

## A STUDY OF THE ORGANIZATIONAL ENVIRONMENT IN A SELECTED PUNE'S SHOPPING MALLS

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### Introduction

The largest mall ever is South China Mall in Dongguan, China with a gross floor area of 892,000 m<sup>2</sup> (9,600,000 sq ft). The world's second-largest shopping mall is the Golden Resources Mall in Beijing, China with a gross floor area of 680,000 m<sup>2</sup> (7,300,000 sq ft). The SM City North EDSA in the Philippines, which opened in November 1985, is the world's third-largest at 460,000 m<sup>2</sup> (5,000,000 sq ft) of gross floor area, and SM Mall of Asia in the Philippines, opened in May 2006, is the world's fourth largest at 386,000 m<sup>2</sup> (4,150,000 sq ft) of gross floor area. Previously, the title of the largest enclosed shopping mall was with the West Edmonton Mall in Edmonton, Alberta, Canada from 1986–2004. It is now the fifth largest mall. One of the world's largest shopping complexes in one location is the two-mall agglomeration of the Plaza at King of Prussia and the Court at King of Prussia in the Philadelphia suburb of King of Prussia, Pennsylvania, United States. The King of Prussia mall has the most shopping per square foot in the U.S. The most visited shopping mall in the world and largest mall in the United States is the Mall of America, located near the Twin Cities in Bloomington, Minnesota. However, several Asian malls are advertised as having more visitors, including Mal Taman Anggrek, Kelapa Gading Mall and Pluit Village, all in Jakarta, Indonesia, Berjaya Times Square in Malaysia, SM North EDSA in Quezon City, Philippines, SM Mall of Asia in Pasay, Philippines, and SM Megamall in Metro Manila, Philippines. The largest mall in Southeast Asia is the SM City North EDSA, located in Quezon City, Philippines. The largest mall in South Asia is Mantri Square in Bangalore, India.

Compared to malls in USA Philippines, China and Canada, the shopping malls in India reveal glaring differences as respect to size, investment, assortments, services, selling and profit volume, employees' management, decorum or ambience etc, The organizational ambience for these malls is important issue since it concerns to customers' satisfaction and selling volume. The discussion in the chapter covers the number of the organizational issues of the Pune shopping malls. Truly speaking these dimensions discernible in the malls from Pune are just *Miniature* facsimile of the milieu of those shopping malls abroad. Just as every individual has a typical organization for his /her work that makes him/her to achieve as desired, similarly a Shopping Mall has organizational nucleus that helps it to achieve as desired (Profit, survival etc) and it clearly differentiates from un-organized retailers. Shopping Mall is the manifestation of outlook of its stakeholders/ employees toward the sales of goods on profits to customers. A Shopping Mall exert a pull on customers, so that its profit based survivals is perpetual. Shopping Malls in Pune 1. Phoenix Marketcity - Largest Mall in Pune · 2. Amanora Mall · 3. Seasons Mall · 4. Pavillion Mall · 5. SGS Mall · 6. Kumar Pacific Mall · 7. Pune Central 8. Royale Heritage Mall 9. Ishanya Mall 10. 93 Avenue Mall.

*Environmental Features* The following are the environmental features of shopping Malls:

- (i) The Shopping Mall environment is a tangible concept. But it exercises a significant impact on the behavioral performance of employees and customers
- (ii) It is the perceived aspect of internal environment
- (iii) Its setup has enduring characteristics which remain perpetual by succession.
- (iv) It has a distinct identity from unorganized retailers.
- (v) Its environment is a total appearance of what the Shopping Malls is; it is a summary perception which people envisage.
- (vi) It has all the control tools like hierarchy, channel of command, authority, leadership, communication, Control etc.

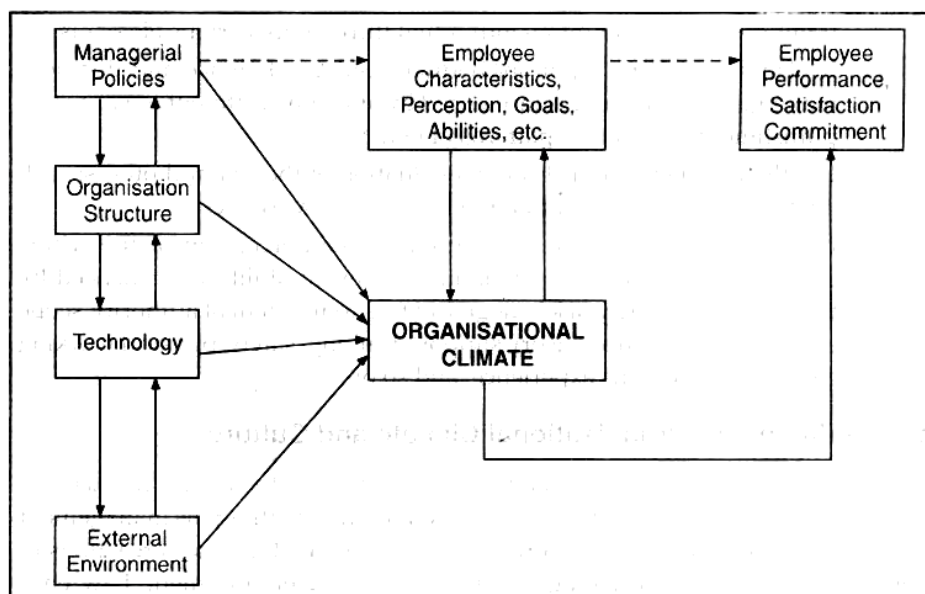
**i) Components of Shopping Mall- Milieu**

- 1) **Individual Autonomy.** It implies the degree to which employees or stake holders are free to manage themselves; they have considerable decision-making power and accountability to higher management. Thus, it means, unlike unorganized retailers the restricted individual's freedom to exercise responsibility for positive results.
- 2) **Position.** It refers to the degree to which objectives of the job and methods for accomplishing it are framed formally or informally and communicated to the employees. In other words, it means the extent of direct supervision, formalization and centralization.
- 3) **Reward Orientation.** It means the degree to which a Shopping Mall rewards stake holders/employees for hard work or achievement. Reward orientation is high when a Shopping Mall orients people to perform better and rewards them for doing so.
- 4) **Task Orientation.** If the management is task oriented, the leadership style will be autocratic. The employees will have to speed up the pace of work to please their bosses.
- 5) **Relations Orientation or Consideration.** The Shopping Mall climate will be considerate and supportive if the managers are relations-oriented while dealing with the workers. The needs and aspirations of the workers will be given due importance. This will produce team spirit in the Shopping Mall.
- 6) **Job Satisfaction.** The satisfaction of the workers that they get on their jobs is also an important component of Shopping Mall climate. The workers feel happy if their jobs are designed to allow the workers to use their innovative skills.
- 7) **Morale.** Morale represents a composite of feedings, attitudes and sentiments of Shopping Mall employees towards the Shopping Mall, superiors and fellow members. If it is high, there will be an atmosphere of cooperation in the Shopping Mall. But if the morale is low, there will be conflicts and poor cooperation among the workers. They will also feel disinterested in their work.
- 8) **Control.** The control systems may be either rigid or flexible. If the control is rigidly followed, there will be impersonal or bureaucratic atmosphere in the Shopping Mall. The scope for self-regulation will be the minimum.

**ii) Effectiveness of Shopping Mall**

Every Shopping Mall requires a sound climate to realize its objectives. The study of the climate of a Shopping Mall is necessary for an insight into important dimensions such as communication, cooperation, creativity, employee satisfaction, morale, etc. All these determine the effectiveness of the Shopping Mall. A Shopping Mall is likely to be more effective if there is two-way communication and employees are cooperative and have better perception of their retailing business. Such employees have higher job satisfaction and feel committed to the Shopping Mall. Their productivity will also be higher. Thus, good Shopping

Mall climate is instrumental to higher employee satisfaction, better human relations and higher productivity.



**Fig. 6.1: Shopping Mall Climate**

The role of Shopping Mall Organizational climate is shown with a hypothetical model (Fig. 1) that specifies the relationship between the major sets of variables. Alongwith climate, technology, external environment and managerial policies and practices exert important influences on climate. These relationships are shown in Fig. 1 the emerging climate represents the arena which is influenced by managerial policies, its style, technology and its external environment. When management is conducive to the needs of individuals, it would expect goal directed behaviour to be high. The ultimate behaviour or outcomes are determined by the interaction of individual needs and Shopping Mall management culture. The feedback regarding resulting level of performance contributes not only to the culture of the particular work environment, but also to possible changes in managerial policies and practices. Thus, management culture has an important influence on performance and satisfaction of the employees and customers. If the managerial ambience is favorable, there would be greater Shopping Mall effectiveness. Research evidence demonstrates that there is a positive correlation between Shopping Mall management ambience and employee performance. Varying Shopping Mall climates have resulted in significant differences in employee performance and satisfaction. For example, three types of Shopping Mall organizational climates—authoritarian climate, democratic friendly and achieving business—revealed different results. The *achieving business* climate produced the most in terms of money volume, number of new products, and cost-saving innovations. Employees in *democratic friendly* climate expressed maximum job satisfaction. However, employees in *authoritarian* climate produced high quality services due to rigid supervision and control. The Shopping Mall management influences satisfaction and performance through change in behaviour in four different ways:

- i) It defines the stimuli for an individual through its various elements.
- ii) It places constraints upon individual freedom of choice and decision-making. The

behaviour is influenced by attaching different rewards and punishments to varying patterns of behaviour.

- iii) It influences behaviour through evaluation of the self and others; such evaluation is based on different physiological variables.
- iv) It influences behaviour through employee perception of the whole Shopping Mall and of his own ability. Perceived ability is influenced by the nature and clarity of job, degree of freedom, extent of authority, scope of responsibility, supervisory support, training, safety, physical working conditions, previous experience, and so on.

### iii) **Factors Influencing Operational Performance of Shopping Malls**

An Operational Performance of Shopping Mall is a manifestation of the manipulation of factors of production of Shopping Mall by stake holders and employees. This manipulation or arrangement is based upon management policies, supervisory techniques, "fairness" of management, labor's reactions to management, and literally anything that affects the work environment. Lawrence James and Allan Jones have classified the factors that influence basic factors of production into five major components:

- (1) Organizational *context*: mission, goals and objectives, functions, etc.
- (2) Organizational *climate*: size, degree of centralization and operating procedures.
- (3) *Leadership process*: leadership styles, communication, decision-making and related processes.
- (4) *Physical environment*: employee safety, environmental stresses and physical space characteristics.
- (5) Organizational *values and norms*: conformity, loyalty, impersonality and reciprocity.

The manner of utilization of imputed factors (Land, Labour, capital, managerial skill and Govt) may change as per need. All such factors of production take a different silhouette while performing.

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