time.				.751	
This mall management reacts to all emergency immediately.				.720	
You are informed changing of this mall.				.667	
This mall management has a systematic problem solving.				.659	
This mall management able to prevent unexpected damage.				.601	
You can contact this mall management whenever you want.				.581	
All important issue of this mall is communicated directly.				.538	
You & this mall are unity.					.736
You & this mall are problem solving partner.					.690
You & this mall share all knowledge & information.					.642
You & this mall involve all activity together.					.640
You & this mall have a same business goal.					.630

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.