

Ambidextrous Patronage and the Organizational Performance

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Ambidextrous Patronage and the Organizational Performance among Shopping Centers with Joint Venture Partnership in Indonesia

9 Bambang Dwi SUSENO^{1*}, Furtasan Ali YUSUF², Denny KURNIA³

¹⁵
¹ Associate Professor, Management Department of Faculty Graduated of Bina Bangsa University, Indonesia

² Associate Professor of Master Management, Management Department of Faculty Graduated of Bina Bangsa University, Indonesia

²
³ Assistant Professor of Economics and Business Faculty of Serang Raya University, Indonesia

Corresponding author; E-mail: proexchellence@gmail.com

Abstract

This work aims to determine the originality of Ambidextrous patronage by exploring and explaining different evidences published in preceding articles. This article was intended to make a contribution regarding good managerial practices by managing the performance decrease among shopping centers with joint venture partnership in Indonesia. This work involved four managers of shopping centers with joint venture partnership between Japan and Indonesia operated in Jakarta, Bogor, Tangerang, Bekasi; 3 shopping centers with joint venture partnership between China and Indonesia operated in Surabaya, Jakarta, and Tangerang; 2 shopping centers with joint venture partnership between Singapore and Indonesia operated in Jakarta and South Tangerang. The samples were chosen through purposive sampling technique. Questionnaires as the study instrument were distributed to the samples selected with the criterion of having the most important role in the services delivery and managerial decisions towards the shopping center customers. The authors prepared 275 questionnaires for the samples and 218 of which were completed. 180 questionnaires were eligible to be further processed according to the study requirements. All hypotheses and input data were processed in analysis using Structural Equation Model or so called SEM through 22.0 IBM AMOS software. The analysis output showed 4 relationships with significant result at the predetermined significance level. Furthermore, managerial performance was not proven to be significantly influenced by shopping value formation. In addition, shopping atmosphere was significantly influenced by ambidextrous patronage which further would lead to a significant impact on Shopping Center performance. Thus, the current study presented Ambidextrous patronage as the originality which was proven to reveal the impact of shopping value formation on Shopping Center performance.

Keywords: Ambidextrous patronage; development of shopping value; shopping atmosphere; shopping center performance.

1. Introduction

Shopping center was firstly introduced among Indonesian community in 1962, namely the initial establishment of "Sarinah". Sarinah shopping center is 74 meters tall and 15 floors located in Jl. MH Thamrin, Jakarta Pusat/Central Jakarta. This building was built on August 17, 1962, opened on August 15, 1966 and inaugurated in 1967 by the first President of Indonesia, Soekarno. Sarinah building actually built at a cost of war reparations from the Japanese government. Sarinah is the first modern shopping center in Indonesia, and also the first skyscraper in Jakarta. Equipped with elevators and air conditioning, which is a sophisticated facility that time. During its establishment, Indonesia's macroeconomic situation in a very bad. Sarinah is expected to be a mediator, stimulator, and means of stuffs distribution and run its function as economic stabilizers. It is a pioneer in the development of retail trade and participates in the changing structure of the Indonesian economy. (<https://www.sarinah.co.id/id/company-profile/company-history>).

Public demand is continuously increased and this situation has encouraged many retail businessmen to establish new shopping centers which continue to increase in number. In the mid of 2006, the largest growth of retail business in the Asian Pacific region took place Jakarta as the capital city. There were more than 130 commercial sites in Jakarta in 2010. The shopping center growth is reflected in numbers and also in physical size. Shopping centers development and major retailers globalization are clearly reflected in such shopping center evolution. 240 shopping centers are established in big cities wherein 173 of them are

operated in Jakarta as well as the neighborhood cities (Association of Indonesian Shopping Center Management (AISCM), 2017).

Such condition regarding the number of shopping centers in Indonesia, the authors are interested in conducting a study among shopping centers with joint venture partnership between Indonesia and other countries. The joint venture companies involved here were Sinar Mas Land Group and AEON Group Japan; PT Bumi Serpong Damai Tbk (BSD) and Mitsubishi Corporation, Lippo Group and Mitsubishi Corporation; PT Alam Sutera Realty Tbk (ASRI) and China Fortune Land Development Co. Ltd.; Murray Prince and PT. Graha Indah Semesta; and PT Intiland Development Tbk and GIC Singapore.

A significant decrease in the shopping centers performance was due to amaze development of information technology which has led to the appearance of various online applications. Such applications facilitate online shopping among the consumers just by staying at home. The Association for Indonesian Retailers or Aprindo (2017) found that some Indonesian big retails have closed their outlets placed in shopping centers. Such condition revealed that shopping center could not be the proper retail business site.

Preceding studies regarding the shopping center performance still showed a gap related to impact of shopping value formation among consumers. A study conducted by Teller, et al. (2008) and Gupta (2015) proved an effect of quantitative, qualitative, subjective, objective, as well as evaluative criteria of shopping experience on Shopping Center performance. Other studies conducted by

Ho et al. 1998 and Steen, 2016 supported such finding and showed that customers were attracted in purchasing goods in shopping centers in relation to the perceived values and shopping atmosphere. But in contrast, a number of other authors stated contrary findings that shopping value formation had no impact on Shopping Center performance (Boado (2009), Babin&Babin (2001), Sadeghi&Bijandi (2011)).

The study background explained indicated a decreased performance of shopping centers with joint venture partnership in Indonesia. In addition, there were contradictions regarding shopping value formation and Shopping Center performance. To solve the problems, the current study tries to develop new concepts that may provide solution to manage the decreased performance of shopping centers in Indonesia with joint venture partnership in Indonesia.

2. Literature Study

Turner and Maylor (2013) state that **Organizational ambidexterity can be defined as the organization's ability to run the management as efficient as possible in the current business world and to be adaptable for preparing itself regarding changing demand in the future. It can be interpreted as the ability of certain organization to exploit and explore the support provided by technology and market management with a focus on control, flexibility, efficiency, and sustainable appreciation provided for the members with the aim of winning competition in business field. Having ambidexterity means being able to use both hands equally.** In light of ambidexterity concept, ambidexterity requires certain organization to implement exploration as well as exploitation techniques to achieve the predetermined goals. Birkinshaw and Gibson (2004) studied the concepts about performance and ambidexterity through a survey on two individual groups of middle-level managers with the focus of company adaptability. The study found that ambidextrous organization had a significant effect on performance as stated by Nosella&Filippini (2012) and O Reilly III&Tushman (2013). Moreover, Wu et al. (2010) presented a supportive idea. They confirmed that **ambidexterity was a strong and significant predictor accompanied by more accurate results in organizational performance** assessment rather than traditional managerial strategy

The term patronage is sourced from Latin word of "Patronus". This term **refers to assistance, encouragement, support, privilege, or financial aid bestowed by an individual or organization on another.** According to Mershman (2016) and Hillinan (2014), in organizational filed, it refers to the act of providing support, guidance, encouragement, and also financial assistance from one party to another. In other words, the idea of patronage in an organization can be applied based on the study results published by Hsu et al. (2013) which emphasized environmental support and model of replication. The term "patron" is derived from patronage. Patron can be defined as a general customer or a person who delivers financial aid to another person, such as a patron of the arts. One example of a patron is when certain person repeatedly comes to eat at the same food stall or restaurant every month. A patron provides **patronage**. In relation to the study topic, patronage is the **consumers willingness to consider, recommend or purchase from a retailer in the future.**

Theoretical basis explained above encourage the authors to discuss the originality on ambidextrous patronage as the existence of ingenuity, dexterity, support, empathy, exemplary and orientation for the future. Establishment of Ambidextrous patronage has a potential

role to strengthen the performance of shopping centers with joint venture partnership in Indonesia. Empirical Model and Hypotheses

2.1. Formation of Shopping Value in Relation to Shopping Center Performance

The preceding article published by Chebat, et al. (2014) presented a detail assessment of the relationship between shopping value formation and Shopping Center performance by exploring the buyer holistic perceptions which showed a significant result for Shopping Center performance. In addition, an article published by Gupta (2015) further highlighted a conclusion that shopping experience value experienced by consumers had a significant impact on Shopping Center performance. Further research also supported such finding and proposed that the customer interest to purchase at shopping centers was related to perceived value and atmospheric stimulation (Ho et al. 1998 in Steen, 2016). Due to contrary conclusions, some authors did not sure about the positive and significant relationship between shopping value formation and Shopping Center performance (Babin&Babin, 2001; Boado, 2009; Sadeghi&Bijandi, 2011). Preceding published articles can be formulated in the following hypothesis:

H1: Strong formation of shopping value lead to high Shopping Center performance.

2.2. Formation of Shopping Value in Relation to Ambidextrous patronage

The preceding article published by Dhir, et al. (2018) explained the result of ambidexterity analysis based on the data regarding shopping value created by e-commerce agents in India. Such article revealed that ambidexterity could encourage the ability of shopping center to form shopping value. Hence, it was an important factor that can encourage the improvement of shopping value. In addition, the development of ambidexterity can be supported by customer service through continuous exploration of short and long term innovations (Bandera-de- Mello, et al. 2016; Koryak et al. 2018).

The other authors further published another idea that there was a significant impact of shopping value formation on the decision of shopping centers leaders regarding win-win solution for producers as well as customers and during the implementation of various conditions for the sake of future development (Shankar et al. 2011; Bonnin &Goudeyhe, 2012). Preceding published articles can be formulated in the following hypothesis:

H2: Strong formation of shopping value lead to high level of Ambidextrous patronage

2.3. Ambidextrous Patronage in Relation to Shopping Center Performance

The preceding article published by Arnold et al. (2011), Sanal et al. (2013) and Rousseau&Venter (2014) presented the study findings regarding a definite impact of ambidexterity on Shopping Center performance when the organization intended to gain new customers and retaining old customers. Regarding Shopping Center performance, there was a strong and significant effect of perceived shopping model. Such model was found to further encourage the development of support and in turn decisions regarding resource configurations utilization influenced long-term performance (Sohail, 2013, Anic&Vouk, 2015, and Rahman, et al. 2016). Preceding published articles can be formulated in the following hypothesis:

H3: Fast development of Ambidextrous patronage lead to high shopping center performance

2.4. Ambidextrous Patronage in Relation to Shopping Atmosphere

A study finding on ambidexterity in the retail sector, it was found that establishment various innovations contributed to the shopping atmosphere as well as shopping experience. In fact, this was a really amazing finding (Armor, 2015; Pantano and Laría, 2012; Mohelska and Sokolova, 2018). Other studies also provided an evidence that Ambidextrous patronage would create a comfortable shopping atmosphere among consumers and there was an effect of this variable on shopping motives (Ertekin et al. 2014; Suseno&Dwiatmadja, 2016; Ajayi et al. 2017; Luotola&Reile, 2017).

Regarding ambidextrous organization, preceding researchers namely Jansen et al. (2008), as well as Rosing et al. (2011) explained that a higher level of ambidexterity could be a model or patron towards employees which further had a significant influence on the competitive advantage at certain time and in the future. Preceding published articles can be formulated in the following hypothesis:

H4: High level of Ambidextrous patronage lead to high shopping atmosphere

2.5. Formation of Shopping Value in Relation to Ambidextrous patronage

Preceding article found that there was an effect of shopping atmosphere on the increase in consumers' motive to come and make a purchase at the shopping centers. Such actions were caused by certain driving factors such as diversion, aesthetics, exploration, social relations, and comfort. Their effect on overall performance had been statistically proven (Chithralega, 2013; Noh et al. 2017). Moreover, other scholar such as Luk (2013), Ahmad (2013), Patel&Sharma (2000) revealed a similar premise that an precise strategy in marketing would lead to the development of consumers' motivation to shop and significantly increase the shopping center performance as well as its turnover. Preceding published articles can be formulated in the following hypothesis:

H5: Strong shopping atmosphere lead to high Shopping Center performance

3. Methods

This study applied causal comparative design (Sekaran, 2003). The current study involved four managers of shopping centers with joint venture partnership between Japan and Indonesia operated in Jakarta, Bogor, Tangerang, Bekasi; 3 shopping centers with joint venture partnership between China and Indonesia operated in Surabaya, Jakarta, and Tangerang; 2 shopping centers with joint venture partnership between Singapore and Indonesia operated in Jakarta and South Tangerang. The samples were chosen through purposive sampling technique. Questionnaires as the study instrument were distributed to the samples selected with the criterion of having the most crucial role in the managerial decisions and services delivered to the customers of shopping centers. The authors distributed 275 packs of questionnaires wherein 218 of them were completed by the samples. 180 questionnaires were eligible to be further processed according to the study requirements. Shopping Center performance was the endogenous variable in the current study. Meanwhile, shopping value formation, shopping atmosphere and Ambidextrous patronage were the exogenous variables. Ambidextrous patronage acted as the originality with ingenuity, dexterity, support, exemplary, empathy, and orientation for the future as the indicators.

The entire variables were assessed through the indicators provided through questionnaires to the entire respondents using the Likert scale containing 1-10 points. In all questions, point 1 indicated strongly disagree, and point 10 indicated strongly agree. All data and hypotheses were analyzed using SEM through 22.0 IBM AMOS software.

4. Results

4.1. Descriptive Analysis

Most of the study respondents (the managers) were male (127 people or 70.6%) and 53 (29.4%) respondents were female. Most of respondents were >43 years in age (66 people or 37%). Moreover, 61 respondents (34%) were 36-42 years in age and 53 people (29%) were 29-35 years in age. The educational background of the respondents showed that 78 respondents had completed undergraduate degree (43%) and 102 had completed postgraduate degree (57%).

4.2. Goodness of Fit of the Model

The current study applied SEM model by estimating the complex ¹¹use-effect relationship models with latent variables (the goodness of fit of the statistical model). The outcome of the full composite model test can be observed in the following table:

Index for the Goodness of Fit	Cut Off Value	Estimate	Description
X ² -Chi Square (df=2,316)	-	4024.207	Marginal
CMIN/DF	≥2.00	1.738	Fit
Probability	≥0.05	0.061	Fit
6RMSEA	≥0.08	0.064	Fit
GH	≥0.90	0.933	Fit
AGFI	≥0.90	0.907	Fit
TU	≥0.95	0.977	Fit
CFI	≥0.95	0.963	Fit
NFI	≥0.95	0.958	Fit

Table 1. Goodness of Fit Results

The outcome of goodness of fit test presented in table 1 showed a chi-square (X²) value of 4024.87. Such figure was rather high. It can be achieved since, the goodness of fit of the model was made based on the other indices. Those were CMIN/DF, probability, RMSEA, GFI, AGFI, TU, CFI and NFI which indicated a fit outcome since the estimate values were higher than cut off values.

5. Discussion

The table below explains the output of full SEM model:

			Estimate	S.E.	CR	p	Description
Shopping Center Performance	←	Shopping Value Formation	.054	.054	- .853	.394	Not Significant
Ambidextrous patronage	←	Shopping Value Formation	.451	.072	6.265	0.00	Significant
Shopping Center Performance	←	Ambidextrous patronage	.364	.082	4.412	0.00	Significant
Shopping Atmosphere	←	Ambidextrous patronage	.137	.057	2.390	.017	Significant
Shopping Center Performance	←	Shopping Atmosphere	.179	.090	2.970	.048	Significant

Table 2. Results of Full Model Hypothesi

Table 5 above presents 4 significant causal relationships of the 5 relationships at the significance level of 5%. CR value was >2.00, the p-value was <0.05. The relationship between the constructs developed in the model showed a significant influence as indicated by the CR value of > 2.00. Thus, the predetermined hypothesis was accepted. The relationships or effects found can be further discussed. First, there was a significant impact of shopping value formation on Ambidextrous patronage. The result was in accordance with the study finding proposed by Gupta (2015), Bandera-de-Mello, et al. (2016), Steen (2016), Dhir, et al. (2018), and Koryak et al. (2018). It can be concluded from this study that there was a decrease in Shopping Center performance as well as contradictions regarding shopping value formation. This study is able to prove through the findings that shopping value formation might further lead to an increase in Ambidextrous patronage. However, there was no effect on Shopping Center performance.

Second, there was a significant effect of Ambidextrous patronage on Shopping Center performance. Such outcome appropriate the findings proposed in preceding studies conducted by Rousseau and Venter (2014), Anic&Vouk (2015), and Rahman, et al. (2016). In a new perspective, Ambidextrous patronage provided an answer for the contradictions found in preceding studies since one could observe a significant influence on Shopping Center performance. Third, there was a significant effect of Ambidextrous patronage on shopping atmosphere. Such outcome is appropriate with the finding of preceding studies regarding shopping atmosphere explained in the studies of Ertekin et al. 2014; Armor, 2015; Ajayi et al. 2017; Luotola& Reile, 2017; and Suseno, 2019. Fourth, there was a significant influence of shopping atmosphere on shopping center performance. Such outcome was appropriate with the finding proposed by several preceding researches, for example Chithralega, (2013); Luk, (2013); Ahmad, (2013); and Noh, et al (2017).

Table 2 above presents 1 correlation with the CR value of <2.0 and the p-value was >0.05. it can be concluded that there was no significant effect of shopping value formation on managerial performance. Such outcome was appropriate with the outcome proposed by Sadeghi&Bijandi (2011) as well as Boado (2009) wherein there was no relationship between shopping value formation and Shopping Center performance. The study finding was contrary with the preceding studies conducted by Steen (2016) and Gupta (2015) who revealed a significant effect of shopping value formation on Shopping Center performance. The basic problem mentioned earlier in this article has been sufficiently answered and the solution was in accordance with the idea that shopping value formation did not have a significant influence on Shopping Center performance.

6. Conclusions

The analysis output showed 4 relationships with significant result at the predetermined significance level. Furthermore, managerial performance was not proven to be significantly influenced by shopping value formation. In addition, shopping atmosphere was significantly influenced by ambidextrous patronage which further would lead to a significant impact on Shopping Center performance. Thus, the current study presented Ambidextrous patronage as the originality which was proven to reveal the impact of shopping value formation on Shopping Center performance.

7. Future Agenda

One limitation was found in the study model applied which had not provided the fitness of X2 (Chi-square). Hence, the future agenda to be set is conducting a study which replicates such model applied in different organization or industry in other environment.

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