

Development of Patronage Ambidexterity and the Performance of Joint Venture Shopping Centers in Indonesia

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

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

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

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

*Corresponding author; E-mail: proexcellence@gmail.com

Abstract

The study objective was to test the novelty of the development of patronage ambidexterity to describe the contradictions found in previous studies and this study was designed to provide managerial advantages by providing other solution in order to handle the decline found in the performance of joint venture shopping centers in Indonesia. The study populations were the managers of 4 Japanese-Indonesian joint venture shopping centers operated in Jakarta, Bekasi, Tangerang, and Bogor and 3 China-Indonesia joint venture shopping centers operated in Jakarta, Tangerang and Surabaya. Furthermore, this study also observed 2 Singapore-Indonesia joint venture shopping centers operated in Jakarta and South Tangerang. Purposive sampling technique was used to collect the samples. The study instrument used questionnaires which were distributed to the samples that were considered to have the most significant role in the management as well as the services performed in the shopping center. The researchers distributed 275 questionnaires and as many as 218 managers completed the questionnaires. 180 questionnaires were qualified to be used in further stage of the study. Structural Equation Model (SEM) was used to test the data and hypotheses by using IBM AMOS version 22.0 software. The results of whole tests revealed that of the 5 correlations, there were 4 significant correlations at the level of significance previously set. Meanwhile, 1 correlation namely the correlation between the creation of shopping value and managerial performance did not show a significant influence. The novelty presented in this study was the development of patronage ambidexterity which had been evidenced to be able to uncover the effect of the creation of shopping value on the performance of shopping center. Furthermore, the development of patronage ambidexterity was also evidenced to have a significant effect on shopping atmosphere, and this in turn significantly had an effect on the performance of shopping center.

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

1. Introduction

Shopping center had been introduced to Indonesian people since 1962. The initial introduction was through the establishment of "Sarinah" which was given a name by the independence proclaimed as well as the first president of the Republic of Indonesia, Sukarno in 1962 (<https://www.sarinah.co.id/id/company-profile/company-history>). Along with the increase in public needs, the retail actors then tried to manage it through the establishment of new shopping centers and the number continues to increase. According to the AISCM/Association of Indonesian Shopping Center Management (2017), 240 shopping centers were spread in major cities and 173 were located in the capital city of Jakarta and the neighborhood cities.

Given that so many shopping centers spread all over regions in Indonesia, the researchers interested in conducting further observation regarding the shopping centers in joint venture between the companies from Indonesia and from other countries. The companies consisted of (1) PT Bumi Serpong Damai Tbk (BSD) in joint venture with Japanese company of Mitsubishi Corporation, (2) Sinar Mas Land Group in joint venture with AEON Group Japan, (3) Lippo Group in joint venture with Mitsubishi Corporation, Japan, (4) PT Alam Sutera Realty Tbk

(ASRI) in joint venture with China Fortune Land Development Co. Ltd., (5) Murray Prince which owned 30% shares in joint venture with PT. Graha Indah Semesta, and (6) PT Intiland Development Tbk in joint venture with GIC, a Singapore-owned foreign investment fund company.

Momentous development of information technology urged the establishment of many kinds of online applications created to facilitate the consumers to easily perform online shopping without a need to go to the shopping centers. And this has caused huge decline in the shopping centers performance. Data at the Indonesian Retailers Association/Aprindo (2017) stated that several giant retails in Indonesia such as Matahari, Ramayana, Lotus, and Debenhams Department Store have terminated the operations of their outlets at a number of shopping centers. This condition indicated that shopping center cannot be the main site since it is not able to attract visitors who like to carry out several shopping activities at the same time. Such fact has caused a decrease in the rental rate of shopping centers. The phenomenon of drastic decrease in the performance of shopping centers has encouraged the researchers to conduct an observation.

The evidences found in the previous studies on the performance of the shopping centers still left a gap when it was

correlated to effect of the creation of shopping values obtained by consumers. Researchers who studied whether the shopping value might have an effect on the performance of shopping centers such as Teller, et al., (2008) and Gupta (2015) revealed that the evaluative, qualitative, quantitative, subjective and objective criteria of the consumers' shopping experience had a significant effect on the performance of shopping centers. Other studies which supported this statement proposed that customers were interested in shopping at shopping centers due to the atmospheric stimulation and perceived values (Ho et al., 1998; Steen, 2016).

However, a number of other researchers proposed contradictory findings such as Babin and Babin (2001), Boado (2009), Sadeghi and Bijandi (2011) who stated that the creation of shopping value was not evidence to have an effect on the performance of shopping center.

The background described above showed that there was a decline in the performance of joint venture shopping centers in Indonesia. There was also contrary finding regarding the creation of shopping value and the performance of shopping center. Therefore, this study aims to find the explanations through new concepts to provide managerial advantages by providing other solution in order to handle the decline found in the performance of joint venture shopping centers in Indonesia.

2. Theoretical Framework

According to Turner and Maylor (2013), ambidexterity used in an organization environment is the organization ability to explore and exploit the support of technology and market leadership that focuses on efficiency, control, flexibility and gradual appreciation toward organizational members winning business competition. A study conducted by Birkinshaw and Gibson (2004) applied the test on ambidexterity concept to examine the correlation between ambidexterity and performance by conducting a survey on two individual groups of middle-level managers regarding alignment and adaptability of the company. The results revealed that ambidexterity in an organizational perspective had a significant effect on the performance (O Reilly III and Tushman, 2013, Nosella and Filippini, 2012). Moreover, Wulf et al., (2010) proposed a supportive argument by pointing out a finding. They claimed ambidexterity as a very strong predictor with more accurate outcomes in assessing organizational performance compared to instruments from traditional strategic management.

The term Patronage is arranged from the word patronous (Latin) referred to as the provision of encouragement, support as well as financial assistance from organization to individual or from individual to other party (Merishman, 2016 and Hillinan, 2014). On the other side, the concept of patronage in different perspective is derived based on the finding of a study conducted by Hsu et al. (2013) who focused on environment support and the existence of patrons as the model of replication.

The idea of development is adopted from sustainable development theory. When sustainable development meets the prerequisites of present needs, then the next generations may be provided with a solution to be able to meet their needs independently (Manns, 2010 and Vob, et al., 2006). However, there was a recommendation previously emerged on how to change the paradigm of integrating organizations and humans with the aspects of ecology and social to improve epistemology defects while modifying the techno-centric paradigm and conventional organizational science (Kemp et al., 2005 and Gladwin et al., 1995).

Based on the theoretical basis described above, the novelty of the current study on the Development of Patronage Ambidexterity was proposed as the development of empathy, support, dexterity, exemplary, ingenuity, and future orientation. Development of Patronage Ambidexterity is in potential position to strengthen the performance of joint venture shopping centers in Indonesia.

3. Development of Hypotheses and Empirical Model

3.1. Correlation between the Creation of Shopping Value and the Performance of Shopping Center

In the previous study, Chebat, et al., (2014) conducted an in depth assessment on the correlation between the creation of shopping value and the performance of shopping centers through exploration of the holistic perceptions of buyers who were significant for the performance of shopping center. Furthermore, a study conducted by Gupta (2015) also highlighted a finding that the performance of shopping center was influenced by shopping experience value obtained by consumers. Other study also supported this opinion and stated that the interest of customers to shop at shopping centers was due to atmospheric stimulation and perceived value (Ho et al., 1998; Steen, 2016). Although there was a contradictory finding, several other researchers still doubted the positive correlation between the creation of shopping value and the performance of shopping center (Boado, 2009; Sadeghi and Bijandi, 2011; Babin and Babin, 2001). Based on the explanation above, the following hypothesis can be proposed:

H1: The stronger the creation of shopping value, the higher the performance of shopping center.

3.2. Correlation between the Creation of Shopping Value and the Development of Patronage Ambidexterity

Based on Dhir, et al., (2018), the outcome of analysis on the ambidexterity derived from the evidence on shopping value made by e-commerce actors in India, ambidexterity was stated to be able to influence the shopping center ability to create shopping value. Therefore, it was a crucial factor to encourage the increase in shopping value so as to drive the development of ambidexterity through customer service by exploiting short and long term innovations on an ongoing basis (Bandera-de-Mello, et al., 2016, Koryak et al., 2018).

Other researchers also presented evidence that the creation of shopping value had an effect on shopping centers managers to provide win-win solution for customers and producers when they implemented various scenarios for future development (Bonnin and Goudeyhe, 2012; Shankar et al., 2011). Based on the explanation above, the following hypothesis can be proposed:

H2: The stronger the shopping value creation, the higher the development of patronage ambidexterity

3.3. Correlation between the Development of Patronage Ambidexterity and the Performance of Shopping Center

Publications presented by Arnold et al., (2011), Sanal et al., (2013) and Rousseau and Venter (2014) explained the findings of their studies that there was a changeless effect of ambidexterity on the performance of shopping center in getting and retaining customers.

In light of the performance of shopping centers, the perspective of shopping patronage showed a strong and significant effect. It further encouraged the patronage development so that decisions on the utilization of resource configurations showed an effect on long-term performance (Anic and Vouk, 2015, Rahman, et al., 2016 and Sohail, 2013). Based on the explanation above, the following hypothesis can be proposed:

H3: The faster the development of patronage ambidexterity, the higher performance of shopping center

3.4. Correlation between the Development of Patronage Ambidexterity and Shopping Atmosphere

A study finding on dexterity in developing a variety of innovations in the retail sector was evidenced to contribute to

the shopping atmosphere and experience. It was an interesting evidence (Armor, 2015; Mohelska and Sokolova, 2018; Pantano and Laria, 2012). Results from other studies also stated that patronage ambidexterity would create such an atmosphere for consumers and it had an effect on shopping motives (Ajayi et al., 2017; Ertekin et al., 2014; Luotola and Reile, 2017; Suseno & Dwiatmadja, 2016).

Within the organizational context, Jansen et al., (2008) and Rosing et al., (2011) mentioned that the increasing ambidexterity as shown in various studies would be a patron among employees which had an effect on the current and future competitive advantage of the organization. Based on the explanation above, the following hypothesis can be proposed:

H4: The higher the development of patronage ambidexterity, the higher the shopping atmosphere

3.5. Correlation between Shopping Atmosphere and the Performance of Shopping Center

The shopping atmosphere had an effect on the increase in consumers' motive to visit the shopping centers due to various motivational factors such as social relations, aesthetics, exploration, diversion and comfort which had been shown to had an effect on overall performance (Chithraleaga, 2013; Noh et al., 2017). Meanwhile, other researchers such as Ahmad (2013), Luk (2013), and Patel and Sharma (2000) presented a similar finding that the appropriate marketing strategy would encourage consumers' motivation to shop and aggregately increase the turnover and performance of the shopping center. Based on the explanation above, the following hypothesis can be proposed:

H5: The stronger the shopping atmosphere, the higher the performance of shopping center

4. Methods

This was a comparative causality study (Sekaran, 2003). The populations in the current study were the managers of 4 Japanese-Indonesian joint venture shopping centers operated in Jakarta, Bekasi, Tangerang, and Bogor, 3 China-Indonesia joint venture shopping centers operated in Jakarta, Tangerang and Surabaya. Besides, 2 Singapore- Indonesia joint venture shopping centers operated in Jakarta and South Tangerang we also included. Purposive sampling technique was applied to obtain the samples. Data collection used questionnaires that were distributed to the managers as they were considered to have the most significant role in the management as well as the services performed in the shopping center. The researchers distributed 275 questionnaires and 218 managers filled in the questionnaire, and finally 180 questionnaires were qualified to be used in further stage of the study. The endogenous variable of this study was the performance of shopping centers, while the

exogenous variables were shopping value creation, shopping atmosphere and the development of patronage ambidexterity as a novelty with the indicators of dexterity, ingenuity, empathy, support, exemplary, and future orientation.

All variables were measured by indicators provided to all respondents through questionnaires (Likert scale of 1-10). Pont 1 meant strongly disagree, while point 10 meant strongly agree. Data and hypotheses tests were conducted using the Structural Equation Model (SEM) with IBM AMOS version 22.0 software.

5. Results

5.1. Descriptive Analysis

The majority of respondents namely the shopping managers were male as many as 127 people (70.6%) and 53 respondents were female (29.4%). The majority of respondents aged 43 years and more as many as 66 people (37%), 61 respondents (34%) aged 36-42 years and 53 people (29%) aged 29-35 years. Based on the educational background, it was shown that 78 respondents (57%) had bachelor degree (43%) and 102 had post-graduate degree.

5.2. Suitability of the Model

Test on the SEM model was to see the suitability of the model. The feasibility test results of the full composite model are presented in the following table:

Goodnes of Fit Index	Cut off value	Estimation	Description
X ² -Chi square (df=2316)	-	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
TLI	≥0.95	0.977	Fit
CFI	≥0.95	0.963	Fit
NFI	≥0.95	0.958	Fit

Table 1. Goodness of Fit Indices

The results of feasibility test as shown in the table above indicated a chi-square value (X²) of 4024.207 which was still quite high. However, the model fitness based on other indices, namely CMIN/DF, probability, RMSEA, GFI, AGFI, TU, CFI and NFI showed a fit result since the estimated results were higher than cut off values.

6. Discussion

The output of the full SEM model is shown in the following table:

			Estimate	S.E.	C.R.	P	Description
Shopping Center Performance	←	Shopping Value Creation	.054	.054	-.853	.394	Not Significant
Patronage Ambidexterity Development	←	Shopping Value Creation	.451	.072	6.265	0.00	Significant
Shopping Center Performance	←	Patronage Ambidexterity Development	.364	.082	4.412	0.00	Significant
Shopping Atmosphere	←	Patronage Ambidexterity Development	.137	.057	2.390	.017	Significant
Shopping Center Performance	←	Shopping Atmosphere	.179	.090	2.970	.048	Significant

Table 2. Regression Weight of Hypothesis Test Using Full Model

The table above revealed that of the 5 correlations there were 4 significant causal correlations at the 5% significance level with CR of >2.00 and p-value of <0.05. Since the CR value was >2.00, it indicated that the correlation between variables in the model had a significant effect and thus, the developed hypothesis could be accepted. The correlations/effects were discussed as follows: (1) The creation of shopping value had a significant effect on the development of patronage ambidexterity. The result was in line with the finding of the studies conducted by Bandera-de-Mello, et al., (2016), Dhir, et al., (2018), Gupta (2015), Koryak et al., (2018) and Steen (2016).

The conclusions of this study showed that there was a declined in the performance of shopping centers and there was contradiction regarding the creation of shopping value. It can be proven by the findings in this study that the creation of shopping value further increased the development of patronage ambidexterity but had no effect on the performance of shopping center. (2) The development of patronage ambidexterity had a significant effect on the performance of shopping centers. The result was supported by previous studies, including those conducted by Anic and Vouk (2015), Rahman, et al., (2016) and Rousseau and Venter (2014). In a novel perspective, the development of

patronage ambidexterity provided a solution from previous studies since it was proven to have significant effect on the performance of shopping center. (3) Development of ambidexterity patronage had a significant effect on the shopping atmosphere. The result of this study was supported by previous researchers who conducted studies on shopping atmosphere (Ajayi et al., 2017; Armor, 2015; Ertekin et al., 2014; Luotola and Reile, 2017; Suseno, 2019). (4) The shopping atmosphere had a significant effect on shopping center performance. This finding was in accordance with the results of several previous studies, among others those conducted by Ahmad, (2013); Chithralega, (2013); Luk, (2013) and Noh, et al (2017).

There was 1 correlation with the CR value of <2.0 and p-value of >0.05. Thus, the creation of shopping value had no significant effect on the managerial performance. The result was in line with the evidence presented by Boado (2009) and Sadeghi & Bijandi (2011) who stated that there was no correlation between the creation of shopping values and the performance of shopping center. The findings of this study was contradictive with the studies conducted by Gupta (2015) and Steen (2016) who explained that the creation of shopping value had a significant effect on the performance of shopping center. The basis of the problems in this study has been answered and was in line with the argument that there was no correlation between the creation of shopping value and the performance of shopping center.

7. Conclusions

The results revealed from all tests showed that of the 5 correlations observed there were 4 significant correlations at the level of significance. Meanwhile, 1 correlation namely the correlation between the creation of shopping value variable and managerial performance did not show a significant effect. Novelty offered in this study was the development of patronage ambidexterity that had been proven to be able to correlate the effect of the creation of shopping value on the performance of shopping center. In addition, the development of patronage ambidexterity had also been shown to have an effect on the shopping atmosphere, which in turn significantly affected the performance of shopping center.

8. Future Studies

There were several limitations in the study model used, one of which was that X²-Chi-square had not been fit yet. Thus, the future studies should replicate this model for different industries or in the retail industry at different locus.

Reference

- [1] Arnold, Todd J., Fang, Eric, Palmatier, Robert W. (2011). The effects of customer acquisition and retention orientations on a firm's radical and incremental innovation performance, *Journal of the Academy of Marketing Science*, Volume 39, Issue 2, pp 234-25.
- [2] Anić, Ivan-Damir and Vouk, Rudolf (2015). Exploring The Relationships Between Store Patronage Motives And Purchasing Outcomes For Major Shopping Trips In The Croatian Grocery Retailing, *Ekonomski Pregled*, Vol. 56 (9) pp. 634-657.
- [3] Armour, Alexandro F. (2015). *Achieving Contextual Ambidexterity Through the Implementation of High Performance Work Systems (HPWS)*. Dissertation, Georgia State University.
- [4] Ajayi, Oluseyi Moses, Odusanya, Kayode, Morton, Susan (2017). Stimulating employee ambidexterity and employee engagement in SMEs", *Management Decision*, Vol. 55 Issue: 4, pp.662-680.
- [5] Ahmad, Ala'Eddin Mohammad Khalaf (2012). Attractiveness Factors Influencing Shoppers' Satisfaction, Loyalty, and Word of Mouth: An Empirical Investigation of Saudi Arabia Shopping Malls, *International Journal of Business Administration*, Vol. 3, No. 6, pp. 102-111.
- [6] Birkinshaw, Julian and Gibson, Cristina (2004). Building Ambidexterity into an Organization, *MITSloan Management Review*, Vol. 45, No. 4, pp. 47-61.
- [7] O'Reilly III, Charles A. and Tushman, Michael L. (2013). Organizational Ambidexterity: Past, Present and Future, *Academy of Management Perspectives*, Harvard Business School.
- [8] Bandeira-de-Mello, R., Fleury, M.T.L., Aveline, C.E.S. and Gama, M.A.B. (2016). Unpacking the ambidexterity implementation process in the internationalization of emerging market multinationals, *Journal of Business Research*, Vol. 69, No. 6, pp. 2005-2017.
- [9] Boadu, Vincent Amanor (2009). In Search of a Theory of Shopping Value: The Case of Rural Consumers, *Review of Agricultural Economics*. Vol. 31, No. 3, pp. 589-603.
- [10] Babin, B. J. and Babin, L. (2001). Seeing something different? A model of schema typicality, consumer affect, purchase intentions, and perceived shopping value. *Journal of Business Research*, 54, pp. 89-96.
- [11] Bonnin, Ga'el and Goudeyhe, Alain (2012). Kinetic quality of store design: An Exploration of its influence on shopping experience, *Journal of Retailing and Consumer Services*. 19, pp. 637-643.
- [12] Chebat, Jean-Charles; Michon, Richard; Haj-Salem, Narjes and Oliveira, Sandra (2014). The effects of mall renovation on shopping values, satisfaction and spending behaviour, *Journal of Retailing and Consumer Services*. Vol. 21, pp. 610-618.
- [13] Chithralega, J. (2013). A Study on Influence of Shopping Motivation, Mall Atmosphere and Value Relationship with Reference to Mega Malls in Chennai, *International Journal of Marketing, Financial Services & Management Research*, Vol. 2, No. 6, pp. 145-156.
- [14] Dhir, S., Ongsakul, V. and Batra, I. (2018). Comprehending ambidexterity in the emerging-market context: the moderating role of learning capability and environmental dynamism on e-commerce firms' performance', *J. Global Business Advancement*, Vol. 11, No. 4, pp. 395-417.
- [15] Ertekin, Z. Ozdamar, Bayraktaroglu, G. and Gurkaynak, N. (2014). Role of Shopping Motives, Age and Gender in Evaluating Retail Atmospheric Cues, *Asian Journal of Marketing*. Vol. 8 (1), pp. 24-48.
- [16] Gladwin, Thomas N., James J. Kennelly and Tara-Shelomith Krause (1995). Shifting Paradigms for Sustainable Development: Implications for Management Theory and Research, *Academy of Management Review*. Vol. 20, No. 4, pp. 675-683.
- [17] Gupta, Shaphali (2015). Effect of Shopping Value on Service Convenience, Satisfaction and Customer Loyalty: A Conceptual Framework, *SIBM Pune Research Journal*, Vol. X, December, pp. 78-92.
- [18] Ho, Teck-Hua, Tang, Christopher S and Bell, David R. (1998). Rational Shopping Behavior and the Option Value of Variable Pricing, *Management Science*, Vol. 44, 22, pp.144-160.
- [19] Hsu, Tsuen-Ho, Chiu, Yen-Ting Helena and Lee, Yi-Jung (2013). An Empirical Study of Store Environment Influence on Consumer Multi-Perceived Values toward Patronage Intentions, *European Retail Research*. Vol. 26, Issue II, pp. 19-46.
- [20] Hillman, Ben (2014). *Patronage and Power: Local State Networks and Party-state Resilience in Rural China*, Stanford University Press.
- [21] Koryak, O., Lockett, A., Hayton, J., Nicolaou, N. and Mole, K. (2018). Disentangling the antecedents of ambidexterity: exploration and exploitation, *Research Policy*, Vol. 47, No. 2, pp. 413-427.
- [22] Jansen, Justin J. P., George, Gerard, Van den Bosch, Frans A. J., and Volberda, Henk W. (2008). Senior Team Attributes and Organizational Ambidexterity: The Moderating Role of Transformational Leadership. *Journal of Management Studies*. 45(5), pp. 982-1007.
- [23] Luotola, Elna and Reile, Tammy (2017). *The Role of MCS in Supporting Different Ways of Organizing Ambidexterity*, (Thesis), School of Economics and Management, Lund University.
- [24] Luk, STK (2013). *Shopping Motivation as a Moderator in Retail Service Evaluation*, https://espace.curtin.edu.au/bitstream/handle/20.500.11937/12554/200254_200254%20Sharma.pdf?sequence=2 download 23/12/2018.
- [25] Mershman, Francis (2016). Feast of the Patronage of Our Lady, *The Catholic Encyclopedia*. Vol. 11. New York: Robert Appleton Company.

- [26] Manns, J. (2010). Beyond Brutland's Compromise, *Town & Country Planning*, August, pp. 337-340.
- [27] Nosella, Anna, Cantarello, Silvia and Filippini, Roberto (2012). The intellectual structure of organizational ambidexterity: A bibliometric investigation into the state of the art, *Strategic Organization*, 10: 450-465.
- [28] Noh, J.H; Lee, K.-W; Hwang, J. (2017). The Effect of Motivational Factor for Using SNSs on Tourist Attitude, *Tourism and Hospitality Management*, Vol. 23, No. 2, pp. 185-194.
- [29] Pantano, Eleonora and Laria, Giuseppe (2012). Innovation in Retail Process: From Consumers' Experience to Immersive Store Design, *Journal Technology Management and Innovation*, Vol. 7, Issue 3 pp. 194-206.
- [30] Patel, Vipul and Sharma, Mahendra (2009). Consumers' Motivations to shop in Shopping Malls: A Study of Indian Shoppers, *Advances in consumer research*, Vol. 8 (2), pp.185-192.
- [31] René Kemp, Saeed Parto, Robert B. Gibson (2005). Governance for sustainable development: moving from theory to practice, *Int. J. Sustainable Development*, Vol. 8, Nos. 1/2, pp. 12-30.
- [32] Rodriguez, Antonio Nieto (2014). *Organisational Ambidexterity*, London Business School Review.
- [33] Rahman, Osmud, Kay Wong, Ken Kwong, Yu, Hong (2016). The effects of mall personality and fashion orientation on shopping value and mall patronage intension, *Journal of Retailing and Consumer Services*. 28, pp. 155-164.
- [34] Rosing, Kathrin, Frese, Michael, Bausch, Andreas (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership, *The Leadership Quarterly*. 22, pp. 956-974.
- [35] Rousseau, G.G., & Venter, D.J.L. (2014). Mall shopping preferences and patronage of mature shoppers. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*, 40(1), Art. #1175, 12 pages. <http://dx.doi.org/10.4102/sajip.v40i1.1175>.
- [36] Sadeghi, Tooraj and Bijandi, Fereshteh (2011). The Investigation of Shopping Behavior in Shopping Mall Environment in According to Female Values, *Asian Journal of Business Management Studies*. 2 (1): 33-46.
- [37] Shankar, Venkatesh, Inman, J. Jeffrey, Mantrala, Murali, Kelley, Eileen, Rizley, Ross (2011). Innovations in Shopper Marketing: Current Insights and Future Research Issues, *Journal of Retailing*, 87S (1) pp. S29-S42.
- [38] Sohail, M. Sadiq (2013). A Study of Mall Shopping Behaviour and Patronage: Perspectives From An Emerging Nation, *Australian Journal of Basic and Applied Sciences*, 7(1) pp. 373-382.
- [39] Sanal, Mehmet, Alpan, Lütfihak, Aren, Selim, Sezen, Bülent and Ayden, Yüksel (2013). Linking Market Orientation and Ambidexterity to Financial Returns with the Mediation of Innovative Performance, *Journal of Economic and Social Research*, Vol. 15 (1) pp. 31-54.
- [40] Sekaran, U. (2003). *Research Methods for Business, a Skill Building Approach*. 4 ed: John Wiley & Son, Inc.
- [41] Steen, Julie C. (2016). How Customer Shopping Motivation Influences Perceived Design of the Retail Environment, *Atlantic Marketing Journal*. Vol. 5, No. 2, pp. 2-14.
- [42] Suseno, Bambang Dwi (2019). The Strength of Justified Knowledge Sharing on Good Manufacturing Practices: Empirical Evidence on Food Beverage Joint Venture Company of Japan – Indonesia, *Quality-Access to Success*, Vol. 20, No. 170/June, pp. 130-135.
- [43] Suseno, Bambang Dwi and Atmadja, Christiantius (2016). Technology transfer motive of managers in Eastern Asia: empirical results from manufacture industry in Banten province, Indonesia, *Problems and Perspectives in Management*, Vol. 14, Issue 2, pp 36-45.
- [44] Turner, Neil, Swart, Juani and Maylor, Harvey (2013). Mechanisms for managing ambidexterity: A review and research agenda, *International Journal of Management Reviews*, Vol.15, Issue3, Pp. 317-332.
- [45] Teller, Christoph, Reutterer, Thomas, Schnedlitz, Peter (2008). Hedonic and Utilitarian Shopper Types in Evolved and Created Retail Agglomerations. *International Review of Retail, Distribution and Consumer Research*, 18 (3), pp. 283-309.
- [46] Vob, Jan Peter; Bauknecht, Dierk and Kemp Rene (2006). *Reflexive Governance for Sustainable Development*, MERIT, Maastricht University, The Netherlands.
- [47] Wulf, Torsten, Stubner, Stephan, and Blarr, Henning W. (2010). *Ambidexterity and the Concept of Fit in Strategic Management – Which Better Predicts Success?* Working Paper No. 89, Leipzig Graduate School of Management, Germany.
- [48] Mohelska, Hana, Sokolova, Marcela (2018). Trends in the Development of Organizational Culture – A Case Study in the Czech Republic, *Transformations in Business & Economics*, Vol. 17, No 1 (43), pp. 50-63.
- [49] <https://www.sarinah.co.id/id/company-profile/company-history>, accessed on 28th of July 2020.