

ENHANCING SHOPPING CENTER MANAGEMENT THROUGH EFFECTIVE HUMAN RESOURCE UTILIZATION: BEST PRACTICES AND CASE STUDIES

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Abstract

This research paper focuses on exploring best practices and case studies that demonstrate the enhancement of shopping center management through effective human resource utilization. Shopping centers rely heavily on their human resources to deliver exceptional customer experiences, maintain facility operations, and drive business growth. This study investigates successful strategies and practices employed by shopping centers to maximize the utilization of human resources. It examines factors such as recruitment and selection processes, training and development initiatives, performance management systems, and employee engagement programs. The research methodology involves a combination of literature review, analysis of industry reports, and examination of case studies from different shopping centers. By analyzing these practices and their impact on shopping center management, this study will provide valuable insights for shopping center managers and human resource professionals. The findings will help identify effective approaches to attract, retain, and develop a skilled workforce, resulting in improved operational efficiency, customer satisfaction, and overall shopping center performance.

Keywords: Human Resource Utilization, Shopping Center Management, Best Practices, Case Studies, Recruitment and Selection, Training and Development, Performance Management, Employee Engagement, Qualitative Research.

INTRODUCTION

The effectiveness with which a shopping center's human resources are used to optimize the center's value is a crucial determinant of its success. Efficiency in managing shopping centers is defined as the effective use of human resources. This research examines how corporate business strategies are represented in shopping center managers' opinions and beliefs. Data Envelopment Analysis is used to compare the inputs and outputs of the management of a shopping center to determine the efficiency of such management. An example of an input would be the various sorts of employees used to run a shopping mall, and an example of an output would be the rental value per floor space, all other things being equal. These external influences include the retail center's location and physical qualities. Questionnaire surveys were followed by phone calls and interviews to obtain data on the attitudes and perceptions of management employees at various levels. In today's highly competitive environment, successful companies, particularly grocery stores, are those who have operations that are well managed. In modern-day Indonesia, the phenomena of company development, sometimes referred to simply as business, has seen quite a quick improvement. At the current time, Indonesia has a great deal of grocery

stores that are located all across the country of Indonesia, notably in the province of Jambi. In order to survive in today's cutthroat business climate, grocery stores as a kind of company need to strengthen some areas of their management while still preserving others. The marketing and the human resource management are two of the factors. It is necessary to have a marketing management process and a human resource process in order to bring in lucrative clients, achieve reasonable sales numbers, and win the customer's loyalty. The potential of an individual to function in a firm is referred to as their human capital capacity. Marketing, on the other hand, acts as an impact on the purchasing decisions of other people.

With this in mind, the mall management strategy is based on the fact that they are reliant on the shop for their success. In order to run their companies more effectively, mall developers and shops are urged to collaborate with one another. To say that there is no current connection between the parties is not to say that there is not one. Even when mall developers and retailers engage, this partnership has not been defined, and even when it has been formalised, it is irregular and, at best, non-permanent in nature. The fundamental objective of this piece is to propose and outline a technique that is both organised and official for companies and shopping malls to work together. Building retail space in the form of shopping complexes is becoming common all over the globe. According to Beyard and O'Mara, shopping centers are now the most efficient and adaptive machine for consuming that the planet has seen since. They claim that shopping malls have been possibly the most popular store business model of the previous 50 years. In the 1950s, the United States of America saw the birth of the first contemporary shopping malls. The Southdale Mall, which initially opened its doors in 1956, is considered to be the first covered retail center. There number of shopping centers and malls has increased at an alarming rate ever since the 1950s. It is believed that there are currently over than 45,000 shopping malls in operation in the United States. Although it may be said that the United States was the birthplace of the shopping center boom, the phenomenon can now be seen swiftly spreading throughout both Europe and Asia. It has been said that the United Kingdom was the pioneer in the "culture" of retail centers in Europe. In 2018, Westfield, which is the largest urban retail center in all of Europe, officially opened in London. There are a total of 265 businesses and 50 restaurants inside the Westfield Shopping Center. Additionally, there are five department stores.

At the start of the twenty century, shopping centers have established themselves in a dominant position in the retail marketplaces of Finland. The total amount of sales in shopping malls has increased at a faster rate than overall retail sales in general. The nation of Finland is home to 58 retail malls, which together see over 270 million customers during the course of a single year. The busiest shopping malls in the world attract or more 15 million customers annually, bringing in far more than 300 million dollars' worth of goods and services. A substantial quantity of scholarly research has been compiled on the topic of shopping malls. The question that has drawn the greatest attention from researchers is, "What is it that makes a shopping center appealing to customers?" The research indicates that both geographical and non-spatial variables are significant in determining

outcomes. stated that recent research have demonstrated that enhancing shopping experiences by using engaging trade kinds and activities may exert a considerable magnetic draw to customers. These studies were carried out by the National Retail Federation. Improving shopping center attendance is also dependent on a number of other factors, including retail mix and the image of the retail stores located there. According to Coleman, the provision of a secure environment has emerged as a primary concern in the management and layout of shopping centers as a direct result of the rising incidence of criminal activity and the risk posed by terrorist organisations. According to Fernando's argument, it is unreasonable to anticipate that a retail center would be safer from criminal activity than that of a city street will be. According to the research conducted by Lee et al., shopping malls are subject to the same challenges as central business districts. According to Lee et al., various characteristics of shopping centers make them ideal locations for criminal activity. For instance, the thousands of customers that visit shopping malls every single day carry significant sums of debit and credit cards with them, and then depart with expensive products. Customers are far less likely to spend money in a shopping center when they do not feel secure and at ease there. There is a school of thought that asserts some consumers are avoiding going to retail malls because of the unsafe environment they create. Accurately capture and Clod filter calculated, based on the results of their poll, that five percent of customers consistently avoid malls for reasons related to safety concerns.

In the United States, more than twenty percent of people avoid malls at occasion for the same reason. Even though these numbers are based on a study that was conducted in the United States in the middle of 2015, they nevertheless present an overall picture of the worries that consumers have about their safeguarding. It is thus reasonable to believe that the perception of safety that customers have is quite important for shopping malls. The appeal of a shopping center, as well as its brand, may suffer if customers have uneasy feelings about their safety there. As a consequence, the primary responsibility of the management here is to guarantee that the shopping center provides its customers with a sense of security. It is quite easy to understand the goal, but it is not that easy to understand how to make purchasing more secure.

The yearly total expenditure on construction projects always equals a particular proportion of the nation's gross domestic product. Construction projects need massive amounts of long-term investments in capital, and these investments may be spread out over an extended period of time. Due to this reason, each stage of the project life cycle has to be carefully evaluated and analysed before being started. Because of the challenging and intricate nature of the building industry, the act of decision-making evolves into a crucial but challenging procedure. The choice of location is one of the many important decisions that must be taken for a project, but it is almost never given the attention it deserves since developers have so many other important choices to make. Both the public and the private sectors need careful consideration of location.

Projects. For instance, the Fire Department wants to pick a location for the purpose of establishing a fire station, and a bank may wish to increase the number of consumers it serves by positioning its branches in an advantageous manner. However, a significant number of these site choices are made based on very straightforward analyses, such as fundamental calculations, prior experiences, or even personal preferences. Other than straightforward approaches, there are also more difficult parts suggested; these are the ones that can make more use computational and numerical instruments. However, these approaches are not consumer in many respects, particularly when it comes to displaying the achievements or outcomes to management. Geospatial data are able to handle both geographical and non-spatial data because they take use of information technology. This gives GIS its specialised functions in data implementation and coordination, data querying and processing, and data visualisation. Using both spatial and non-spatial data, a Geographic Information System may generate thematic maps that represent a range of demography information related to demographic, housing, and economic activity. These thematic maps can be seen online.

LITERATURE REVIEW

Sultana, (2014) A company's or industry's capacity to thrive relies heavily on its human resources practices. In terms of retailing, this is likewise the case. There has been an increase in retailers' focus on human resources management (HRM) practices such recruiting, selections, appraisals of performance and training and development, and remuneration and career planning. Despite the bad news, merchants are also grappling with issues related to their human resources, such as worker turnover and the potential of poaching, which they must contend with. In order to remain competitive, the retail industry's human resources management techniques will have to be enhanced in the near future.

Hussain, (2007) Regardless of the size of the firm, strategic usage of HRIS is becoming the standard for senior HR practitioners. This has resulted in the HR profession adding value to the business. The more senior non-HR executives, on the other hand, do not believe that HR professionals' status is elevated as a result of strategic usage of HRIS. But these CEOs recognise that HRIS has added value and elevated the prestige of the HR profession. Using HRIS for non-strategic applications, organisations may be able to lower employee numbers for mundane administrative duties, according to the study's author. The adoption of HRIS by small and medium-sized businesses (SMEs) has prompted us to ask why. Smaller businesses may have seen a rise in the need for HRIS because of the rising regulatory burden mandating responsibility, from commercial operations to equal opportunity monitoring. Despite actual evidence to the contrary, there is evidence that small businesses are more likely to employ HRIS than larger organisations. As a result, for the SME, the return on investment for such systems is increasing.

Batt, (2002) Investigating the contribution of high-involvement work arrangements to the development of firm-specific talent. According to this research, quitting is the behaviour of employees that mediates the relationship between HR rules and the performance of workers. Future research should look at how other HR system components affect employee behaviour, since the work design component was determined to be the most significant mediator. In addition, customer contact centres that use technology as a medium are examined in the study. Call centres serve as the primary point of contact for delivering customer service and closing transactions in a wide variety of industries. The current study depends on a representative sample of contact centres in the telecommunications industry in order to be relevant. So, the findings of this study may be applied to other service and manufacturing companies, as well as to the whole contact center management business. Because of the prevalence of mass customization in the financial services, insurance, aviation, software, and manufacturing sectors, it makes sense to put money into training customer service representatives at call centres that serve a variety of clients.

Understanding that the researcher is not advocating a trade-off between value and cost is critical.

Liff, (2017) Contrary to popular belief, merchants that focus on both cost containment and value differentiation will have a leg up on the competition in the next decade. Established retailers must develop new and inventive retail concepts that have never before been seen in the world of retailing. From both a cost and operational standpoint, the company's profitability will come from its ability to effectively offer these new forms.

Erkip, (2005) The breadth of goods that are considered to fall under the category of convenience includes not only items that are purchased on a whim but also those that are necessary for life. Products that are referred to as staples are those that are purchased on a consistent basis and are typically readily available and accessible. On the other hand, impulsive purchases are ones that aren't planned out and are typically made without any sort of research or investigation being carried out beforehand. Customers frequently stock up on quick-response goods, such as medications, in the event that they anticipate a situation that requires immediate action. The term "shopping product" is used to refer to things, like appliances, for which the customer must invest additional time and effort in order to identify and obtain them. Examples of shopping products include Typically the price of goods that are sold in stores is higher, and customers have a harder time gaining access to those goods. In light of this, it appears that the customer is responsible for making their own efforts to locate a supplier so that they can complete their purchase. Determine which items on the shelves of the store are similar to one another and which ones are distinct from one another. Customers have a tendency to think of things as being comparable to one another when they are of the same kind. In this modern society, gender norms regarding the use of female figures to demonstrate various pieces of household equipment are frequently disregarded in advertising campaigns. This is the case in both print and digital media. Because of the

wide variety of ways in which each product can be regarded in terms of the level of quality and the visual appeal that it possesses, it may be challenging to differentiate between the various categories of items. This category is comprised of numerous components and individual pieces of furniture. A significant amount of the customer's time and energy is prepared to be invested in the search for a particular specialised item. Typical examples of luxury goods include one-of-a-kind, high-priced jewelry and high-end automobiles like Rolls-Royce. Other examples of luxury goods include unique, expensive jewelry. The term "unsought" refers to consumer goods that customers do not realise they desire, such as novelties or products that customers would not consider acquiring unless there was an emergency requirement to do so. The 1st for Women insurance programme, which is geared exclusively toward female clients, is a prime illustration of an unrequested service. Each and every kind of product can be sold through the use of a wide variety of different kinds of media. When a product is more valuable than others on the market and stands out from the crowd, the methods that are used to promote it become more exclusive. Promotion of specialised jewelry, such as watches, is most frequently seen in the various specialised periodicals that are available. There is no getting around the fact that the research will, at some point, incorporate marketing strategies for consumer goods. According to the findings of a study that was performed on computer technology advertising, women were depicted as users in 25.3% of the advertisements where there was a representation of a consuming activity. The study was carried out on computer technology advertising. The company's communication and marketing efforts can benefit from the labels and packaging decisions made for its products. Packaging has developed beyond its basic functions of providing protection and basic storage, and it now provides marketers with an additional channel through which they may convey the advantages of their brand and differentiate their product from those of their competitors. When it comes to labelling, there is a difference between being informative and being persuasive.

Kahraman, (2003) unique assets-based advantage suggests that in order for the HR system to perform its job, it has to be internally consistent, externally aligned, and well-implemented; in addition, it needs to be difficult to copy. These requirements need to be met for the system to be successful. The administration of a company's human resources has to be highly individualized and tailored to the specific needs of the business. In addition, if they are successful in preserving and cultivating their one-of-a-kind people assets, it stands to reason that their business approach will eventually grow into something really distinctive. Systems of human resource management that are in and of themselves distinctive will contribute in their own way to this growing diversity. Therefore, the differentiation and one-of-a-kind quality of the organization's offers are considered to be the result of high-performance management rather than as the model fit for the quality-enhancing or product-differentiation strategy in accordance with contingency theory. This is because high-performance management focuses on maximizing the organization's potential to achieve its goals.

Nwogugu, (2006) The implementation of a customer relationship management system is not an easy task. And one that presents the possibility of doing harm if it is executed

poorly. According to Malcolm McDonald, there is no doubt that customer relationship management (CRM) can be a major factor in achieving competitive advantages; however, if CRM is done incorrectly, customers will leave researcher business and will never come back. Customer relationship management is an essential activity for any company. CRM is still a relatively new business word, and as a result, its meaning can shift significantly depending on the person who is writing it and the context in which they are doing it. Customer relationship management (CRM) refers to the processes that cover all areas of identifying consumers, creating customer knowledge, building customer relationships, and moulding customers' perceptions of the organisation and the items it sells.

Topçu, (2006) Because of the intense competition for market share in today's market, managers are required to pay attention to customer retention and the factors that contribute to a customer coming back and continuing to repurchase products. CRM operates in a very fragmented environment and has developed a reputation for having developed a reputation for meaning a variety of things to a variety of individuals. There are many distinct points of view and definitions that may be used to customer relationship management due to the fact that CRM is still in its formative phases both conceptually and practically and has not yet reached complete maturity. According to Gummesson, customer relationship management (CRM) is the practical application of the values and strategies of relationship marketing, with a particular emphasis on customer relationships. Relationship marketing places a strong emphasis on the importance of maintaining strong relationships with customers. According to Swift's, customer relationship management is an enterprise strategy to analysing and influencing customer behaviour via meaningful interactions in order to increase customer acquisition, customer retention, customer loyalty, and customer profitability.

METHODOLOGY

Researcher performed a rigorous cross-sectional investigation. The cross-sectional design necessitated a single point in time data collection, which was quick and low-cost. Because of the short timeframe and limited resources, the researcher opted for a quantitative approach. Rao-soft software was used to estimate the sample size of 1177; 1350 questionnaires were distributed; 1280 were returned; and lastly, 80 questionnaires were rejected owing to incompleteness of the questionnaire. The study included 1200 people as respondents. Using random sampling, all respondents were approached for the survey. Participants who decided to participate in the study were given information about it by the researcher, who was also on hand to answer any questions they had while they were waiting to finish their shopping. When a respondent was unable to read or write, or was confined to a wheelchair, the researcher read the survey questions and response categories to them, and then recorded their responses in the survey form as they were said. In some places, people were given questionnaires to complete and return all at once.

Study Area

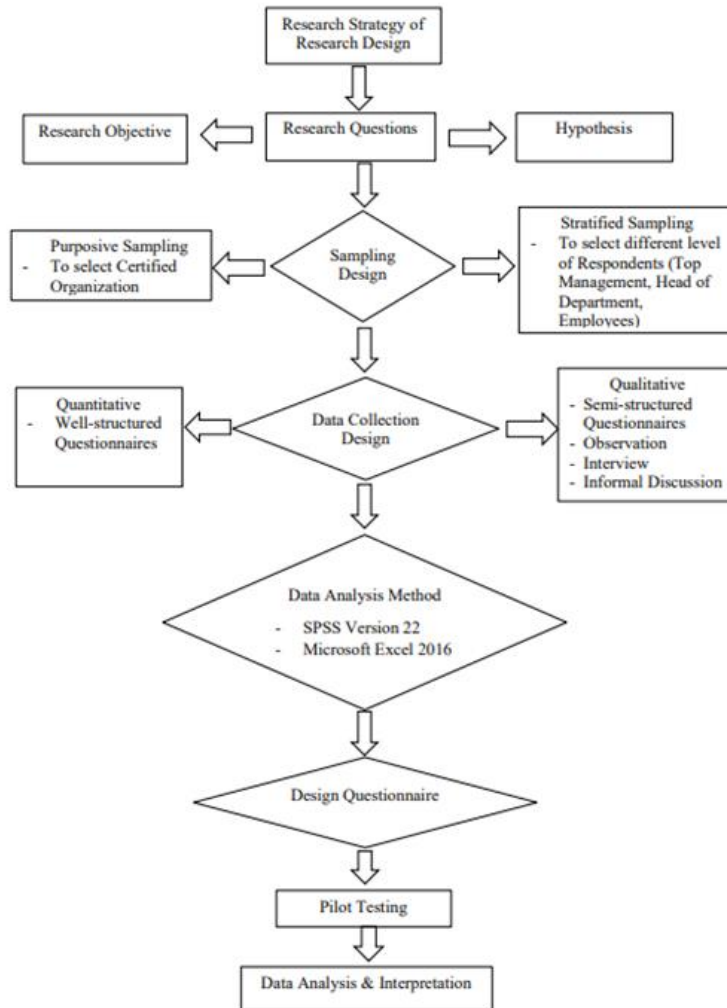
The study was conducted in shopping malls. The study sites were chosen because of Effective Utilization of Human Resource in Shopping Center Management.

Data collection

The researcher conducted quantitative method research for the study through survey and interview. The details of the survey collection method and interview are described below. Respondents first answered control questions regarding the shopping malls, to predict the establishment of brand equity and size of their organization. This left a sample size calculated from Rao Soft and the sample size was 1200. Likert scale, rating system, used in questionnaires, that is designed to measure people's attitudes, opinions, or perceptions. Subjects choose from a range of possible responses to a specific question or statement; responses typically include "strongly agree," "agree," "did not answer," "disagree," and "strongly disagree." Often, the categories of response are coded numerically, in which case the numerical values must be defined for that specific study, such as 5 = strongly agree, 4 = agree, and so on. In the study the researcher viewed in demographic details that included Gender, the age group of the respondents, the occupation of the respondents, the tenure of work for the respondents, the technical knowledge for the respondents, the surveillance skill for the respondents and the last one is Income of the respondents. That all are included in demographic details. The questions from 1-17 follow the Likert scale mentioned above and it provides us with the shopping malls, to predict the establishment of brand equity.

Sample

Data for the study was collected collection method and interview. Sample Size calculated through Rao-soft software was 1200, total 1350 questionnaires were distributed, out of which 1280 questionnaire were received back, and 80 questionnaires were rejected because they were incomplete. The final number of questionnaires used for study is 1200 with 624 females and 576 males respectively.



RESULT

In the portion of the report titled "Results," an investigation's findings are given, along with the research procedures that were used to acquire those findings. These findings are laid forth in an organised manner, devoid of any bias or interpretation on the part of the author and serve as a foundation for the discussion section's subsequent assessment and examination. The primary purpose of the results section is to provide the data in language that emphasises how they relate to the research issue that was investigated in the study (s). The findings of the research should be included in the results section, and only the findings of the study should be included there. The following are the findings:

- Information provided in the form of tables, charts, graphs, and other figures
- A contextual analysis of this data that explains its significance in sentence form
- Every piece of information that is relevant to the primary research topic (s).

Pilot Study

When the instrument is tested on several occasions, it must consistently provide the same measurement, otherwise it isn't dependable. The researcher ran a pilot test on a worldwide scale with 10-20 responders to see whether there were any questions that were confusing or ambiguous. Reworked or eliminated questions that were too vague. Survey completion time averaged out to around 20 minutes after the questionnaire was pilot tested by a group of students. The major study did not include responders from the pilot survey employee, as previously stated. Measurement scale qualities and questions that made it were examined as part of a reliability study in addition to the connection between items on the scale, which was done to offer information on their internal consistency. A critical step in the instrument's validation is to calculate reliability estimates.

Responses

A total of 1350 questionnaires were distributed to the respondents. Out of this number 1280 sets of the questionnaire were returned, and 1200 questionnaires were analysed using the Statistical Package for social science (SPSS version 25.0) software.

Table 1: Survey responses

Questionnaires sent	1350
Questionnaire received	1200
Response rate	$(1200/1350) * 100 = 89\%$ return

Demographic Details

Demographics are a kind of statistical information used to analyse human populations. A population's demographics are its distinguishing features. Societies or even small groups of individuals may be analysed with the use of demographics. Examples of demographics include things like age, gender, education level, race/ethnicity, and religious affiliation. Researchers may split the population into subgroups using a wide variety of demographic characteristics, such as age, gender, family income, race/ethnicity, education level, marital status, occupation, etc.

Table 2: Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	576	48.0	48.0	48.0
	Female	624	52.0	52.0	100.0
	Total	1200	100.0	100.0	

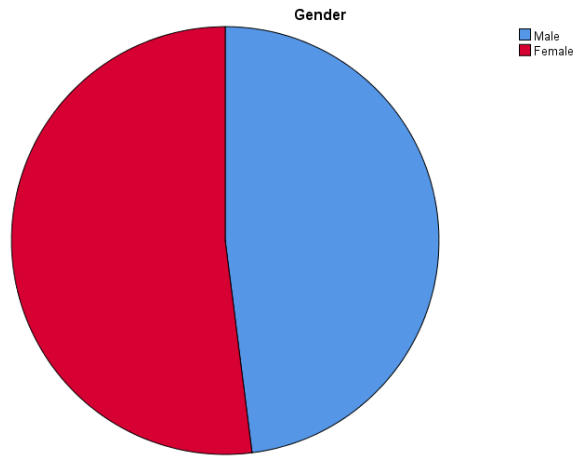


Figure 1: Gender Graph

As per the table and figure 1 the demographic information of gender for the participants in the study is shown. A total of 1200 respondents included in this study, among them 48.0% (N=576) were male and 52.0% (N=624) were female. According to the illustrated table above, there was almost equal distribution of male and female which will give a more standard data.

Table 3: Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	372	31.0	31.0	31.0
	26-40 years	444	37.0	37.0	68.0
	41-60 years	240	20.0	20.0	88.0
	above 60 years	144	12.0	12.0	100.0
	Total	1200	100.0	100.0	

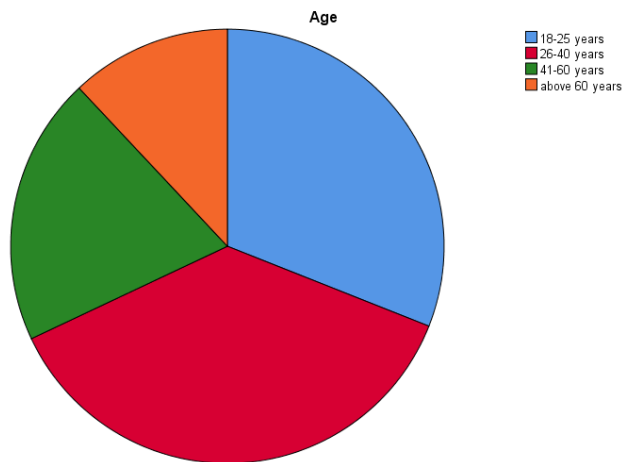


Figure 2: Age Graph

Table and figure 2 showed the demographic information of the respondent's age were majority of the participants respondents in the study data comprised of age group 18-25 (N=372, F= 192, & M= 180), 26-40 (N=444, F= 216 & M= 228), 41-60 (N=240, F= 144, & M=96), and above 60 (N=144, F= 72, & M=72).

Table 4: Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	564	47.0	47.0	47.0
	Married	636	53.0	53.0	100.0
	Total	1200	100.0	100.0	

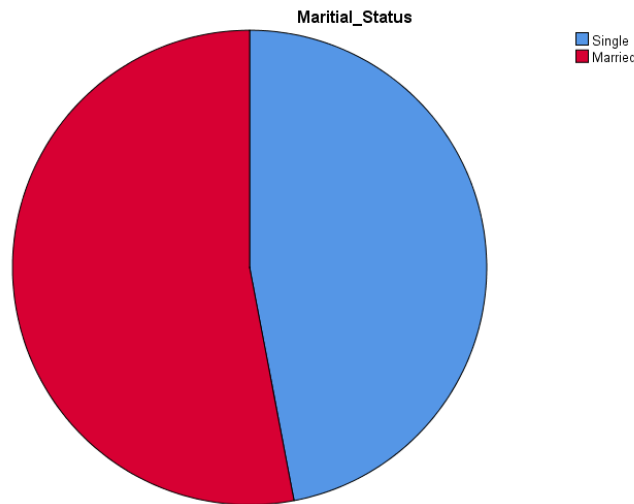


Figure 3: Marital Status Graph

CONCLUSION

This thesis's last section is its conclusion. The researcher begins with a synopsis of the research, where we talk about what we found and what we didn't. Then, a summary of the results, both empirical and theoretical, is presented. Afterwards, some last thoughts and a discussion of the study's shortcomings are presented. The purpose of this thesis is to provide an analytical framework for understanding the factors that contribute to a city center's appeal, and for determining whether or not locals and tourists have distinct experiences of a city's central areas. There are two issues that go hand in hand with this study's overarching objective: what factors do customers value in city centers, and do locals and tourists have different opinions of these areas? This is an intriguing subject for study since many city centers are in decline as a result of competition from nearby cities and the proliferation of exterior retail complexes.

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