

CHAPTER 6

RESEARCH FINDINGS

6.1 INTRODUCTION

The literature study revealed that, for any business to be competitive, it is essential that their service delivery is of a high quality. The importance of the small business sector for a country's economy was also emphasised and, it was revealed that landlords in shopping centres also have to ensure that their service to small business tenants is of a high quality. In Chapter 5, the research design and methodology that were used to collect and analyse the primary data needed in this study, were discussed. In this chapter, the findings obtained from the analysis of the data are presented and discussed.

The first section of this chapter reports on the business demographics of the respondents. The second section focuses on the personal demographics of the respondents. Thirdly, this chapter will focus on describing the respondents' satisfaction or dissatisfaction with the service they receive from their landlords in shopping centres. Fourthly, the results of the factor analysis are presented to illustrate the reliability and validity of the measuring instrument that was used in this study. The next section summarises the significant differences between certain aspects of the respondents and their perception of service quality and, the One-Way Analysis of Variance (ANOVA) is presented. The final section of this chapter focuses on providing general comments on open-ended questions from the respondents regarding the perceived service quality they have received from their landlords in shopping centres.

6.2 DESCRIPTIVE STATISTICS

Struwig and Stead (2004:158) state that descriptive statistics provide statistical summaries of data. The purpose of these statistics is to provide an overall, coherent and straightforward picture of a large amount of data. Saunders *et al.* (2009:591) simply state that descriptive statistics are a generic term for statistics that can be used to describe variables. The descriptive statistics of this study will be presented through frequencies and percentages by means of tables and graphs. The sample consisted of 510 small business tenants in shopping centres in Pretoria, South Africa and 457 questionnaires of the 510 submitted, were returned. This gives a response rate of 89,61 percent.

Descriptive statistics will be provided on the business demographics namely, position of the respondent in the business, type of business, total number of full-time employees, the total annual turnover of the business, the number of years the small business tenants have been in the particular shopping centre and the number of years the small business tenants are or were in the business (Table 6.1).

Descriptive statistics will also be provided on the personal demographics of the respondents, namely the number of other shopping centres the small business tenants have leased in before, the number of years of business experience prior to leasing in the centre and, the respondents' higher educational qualifications (Table 6.2).

Table 6.1 is presented on the next page.

Table 6.1: Business demographics of the respondents

VARIABLE	FREQUENCY (n)	%
1. Position in the business		
Owner	109	23,85
Manager	270	59,08
Owner and Manager	50	10,94
Other	28	6,13
Total	457	100,00
2. Type of business		
Retail goods	340	74,40
Personal service	84	18,38
Restaurants/coffee shops	32	7,00
No response	1	0,22
Total	457	100,00
3. Total number of full-time employees		
1 ≤ 4	291	63,68
5 ≤ 19	141	30,85
20 ≤ 50	20	4,38
No response	5	1,09
Total	457	100,00

Table 6.1 continues on the next page.

Table 6.1: Continued

VARIABLE	FREQUENCY (n)	%
4. Total annual turnover		
Less than R150 000	32	7,00
R150 001 – R500 000	76	16,63
R500 001 – R1 000 000	106	23,19
R1 000 001 – R2 000 000	73	15,97
R2 000 001 – R5 000 000	46	10,07
R5 000 001 – R10 000 000	23	5,03
R10 000 001 or more	18	3,94
No response	83	18,17
Total	457	100,00
5. Number of years a tenant in the centre		
Less than 2 years	41	8,97
2 – 6 years	235	51,42
7 – 11 years	87	19,04
12 – 16 years	64	14,00
More than 16 years	21	4,60
No response	9	1,97
Total	457	100,00

Table 6.1 continues on the next page.

Table 6.1: Continued

VARIABLE	FREQUENCY (n)	%
6. The number of years having the business		
Less than 2 years	26	5,69
2 – 6 years	212	46,39
7 – 11 years	93	20,35
12 – 16 years	65	14,22
17 – 21 years	19	4,16
More than 21 years	22	4,81
No response	20	4,38
Total	457	100,00
7. Type of shopping centre		
Neighbourhood	78	17,07
Community	101	22,10
Small regional	45	9,85
Regional	102	22,32
Super Regional	86	18,82
Lifestyle	29	6,35
Strip	16	3,50
Total	457	100,00

When analysing the positions of the respondents that were part of the study (Table 6.1), it is reassuring to see that 93,87 percent of them are either the owner, manager or both the owner and manager of the small businesses. This implies that these respondents are, to a certain extent, directly involved with the shopping centre's landlord and/or centre

management. The assumption can therefore be made that they are credible respondents in this research study. The remainder of the respondents (6,13 percent) is full time employees with a direct involvement with either the landlords or the centre management.

As seen in Table 6.1, the respondents included 341 retailers of goods (74,40 percent), 84 businesses that provided a personal service (18,38 percent) and 32 restaurants and coffee shops (7,00 percent).

Figure 6.1: Total number of full-time employees

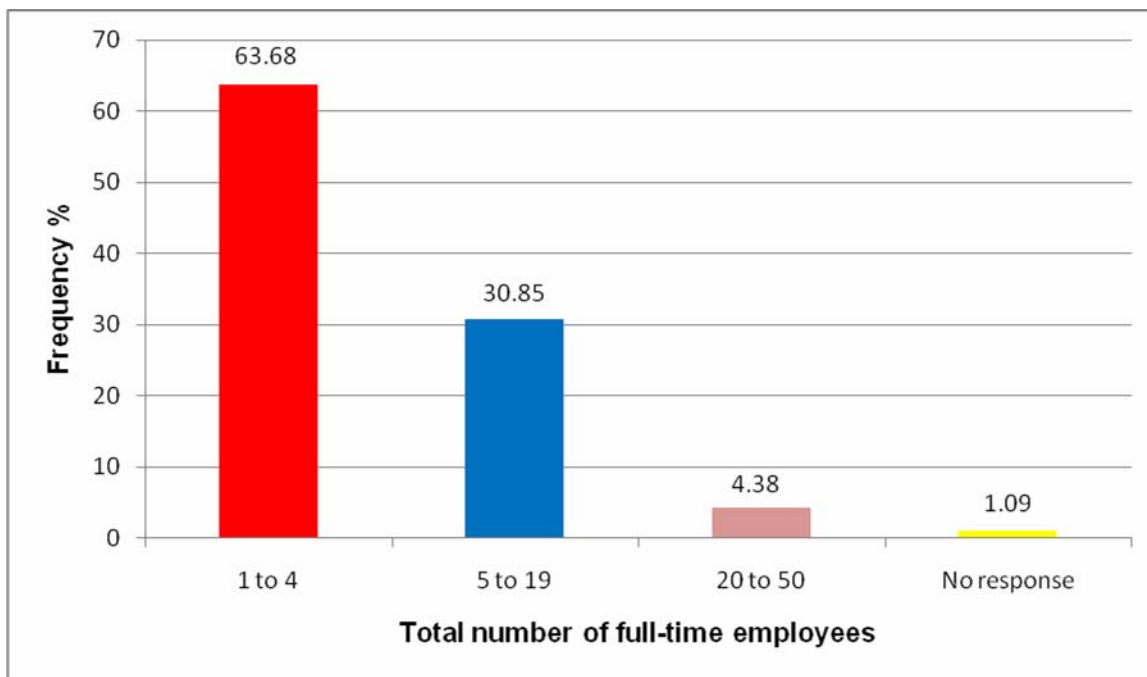
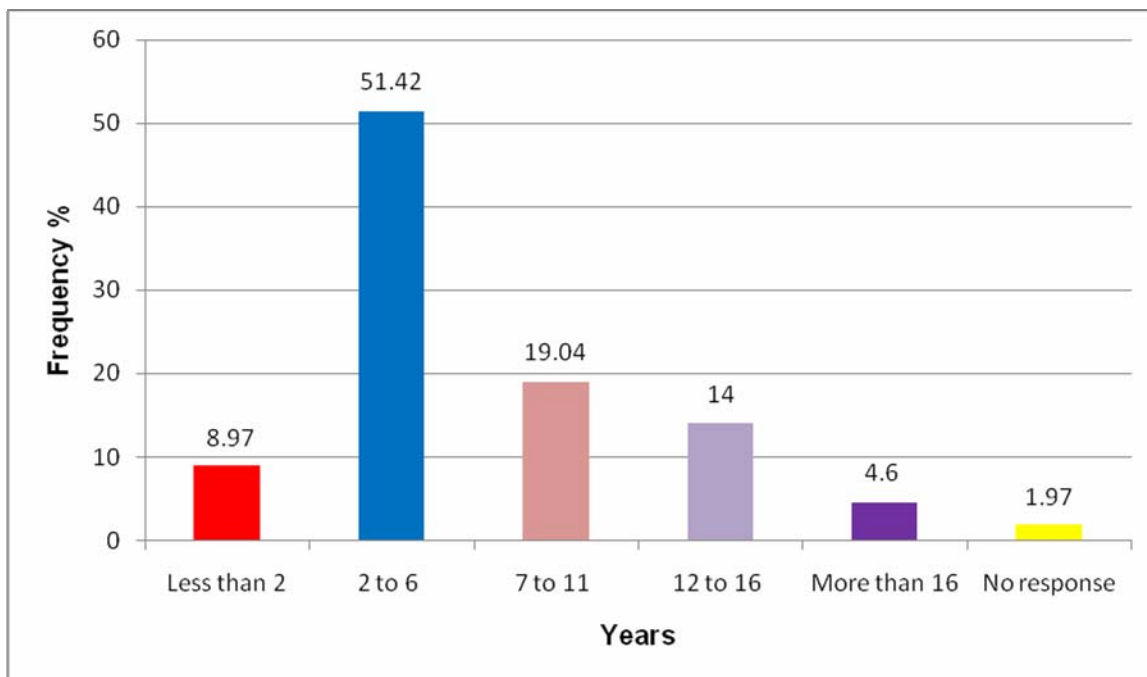


Table 6.1 and Figure 6.1 show that the largest proportion of the total sample (63,68 percent) have between one and four full time employees. According to the National Small Business Amendment Act, Act 26 of 2003's classification, this makes the majority of the sample that were part of this study, micro businesses (see Table 4.3 on page 136). Very small businesses (between five and 19 full time employees), accounted for 30,85 percent of this sample, and only 4,38 percent from the sample was small businesses.

Of the businesses that were part of the study, the annual turnover of the majority (46,82 percent) is R1 million or less, which is a typical small business venture in terms of the South African classification. Only 3,94 percent of the small businesses have an annual turnover of R10 million or more. Due to the sensitivity of the information, 18,17 percent did not disclose their annual turnover.

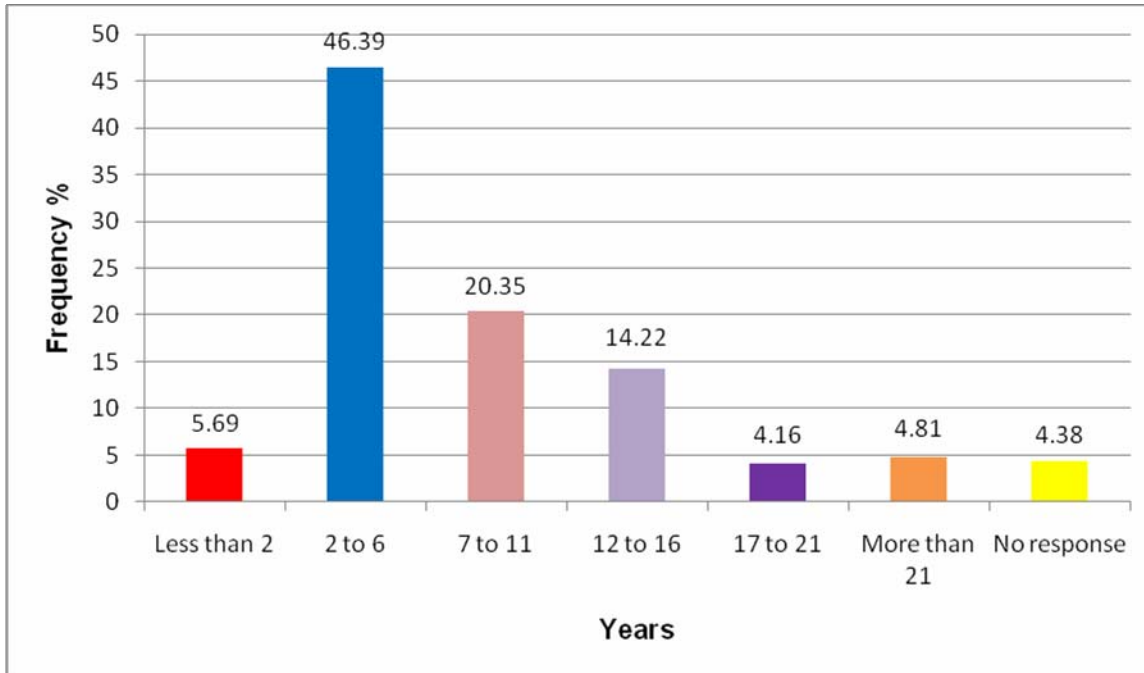
Figure 6.2: Distribution of respondents' number of years in shopping centre



The majority of the sample was tenants at the shopping centre for a period of between two and six years (51,42 percent). The high percentage of small business tenants that fall within this time frame may be due to the fact that tenants in shopping centres normally sign leasing contracts for this period of time. They are therefore bound by the leasing contract for this period of time. Only 4,60 percent of respondents are leasing in the particular shopping centre for more than 16 years. This can be an indication that small businesses in shopping centres do not remain tenants for extended periods of time.

Figure 6.3 is presented on the next page.

Figure 6.3: Distribution of respondents' number of years having their business



There is a direct correlation when the distribution of the number of years that the small business tenants have the business is compared with the number of years that they are tenants in the particular shopping centres. As seen in Table 6.1 and Figure 6.3, most of the respondents (46,39 percent) have their businesses between two years and six years. The number of respondents that have their businesses for more than 16 years (8,97 percent) is slightly higher than the number of years that the respondents are tenants at the centre (4,60 percent).

The 27 different shopping centres that were part of the study, were divided into different types of centres according to characteristics and requirements in relation to the South African context (discussed in Chapter 4). The majority of the respondents (22,32 percent)

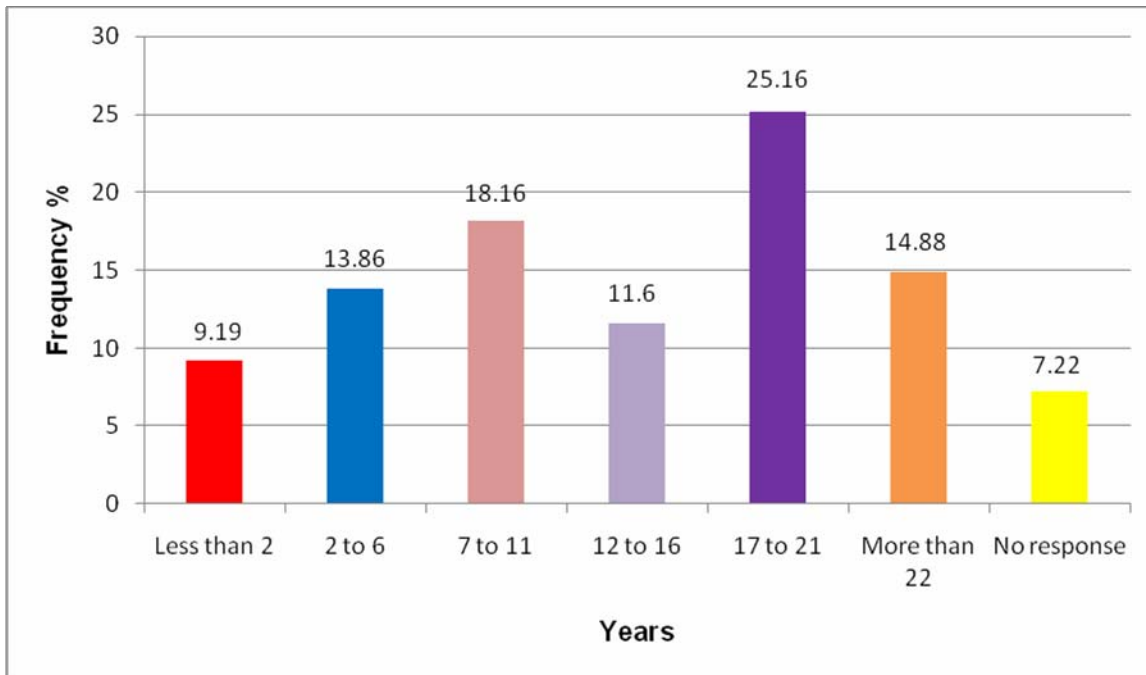
were small businesses in regional shopping centres. Only 3,50 percent of the respondents were small businesses in strip centres. This can be explained by the fact that strip centres normally have few small businesses as part of their tenant mix.

Table 6.2: Personal demographics of respondents

VARIABLE	FREQUENCY (n)	%
1. Years of business experience prior to leasing in the centre		
Less than 2 years	42	9,19
2 ≤ 6 years	63	13,79
7 ≤ 11 years	83	18,16
12 ≤ 16 years	53	11,60
17 ≤ 21 years	115	25,16
More than 22 years	68	14,88
No response	33	7,22
Total	457	100,00
2. Number of shopping centres leased in before		
Less than 2	286	62,58
2 ≤ 3	95	20,79
4 ≤ 5	12	2,63
More than 5	18	3,94
No response	46	10,06
Total	457	100,00
3. Highest educational qualification		
Standard 8 or less	7	1,53
Matric certificate	223	48,80
Diploma	166	36,32
B-Tech/Degree	35	7,66
Post graduate	24	5,25

VARIABLE	FREQUENCY (n)	%
No response	2	0,44
Total	457	100,00

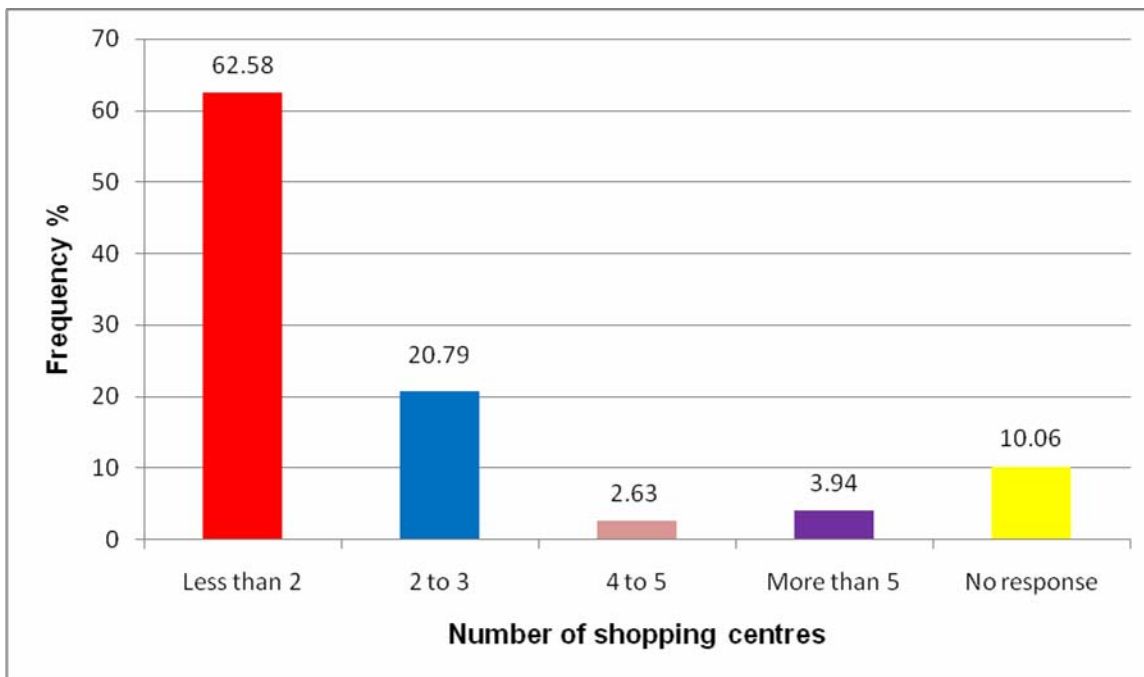
Figure 6.4: Years of business experience prior to leasing in the centre



The majority of respondents (25,16 percent) have 17 to 21 years of business experience prior to leasing in the particular shopping centre and 14,88 percent have more than 22 years of business experience. The respondents with more than 17 years of business experience are quite a large percentage (40,04) and this shows that a substantial number of small business tenants have ample business experience before leasing in the centre. If these figures are compared with those presented in Figure 6.2 and Figure 6.3, the assumption can be made that many of the small business tenants have quite a number of years of business experience, but that this experience was obtained outside a shopping centre location.

Figure 6.5 is presented on the next page.

Figure 6.5: Number of shopping centres leased in before



With regard to the number of shopping centres leased in before, the majority of the sample (62,58 percent) has been leasing in less than two shopping centres before. The assumption can therefore be made that a large percentage of small business tenants have little or no experience of what to expect from the quality of service that the landlord will render to them because they did not have much experience in this regard.

Referring to Table 6.2, almost half of the respondents' (48,80 percent) educational qualification is a matric certificate. The respondents with a National Diploma (36,32 percent)

and B Tech or Degree (7,66 percent) accounted for 43,98 percent of the respondents and only 5,25 percent of the respondents have a post graduate qualification. This brings the total of respondents with a post-matric qualification to a substantial 49,23 percent.

6.3 RESPONDENTS' PERCEIVED SERVICE QUALITY FROM LANDLORDS

The responses with regard to the perceived service quality that the respondents experienced of the services rendered by the landlords in shopping centres are presented in Table 6.3. On a 5-point Likert scale, the respondents had to choose whether they strongly disagree, disagree, are neutral, agree or strongly agree with a statement on service quality. The statements are arranged according to the five SERVPERF and one FAIRSERV dimension as suggested by these models. The frequencies as well as the percentage of the frequencies are given. In the last two columns, the mean and standard deviation is given.

Table 6.3: Perceived service quality that small business tenants receive from landlords in shopping centres (N – 457)

Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Reliability												
V11 When promised to do something by a certain time, management will do so.	26	5,70	126	27,63	189	41,45	96	21,05	19	4,17	2,9059	0,9353
V15 A service is provided at the time management promises to do so	19	4,18	116	25,49	223	49,01	80	17,58	17	3,74	2,9124	0,8590

Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
V17 When experiencing a problem, management shows sincere interest in solving it.	35	7,66	116	25,38	200	43,76	86	18,82	20	4,38	2,8687	0,9529
V24 Management performs the service right the first time.	22	4,81	113	24,73	242	52,95	69	15,10	11	2,41	2,8555	0,8171
V31 Management insists on error-free leasing statements and other records.	18	4,06	102	23,02	217	48,98	83	18,74	23	5,19	2,9737	0,8806

Table 6.3 continues on the next page.

Table 6.3: Continued

Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Responsiveness												
V20 You are informed when services will be performed.	9	1,97	83	18,16	192	42,01	138	30,20	35	7,66	3,2341	0,9031
V23 Management is never too busy to respond to your requests.	30	6,56	108	23,63	241	52,74	66	14,44	12	2,63	2,8293	0,8490
V28 You receive prompt service (eg. reaction to maintenance complaints).	28	6,15	101	22,20	235	51,65	74	16,26	17	3,74	2,8927	0,8757
V39 You are satisfied with the response time of security.	26	5,70	80	17,54	181	39,69	135	29,61	34	7,46	3,1553	0,9867
Assurance												
V12 Behaviour of management Instils confidence in you	19	4,18	112	24,62	227	49,89	77	16,92	20	4,40	2,9277	0,8668

Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
V21 You feel safe in your transactions with management.	17	3,72	93	20,35	209	45,73	114	24,95	24	5,25	3,0765	0,8987
V26 Management is consistently courteous with you.	15	3,30	48	10,55	251	55,16	114	25,05	27	5,93	3,1969	0,8275
V33 Management has the knowledge to answer your questions.	17	3,73	62	13,60	258	56,58	101	22,15	18	3,95	3,0897	0,8101
V38 You are satisfied with the visibility of security in the centre.	24	5,25	83	18,16	154	33,70	151	33,04	45	9,85	3,2407	1,0297
V43 You are satisfied with the marketing of the centre.	63	13,79	135	29,54	125	27,35	119	26,04	15	3,28	2,7549	1,0867
V44 You are satisfied with the number of daily visitors to the centre.	44	9,63	74	16,19	162	35,45	160	35,01	17	3,72	3,0700	1,0214
V45 The marketing fund of the centre is managed effectively.	63	13,82	149	32,68	147	32,24	89	19,52	8	1,75	2,6280	1,0030

Table 6.3 continues on the next page.

Table 6.3: Continued

Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
V13 Management gives you individual attention and is interested in your opinion.	36	7,88	132	28,88	207	45,30	74	16,19	8	1,75	2,7505	0,8805
Empathy												
V18 Management shows interest in communicating with you.	29	6,36	99	21,71	221	48,46	82	17,98	25	5,48	2,9452	0,9314

Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
V29 Management understands your specific needs.	21	4,61	94	20,61	254	55,70	78	17,11	9	1,97	2,9124	0,7954
V32 Management is always willing to help.	17	3,74	72	15,82	259	56,92	88	19,34	19	4,18	3,0437	0,8153
V37 Shopping hours are realistic.	30	6,58	67	14,69	114	25,00	225	49,34	20	4,39	3,2997	0,9955
V42 Shopping hours are convenient.	16	3,50	55	12,04	111	24,29	249	54,49	26	5,69	3,4682	0,9029
Tangibles												
V14 Centre and facilities are neat and clean.	12	2,63	78	17,11	127	27,85	198	43,42	41	8,99	3,3916	0,9584
V19 The décor and facilities of the centre are visually appealing.	13	2,86	53	11,65	121	26,59	232	50,99	36	7,91	3,4945	0,9010
V27 You are satisfied with the air conditioning.	76	16,89	118	26,22	174	38,67	70	15,56	12	2,67	2,6017	1,0190
V30 There is sufficient parking at the centre.	19	4,18	42	9,23	97	21,32	249	54,73	48	10,55	3,5820	0,9426
V34 Routine maintenance and repairs are done regularly.	24	5,25	108	23,63	209	45,73	104	22,76	12	2,63	2,9387	0,8814
V35 Website of the centre is visually appealing.	24	5,61	46	10,75	235	54,91	104	24,30	19	4,44	3,0984	0,8436
V41 Brochures/pamphlets of the centre are visually appealing.	32	7,13	97	21,60	175	38,98	127	28,29	18	4,01	3,0043	0,9710

Table 6.3 continues on the next page.

Table 6.3: Continued

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
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	1		2		3		4		5			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Fairness												
V25 You have the opportunity to fair negotiations with regard to the leasing contract.	47	10,42	120	26,61	208	46,12	67	14,86	9	2,00	2,7177	0,9063
V22 Terms and conditions of lease are equally fair for small tenants and bigger tenants.	119	26,50	131	29,18	137	30,51	53	11,80	9	2,00	2,3326	1,0465
V16 In general, small tenants are treated the same as bigger tenants.	154	33,77	136	29,82	101	22,15	52	11,40	13	2,85	2,1969	1,1104
V36 Your rental fee is realistic in comparison with that of bigger tenants.	95	20,97	166	36,64	138	30,46	47	10,38	7	1,55	2,3479	0,9707
V40 You perceive the promotions done at the centre to equally include the small tenants and the bigger tenants.	60	13,16	151	33,11	135	29,61	94	20,61	16	3,51	2,6827	1,0502
V46 You get value for your leasing fee.	28	6,17	71	15,64	214	47,14	132	29,07	9	1,98	2,9559	1,1391

The statement that rated the highest on mean score in Table 6.3 is “There is sufficient parking at the centre” with a mean score of 3,5820 and standard deviation of 0,9426. The statement that rated the second highest on mean score also relates to the tangibles aspect of service quality, namely “the décor and facilities of the centre are visually appealing” (mean score of 3,4945 and standard deviation of 1,1104). Fifteen statements had a mean score of between 3 and 4 as indicated in Table 6.3.

The statement that rated the lowest on mean score (2,1969 and standard deviation of 1,1104) is “In general, small tenants are treated the same as bigger tenants”. The second and third lowest statements also refer to the fairness aspect of service quality, namely “terms and conditions of lease are equally fair for small tenants and bigger tenants” (mean score of 2,3326 and standard deviation of 1,0465) and “your rental fee is realistic in comparison with that of bigger tenants” (mean score of 2,3479 and standard deviation of 0,9707). This

confirms what was found in the literature regarding small business tenants that feel that they are being bullied and treated unfairly in comparison with big anchor tenants (Barrios, 2007; Carswell, 2008; Cockram, 2002:43; Nieman, 2000:12; Roberts *et al.*, 2010:599). A total of 21 statements had a mean score of between 2 and 3 as indicated in Table 6.3.

To confirm the validity and reliability of the measuring instrument, factor analysis was executed and is discussed next.

6.4 VALIDITY AND RELIABILITY OF THE MEASURING INSTRUMENT

As mentioned in Chapter 5, factor analysis looks for patterns among the variables to discover whether an underlying combination of the original variables (a factor) can summarise the original set. Factor analysis attempts to reduce the number of variables and discover the underlying constructs that explain the variance (Cooper & Schindler, 2006:590; Diamantopoulos & Schlegelmilch, 2006:216).

Factor analysis was done on variables from the questionnaire used in this study. The variables were sorted and rotated to obtain a clear pattern of loadings. These are factors clearly marked by high loadings for some variables, and low loadings for others. This rotation is aimed at maximising the variances of normalised factor loadings across the variables for each factor.

The BMDP statistical programme was used to run the factor analysis on the variables. The programme was run for four, three and two factors respectively. From the onset, variable 46 (the parking fees are realistic) were excluded due to the many respondents that did not respond to that statement. The reason for the low response to this variable is because many tenants do not pay an hourly parking fee at their shopping centres or they are on monthly rented contracts in respect of parking. The two factor model produced the most acceptable

results and was run a second time after eliminating a further 11 variables due to low loadings (Table 6.4).

Table 6.4: List of variables that were eliminated for two-factor analysis

NO	STATEMENT
24	Management performs the service right the first time
27	You are satisfied with the air conditioning
30	There is sufficient parking at the centre
34	Routine maintenance and repairs are done regularly
35	Website of the centre is visually appealing
37	Shopping hours are realistic
38	You are satisfied with the visibility of security in the centre
39	You are satisfied with the response time of security
40	You perceive the promotions done at the centre to equally include the small tenants and the bigger tenants
42	Shopping hours are convenient
47	You get value for your leasing fee

It is important to note that only three of these variables that were eliminated, are from the SERVPERF service quality model. Variable 24 (management performs the service right the first time) is from SERVPERF’s “reliability” dimension, variable 42 (shopping hours are convenient) is from SERVPERF’s “empathy” dimension and variable 35 (website of the centre is visually appealing) is from SERVPERF’s “tangibles” dimension. Variable 40 (you perceive the promotions done at the centre to equally include the small tenants and the bigger tenants) and variable 47 (you get value for your leasing fee) were added as part of the FAIRSERV model. The rest of the variables that were eliminated are those that were added by the researcher to SERVPERF’s original scale.

The final interpretation of the results of the factor analysis is presented in Table 6.5 below. The values are presented from the highest to the lowest, as shown in Table 6.5

Table 6.5: Rotated factor analysis of respondents' perceived service quality from landlords in shopping centres

Variable no.	Description of Variable	Loadings	
		FACTOR 1	FACTOR 2
V32	Management is always willing to help	0,815	0,010
V17	When experiencing a problem, management shows sincere interest in solving it	0,798	-0,003
V18	Management shows interest in communicating with you	0,786	0,021
V21	You feel safe in your transactions with management	0,773	-0,073
V13	Management gives you individual attention and is interested in your opinion	0,754	-0,024
V29	Management understands your specific needs	0,751	0,067
V12	Behaviour of management instils confidence in you	0,748	0,046
V23	Management is never too busy to respond to your requests	0,739	0,061
V15	A service is provided at the time management promises to do so	0,731	0,062
V16	In general, small tenants are treated the same as bigger tenants	0,727	-0,095
V11	When promised to do something by a certain time, management will do so	0,717	0,081
V24	Management performs the service right the first time	0,686	0,077
V22	Terms and conditions of lease are equally fair for small tenants and bigger tenants	0,678	-0,106
V25	You have the opportunity to fair negotiations with regard to the leasing contract	0,669	-0,021
V33	Management has the knowledge to answer your questions	0,665	0,070
V26	Management is consistently courteous with you	0,660	0,028
V36	Your rental fee is realistic in comparison with that of bigger tenants	0,640	-0,086

Table 6.5 continues on the next page.

Table 6.5: Continued

Variable no.	Description of Variable	Loadings	
		FACTOR 1	FACTOR 2
V20	You are informed when services will be performed	0,620	0,060

Variable no.	Description of Variable	Loadings	
		FACTOR 1	FACTOR 2
V28	You receive prompt service (eg. reaction to maintenance complaints)	0,577	0,135
V31	Management insists on error-free leasing statements and other records	0,548	0-,004
V43	You are satisfied with the marketing of the centre	0,029	0,891
V45	The marketing fund of the centre is applied and managed effectively	0,018	0,811
V41	Brochures/pamphlets of the centre are visually appealing	0,123	0,688
V44	You are satisfied with the number of daily visitors to the centre	-0,071	0,633
V19	The décor and facilities of the centre are visually appealing	0,042	0,521

According to Cooper and Schindler (2006:591) eigenvalues is the sum of the variances of the factor values. When divided by the number of variables, an eigenvalue yields an estimate of the amount of total variance explained by the factor.

The eigenvalues, that determine the number of factors when factor loading is done, are:

- Factor 1: 11,6116; and
- Factor 2: 2,35115.

The eigenvalue has to be greater or equal to one in order to be included as a factor when loading is done on variables.

The percent of variance explained for the two factors are:

Factor 1: 44,4 percent; and

Factor 2: 7,64 percent.

Table 6.6: Labels given to the two factors

Factor 1:	Intangibles
Factor 2:	Marketing and tangibles

Factor 1 includes four of the items of the original reliability dimension as suggested by the SERVPERF service quality model. It also includes three items of the responsiveness dimension (SERVPERF), four items of the assurance dimension (SERVPERF), four items of the empathy dimension (SERVPERF), as well as four items of the fairness dimension as suggested by the FAIRSERV service quality model. “Intangibles” seems an appropriate title as all the items relates to the “softer” and “caring” (intangible) aspects of the service offering from the landlords to the small business tenants in shopping centres. It is also important to note that none of the original “tangibles” aspect of the SERVPERF model is included here. Another meaningful finding is that four out of the six items that were added by the researcher as part of the fairness dimension of SERVPERF, have high factor loadings. This confirms the relevance of the fairness aspect when perceived quality of landlords to small business tenants is measured, although it is not identified as a separate factor. The relative high eigenvalue (11,1020) relative to factor 2 (1,9113) indicates the importance of this factor for small business tenants when it comes to the perceived service quality that they receive from their landlords.

Factor 2 includes two of the items of the tangibles dimension as suggested by SERVPERF. The other three items relate to marketing and were added by the researcher. All the items of this factor include items clearly related to marketing and other tangibles.

Although the majority of the individual items from the SERVPERF scale were retained as part of the two factors, it is clear that only two distinct dimensions are relevant in measuring the service quality that small business tenants in shopping centres receive from their landlords. Most of the FAIRSERV elements that were added to the measuring instrument were retained after the factor analysis, but it was not identified as a separate dimension of perceived service quality.

It seems that small business tenants in shopping centres are concerned mainly about two aspects namely, how they are treated by their landlords and how the tangibles and marketing of the shopping centre are handled by their landlords. The two most important aspects about the landlord-small business tenant relationship therefore is that small tenants want to be treated with respect and courtesy by their landlords and they want their landlords to secure a steady flow of daily visitors to the shopping centre as well as to their stores. It was therefore found that the combined SERVPERF and FAIRSERV model is not suitable for measuring the perceived service quality that small business tenants in shopping centres receive from their landlords. The implication of this is that other service quality measurement tools need to be explored in order to find a suitable tool for this relationship. Further research could also be done to explore the unique service quality dimensions that small business tenants in shopping centres deemed important from which a new model can be suggested.

With regard to the stated hypothesis the following can be deduced:

Hypothesis H2o is accepted: The combined SERVPERF and FAIRSERV model of service quality, in its original form, will not be suitable to measure the perceived service quality that small business tenants in shopping centres receive from their landlords.

To confirm the reliability and accuracy of the measuring instrument, the Cronbach alpha coefficients were computed because the purpose of the analysis was to establish internal consistency, in other words, the extent to which the administered questionnaire scales measured the variables in a consistent manner. Struwig and Stead (2004:133) point out that Cronbach coefficient alpha is appropriate when individuals respond to items on multiple levels. According to them, it is particularly useful for measures that have Likert-type scales where responses range for example from “strongly agree” to “strongly disagree”. Table 6.7 summarises these values. As can be seen from this table, the derived two factors delivered excellent Cronbach alpha results. There is some debate in the literature on what constitutes an acceptable alpha score. Nunally (1978) recommended that 0,500 is an acceptable threshold for an acceptable alpha score and this is also the threshold adopted for this research study.

Table 6.7: Cronbach alpha results

Factor	Description	Cronbach alpha value
Factor 1	Intangibles	0,9491
Factor 2	Marketing and tangibles	0,9535

Table 6.8 Correlation between two factors

Factor	Factor 1	Factor 2
Factor 1	1,000	
Factor 2	0,477	1,000

Table 6.8 indicates a positive correlation between the two factors, intangibles and marketing and tangibles.

6.5 PERCEIVED SERVICE QUALITY ACCORDING TO THE TWO FACTORS

The respondents' perceived service quality of the landlords' service provided to them will now be analysed according to the two identified factors (also refer to Table 6.3).

Statements that the respondents had to rate from 1 (strongly disagree) to 5 (strongly agree) regarding the **intangible** dimension are the following:

- When promised to do something by a certain time, management will do so;
- Behaviour of management instils confidence in you;
- Management gives you individual attention and is interested in your opinion;
- A service is provided at the time management promises to do so;
- In general, small tenants are treated the same as bigger tenants;
- When experiencing a problem, management shows sincere interest in solving it;
- Management shows interest in communicating with you;
- You are informed when services will be performed;
- You feel safe in your transactions with management;
- Terms and conditions of lease are equally fair for small tenants and bigger tenants;
- Management is never too busy to respond to your requests;
- Management performs the service right the first time;
- You have the opportunity for fair negotiations with regard to the leasing contract;
- Management is consistently courteous to you;
- You receive prompt service (eg. reaction to maintenance complaints);
- Management understands your specific needs;
- Management insists on error-free leasing statement and other records;
- Management is always willing to help;
- Management has the knowledge to answer your questions; and
- Your rental fee is realistic in comparison with that of bigger tenants;

The mean score for evaluating the intangible aspect of service quality that small business tenants in shopping centres receive from landlords, is 2,8812 (Table 6.9 on the next page). Since a 5-point Likert scale was used, this score clearly indicates that respondents were

dissatisfied with this aspect of the service that they received. This indicates that the small business tenants in shopping centres are in general not satisfied with the “softer” intangible aspects of the service quality that they receive from their landlords. Numerous of the comments that respondents made on the open-ended questions in the questionnaire, confirm the fact that small business tenants in shopping centres are concerned about this “caring” aspect of the landlords’ service provided to them (refer to section 6.7 on page 207 and Appendix C).

Statements that the respondents had to rate from 1 (strongly disagree) to 5 (strongly agree) regarding the **marketing and tangible** dimension are the following:

- The décor and facilities of the centre are visually appealing;
- Brochures/pamphlets of the centre are visually appealing;
- You are satisfied with the marketing of the centre;
- You are satisfied with the number of daily visitors to the centre; and
- The marketing fund of the centre is managed effectively.

With respect to the marketing and tangibles factor, the mean score is 2,9903 (Table 6.9). Although this indicates that respondents were slightly more satisfied with this aspect of service quality from the landlord, the mean score is still below three and therefore indicates that small business tenants are also dissatisfied with this aspect of the service to them.

Table 6.9: The mean scores on perceived service quality

VARIABLE	N	MEAN	STANDARD DEVIATION
Factor 1: Intangibles	457	2,8812	2,8812
Factor 2: Marketing and tangibles	457	2,9903	2,9904

From table 6.9 it is clear that the mean scores for both factors on the 5-point Likert scale are less than three. This is an indication that the respondents are in general dissatisfied with the overall perceived service quality that they receive from the landlords. The small business

tenants are more dissatisfied with the intangibles aspect of service quality than the marketing and tangibles aspect. This is once again an indication of the importance of the “softer”, caring aspect of service quality to the small business tenants in shopping centres.

In terms of the stated hypothesis the following can be deduced:

Hypothesis H1o is accepted: Small business tenants in shopping centres are in general not satisfied with the service quality they receive from landlords.

6.6 ONE-WAY ANALYSIS OF VARIANCE (ANOVA)

In order to establish whether relationships exist between the factors and the independent variables, a one-way analysis of variance (ANOVA) was conducted. ANOVA is a versatile statistic which tests for the significant relationship between two or more groups of means and also breaks down the variability of a set of data into its component sources of variation (Cooper & Schindler, 2006:517; Wimmer & Dominic, 1983:215). Some of this study’s hypotheses are built on the significant differences between variables and factors. ANOVA is therefore used to prove or disprove some of these hypotheses. The ANOVA tables presented in Tables 6.10 to 6.17 that follow are based on the data obtained from the 457 completed questionnaires. To comply with the assumptions for ANOVA namely, the requirement of equal variances and normality of the residuals, the data was transformed using a normal transformation.

Table 6.10 is presented on the next page.

Table 6.10: ANOVA: Intangibles

SOURCE	F-VALUE	ρ-Value
V2 Respondents’ position in business	1,24	0,2951

V9 Number of centres leased from before	5,93	0,0006***
V6 Period as tenant in the centre	1,11	0,3462
V8 Business experience prior to leasing	2,56	0,0272***
v64 Types of shopping centres	8,49	< 0,0001***

The p -value of $< 0,05$ indicates that the intangible determinants (factor 1) is significantly influenced by the number of other shopping centres the small business tenant leased from and also by the amount of business experience that the small business tenants had prior to leasing in the particular centre ($p < 0,05$). The type of shopping centre also significantly influences the intangible determinants ($p < 0,05$).

The intangible determinants are however, not significantly influenced by the respondents' position in the business or by the period of time that the small business tenants are at a particular shopping centre.

These findings show that it made no difference whether the respondents were the owners, managers, owners and managers or any other full-time employees of the business when it came to their perception of the intangible aspect of service quality received from the landlords. The respondents' perceptions of the intangibles aspects of service quality were also not influenced by how long they have been tenants in the shopping centre.

In terms of hypotheses H3o and H4o the following can be deduced:

Hypothesis H3o is accepted. There are no statistical significant differences regarding the perceived service quality that small business tenants receive from landlords, with regards to the position of the respondent in the business in regarding the service quality construct: intangibles.

Hypothesis H4o is accepted. With respect to the service quality construct intangibles, there are no statistical significant differences regarding the perception of service quality between

small business tenants who have been a tenant in the centre for a short time and those who have been a tenant for long.

To further investigate the ANOVA results, Post-Hoc tests were done using least square means t-tests.

Table 6.11: Mean scores of the number of other shopping centres tenants leased from in terms of the intangibles

Level of V9 (Number of other centres leased in before)	N	Mean	Standard Deviation
0	123	2,830 a b	0,639
1	154	2,742 a	0,517
2	60	3,103 c	0,751
3-5	52	2,945 b c	0,611
Means with different alphabetic indicators (a, b, c) differ significantly on the 5 % level			

A significant statistical difference exists between the small business tenants that have not leased in other shopping centres before and those that have been leasing in two other centres before.

The respondents' perceptions of the intangibles aspect of perceived service quality were therefore significantly influenced by their previous tenancies in other shopping centres. This may be because of good or bad experiences that the small business tenants might have in other shopping centres. These experiences may create expectations and may have an influence on their current perception of the service quality they receive from the landlords.

In terms of hypothesis H5 the following can be deduced:

Hypothesis H5o is rejected. There are no statistical significant differences regarding the service quality construct: intangibles between small business tenants who has been a tenant in other shopping centres before and those who have never been a tenant in other shopping centres before with respect to the perceived service quality.

Table 6.12: Mean scores of the number of business experience of the tenants prior to leasing in the centre in terms of intangibles.

Level of V8 (Business experience prior to leasing)	N	Mean	Standard Deviation
0-1	39	2,896 a	0,619
2-6	54	3,111 b	0,823
7-11	76	2,856 a	0,587
12-16	50	2,778 a	0,497
17-21	104	2,781 a	0,561
22+	66	2,781 a	0,601
Means with different alphabetic indicators (a, b) differ significantly on the 5 % level			

Table 6.12 shows that there is a significant statistical difference between those small business tenants that have two to six years of business experience prior to leasing in the centre and those with 7 to 11 years, those with 12 to 16 years, those with 17 to 21 years and those with more than 22 years of business experience.

The respondents' perceptions of the intangibles aspects of service quality were therefore influenced by their previous business experience.

In terms of hypothesis H6o the following can be deduced:

Hypothesis H6o is rejected. There are no statistical significant differences regarding the service quality construct: intangibles between small business tenants who had no or little business experience prior to leasing in the shopping centre and those who had business experience with respect to the perceived service quality.

Table 6.13: Mean scores of the different types of shopping centres in terms of intangibles

Level of v64 (Types of shopping centres)	N	Mean	Standard Deviation
Community	93	2,605 a	0,683
Lifestyle	23	3,084 c d	0,604
Neighbourhood	65	3,086 d	0,467
Regional	84	2,934 b c	0,676
Small Regional	42	2,998 c d	0,631
Strip	14	2,408 a	0,599
Super Regional	68	2,790 b	0,395
Means with different alphabetic indicators (a, b, c, d) differ significantly on the 5 % level			

Table 6.13 indicates that there is a significant statistical difference between community centres and all the other types of centres with the exception of strip centres. There are also significant statistical differences between lifestyle centres and strip centres, between neighbourhood centres and regional centres, strip centres and super regional centres and between regional centres and strip centres. The other significant statistical differences are between small regional centres and strip centres, small regional centres and super regional centres and between strip centres and super regional centres.

The respondents' perceptions of perceived service quality were therefore significantly influenced, depending on the type of shopping centre they were leasing from.

In terms of the stated hypotheses the following can be deduced:

Hypothesis H7o is rejected. There are no statistical significant differences with respect to service quality construct: intangibles regarding the perception of service quality received by small business tenants from landlords of different types of shopping centres in Pretoria.

Table 6.14: ANOVA: Marketing and tangibles

SOURCE	F-VALUE	p-Value
V2 Respondents' position in business	0,97	0,4083

V9 Tenant in other centres before	3,36	0,0190***
V6 Period as tenant in the centre	5,59	0,0009***
V8 Business experience prior to leasing	1,46	0,2032
V64 Types of shopping centres	24,95	0,0001***

The ρ -value of $\leq 0,05$ indicates that the marketing and tangibles determinants (factor 2) are significantly influenced by whether the small business tenant was a tenant in other shopping centres and also by the period that the tenant is at that particular shopping centre. The type of shopping centre also significantly influences the intangible determinants ($\rho \leq 0,05$).

The fact that the intangible, as well as the marketing and tangible determinants are significantly influenced by whether the small business tenant was a tenant in other shopping centres before, might have been expected. The small business tenants have experience of the level of service quality they received from previous landlords, and therefore will have certain expectations of their current landlord's service.

The marketing and tangible determinants are however, not significantly influenced by the respondents' position in the business or by the amount of business experience that the small business tenants had prior to leasing in the particular centre.

These findings show that it made no difference whether the respondents were the owners, managers, owners and managers or any other full-time employees of the business when it came to their perception of the marketing and tangible aspect of service quality received from the landlords.

Their perceptions of the marketing and tangible aspects of service quality were also not influenced by their previous business experience.

In terms of the stated hypotheses the following can be deduced:

Hypothesis H3o is accepted: There are no statistical significant differences in terms of the marketing and tangibles service quality construct regarding the perceived service quality that landlords provide to small business tenants, relative to the respondent's position in the business.

Hypothesis H6o is accepted: There are no significant differences regarding the perceived service quality received between small business tenants who had no business experience prior to leasing in the shopping centre and those who had no business experience.

Table 6.15: Mean scores of the number of years as tenant in particular centre in terms of marketing and tangibles

Level of V6 (Period as tenant in the centre)	N	Mean	Standard Deviation
< 2	34	3,058 a b	0,932
2-6	209	2,951 a b	0,715
7-11	76	3,068 a b	0,718
12+	70	2,860 a	0,895
Means with different alphabetic indicators (a, b) differ significantly on the 5 % level			

Table 6.15 shows that there is a significant statistical difference between tenants who are tenants in the particular shopping centre for less than two years and those with more than twelve years tenancy in the centre. There is also a difference between tenants with two to six years tenancy in the centre and those with more than 12 years in the centre as well as between tenants with 7 to 11 years in the centre and those with more than 12 years in the centre. Their perceptions of the marketing and tangible aspects of service quality were in other words influenced by the length of their tenancy.

It can therefore be deduced that:

Hypothesis H4o is rejected: There are no significant differences regarding the perception of service quality received between small business tenants who have been a tenant in the centre for a short time and those who have been a tenant for long.

Table 6.16: Mean scores of the number of other shopping centres tenants leased from in terms of the marketing and tangibles

Level of V9 (Tenant in other centres before)	N	Mean	Standard Deviation
0	123	2,949 b	0,826
1	154	2,883 a	0,692
2	60	3,143 b	0,800
3-5	52	3,053 a b	0,806
Means with different alphabetic indicators (a, b) differ significantly on the 5 % level			

With regard to the marketing and tangible aspect of service quality (factor 2) it is found that there is a significant statistical difference between those with zero other tenancy and those with one other tenancies, those with one tenancy and two tenancies and those with one other tenancy and those with three to five other tenancies. The mean scores also support this finding. The respondents' perceptions of perceived service quality were therefore significantly influenced by their previous tenancies in other shopping centres.

It can therefore be deduced that:

Hypothesis H5o is rejected: There are no statistical significant differences regarding the perceived service quality between small business tenants who has been a tenant in other shopping centres before and those who have never been a tenant in other shopping centres in regards to the service quality construct: marketing and tangibles.

Table 6.17: Mean scores of the types of shopping centres in terms of marketing and tangibles

Level of v64 Types of shopping centres)	N	Mean	Standard Deviation
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Community	93	2,655 b	0,625
Lifestyle	23	3,008 b c d	0,997
Neighbourhood	65	2,803 b c	0,713
Regional	84	3,057 d	0,736
Small Regional	42	2,814 b c	0,679
Strip	14	2,114 a	0,595
Super Regional	68	3,694 e	0,449
Means with different alphabetic indicators (a, b, c, d, e) differ significantly on the 5 % level			

Table 6.17 indicates that there is a significant statistical difference between community centres and regional centres, strip centres and super regional centres. There are also significant statistical differences between lifestyle centres and strip centres, lifestyle centres and super regional centres, between neighbourhood centres and regional centres, strip centres and super regional centres and between regional centres and small regional centres, strip centres and super regional centres. The last significant statistical difference in this regard is between strip centres and super regional centres. The respondents' perceptions of perceived service quality were therefore significantly influenced, depending on the type of shopping centre they were leasing from.

It can therefore be deduced that:

Hypothesis H7o is rejected. There are no statistical significant differences regarding the perception of service quality received by small business tenants from landlords of different types of shopping centres in Pretoria.

6.7 RESPONSE TO OPEN-ENDED QUESTIONS

The respondents were given several open-ended questions at the end of the questionnaire. The responses were all evaluated and grouped into categories that had some correlation or common characteristic. They were then all labelled accordingly and the results of the comments on these questions are given in Table 6.18 on the next page.

Table 6.18: Results of open-ended questions per type of centre

	Type of centre														Total	
	Neighbourhood		Community		Small Regional		Regional		Super Regional		Lifestyle		Strip			
Question 11 Reason(s) for selecting particular centre	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
Big, prominent and well-known centre	20	18,02	35	21,74	28	49,12	51	32,69	74	56,92	13	33,33	3	14,29	224	33,19
Good, convenient location	35	31,53	65	40,37	16	28,07	61	39,10	35	26,92	20	51,28	7	33,33	239	35,41
Good marketing mix in centre	13	11,71	20	12,42	4	7,02	14	8,97	13	10,00	4	10,26	3	14,29	71	10,52
Marketing of centre is good	1	0,90	0	0,00	0	0,00	0	0,00	1	0,77	0	0,00	0	0,00	2	0,30
Rental fee is reasonable	9	8,11	11	6,83	2	3,51	2	1,28	0	0,00	0	0,00	6	28,57	30	4,44
Business was available and was good investment	14	12,61	16	9,94	3	5,26	10	6,41	5	3,85	0	0,00	1	4,76	49	7,26
Sufficient and cheap/free parking	2	1,80	0	0,00	0	0,00	0	0,00	0	0,00	0	0,00	0	0,00	2	0,30
Shopping hours convenient	2	1,80	1	0,62	0	0,00	2	1,28	0	0,00	0	0,00	0	0,00	5	0,74
Good feet count	15	13,51	13	8,07	4	7,02	16	10,26	2	1,54	2	5,13	1	4,76	53	7,85
Total	111	16,44	161	23,85	57	8,44	156	23,11	130	19,26	39	5,78	21	3,11	675	100,00
Question 12 Most positive features of service																
Good marketing and promotions	12	16,67	4	3,70	3	16,24	19	16,24	61	61,00	5	16,13	0	0,00	104	21,62

Table 6.18 continues on the next page.

Table 6.18: Continued

Question 12 Most positive features of service	Type of centre														Total	
	Neighbourhood		Community		Small Regional		Regional		Super Regional		Lifestyle		Strip			
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
Prompt and reliable service	7	9,72	5	4,63	0	0,00	6	5,13	1	1,00	3	9,68	0	0,00	22	4,57
Good security	6	8,33	21	19,44	1	2,56	22	18,80	9	9,00	2	6,45	0	0,00	61	12,68
Good communication	9	12,50	10	9,26	2	5,13	16	13,68	3	3,00	4	12,90	0	0,00	44	9,15
Well managed centre	2	2,78	4	3,70	3	7,69	2	1,71	6	6,00	4	12,90	2	14,29	23	4,78
Sufficient and cheap/free parking	1	1,39	3	2,78	4	10,26	8	6,84	2	2,00	1	3,23	1	7,14	20	4,16
Friendly management	5	6,94	7	6,48	1	2,56	8	6,84	1	1,00	2	6,45	0	0,00	24	4,99
Neat and clean centre	9	12,50	16	14,81	20	51,28	21	17,95	11	11,00	5	16,13	2	14,29	84	17,46
None	21	29,17	38	35,19	5	12,82	15	12,82	6	6,00	5	16,13	9	64,29	99	20,58
Total	72	14,97	108	22,45	39	8,11	117	24,32	100	20,79	31	6,44	14	2,91	481	100,00
Question 13 Most negative features of service																
Facilities not properly maintained	18	18,18	30	16,76	4	6,90	37	21,39	52	32,10	5	10,87	4	12,90	150	20,05
Marketing insufficient	30	30,30	23	12,85	28	48,28	14	8,09	2	1,23	10	21,74	10	32,26	117	15,64
Response to problems slow	2	2,02	6	3,35	3	5,17	15	8,67	12	7,41	6	13,04	0	0,00	44	5,88
Rental fees excessive	4	4,04	11	6,15	0	0,00	10	5,78	6	3,70	0	0,00	0	0,00	31	4,14
Inadequate and expensive parking	3	3,03	1	0,56	0	0,00	11	6,36	20	12,35	2	4,35	0	0,00	37	4,95

Table 6.18 continues on the next page.

Table 6.18: Continued

Question 13 Most negative features of service	Type of centre														Total	
	Neigh- bourhood		Community		Small Regional		Regional		Super Regional		Lifestyle		Strip		Total	
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
Communication poor/non-existent and management never available	10	10,10	27	15,08	1	1,72	21	12,14	25	15,43	5	10,87	8	25,81	97	12,97
Small tenants treated unfairly without respect	4	4,04	26	14,53	0	0,00	33	19,08	18	11,11	1	2,17	1	3,23	83	11,10
None	0	0,00	4	2,23	0	0,00	6	3,47	1	0,62	2	4,35	0	0,00	13	1,74
Tenant mix not good	0	0,00	1	0,56	0	0,00	1	0,58	0	0,00	1	2,17	0	0,00	3	0,40
Security not good	22	22,22	11	6,15	12	20,69	12	6,94	13	8,02	7	15,22	4	12,90	81	10,83
No service at all!; too many to say	1	1,01	32	17,88	9	15,52	11	6,36	12	7,41	5	10,87	4	12,90	74	9,89
Look and feel of centre not appealing; decor outdated	5	5,05	7	3,91	1	1,72	2	1,16	1	0,62	0	0,00	0	0,00	16	2,14
Management not strict and no uniform rules	0	0,00	0	0,00	0	0,00	0	0,00	0	0,00	2	4,35	0	0,00	2	0,27
Total	99	13	179	23,93	58	7,75	173	23,13	162	21,66	46	6,15	31	4,14	748	100,00
Question 15 Reasons why staying in centre																
Business is known and client base good	38	41,30	67	47,86	17	36,96	68	45,33	53	40,46	8	25,00	11	47,83	262	42,67
Business is doing good	14	15,22	21	15,00	12	26,09	21	14,00	26	19,85	4	12,50	3	13,04	101	16,45
Leasing fee reasonable	7	7,61	2	1,43	1	2,17	0	0,00	0	0,00	0	0,00	3	13,04	13	2,12

Table 6.18 continues on the next page.

Table 6.18: Continued

Question 15 Reasons why staying in centre	Type of centre														Total	
	Neighbourhood		Community		Small Regional		Regional		Super Regional		Lifestyle		Strip		Fr	%
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%		
Shopping hours are convenient	1	1,09	1	0,71	0	0,00	3	2,00	0	0,00	0	0,00	0	0,00	5	0,81
Security is good	2	2,17	4	2,86	0	0,00	2	1,33	0	0,00	0	0,00	0	0,00	8	1,30
Free/cheap parking	2	2,17	0	0,00	0	0,00	0	0,00	0	0,00	1	3,13	0	0,00	3	0,49
Bound by leasing contract	5	25,43	21	15,00	7	15,22	24	16,00	11	8,40	11	34,38	4	17,39	83	13,52
Not staying	2	2,17	3	2,14	1	2,17	2	21,33	0	0,00	2	6,25	0	0,00	11	1,79
Total	92	14,98	140	22,80	46	7,49	150	24,43	131	21,34	32	5,21	23	3,75	614	100,00

Fr = n of responses and % = fr % of all the type of centres' responses

6.7.1 Reasons for selecting the shopping centre

Referring to Table 6.18, the majority of responses, on the reasons why small business tenants have selected the particular shopping centre, were that the centre is a good and convenient location to do business in (35,41 percent). This confirms Yan and Eckman's (2009:24) and Levy and Weitz's (2009:210) belief that retail location has long been considered as an important strategic business decision and that a sustainable competitive advantage can be developed through the right location for a business. Berman and Evans (2010:287) found that the site with the most pedestrian traffic is often the best location for a business. Levy and Weitz (2009:201), Rajagpal (2009:99) and Roberts *et al.* (2010:598) found that shopping centres play a major role in attracting customer traffic to all the tenants because it is convenient for customers and it provides an assortment of merchandise. The small business tenants that were part of this study surely agreed with this and considered it an advantage to locate their businesses in a shopping centre. The second most responses (33,19 percent) also referred to location. These respondents indicated that they chose the shopping centre because it was a big, prominent and well-known centre. A total of 68,60 percent of the respondents therefore have selected the shopping centre because it was a good location for their businesses.

6.7.2 Most positive features of landlord's service

On the question of what the most positive features of the landlord's service to the small business tenants in shopping centres are, a percentage of 20,58 indicated that there were no positive features. This is quite alarming, since it is the second highest response to this question after good marketing and promotions. If we add the 9,89 percent of respondents that indicated under the question of the most negative features, that there are "no service at all" and "too many negative features to mention", it brings the total of very dissatisfied respondents to 30,47 percent. A clean and neat centre is 17,46 percent of the respondents' most positive feature.

6.7.3 Most negative features of landlord's service

It is interesting that 15,64 percent of respondents indicated that marketing of the centre is the most negative feature of the landlord's service provided to them. The majority of respondents (20,05 percent) indicated that the most negative feature of their landlord's service provided to them is that facilities are not properly maintained. Poor or non-existing communication and, small tenants being treated unfairly and without respect, accounted for 12,97 percent and 11,10 percent respectively of the respondents' most negative features of their landlords' services provided to them. If the other "intangible" aspects namely, response to problems (5,88 percent), excessive rental fees (4,14 percent), expensive parking (4,95 percent), poor security (10,83 percent) and unfair application of rules by management (0,27 percent) of the most negative features of service quality are added to these two aspects, it brings the total percentage to 50,14 percent of respondents that are dissatisfied with the intangible service quality aspect.

Over half of the respondents therefore have mentioned intangible aspects as the most negative features of the service they receive from their landlords. From this large percentage, it can be deduced that small business tenants in shopping centres are very much concerned about how they are treated by landlords and, whether the landlords have in general empathy with them (intangible aspects). This is supported by the empirical findings indicated in Table 6.9 where it was shown that the mean score on this aspect is 2,8812.

6.7.4 Reasons for remaining in the shopping centre

Referring to Table 6.18, most of the respondents (59,12 percent) have indicated that they remain as a tenant in the shopping centre because their business is known, their client base is good and that their business is doing well. Only 1,79 percent of the respondents have indicated that they are going to move out of the centre and 13,52 percent have indicated that the only reason why they are staying, is because they are bound by their leasing contract.

6.7.5 Conclusion

It is thus clear that many small business tenants are in fact dissatisfied with many aspects of the services that they receive from their landlords, but are still going to stay on as a tenant in the shopping centre. The reason for this is probably due to the fact that the landlord-small business tenant relationship in shopping centres is quite unique. This relationship is not the same as a customer that is doing business with a retailer. If customers are not satisfied with the service that they receive from a retailer, it is easy for the customers to simply change to another service provider. In the case of tenants in shopping centres, it is not that easy (or inexpensive) to simply change their location to another shopping centre if the service they receive from their landlord is, in their opinion not good. Most small business tenants cannot change to another shopping centre as they are usually tied into three or five year lease agreements.

If their business in a shopping centre is known, their client base is good and their business is doing well, (as indicated by the 59,12 percent in this study) they are most likely willing to stay on as a tenant even if they perceive the service that they receive from their landlords as poor. In many cases, a particular shopping centre is perceived to be such a good location for businesses, that there is a long waiting list of interested tenants ready to move in. It is indeed probable that landlords know this, and it will therefore not be a matter of urgency for these landlords to satisfy their clients in the same way as the other “ordinary” service providers.

Also refer to the verbatim comments made by small business tenants in shopping centres (Appendix C).

Since it was found that the separate SERVPERF and FAIRSERV dimensions are not appropriate for measuring quality in a landlord-small business relationship in shopping centres, these responses to the open-ended questions can in reality also be used as a base for future research in determining the dimensions of service quality that small business tenants in shopping centres deemed important.

6.8 CONCLUSION

In this chapter, relevant information was obtained and explained by means of descriptive and inferential statistics. Relevant data was captured and provided in tabular and figure format. The various statistical techniques and methods as discussed within the scope of Chapter 5 (Research design and methodology) were practically applied within Chapter 6.

The business demographic information of the respondents was presented as well as their personal demographic information. The respondents' perceptions of the service quality they receive from their landlords were captured in relation to the original five SERVPERF dimensions and one FAIRSERV dimension. Later in the chapter, this was also done after factor analysis on the two distinct factors of intangibles, and marketing and tangibles.

Factor analysis confirmed two perceived service quality factors, namely **intangibles** and **marketing and tangibles**. The factor analysis indicated relatively high construct validity of the measuring instrument as evidenced by the high Cronbach alpha scores. The One-Way ANOVA test and Post hoc tests using least square means t-tests were also executed to illustrate statistical differences between various variables. ANOVA was used to test hypotheses H3o to H7o.

In the next chapter, attention will be paid to the conclusions and the most important recommendations. The objectives and hypotheses of the study will be revisited. The information obtained will be applied within the boundaries and limitations of this particular study.