

UNIVERSITY OF KWAZULU-NATAL

**An Evaluation of business sustainability for Greater Edendale Mall: Pietermaritzburg,
South Africa**

By

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of
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College of Law and Management Studies

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2020

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ABBREVIATIONS

GEM: Greater Edendale Mall

ATM: Automated Teller Machines

CSI: Corporate Social Investment

KZN: KwaZulu Natal

UN: United Nations

N.G.O: Non –Governmental Organization

ABSTRACT

Business sustainability depends on the balance of Societal, Economic and Environmental factors within a specific business environment. Greater Edendale Mall was opened in 2011. It is located at the junction of Moses Mabhida and Mount Partridge Roads (Pietermaritzburg, KZN). The Centre is the retail hub of Edendale, with abundant parking to ensure customer convenience. The Mall offers shoppers a collection of fashion and homeware options in an exclusive and convenient environment. This study intended to evaluate views of tenants, management of the Mall, and customers, in relation to the interaction of the three pillars of sustainability (Society, Economy, Environment), and to discover factors that may hinder business sustainability of the mall. This study was conducted using a mixed-method approach, and the tool used was a questionnaire, with closed and open questions. Presentation and analysis of findings were categorized as per three categories of target population, which are tenants, management and customers. This study discovered that tenants and management considered the mall to be sustainable in terms of the mall's contribution to the society of Edendale through various economic activities and compliance with environmental prescripts, and they believed that there were challenges that the Mall needs to address to ensure that it attracts more customers. However, customers believed that there was no interaction between the three pillars of sustainability at the Greater Edendale Mall. This study made recommendations for future studies on business sustainability and to the Management of Greater Edendale Mall on the issues that needed to be addressed urgently.

Key words: Business Sustainability, Social Factors, Economic Factors, Environmental Factors, Greater Edendale Mall

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Chapter 1: Introduction

1.1. Introduction

This research study looked at Evaluating Business Sustainability at Greater Edendale Mall in Pietermaritzburg, South Africa. This chapter provides the foundation of this study, and further explains the need to conduct this study. Demographics allow a reader to understand the setting.

1.2. Background

Pietermaritzburg is a capital city of KwaZulu Natal, South Africa. The city consists of four areas, which are Central, Greater Edendale, Vulindlela, and Northern Areas. Edendale is an urban area, which is a black township that was established in 1851. In the early years, Edendale accommodated both Indians and Africans, until the introduction of the Group Areas act that moved Indians to Northern Areas. Edendale corridor is a business area and Edendale Provincial Hospital is located in this corridor. There was a great need to release the pressure of influx into Pietermaritzburg Central Business District, by providing services to the people in their communities.

“Greater Edendale Mall was opened in 2011; it is located on the junction of Moses Mabhida and Mount Partridge Road (Pietermaritzburg, KZN). The Centre is the retail hub of Edendale with abundant parking to ensure a pleasant visit. The Mall offers shoppers a collection of fashion and homeware options in an exclusive and convenient environment”(GreaterEdendale Mall, 2018). There is a high tenancy turnover at Greater Edendale Shopping Mall, and various factors may contribute to this problem. Moreover, there was the challenge of accessibility for customers who are using public transport (taxis). Customers from surrounding communities had to pay twice the fare that they would pay to go to town. As a result, the mall ends up not serving its primary purpose of bringing retail brands to people. Unemployment is very high in the Greater Edendale population, particularly with the youth. Crime statistics are also very high in this area.

“To upkeep neighbourhood expansion developments that deliver public arrangement and generate the stage for communal and reserved sector improvement towards refining the value of life for citizens in directed underserved neighbourhoods” (Adatia, 2011). The South African government through municipalities have recognised a great need to invest in township development. Hence, there is a great shift on bringing retail shops closer to the people. Post 1994 there has been a shift

in the economic policies of the country towards the promotion of inclusive economic growth and giving opportunities to previously disadvantaged communities to participate in the mainstream economy. Therefore, property investors have seen a niche in township development in the form of building shopping malls in various townships in South Africa. Furthermore, malls need to be sustainable in order to contribute purposefully to the livelihood of surrounding communities.

1.3. Aim of the study

Various factors contribute to business sustainability, this study seeks to investigate these factors using business sustainability model that outlines the interrelatedness of Societal, Economic, and Environmental factors. Furthermore, this study investigated if there were any relations between level of education, income, and shopping patterns of G.E.M Customers. The researcher was mindful of the socio-economic factors at Edendale. Therefore, there was a special interest to study business sustainability of G.E.M, having done preliminary desktop research on the socio-economic factors around the area. Moreover, there were vacancies of shops at the mall and many shops had closed their businesses. Therefore, this study investigated the root causes of tenancy turnover. Also, this study investigated if the mall had a direct impact in terms of the economic development of the area and in terms of responding to the high rate of unemployment.

Rouse (2013) defines business sustainability as the synchronization of economic, environmental and social factors to ensure success. Business sustainability depends on a variety of factors, and it is imperative to engage these factors thoroughly. Many academic texts refer to the relationship between a growing economy, inclusiveness of the society and respecting the environment in which the business is operating. To strike a balance of these three factors, it is important that the business in question understands its strengths, weaknesses, opportunities, and threats. Moreover, having a clear understanding of the business internal and external environment using SWOT and PESTLE analysis will ensure business sustainability in the industry. This study used sustainability models to analyse and evaluate the business sustainability of G.E.M.

1.4. Research Problem

There was high tenancy turnover, with various shops closing their operation at G.E.M. Therefore, one was tempted to investigate and get factual information as to what were the causes of tenancy turnover. Furthermore, there were concerns over the accessibility of customers to the mall due to

the non-collaboration of different taxi associations operating in and around the mall. Moreover, one further investigated if a high level of unemployment and crime statistics has any impact with regard to the maximization of profit for the mall.

Business sustainability model argued that for an economy to prosper there should be maximum community involvement while preserving the surrounding environment. It was clear that business sustainability of G.E.M rests on various factors and this study unearthed those factors, and further recommended to the management of G.E.M how to respond to the findings of this study to ensure solid sustainability and to address issues that may hinder business sustainability of the mall.

The gap in knowledge was that there were no previous studies that were conducted in G.E.M that seek to understand factors that lead to Business Sustainability. Furthermore, this study was unique in the retail services in Pietermaritzburg. Therefore, these factors were tested at Greater Edendale Mall in order to validate the Mall's business sustainability. This study used hypothesis statements to measure research objectives. Crosstabs and Chi-square tests were used to test hypotheses.

1.5. Location of the study

This study was conducted at Edendale (urban area), Pietermaritzburg, KwaZulu Natal, South Africa. According to Statistics South Africa, Edendale has a population of 140 891 people with households of 37 208. Only 6.7% of the population are graduates with an unemployment rate of 21.5%. Edendale is a mixture of a township and informal settlement. G.E.M is servicing Edendale and the surrounding communities. Hence, it is classified as a Community Mall. Below are graphs explaining the demographics of the Edendale Community.

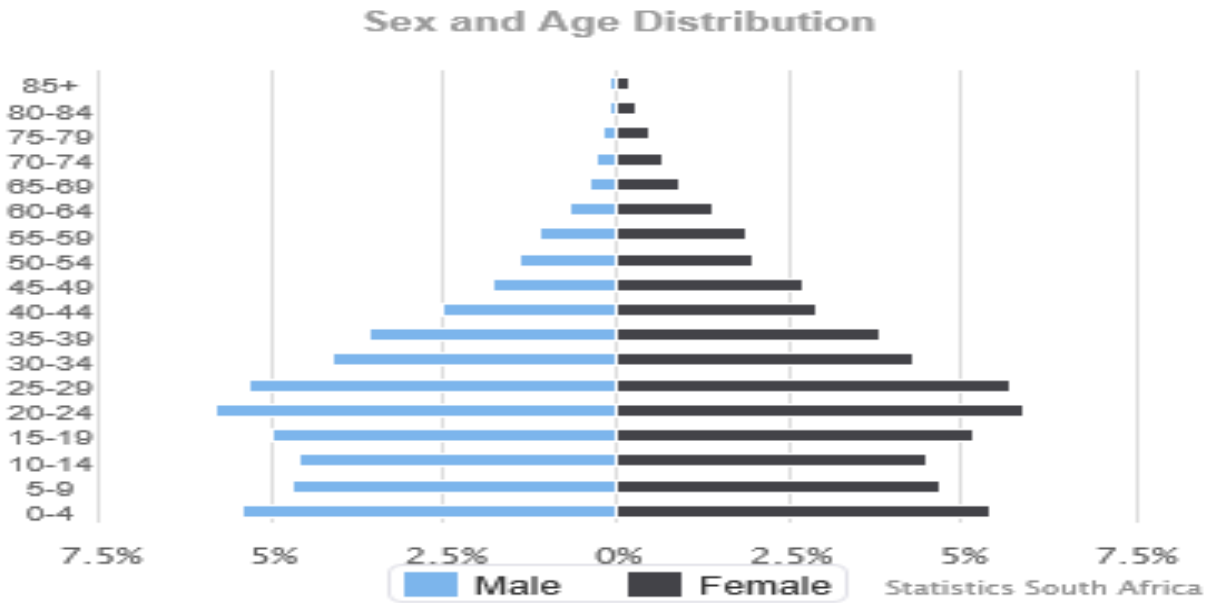


Figure 1.1: Population graph for Edendale Community

Source: (Statistics South Africa , 2011)

Figure 1.1 shows the population graph of the Edendale community. The population has been classified in terms of gender and age.

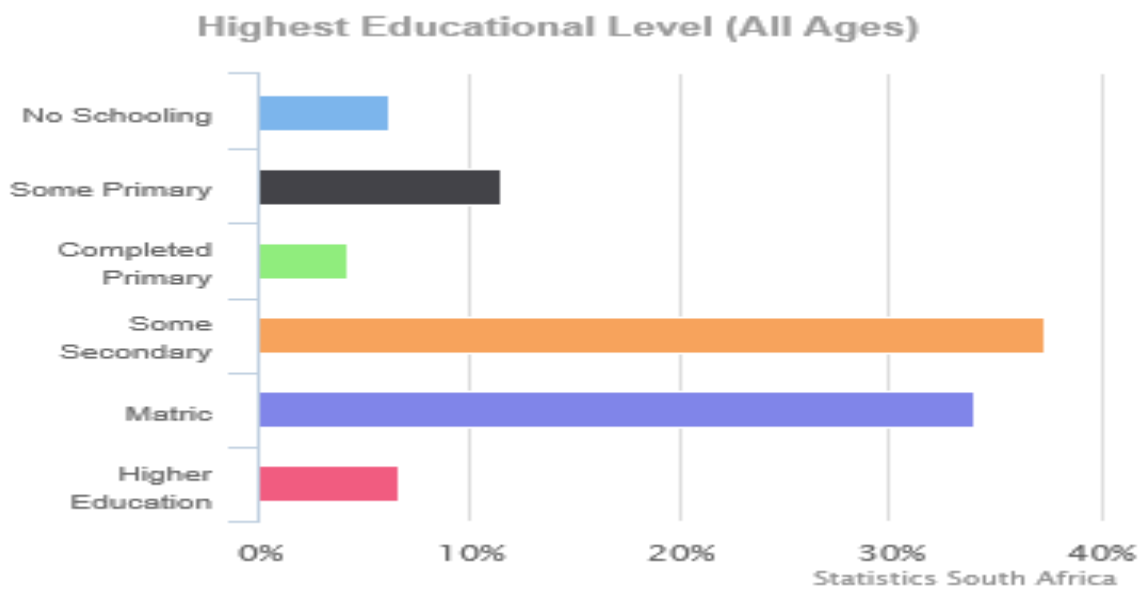


Figure 1.2: Level of education in the Greater Edendale Population

Source: (Statistics South Africa , 2011)

Figure 1.2 shows the population of Edendale that has been classified in terms of their education levels.

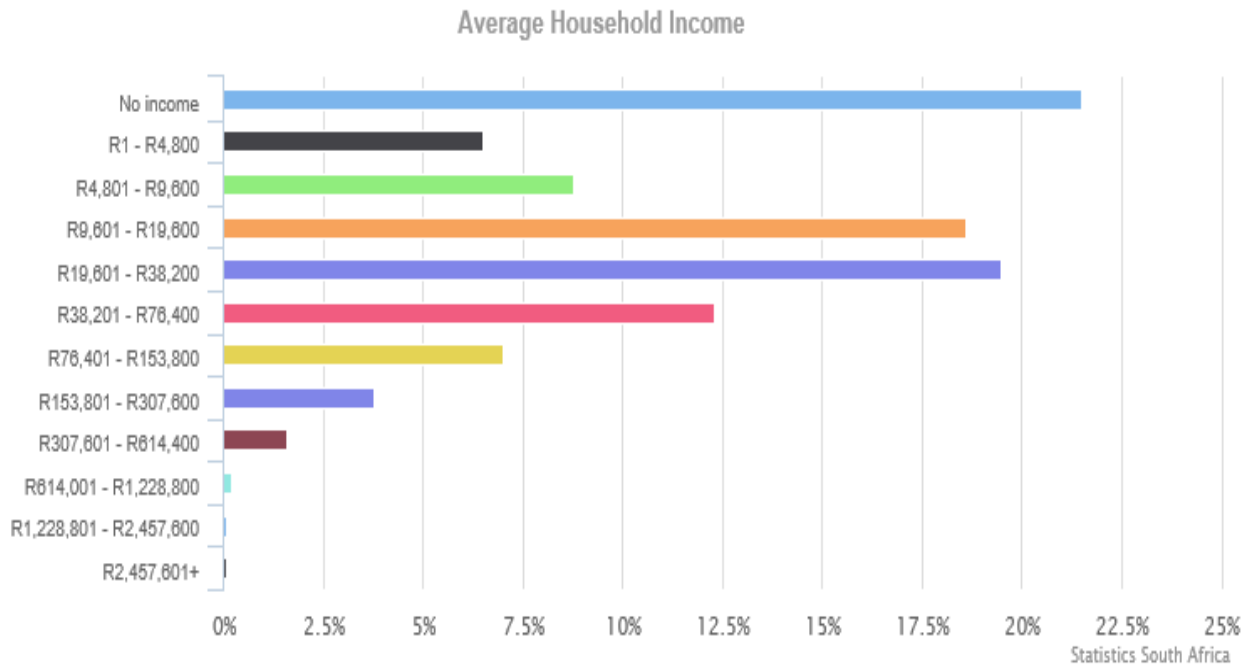


Figure 1. 3: Average income of the Greater Edendale Population

Source: (Statistics South Africa , 2011)

The above demographics provide an overview of Edendale in terms of the population classification, level of education, and average household income. Figure 1.1 shows the population of Edendale in terms of gender and age, and the highest population is within the ages of 20 and 29 years for both males and females. Figure 1.2 shows education levels for the population of Edendale and the majority of people at Edendale have secondary education, which includes matric. Figure 1.3 presents the average household income at Edendale, and the majority of people have no source of income.

1.6. Objectives

- To determine factors that may contribute to the turnover of tenants at G.E.M
- To explore factors that may impact or hinder the business sustainability at G.E.M
- To determine the impact of Social, Economic and Environmental factors towards business sustainability of G.E.M

- To discover customers level of satisfaction in their shopping experience at G.E.M
- To establish the relationship between income, level of education, age, and shopping patterns of customers

1.7. Hypotheses

Economic, social and environmental factors are equally important and they have a significant impact in ensuring that business becomes sustainable. There must be a balance in terms of these pillars for business to be sustainable. It is also important to understand social factors that might contribute to business sustainability and to understand the relatedness of different variables. Figures 1 to 3 have presented statistics on the social factors in the community of Edendale. Therefore, the researcher investigated these factors and further attempted to establish how these factors affect the sustainability of G.E.M.

Below are hypotheses that this study will investigate:

Demographics

H0 - There is no relationship between gender and income.

H1 - There is a relationship between gender and income.

H0 – There is no relationship between gender and level of education.

H1 – There is a relationship between gender and level of education.

H0 – There is no relationship between gender and customer patronage at G.E.M.

H1 – There is a relationship between gender and customer patronage at G.E.M, level of education, age, and shopping patterns of customers.

1.8. Main Research Questions

- What are factors that contribute to tenancy turnover at G.E.M?
- What are factors that may have an impact on the business sustainability of G.E.M?
- Is there any relationship between income, level of education, age and shopping patterns of customers?
- Do customers enjoy shopping at G.E.M?
- Is there any impact of Social, Economic and Environmental Factors on the sustainability of G.E.M?

1.9. Significance of the study

According to the researcher's knowledge, this was the first study to examine the business sustainability of G.E.M in Pietermaritzburg, KwaZulu Natal, South Africa. This study investigated different factors that may have promoted or hindered business sustainability of G.E.M, and further provided recommendations on the strategies that can be employed to eliminate challenges that might hinder business sustainability. This was in line with a government's local economic development strategy that seeks to promote the sustainability of businesses in township areas. Therefore, findings of this study may be used as a point of reference in terms of studying other Malls in Pietermaritzburg and the Province of KwaZulu Natal.

This study offered an in-depth understanding of the indicators of business sustainability. Economic, Social and Environmental factors are critical in ensuring that business becomes sustainable and this study unpacked indicators that were used to measure and evaluate business sustainability of G.E.M. The management of G.E.M will get an opportunity to apply business model concepts, sustainability models, management theories, strategic planning, implementation, and evaluation in G.E.M, in ensuring that there is low tenancy turnover and that the mall business is sustainable. Moreover, the sustainability of the mall and low tenancy turnover will ensure that people of nearby communities benefit in the operations of the mall and reduce unemployment rate, since shops will not be closing down or tenants leaving the mall.

1.10. Conceptual Framework

Social, Economic and Environmental factors play a critical role in determining the sustainability of the business. Several Business Sustainability models identified these factors as the cornerstone of determining the longevity of the business. These three factors need to be equally appreciated, as they are equally important. Any imbalance of these factors will compromise the sustainability of the business.

Independent Variables

Dependant Variable

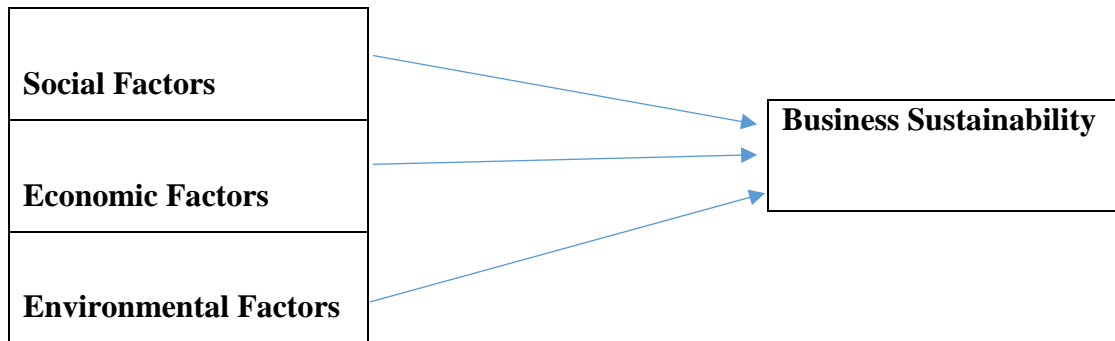


Figure 1. 4: Business sustainability model

The above model shows three factors that combined will lead to Business Sustainability. It is important to note that each of these factors is equally important, which means no factor supersedes another. For business to be sustainable, it means there should be a balance in these factors.

1.11. Research Methodology

A combination of quantitative and qualitative research tools was used in this study. Questionnaires that were used comprised of both short questions using Likert scale and open-ended questions that seek to get in-depth information from participants.

1.12. Sampling strategy

The sample size that was calculated comprises of 63 tenants at G.E.M, 384 customers, and 3 members of G.E.M management. Furthermore, desktop research was conducted to obtain information from South African Police Services and Statistics South Africa.

There were three questionnaires (Shoppers, Tenants, and Management). The customers' questionnaires were purely quantitative due to the large sample size (384 Customers). Tenants (63) and management (3) questionnaires contained both closed questions and open-ended questions. Due to a large sample size, conducting quantitative research in the form of questionnaires was much more convenient to cover a large sample size, as it was easier and quicker to administer. Tenants and Management questionnaires provided more in-depth information in the form of open-

ended questions. This section allowed Tenants and Management to provide detailed information of which closed questions may not have covered.

1.13. Sample Size

Roasoft online calculator was used to calculate the sample size. The calculators required the following variables that were captured by the researcher; Population size of 140 891, the margin of error of 5% and a confidence level of 95%. The calculator automatically calculates the sample size after supplying the required information and the sample size for Customers (Shoppers) was calculated to be 384. Moreover, tenants' population size was 75; therefore calculated sample size was 63. Lastly, management was not sampled, instead the whole management team was recommended to be the sample size, and management of G.E.M consisted of 3 members.

1.14. Data quality control

SPSS statistical tool was used to generate findings for this particular study. The questionnaire was coded to adapt in the SPSS statistical program and questionnaires were numbered to be able to trace back where there were errors during data capturing. After data capturing, data verification was conducted manually to ensure that everything was captured correctly.

1.15. Data analysis

SPSS was used to analyse the data, as it generated frequency tables and cross tabulation to test the relationship between variables. Every question in the questionnaire was analysed to get the distribution of responses from strongly disagree to strongly agree. Summative tables were generated to provide a summary of responses for each section in the questionnaire. Summative tables were important in getting overall responses on the constructs under each pillar of sustainability. Themes were generated in the qualitative data by grouping related comments in order to generate a specific theme. Thematic analysis was important in terms of quantifying responses under each theme to get frequency of responses and then present these themes to draw inferences.

1.16. Summary

This chapter introduced a business sustainability study at G.E.M in Pietermaritzburg, South Africa. It provided an outline on the aim of the study, importance of conducting this study, and how the

study was conducted, and what it intended to achieve. The following chapter will look at existing literature on this research topic, and further argue on different angles that the literature will produce, and later inform the researcher to draw informed conclusions.

1.17. Chapter Layout

The first chapter of this report introduced the study by paying attention to the objectives and research questions for this study. It also provided an overview on the demographics of Edendale to offer an understanding of the study setting.

The second chapter explains the synergy of the three pillars (Economy, Society, and Environment) of business sustainability, and further touch on the existing literature on business sustainability.

The third chapter provides research design for this study in terms of which methodology was used and why it was preferred over other research designs.

The fourth chapter presents the findings of this study using descriptive statistics and thematic analysis.

The fifth chapter will discuss findings in detail by looking at the objectives and hypotheses of this study, while chapter Six offers a conclusion, managerial implications, and recommendations.

Chapter 2: Pillars of Sustainability

2.1. Introduction

The previous chapter introduced the need to conduct this study and further explained the objectives of the study and how it was conducted. Moreover, the researcher provided a strong foundation on the topic of sustainability. This chapter investigated the views of other authors of sustainability and further analysed previous studies on sustainability. Later on in this chapter, the researcher looked at case studies of South African companies on the strategies they have to deal with sustainability issues in their organizations.

This chapter provides different approaches to sustainability, and further provides literature on business sustainability. Moreover, this chapter provides evidence of how the business model links with business sustainability and further defines important components of business sustainability. In addition, it expanded on the theories that were used as the cornerstone of this study.

This study is guided by theories of sustainability, where different academic authors identify sustainability as an ability to balance social, economic and environmental factors. Therefore, for a business to be sustainable these factors had to be taken into consideration and more critically, there should be a balance on these factors as they are equally important. Some business models put more emphasis on financial factors as compared to others factors, and this compromises the sustainability of the business.

2.2. Elements of Business Sustainability

Business sustainability rests on the amalgamation of six dimensions of sustainability into conventional decision-making and core functioning techniques as articulated systems. Cagnin, Loveridge, and Butler (2005) indicated that the six dimensions are as follows: social sustainability, ecological sustainability, economic sustainability, spatial sustainability, institutional-political sustainability, and cultural sustainability. This model claims that business sustainability does not only depends on striking the balance between economy, society, and environment but it goes further in addressing issues of intrinsic request on the pillars of sustainability.

2.3. Theories underpinning the study

Below are two theories informing this study:

2.3.1. Management theory

This theory argued that for every business to be sustainable in the industry, understanding the impact and the influence of environment is critical. The evolution of management theory looks at the impact of Political, Economic, Social, Technological, Legal and Environmental forces. Furthermore, business sustainability also depends on the organization's ability to dissect internal and external environmental forces through application of the SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). Management theory gives rise to accurate strategic planning and implementation, which will ensure business sustainability. "SWOT analysis is a modest but influential tool for sizing up a company's resource capabilities and deficiencies, its market opportunities and the external threats to its future well-being" (Hough, 2011).

2.3.2. Resilient theory

"Resilience theory attempts to comprehend the resilience of social-ecological systems, which is permitted through the "*adaptive capacity*" and/or "*transformability*" of the social-ecological system which permits it to negotiate exogenous pressures, change, and uncertainty through *self-organisation* (such as of agents, internal structure, networked interdependencies, controls, functions, and processes) and/or innovation" (Peter & Swilling, 2014). According to this theory, organizations can either adapt or transform to the social-ecological system in for the business to be sustainable the industry.

"The concept of sustainability was originally coined in forestry, where it means never harvesting more than what the forest yields in new growth [2]. The word *Nachhaltigkeit* (the German term for sustainability) was first used with this meaning in 1713 [3]. The concern with preserving natural resources for the future is perennial, of course: undoubtedly our Paleolithic ancestors worried about their prey becoming extinct, and early farmers must have been apprehensive about maintaining soil fertility" (Kuhlman & Farrington, 2010). The above definition is most famous in the natural sciences field, where sustainability is viewed in an environmental management perspective. This approach provides a one-dimensional approach on sustainability, as it ignores social and economic approaches in defining sustainability.

“In the past, teachers and lecturers taught and tested lexical knowledge of sustainability-related topics such as which animals are threatened by extinction or which pesticides are harmful” (Molthan-Hill, Hill, & Parkes, 2017). Environmental perspective on sustainability has been dominant in the educational sector, particularly in the science field. Several studies looked at sustainability from only an environmental perspective, “Another study about climate change also illustrates clearly how important specific knowledge about appropriate alternative actions appears to be needed for environmentally friendlier behaviour” (Molthan-Hill, et al, 2017). There has been a very limited dimension on sustainability, and several studies have focused on environmental factors as the cornerstone of sustainability. As stated above, defining and understanding sustainability is highly influenced by the background of the person defining sustainability.

Social Science seems to take a broader and holistic definition of sustainability, which is more comprehensive, as opposed to how natural science views sustainability. “The global society has undergone a paradigm shift from environmental protection towards sustainability. Sustainability does not only focus on the environmental impact, it rather consists of the three dimensions “environment”, “economy” and “social well-being”, for which society needs to find a balance or even an optimum” (Finkbeiner, Schau, & Lehmann, 2010). A holistic understanding of sustainability requires a thorough understanding of the above-mentioned factors and how they link to each other.

Modern sustainability theories emphasize the importance of the three pillars (environmental economic and social) and that these pillars are equally important. Moreover, this holistic understanding of sustainability is critical in ensuring that sustainability policies and processes are efficient and effective. Business sustainability focuses on these three pillars in ensuring that the business can survive in the industry. Below are business sustainability models that will present a different perspective of sustainability.

2.4. Sustainability Models

Below are two sustainability models:

2.4.1. Three nested dependencies model

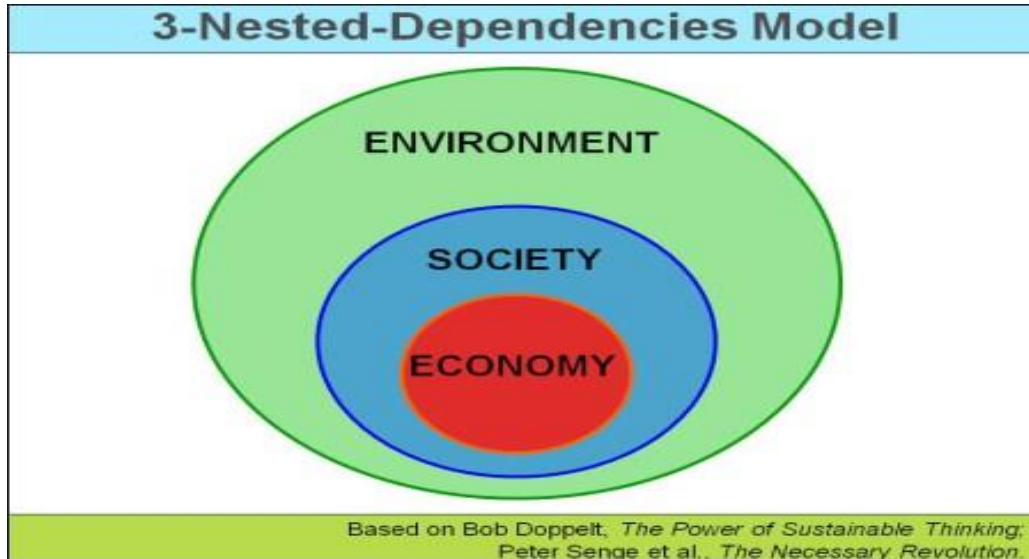


Figure 2.1: shows three nested dependencies model

Source: (Senge, Smith, Kruschwitz, Laur, & Schley, 2010).

“The 3-nested-dependencies model reflects this co-dependent reality. It shows that human society is a wholly-owned subsidiary of the environment—that without food, clean water, fresh air, fertile soil, and other natural resources, we’re cooked” (Willard, 2010). The above model argues that all three pillars of sustainability need each other to offer a relevant and meaningful definition of sustainability. For example, the Economy depends on society and society depends on the surrounding environment, this means that for the economy to prosper, there should be people driving that economy and for people to survive they need a healthy environment to sustain their livelihood. People need food, water, shelter, land, and so on, to survive, and the activities of the people will determine the growth of the economy. Therefore, no pillar can exist in isolation, since this will result in unbalanced and less sustainable businesses.

“Three nested dependencies model depicts how, without a thriving natural environment, society and economy cannot prosper” (Dharmasmita, Elarndsson, Willats, & Brown, 2017). Different authors when analysing the above model share this perspective, hence this model is most common

to the academic sphere. However, there are other models of sustainability that are used and below are the three pillars of the sustainability model.

2.4.2. 3-Overlapping- Circles Model

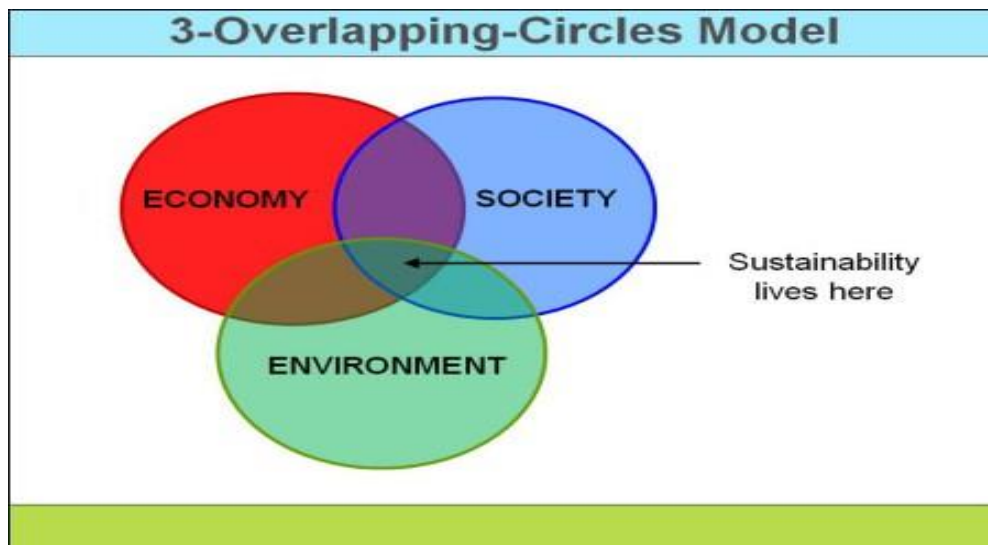


Figure 2.2: The three-overlapping- circles model

Source: (Willard, 2010).

“3-overlapping-circles model - The overlapping-circles model of sustainability acknowledges the intersection of economic, environmental, and social factors. Depending on our mind-set, we resize the circles to show that one factor is more dominant than the other two. For example, some business leaders prefer to show the economy as the largest circle because it is most important to their success and it makes their world go round” (Willard, 2010). This model offers a different perspective on sustainability as it says sustainability is only achieved when all three pillars intersect. However, this model is less accurate than the three nested dependencies model, since depending on the person applying this model, one can resize each pillar of the model depending on which pillar is relevant to him. For example, scientists might perceive the environment to be much more important than society and economy, which will result in the environmental pillar to be bigger than the other two. Moreover, a business may consider economy as the bigger circle, as compared to other pillars, as this is more relevant. Resizing pillars of sustainability may end up in

the interpretation that each pillar may exist in isolation compared to others, which will end up distorting the notion of sustainability.

The above model can easily offer to understate that each pillar can exist in isolation, as it is subjective since it depends on the person applying this model. The background of the person applying this model plays a critical role in terms of valuing the impact of each pillar of sustainability. The danger of resizing the circle, based on the perceived importance of the pillar, may be that the meaning may be lost in the process as it may suggest that each pillar may exist in isolation from other pillars. In the light of the above models, it is imperative that each pillar of sustainability is explained in detail to provide a thorough understanding of each pillar, and how it relates to or depends on other pillars. Moreover, every pillar has indicators that define that pillar of sustainability. Therefore, the section below will define and unpack possible indicators per each pillar of sustainability.

2.5. United Nations Sustainability Development Goals

United nations have identified 17 sustainability goals that countries need to follow and to ensure that they achieve over some time. “The Division for Sustainable Development Goals (DSDG) seeks to provide leadership and catalyze action in promoting and coordinating implementation of internationally agreed development goals, including the seventeen Sustainable Development Goals (SDGs)” (Zhu, 2018). These sustainability goals are in line with the United Nations 2030 Sustainable Development Agenda. Zhu (2018) states that sustainability goals are driven in order to ensure that the following outcomes are realized: No poverty, Zero hunger, Good health and well-being, Quality education, Gender equality and clean water and Sanitation.

2.6. Sustainability Pillars

2.6.1. Economic Sustainability

The economic pillar of sustainability focusses on the economic framework that is embedded in the foundation of the business. This means that the identity of the business should be to ensure that it responds to economic challenges and further makes economic projections that will benefit the business. Dharmasasmita et al (2017) argue that economic sustainability occurs in different levels which can be at a narrow understanding of sustainability in business that focuses on business (company) economic performance in order to secure the long term economic performance of the company, or it focusses on the broader and more holistic understating of economic sustainability, which is at the company’s ideological stance on economic framework

through using a three nested dependencies model. Business economic performance is important in ensuring that the business is profitable to remain relevant in the market.

“Economic sustainability is the term used to identify various strategies that make it possible to use available resources to their best advantage. The idea is to promote the use of those resources in a way that is both efficient and responsible, and likely to provide long-term benefits. In the case of a business operation, it calls for using resources so that the business continues to function over several years, while consistently returning a profit” (Tatum, 2018). The economic pillar of sustainability focusses on coordinating business resources to provide long-term benefits, for example, ensuring that a company’s human resources are motivated and perform to optimum level to increase the financial profit of the company. The biggest indicator to measure economic sustainability is monetary value, in terms of profit generated at certain period.

Every business exists to be able to make a profit, since the success of the business depends on the return of investment. Moreover, the company’s lifespan is determined by the ability to survive market challenges. Meaningful monetary and human resources are critical in ensuring the sustainability of the company. Resources need to be managed in a manner that will yield positive results in the sustainability of the company. Moreover, “economic responsibilities of a business organization’s management are to produce goods and services of value to society so that the firm may repay its creditors and shareholders” (Wheelen & Hunger, 2010). No business can be sustainable if it cannot afford to pay its creditors and reward its shareholders; therefore, an economic pillar of sustainable business is critical to ensure that the business remains competitive in the market.

Furthermore, risk and crisis management is part of economic sustainability, the company needs to have an effective risk management register so that it can identify and deal with risk factors that may hinder the efficiency of organizational processes and systems. Strategic planning is another important indicator of economic sustainability, since organizations without properly crafted vision, mission, and long-term objectives, will not have direction. Strategies exist in the organization to fulfill the broader mandate of achieving its vision. Companies should devise strategies that will increase the demand for their products and services in the market to ensure competitiveness. Therefore, a clear vision will drive customers to the organization.

Moreover, anti-corruption policies and strategies is also another critical indicator that seeks to ensure that the organization has mechanisms in place that will deal with corruption activities, and instil confidence in all stakeholders. The employment rate is another very important indicator for economic sustainability. Businesses contribute to the employment of communities since there is a high rate of unemployment in South Africa. Senge et al (2010) argues that economic sustainability alone will not result in the sustainability of the company; hence, the three-nested dependencies model is used to evaluate business sustainability. The profit of the company depends on the commitment of the employees and environmental factors that will favour both economic and social factors. However, several obstacles are associated with economic sustainability. For example, resistance to change and low morale on human resources may lead to less efficiency in optimizing business resources. Another negative factor may be the increase on the company's expenses and liabilities that will result in compromised company's profit margins. Moreover, every company should note that the economic sustainability is not superior to the social and environmental pillars in sustainability and that focus should not only be on economic sustainability.

2.6.2. Social Sustainability

Social sustainability refers to the involvement of society in business operations and in ensuring that the business meets its economic sustainability as stated above. Social sustainability is sometimes referred to as a corporate social investment, which is the company's means to integrate with society by giving back to society. Therefore, it goes beyond employees programme as it involves communities.

Dharmasmita et al (2017) argues that social aspects of sustainability narrative goes beyond than to what employees are paid for, but also to how the product, and the production process, affect the parameters of people's lives (e.g. access to resources – natural, information, educational, health, financial, etc.). In addition, the business needs to look beyond the company, that is, to consider not just the employees but all stakeholders who can be affected, such as community directly impacted by it and the society as a whole that can be indirectly affected by the company's processes. Furthermore, society plays a crucial role in the overall sustainability of the organization. Society is an important stakeholder of any business since no business exists in a vacuum. Hence, the involvement of society in the operations of the business is critical, e.g., company's means of production should be in a way that it does not harm the surrounding

communities and that it employs people from surrounding communities in order to contribute in responding to challenges of unemployment and human resources development.

“There is strong evidence that the nature of the social contract between business and society is changing, due to the inter-connectedness of the world coupled with raised expectations from stakeholders” (Fourie, Eben, John, & Derick, 2012). Social sustainability challenges businesses to make sustainable decisions concerning societal needs both locally and globally. Furthermore, this contract goes beyond financial responsibility but it requires co-operation between all stakeholders who contribute to the success of the business. “Social responsibility is the cornerstone of a good business practice. Government demands it’, society expects it; and businesses that ignore it fly in the face of acknowledged best practice” (de Wet, 2007). Investing in society assist’ communities from overcoming societal ills and corporate social investment is regulated by the South African government so that companies can play an active role in the development of communities that it operates on, and also because that it is the right thing to do. Moreover, Wheelen & Hunger (2010) argues that social responsibility in Private Corporation goes beyond making profit but it also look at the responsibilities to society. Businesses need to respond to the needs of society to prosper in the market. Therefore, it is important to ensure that business processes and systems are geared towards understanding societal needs so that the product or services will make an impact in the lives of the people while also ensuring that the business is relevant.

Furthermore, businesses should not see themselves as separate from society. The inclusivity connects business with society and encourages the business to incorporate society in the company’s strategies. “Over the last decade, Corporate Social Investment in South Africa has become more strategic, giving rise to more professional practices. Increasingly, companies align their CSI with the core business, monitor projects, and expect a developmental and business return on their investment” (de Wet, 2007). Companies have programmes that will contribute in uplifting the society’s standard of living, and in contributing to the development of youth by offering bursaries and internships. Moreover, some companies engage in an annual basis as a way of giving back to society, such as cleaning campaigns, and painting pre-schools and schools during International Mandela Day (18th of July) other programmes. Most companies consider this day as an important day on the calendar as it is their way of giving

back to society. In addition, some organizations supply Christmas lunches for elders as a way of giving back to society, and other organizations provide food parcels to the needy people.

Broad-based Economic Empowerment Act of 2003 and Broad-based Economic Empowerment Code of Good Practice of 2007 compel companies that want to do business with the South African government to spend 1% net profit after tax on social programmes that will develop communities. Regulating social sustainability helps companies to get positive scoring in the supply chain systems to enter into business with government. Public-private partnership is beneficial for both the company and society, while also meeting a broader government objective of encouraging companies to invest in society. There are many programmes ranging from bursaries to community development programmes that the companies participate in and these programmes become part of the companies' calendar as they are accounted for on an annual basis. In addition, companies get tax rebates for participating in such programmes.

“The concept of social responsibility proposes that a private corporation has responsibilities to society that extend beyond making a profit” (Wheelen & Hunger, 2010). Management teams of companies have ethical responsibilities towards communities and employees. Therefore, taking good care of employees and healthy relations with communities is vital in the sustainability of the company. An ethical dilemma facing a company's management is maintaining a balance between profit maximization through automation, which is the use of technology, and avoiding retrenching employees. This is a major cause of concern nowadays as there is a shift of labour-intensive corporations to modern automated corporations that uses technology to speed up production and at a fraction of the cost. However, this is done at the expense of retrenching unskilled labour, which is not in line with the company's social sustainability models.

Companies should invest in securing communities by offering employment opportunities. Employing local people is important in terms of ensuring that both the economic and the social needs of sustainability are met. Moreover, the formation of business opportunities with local people is another economic and social indicator. For example, companies can purchase raw material from local businesses, by doing that it means companies will save on transport costs, and at the same time be giving back to communities. Youth employment programmes in the form of internships, learnerships and apprenticeship are other indicators of economic sustainability. An effective communication strategy within the organization and with stakeholders is an important

social sustainability indicator. Clear lines of communication and reporting regularly is key to ensuring the confidence of stakeholders, and to keep the public informed on the developments and plans for the company. For example, company newsletters assist the public to get an understanding of what is happening in the organization.

Another indicator of social sustainability is Business Ethics, which are the shared values that are shared by stakeholders of the company. “Cultural norms and values vary between countries and even between different geographic regions and ethnic groups within a country. For example, what is considered in one country to be a bribe to expedite service is sometimes considered in another country to be normal business practice. Some of these differences may derive from whether a country’s governance system is rule-based or relationship-based” (Wheelen & Hunger, 2010). Therefore, businesses need to ensure that their business is not in conflict with societal norms and values, and to provide products and services that will be accepted by the target market. Businesses with a strong model ensure that they respond to the needs of society and that there are no conflicts between how they do business and with the needs of society. Therefore, organizations need to adapt to societal values without deviating from the values and culture of the organization. For example, McDonald had to revise its menu in India since the majority of the population do not eat beef, as the cow is considered sacred; then McDonald had to substitute beef patties with mutton.

Businesses need to have a code of ethics that should be followed by employees. “A code of ethics clarifies company expectations of employee conduct in various situations and makes clear that the company expects its people to recognize the ethical dimensions in decisions and actions” (Wheelen & Hunger, 2010). A code of ethics promote ethical behaviour, and guides employees as to what they can and cannot do. There are various strategies that companies can apply in ensuring that employees follow a code of ethics to ensure the social sustainability of the company. Whistle-blowers are one of the strategies that can be employed by the company, so that illegal and unethical conduct can be reported and so that actions are taken to rectify such conduct. Ethics programmes should be institutionalised to promote ethical behaviour within the organization and amongst all stakeholders of the company.

2.6.3. Environmental sustainability

In early years, sustainability was limited only to environmental sustainability with little if no emphasis on other pillars of sustainability. “The dawn of the twenty-first century brings with it increasing realization that environmental protection and management represent not only a continued regulatory challenge but also a business opportunity of immense protection. Firms are beginning to recognize that environmental competence can provide a competitive advantage while at the same time meeting societal goals for a cleaner, safer environment” (Hart, 1999). Senior Management of Companies has a responsibility of driving strategies that will ensure investment on new technologies that will promote environmental sustainability. Means of production should be in such a way that it does not harm the environment, and businesses should ensure that their systems promote environmental sustainability. Various legislations regulate companies to use environmentally friendly chemicals that will not harm the environment. In addition, in June 2019, the South African President – Cyril Ramaphosa signed a Carbon Emission Bill that regulates manufacturers to revise their strategies in terms of improving their means of production to be environmentally friendly.

Companies have a responsibility to protect the environment in order to prolong the lifespan of humankind and the lifespan of the business. “Humankind has long been sacrificing our biophysical environment at the altar of economic growth and ever-expanding development, with serious consequences: resource exploitation and depletion; air pollution, greenhouse gases and climate change; water effluent and freshwater depletion; excessive waste to landfill sites; soil degradation, habitat change and ecosystem destruction” (Freemantle, 2008). Environmental sustainability can only take place if businesses do not harm the environment in the name of economic growth or profit maximization. The three-overlapping circle model of sustainability emphasises the point that the environment is critical in ensuring economic and social sustainability, since without a healthy environment, businesses will not be able to maximize their profit, and employees will not perform at an optimum level.

“A strong regulatory framework and improved enforcement have ensured a degree of environmental compliance and responsibility among South African companies” (Freemantle, 2008). The National Environmental Management Act of 1998 (NEMA) and the National Water Act of 1998 are the cornerstones of ensuring that companies preserve the environment.

Furthermore, many companies have adopted the International Standard Organization (ISO) 14000, which encourages companies to improve environmental management practices continually. “Businesses simply cannot function if ecosystems and the services they deliver-like water, biodiversity, food, fibre, and climate regulation – are degraded or out of balance. There must be a value attached to natural resources and businesses need to start understanding this value” (Stingson, 2007). Government has a big role to play in terms of regulating the degradation of the environment by businesses. Sustainability can only happen if there is a strong balance between the three pillars (Economy, Social, and Environment), and this means that businesses need to derive strategies to ensure that their means of production does not harm the environment.

Climate change is one of the major environmental challenges facing the planet in the 21st century, hence there have been several conferences that seek to derive solutions with regard to climate change, which gives rise to different kinds of natural disaster and the problem seems to be getting worse every year. “With more and more action at the state level and increasing scientific clarity, it is time for businesses to craft corporate strategies that address climate change” (Wheelen & Hunger, 2010). Companies have a responsibility to protect and preserve the environment; therefore, they should devise proper strategies to respond to global, continental, regional, and local environmental challenges. Climate change is a global environmental challenge that requires responsible management and proper leadership from various multi-national corporations. In the year 2011, South Africa hosted the United Nations Climate Change Conference that was known as COP 17, in which its main mandate was to deliberate on strategies to limit carbon emission. This conference was revolutionary in terms of shaping environmental sustainability and in terms of holding countries accountable with regard to environmental regulations and ensuring that big corporations begin to devise scientific strategies that will eliminate carbon emission.

2.7. Previous Business Sustainability studies

2.7.1. Business sustainability assessment

This study looked at evaluating the assessment method that is used to assess business sustainability. However, it took a limited approach at focusing on the environmental pillar of business sustainability and only using annual statements of Lithuanian companies. “Business sustainability evaluation requires data, which can be gathered from various information sources,

such as corporate websites, press releases, interviews, surveys, annual statements, advertising and other sources” (Bartkus & Grunda, 2011). To evaluate business sustainability one needs to have the correct information to be able to make correct analysis and draw informed inferences on the study. Research needs to be broad; the Researcher should be able to use different sources of information. It is also important to engage all stakeholders so that one will be in a position to analyze comprehensive views from the affected stakeholders. “The model for business sustainability evaluation, used in this study, is based on the idea, that companies have an impact on the environment” (Bartkus & Grunda, 2011). This study focused on the environmental pillar of sustainability and did not dwell much on the other pillars of sustainability as discussed above, and it is in line with figure 2.4.1 that emphasize natural environment as an important factor in sustainability. Therefore, it is critical that when evaluating business sustainability one should link the three pillars since they are all interrelated and sustainability cannot exist in the absence of one pillar.

2.7.2. Entrepreneurship and small business sustainability

The objective of this study was to establish the survival rate of small businesses in the dynamic trade environment; it used surveys as a tool to generate knowledge, and focused on small businesses in the SOWETO Township. “In South Africa, the less developed areas (townships and communal areas) operated largely as distinct economic entities until the mid-1990s. From a business and entrepreneurial perspective, they show strong characteristics of developing economies, contrasting prominently with the more developed and advanced economic areas of South Africa” (Ligthelm, 2010). The historical-political background in South Africa had an impact in terms of the development of small businesses and economic distribution; particularly it was biased towards township and rural areas. However, post 1994 saw great growth in these economies since they were emerging economies. Moreover, there is a direct focus on the development of township economy. Hence, various developments are directed at improving infrastructure and attracting more investors in these areas. Figure 1.3 showed the economic situation of community of Edendale, and this may have a direct impact on the buying power of people at the G.E.M as indicated previously that the majority of the population had no income. The level of education also influences the economic situation of Edendale, as figure 1.2 indicated that less than 10% of the Edendale population had higher education (post-matric). The more educated the society, the better

the chances of economic activities and this increases their ability to play an active role in the development of the economy.

“These new shopping mall developments have created heightened levels of competition for the small business fraternity that dominated the business scene before the erection of the new malls” (Ligthelm, 2010). Small business in the township are finding it difficult to compete with big retail outlets in the shopping malls, hence small business sustainability is compromised in the economic pillar of sustainability. It is critical for developers to include small businesses in these malls and to provide training on how to formalize their businesses in terms of marketing, operations, and financial management. Additionally, small businesses should be encouraged to form partnerships either within themselves or with established multinational retailers to ensure that they do not lose business.

2.7.3. Meaningful business sustainable

This study looked at a framework for determining the sustainability of commercial businesses. The main findings of this study were that “true sustainability requires a solid foundation in pursuing social benefits as a worthy cause as such, as it is the case with social businesses. Maybe it helps also to remind ourselves of the fact, that many big and successful corporations started as social businesses, with, for example, Henri Nestlé providing baby-food to help mothers who were unable to breastfeed and William Lever, a founding father of Unilever, helping to make cleanliness, hygiene, and health, commonplace in Victorian England” (Dyllick & Muff, 2015). This study emphasises the social pillar of sustainability, while many studies have focused on economic and environmental pillars. Social factors alone are not enough in terms of ensuring business sustainability. One needs to have an overlap between the three pillars of sustainability. Unilever has maintained its social dominance with its competitors and this is evident when it comes to the variety of their products and in ensuring that every household has at least one of their products. This shows that their business model has not changed with maintaining its relationship with society.

2.7.4. Assessing the Quality of Sustainability Reporting: An Alternative Methodological Approach

Sustainability reporting is important in ensuring that companies comply with legislation and in ensuring that their business is still relevant. Moreover, sustainability reports assist stakeholders to

get an overall understanding of the business operations of the company. “An ever-increasing number of companies are publishing supplementary reports in addition to their standard annual reports. These new reports serve the purpose of determining the performance of the company relative to the natural environment and the society of which they are a part (Daub, 2003). Annual reporting with financial statements only caters for the economic pillar of sustainability; hence the need to produce supplementary reports that focus on sustainability. However, some companies go a step further in producing sustainability reports that look at what the company is doing to address sustainability in its totality.

2.7.5. A model for integrated assessment of sustainable development

The above literature has concluded that the three important pillars determine sustainability. However, when assessing sustainability, one must use indicators that are in line with pillars of sustainability. “Sustainability reports usually introduce a set of sustainability indicators that can be used to measure the sustainability performance of a company. They usually translate sustainability issues into quantifiable measures of economic, environmental, and social performance, with the ultimate aim of helping address the key sustainability concerns and to provide information on how the company contributes to sustainable development” (Krajnc & Glavic, 2005).

Moreover, accurate indicators will ensure that sustainability assessment is meaningful and offer companies an opportunity to devise strategies that will respond to sustainability challenges, and further develop performance targets according to companies’ goals. Indicators in the research instrument (questionnaire) should be uniform (positive or negative), meaning that the researcher should take a stance of putting indicators in a positive or negative form, as this will assist when analysing data and coming up with credible findings.

2.7.6. A Model for Customer Loyalty for Retail Stores inside Shopping Malls- An Indian Perspective

Business sustainability often leads to customer loyalty, as customers will feel free to shop in retail stores that can meet all three demands of sustainability. Every business would like to have customers who are loyal and who will influence new potential customers. Therefore, ensuring that three pillars of sustainability are measured and given equal consideration, this will give confidence

to customers, which will lead to customer satisfaction. “The loyalty for a particular store in a mall would be influenced by the loyalty for the mall itself. The success of a mall as a complete unit is determined by the success of the retail stores inside it in attracting serious shoppers in their stores” (Majumdar, 2005). The social pillar of sustainability ensures that society becomes part of the business, by fully benefiting on the company’s social projects that are aimed at strengthening relations between the business and the society. A mall needs to create a strong bond with customers, where customers can easily identify themselves with the mall, and by so doing tenants stand a better chance of attracting more customers. Therefore, social factors play a critical role in attracting more customers, and this is important in the sustainability of businesses.

2.7.7. Clarifying the meaning of sustainable business

“Truly sustainable business shifts its perspective from seeking to minimize its negative impacts to understanding how it can create a significant positive impact in critical and relevant areas for society and the planet. A Business Sustainability 3.0 firm looks first at the external environment within which it operates and then asks itself what it can do to help overcome critical challenges that demand the resources and competencies it has at its disposal” (Dyllick & Muff, 2015). External environmental scanning is critical to ensure that businesses are sustainable.

Understanding *Political* issues and the impact it might have on the business is key in making informed decisions with regard to the growth and future of the business. For example, government policies and the political climate of the country in which the business operates will have a direct impact on the business. The *economic* climate is further vital in ensuring that businesses make correct projections to prosper. For example, the economy of the country will have a direct impact on the sustainability of companies operating in that country. *Social* factors should be taken into consideration by businesses since they have a direct impact on the success of the business, e.g. crime will affect the business in one way or the other, as the high rate of crime might push away investors and affect business operations. *Technology* is important in ensuring that the company converts inputs into output more efficiently and effectively. Therefore, sustainable businesses should use the latest technologies that will drive the organization to achieve its vision and mission cost-effectively. *Legal* compliance is of paramount importance for the sustainability of businesses. Failure to comply with the legal prescript may compromise the future of the company; hence, all

legal requirements should be met at all times. Lastly, *Environmental* factors should always be taken into consideration in the company's operations. There should be means to protect the environment, meaning that companies should have policies in place that will focus on environmental preservation.

2.8. Business Sustainability Maturity Model

“The maturity model suggested is based on the belief that business sustainability is a continuous process of evolution in which a company will be continuously seeking to achieve its vision of sustainable development in uninterrupted cycles of improvement, where at each new cycle the firm starts the process at a higher level of business sustainability performance” (Cagnin, Loveridge, & Butler, 2005). Business Sustainability is an ongoing process. Since businesses are not static, the internal and external environment changes over time hence the above evolutionary explanation. Environmental scanning is important as it grants a holistic understanding of the organization, and this will be detailed in the business model section. Businesses are like living organisms, they have infant stage, maturity stage, and termination stage where a business runs a risk of becoming extinct in the market. It is therefore important for businesses to self-renew and come up with strategies that will make them relevant in the market while responding to societal needs.

Furthermore, Cagnin, *et al.* (2005) argue that business sustainability depends on the integration of six pillars as compared to other models that are limited to three pillars. These six pillars are *social sustainability, ecological sustainability, economic sustainability, spatial sustainability, institutional-political sustainability, and cultural sustainability*. These dimensions will be detailed further to get a clear understanding on how this dimension should be integrated to provide a comprehensive definition of sustainability.

2.8.1. Social sustainability

“Social sustainability includes principles of equal rights of human dignity and social solidarity into both the social and human/intellectual capitals” (Cagnin, et al 2005). The author takes a different approach from normal definitions and characteristics of social sustainability. Previous models put more emphasis on the inclusion of society in business operations, strengthening relations between employees and company's executives and corporate social investment programmes. However,

Cagnin *et al.* (2005) put more emphasis on the regulatory aspects of social sustainability (Human Rights) and integrating social and intellectual resources.

2.8.2. Ecological sustainability

Ecological sustainability refers to company's means of protecting and preserving the environment, by having a strategy in place that deals with environmental preservation. Many authors have emphasized environmental sustainability as the cornerstone of business sustainability.

2.8.3. Economic sustainability

Definition of economic sustainability seems to be universal as different scholars define it in terms of financial prosperity, and further explain that the existence of any organization is to ensure that it is financially stable. Therefore, this becomes a primary pillar of sustainability since without achieving this pillar the business will not be able to survive in the market.

2.8.4. Spatial sustainability

Cagnin, et al (2005) argues that spatial sustainability is measured by the ability to achieve equality among the sustainability pillars (economic, environmental, and social). Spatial sustainability is embedded in the business activities and those entrenched in a firm's network processes – across products and services life cycle – taking into consideration all countries and regions in which the organization and its partners operate, and being transparent and responsive to all stakeholders. Integrating standard pillars of sustainability alone is not enough. According to the author, context and stakeholders' involvement is also key in ensuring business sustainability.

2.8.5. Institutional-political sustainability

Cagnin, et al (2005) argues that institutional-political sustainability comprises the organization's set of values and beliefs, culture; strategies. It also pays attention to long term issues, the inter-linkages or alignment between different policy areas; and the ability to learn and innovate; all of which are based on core ethical values and universal principles so they can serve as reference to maintain and drive the organization's actions/ behaviors in the long run. Three pillars of sustainability are not enough, as they do not touch on organizational culture and organizational ethics. Therefore, institutional-political sustainability intends to institutionalize culture and ethics. Societal values evolve with time, "for example, in 1990, 86% of people in the U.S believed that obesity was caused by the individuals themselves, with only 14% blaming either corporate marketing or government guidelines" (Wheelen & Hunger, 2010). In 2003, however, "only 54% blamed obesity on individuals and 46% put the responsibility on corporate marketing and government guidelines" (Wheelen & Hunger, 2010). Thus, the offering of healthy, low-calorie

food-by-food processors and restaurants is moving rapidly from being discretionary to ethical responsibility. One example of this “change in values is the film documentary *Super-Size Me*, which criticizes the health benefits of eating McDonald’s deep-fried fast food. McDonald’s responded by offering healthier food items” (Wheelen & Hunger, 2010).

2.8.6. Cultural sustainability

“Cultural sustainability is shaped by the respect of local, regional and national affirmations in all countries and regions in which the organization and its partners operate, which goes beyond complying with laws, due to the context of the standardization imposed by globalization” (Cagnin, Loveridge, & Butler, 2005). Culture depends on values shared by communities and countries. It refers to how people do things in that particular context. Therefore, businesses have a responsibility to cultivate a sustainable culture within their organization, so that everyone in the organization is pulling towards the same direction. Organizational values should be shared across the organization. In addition, executive management should drive this process. Therefore, businesses need to further acknowledge the cultural values of the society in which the business is operating. Every society subscribes to certain values, which define that particular society. The business needs to observe those cultural values and align itself with them to win customers, as they will easily relate to the business.

2.9. Management Responsibilities on Sustainability

Managers of the business organisation have responsibilities of ensuring that the company responds to societal needs. Carrol (1979) argues that there are four responsibilities, which are as follows:

- **Economic:** refers to management responsibilities of producing goods and services that are of value to society
- **Legal:** refers to responsibilities that are defined by governments in terms of laws that management is expected to obey, for example, Employment Equity Act, Basic Conditions of Employment Act: these are some of the legislations that Management of companies need to observe.
- **Ethical:** refers to responsibilities of a company’s management with regards to following the generally held beliefs of society, for example, society expects the company to employ local people whenever there are vacancies or new projects.

- **Discretionary:** refers to voluntary obligations that the company assumes, for example offering bursaries, providing day-care centres for employees, among others.

“This four-part framework provides us with categories for the various responsibilities that expects the businesses are expected to assume. Each responsibility is but one of the social responsibilities of business, giving us the definition that more completely describes what it is that society expects from business” (Carroll, 1979). Managers drive the vision and mission of companies. Therefore, they have an important role to play in ensuring that sustainability is not only defined and understood in one dimension, but rather on the multi-dimensional basis as argued above.

2.10. Stakeholder analysis

Managers also have a responsibility to respond to stakeholders needs, and this can only be achieved through understanding the varying needs of different stakeholders through the process called stakeholder analysis. “The first step in stakeholder analysis is to identify primary stakeholders, those who have a *direct connection* with the corporation and who have sufficient bargaining power to affect corporate activities *directly*. Primary stakeholders are directly affected by the corporation and usually include customers, employees, suppliers, shareholders, and creditors” (Wheelen & Hunger, 2010). They play a pivotal role in the success of the business and they should be kept happy and be given a platform to voice their opinion on business operations, processes, and systems. The business that values primary stakeholders stands a good chance to remain relevant and sustainable in the forces of the market. Therefore, primary stakeholders must be identified correctly.

“The second step in stakeholder analysis is to identify the *secondary stakeholders* – those who not have only an *indirect* stake in the corporation but who are also affected by corporate activities. These usually include nongovernmental organisations, activists, local communities, trade associations, competitors, and governments” (Wheelen & Hunger, 2010). These stakeholders are not as critical as primary stakeholders, but they help the company to analyse if they are still relevant and that they are on par with what is happening in the market.

“The third step in stakeholder analysis is to estimate the effect on each stakeholder group from any particular strategic direction” (Wheelen & Hunger, 2010). Businesses need to consider the

needs and wants of their secondary stakeholders to take comprehensive strategic decisions that will benefit the sustainability of the business. Both stakeholders are critical in the success of the business. Hence, their active engagements in all structures of the business is imperative. Businesses cannot exist without stakeholders.

Stakeholders' input serves as an oversight watchdog of business policies, processes, and systems. Managers should always consider stakeholders' inputs when taking strategic decisions. "Strategic Managers should consider how each alternative will affect various stakeholder groups. What seems at first to be the best decision because it appears to be the most profitable may result in the worst set of consequences to the corporation" (Wheelen & Hunger, 2010).

To ensure that comprehensive sustainability is achieved, companies cannot address one pillar of sustainability at the expense of another pillar. The means of production should not compromise the environment and values of the society, but there should be synergy between the factors. Stakeholders have a responsibility to ensure that companies abide by government regulations, and they should ensure that employees' behaviour is in line with company policies. They have a big role to play in ensuring business sustainability and to ensure that there are systems, processes, and policies that will ensure that products and services meet the required standards.

2.11. Studies on township malls

Township development is important in terms of addressing the imbalance in society that was inherited during the apartheid era. South African townships are often overpopulated and there is a high rate of unemployment as figure 1.3 indicated that majority of Edendale population is unemployed and have no source of income. This is statistic in almost all townships in South Africa. Therefore, bringing malls into townships helps to bring services closer to the people and to contribute to the employment of local people. "Since the turn of the century townships have emerged as the new market for national retailers. The increasing movement of grocery chains into previously untapped markets has resulted in a substantial increase in shopping mall development in townships" (Ligthelm, 2008). This trend of moving to township areas has increased competition between national retailers and small businesses, while also providing people with an opportunity

to choose between products that are offered by these retailers. Grocery chain stores have crippled spaza shops in township areas, as people have easy access to these national retailers.

2.11.1. Expansion strategies on retail township development in South Africa

This study looked at investigating strategies that will assist sustainable retail in South African townships. Findings in this study suggest that understanding the culture of South African township is critical in terms of ensuring that the mall becomes a success. “Communal opinion suggests that successful retail development in townships requires a thorough understanding of township shopping and lifestyle dynamics, which are issues that have not been investigated to their fullest potential” (Tustin & Strydom, 2006). Understanding social factors is important in ensuring that strategies that the mall develops will talk directly to the culture of that particular township. For example, the mall needs to understand a socioeconomic dynamic of that particular township so that it can recruit correct shops that will respond to the needs of the people in that particular township.

2.11.2. The Impact of Jabulani Mall on small businesses

This study looked at the impact of Jabulani Mall (in SOWETO) on small businesses, and this study interviewed 10 spaza shops and 10 general dealers in and around Jubulani Mall. Findings suggested that Jabulani Mall had negative and positive influences on small businesses. Mathenjwa (2007) suggested that Jabulani Mall affected the small business negatively in the sense that the mall offered cheaper prices on products. However, “some of the businesses owners that perceived the shopping mall as not affecting their businesses cited an increase in turnover as one of the reasons their business is not affected” (Mathenjwa, 2007). This study suggested that traffic flow to Jabulani Mall has contributed positively to some of the small businesses, as some customers still prefer to buy at spaza shops. Jubulani Mall has attracted people that are from other areas, nearby some spaza shops are benefiting from the influx of people to Jabulani Mall, as some end up buying in these small businesses instead at the mall.

2.11.3. Customer loyalty

This study was conducted in Limpopo province, and the study looked at customer loyalty on small retail businesses in the township of Mankweng. The findings suggested that customer loyalty depends on several factors and that big businesses affect customer loyalty. “However, customers indicate that they will visit the small retail stores to make repeat purchases and also recommend

the stores to friends and family indicating customer loyalty” (Olabanji & Olawale, 2013). This study indicates that customers always have certain expectations and if a business delivers on those expectations then it is easy to achieve loyalty from those customers.

2.11.4. Effects of emergency shopping malls on SMME's in eThekweni

This study was conducted at Umlazi Township in Durban. The study looked at the challenges of small business owners after the opening of Umlazi Mega City shopping mall. “The findings revealed that the majority of participants indicated a decrease in turnover after the emergence of Umlazi Mega City” (Kubone, 2012). Small businesses registered a decline in sales after the opening of the Umlazi Mega City shopping mall, and the author proposed several recommendations to ensure that small businesses benefit in township malls and one of the recommendations was for shopping malls to provide empowerment programmes for small businesses.

2.11. Sustainability in South African Companies

2.11.1. ArcelorMittal South Africa

ArcelorMittal South Africa is the largest steel producer in the African Continent. “The company’s philosophy on sustainability is driven by the belief that its financial prosperity is inextricably linked to caring for people, communities and the environment. Not only does the company put this philosophy into action, it also reports back to stakeholders through an annual sustainability report, which aims to provide a balanced account of company performance on the socio-economic, ethical, and environmental issues that are most material to the business” (Didiza, 2008). The company takes a positive approach to business sustainability. In addition, it is one of few companies that report on annual sustainability to stakeholders. This approach instils confidence to stakeholders that the future of the company is brighter and certain. Balance reporting on sustainability pillars is what many businesses should be striving to achieve.

2.11.2. Exxaro

Businesses need to ensure that sustainability is institutionalised in the organization by having a relevant structure that drives issues of sustainability on an operational and strategic level. Exxaro is the largest South African black empowered mining company, and through its challenges on sustainability, it has taken a proactive and industrious approach to deal with sustainability issues. Exxaro has a sustainability steering committee that reports to the executive committee and board

of directors on issues of sustainability. “The task team oversee the management of sustainability at Exxaro’s operations or business units. At the business unit level, sustainability functioning is further devolved to cover specific operational priorities, including HR, Finance, SHE, and procurement” (Chhagan, 2008). Businesses may benefit from this approach as it offers a structure within the organization that monitors issues of sustainability.

2.11.3. Liberty Group

Liberty Group is an insurance and investment company. This company focused on the economic pillar of sustainability, little is reported on the social pillar and nothing on the environmental pillar of sustainability.

2.11.4. Pick N Pay

Pick n Pay is one of the leading retail companies in South Africa. “Pick n Pay has refined its approach to sustainability through the concepts of ‘four pillars’: *economic growth*: sustainable company profit, and stakeholder engagement, *transformation of the value chain*: employment equity, employee schemes, and affirmative procurement policies, *social development*: Corporate Social Investment Plan, and Community-owned projects and *sustainable environment*: eco-friendly stores and distribution centers, maintaining sound animal welfare practices” (Chamberlain, 2008). This company has the initiative to reduce carbon emission gases and it focuses on energy-saving programmes. Moreover, pick n pay also minimizes waste in their stores, and the company sponsors projects to help farmers to benefit from their produce.

2.12. Summary

In conclusion, this chapter has provided evidence on the sustainability models that different authors have researched. Moreover, this chapter has argued different views on sustainability through engaging various literature that exists on this topic. The author has looked at how South African companies report on issues of sustainability and that sustainability is a global phenomenon. Hence, the United Nations has Sustainability goals.

The following chapter will look at different research methodologies, research designs, and sampling methods

Chapter 3: Research Methodology

3.1. Introduction

The previous chapter discussed sustainability and different theories that assist in understanding the concept. This chapter will explain different research designs, methodologies and sampling techniques that are used in different research studies. The researcher will then explain why a particular research design, methodology and sampling technique was chosen in this study. Moreover, the author will further explain different hypotheses that guided this research study.

Evaluating business sustainability for G.E.M required a researcher to be critical when choosing the correct research design. There are previous studies on business sustainability and studies of other township malls in South Africa. However, there is no previous study that was conducted on G.E.M. Moreover, this study investigated the impact of the three pillars of sustainability. The researcher further established if there were any relationships (*correlation*) that may have surfaced in this study. Therefore, the researcher chose to explore different research designs with exploratory as a main point of reference.

3.2. Research Design and Research Approach

Furthermore, mixed research method was chosen as the best research design for evaluating business sustainability of G.E.M in Pietermaritzburg. Mixed method research design is a combination of qualitative and quantitative approaches. “Mixed methods research focuses on collecting, analysing, and mixing both qualitative and quantitative data in a single study or series of studies” (Sekaran & Bougie, 2016). This approach is commonly used in business research since it allows a researcher to combine inductive and deductive thinking to understand a research topic. “The term “multimethods” refers to the mixing of methods by combining two or more qualitative methods in a single research study (such as in-depth interviewing and participant observation) or by using two or more quantitative methods (such as a survey and experiment) in a single research study” (Hesse-Biber, 2010). The researcher may choose to use interviews and survey to collect data in a single study.

Different types of research studies use different types of methodologies. “*Descriptive study* attempts to describe systematically a situation, phenomenon, service or programme, or information about, say the living conditions of a community, or describes attitudes towards an issue” (Kumar,

2011). An example of descriptive study may be a study that seeks to describe attitudes of customers towards a certain organisation or products. Moreover, “*Correlation study* tries to establish the existence of a relationship/association/interdependence between two or more aspects of a situation” (Kumar, 2011). An example of a correlation study may be to discover the relationship between academic qualifications and career growth and prosperity. “Explanatory research attempts to clarify why and how there is a relationship between two aspects of a situation or phenomenon” (Kumar, 2011). An example of explanatory research would be to explain why academic qualification lead to career prosperity, It is “a study undertaken with the objective either to explore an area where there is little is known or to investigate the possibilities of undertaking a particular research study” (Kumar, 2011). Evaluation of G.E.M business sustainability was a descriptive study as it tried to describe the relationship between the three pillars of sustainability and also describes the relationship that might exist between different demographics variables. Previous studies on business sustainability focused on one pillar of sustainability as the contributing factor of the sustainability of the business. Most studies focused on environmental factors while others looked at social factors, yet others looked at economic factors such as interpretation of financial statements as a measure of sustainability.

Therefore, this study attempted to combine all three factors when evaluating business sustainability of Greater Edendale Mall, while also looking at exploring other factors that might hinder the business sustainability of G.E.M. There were numerous studies on the township malls in South Africa and majority of these studies was looking at the impact of township malls on small businesses, and these studies have been used as a point of reference when deciding to take a direction of evaluating business sustainability of G.E.M. This study further looked at the economic situation of an Edendale area, the level of education, and customer patronage. The researcher tried to establish if there is a relationship or pattern in these variables that might have an impact on the sustainability of G.E.M.

Research need to be planned, and designed to ensure that research objectives are achieved. “Research design is a blueprint or plan for collection, measurement, and analysis of data, created to answer your research questions” (Sekaran & Bougie, 2016). Research design will make or break the study; hence, it is critical to collect all information that is required, to ensure that the study becomes a success. “Although research design occurs at the beginning of a research project, it

involves all the steps of the subsequent project. The comments that follow, then should give you some guidance on how to start a research project, and provide an overview of the topics that follow in the later chapters of the book. Ultimately, you need to grasp the research process, as a whole, to develop a research design” (Babbie & Mouton, 2001). It is clear that research design is the most important step in research studies.

Business Research consists of two types of business research, namely basic research and applied research. Sekaran & Bougie (2016) identify basic research as the type of research that seeks to generate a body of knowledge by trying to comprehend how certain problems that occur in organisations can be solved. Moreover, authors further describe applied research as the research that seeks to solve a current problem faced by the managers in the work setting, demanding a timely solution. This was critical as this study looked at describing the nature of challenges that might hinder the business sustainability of G.E.M, and further provided recommendations that were informed by the findings.

3.2.1. Questionnaire derivation

There are three pillars of sustainability that were mentioned in detail in Chapter 2. Moreover, to measure these pillars, the researcher developed indicators that will measure each pillar. Also, Chapter 2 explained in detail each pillar of sustainability and provided a framework on how each pillar contributes to business sustainability. Chapter 2 made further reference to previous sustainability studies in select South African companies and studies in township malls. These studies and academic literature were the basis of developing a comprehensive questionnaire that intended to comprehensively measure business sustainability using all three pillars. Figure 1.4 indicated that business sustainability depends on social, economic, and environmental factors. Therefore, understanding these factors is critical hence the questionnaires in this study wanted to investigate these factors. There were a number of indicators under each pillar of sustainability that were used to measure the impact of each pillar concerning sustainability.

3.3. Population and Sampling technique

The population size of Edendale community according to Statistics South Africa is 140 891 and the number of tenants at G.E.M is 70. Sample size was calculated using Roasoft online calculator, where response distribution is 50%, margin of error being 5% and confidence level is 95%. Therefore, the calculated sample size was calculated to be 450, which is made up of 384 customers,

63 tenants and 3 members of the Management of the Mall. Customers were selected using the intercept approach to recruit customers to participate in this study. Customers were approached upon entering and leaving the mall and the researcher would seek their consent to participate in the study. Moreover, businesses were classified as follows; Banking and Finance, Clothing and Cosmetics, Computers and Audio/Visual, Food and Drink, Furniture and Home, Games and Entertainment, Hardware, Health and Beauty, Jewellers, Mobile and Computing, Public Service, Specialty, and Supermarket. The researcher ensured that tenants were all represented as per their categories.

3.3.1. Sampling techniques

A combination of sampling techniques was used since the population was separated into three categories. Firstly, due to the large sample size of customers, which was 384, and in trying to get representation of different groups, then non-probability quota sampling was used. Secondly, with regard to tenants, a cluster sampling method was used as it was based on the categories that were already available on the website of G.E.M, where it classified shops in terms of the areas of specialisation. Therefore, the researcher used this information in terms of ensuring that all categories were represented in this study. The researcher had a monitoring document with the categorisation of tenants, and the sample size of tenants was calculated to be 63. Therefore, sample size included all categories as identified in the website of the mall. In a case where certain tenants did not want to participate in the study, the researcher then identified other shops within the same category, so that the views of tenants can be evenly distributed in all categories. Thirdly, with regard to the management of G.E.M, a total population sampling was used where all three members of the management were targeted for this particular study. Total population sampling was used because of the few target samples in the management category.

3.4. Data Collection

Due to population size (450) and the nature of the study, combination of quantitative and qualitative would ensure that the researcher achieves desired information, and a questionnaire was used as a research tool for this study. The questionnaire consisted of a majority of closed questions and a few open-ended questions. Closed questions were answered using a five-point Likert scale, where responses ranged from strongly agree, agree, neutral, disagree, to strongly disagree. Moreover, the questionnaire provided a section for open-ended questions. This gave respondents an opportunity to expand on their views, since closed questions do not offer respondents an

opportunity for the respondent to voice their opinions. “A questionnaire is a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers” (Kumar, 2011).

Questions in the questionnaire should be clear and easy to understand so that respondents would find it easy to respond. Sekaran & Bougie (2016) refers to three areas that the questionnaire should focus on, which are the wording of the questionnaire, principles of measurement (categorisation, reliability, validity, scaling and coding) and the general appearance of the questionnaire. There are several methods that can be applied when administering the questionnaire, such as personally administered questionnaire (research team collects completed responses in a short space of time), mailed questionnaire (send a questionnaire by mail), collective administration (grouping respondents), electronic and online questionnaire (usually used to get consumers’ opinions and preference of certain products) and administration in public place. Most of the questionnaire used the Likert scale, where the rating scale is used to choose a response on a question stated in the questionnaire.

The advantage of using a questionnaire is that it is less expensive and saves time and resources (both human and financial). Self-administering questionnaires offer great anonymity since there is less face-to-face interaction with the researcher, and respondents may not be intimidated by the presence of the researcher. However, disadvantages of a questionnaire include risk of low response rate, lack of follow up questions, and respondents may not respond sincerely as they may consult others to respond. The questionnaire was easy to understand and easy to administer. Respondents were guided in terms of the objectives of the study and how confidentiality will be maintained. Due to the large sample size, the survey was selected as the best strategy to collect data for this study. Moreover, this study used a combination of primary and secondary data, since the researcher wanted to explore the three pillars of sustainability and further discover other issues that contribute to the business sustainability of Greater Edendale Mall. Furthermore, there was readily available information via census through Statistics South Africa on the population size and demographics. Moreover, the researcher was able to consult existing academic data on sustainability to provide a sound argument with regard to sustainability.

3.4.1. Instrument design

The questionnaire was used to measure views of the respondents concerning the three pillars of sustainability. Each pillar of sustainability had different constructs with statement indicators that measured responses using a 5-point Likert scale (strongly agree, agree, neutral, disagree, and strongly disagree). Furthermore, there was a section for open-ended questions where respondents were offered a chance to elaborate on their responses. Open questions assisted a researcher in terms of understanding factors that might influence the business sustainability of Greater Edendale Mall. The researcher wanted to get in-depth views of tenants and management with regard to factors that they think contribute to the business sustainability of Greater Edendale Mall. Validity and reliability of the questionnaire were tested and later in this chapter, it will be explained in detail on how this instrument was tested.

3.4.2. Data collection method

Primary data collection method was used to collect data in this research study. The study was a combination of quantitative and qualitative method. The sample survey was used to get information from the target population. This data collection was used due to a larger population and sample size, and this method is used to provide generalisation on the findings.

3.4.3. Place

This study was conducted at Greater Edendale Mall in KwaZulu Natal, Pietermaritzburg. It was the first study to be conducted in this mall since it was opened in 2011.

3.5. Data analysis

SPSS statistical tool was used to analyse data in terms of generating frequency tables for every question in the questionnaire. SPSS was mainly used in the closed questions that required Likert scale responses while thematic analysis method was used in the open-ended questions, where related comments were grouped to record the frequency of similar comments. “The goal of a thematic analysis is to identify themes, such as patterns in the data that are important or interesting, and use these themes to address the research or say something about an issue” (Maguire & Delahunt, 2017).

3.5.1 Data entry

The questionnaire was designed in the SPSS programme so that it was identical to the actual questionnaire that was used to collect data. Responses were coded in the SPSS questionnaire, for example strongly disagree was marked as 1, disagree as 2, neutral as 3, agree as 4, strongly agree

as 5 and missing data as 0. The actual questionnaires were numbered so that it would be easy to identify questionnaires that were not captured correctly when rechecking the accuracy of capturing. The qualitative data was captured as it is, as all responses were in English. Therefore, content analysis was used as a method to develop categories of themes; hence, thematic analysis was used in this study.

3.5.2. Editing and data cleaning

Data verification was conducted after all questionnaires were captured. The researcher spent time ensuring that information in the questionnaire was captured correctly and corrected mistakes. Moreover, thematic analysis was conducted in the qualitative information. There were four questions in the qualitative section and related responses were grouped into a particular theme. For example, all responses that mentioned security were grouped together in that specific question. Themes made it easy to interpret qualitative responses, as one was able to quantify a number of comments within each particular theme. An English language editor edited the overall dissertation.

3.5.3. Statistics techniques

Bi-variate analyses were conducted in terms of determining correlation on the variables that were defined in the hypotheses. Cross-tabulation tables and chi-square tests were performed in order to be able to make sense of the relatedness of the variables. Moreover, multi-variate analyses were used in terms of trying to understand the importance of all three pillars of business sustainability. Each pillar had multi constructs that were used to measure the views of respondents in each pillar of sustainability. The average mean was used to understand the views of respondents in every pillar of sustainability. Positive responses meant that respondents believed that, that particular pillar contributed to the overall sustainability of G.E.M and negative responses suggested that respondents did not believe that, that particular pillar contributed to the sustainability of the mall.

3.6. Testing Reliability and Validity

In order to ensure that there was consistency in these constructs, an SPSS Cronbach's alpha test was performed in order to measure reliability (consistency of constructs). "For tests of cognitive ability (such as intelligence tests) reliability coefficients of about 0.8 are usually expected and for ability, tests should not be below 0.7" (Foster, 1998). Reliability test is important in ensuring that there is consistency in the constructs that will be used to measure pillars of sustainability. In

addition, the validity of the study was determined through conducting a pilot study to a few respondents to determine if questions in the questionnaire were measuring the constructs it intended to measure. A pilot study was only conducted to a certain number of identified customers, particularly, which were Masters Students that were also customers at G.E.M. Construct validity was important as it assisted in terms of addressing any ambiguity in the questions and to ensure that participants understood the questions and that they were linked to constructs that they are intended to measure.

“A pilot study is defined as a mini version of a research or a trial run conducted in preparation of a full-scale study and may be conducted specifically to pre-test a research instrument (Teijlingen & Hundley, 2001) and Tashakkori & Teddlie (2003) have established that pilot studies are useful in both quantitative and qualitative research. Various authors have highlighted the importance of the conduct of a pilot study as fundamental to any research as it serves the function of helping to detect possible flaws in the measurement instrument (Teijlingen & Hundley, 2001 and Watson, Atkinson, & Rose, 2007) and whether concepts have been adequately operationalised” (Dikko, 2016).

3.7. Ethical consideration

This study was in line with the University Of KwaZulu Natal Research Code Of Ethics. The researcher explained to participants the purpose of the study and requested their permission to participate. The consent form was given to participants to sign and they were also given a letter that had details of the Researcher, Supervisor, and University of KwaZulu Natal research office, and the letter explained the purpose of the research, and also for participants to feel free to make enquires if the need arises. The consent form indicated the rights of participants, and that they agree to participate in the study. Participation of respondents was voluntary and names of participants were not used in this study.

3.8. Summary

In conclusion, this chapter has provided different research designs, methodologies, and sampling techniques that are used in research studies, and the researcher has explained in detail about the research design, research method, and sampling techniques that were used in this particular study. Moreover, this chapter has unpacked hypotheses that this study will try to investigate to understand. The next chapter will present and analyse the findings of this study.

Chapter 4: Data presentation and analysis

4.1. Introduction

The previous chapter explained different research designs that are used in different research studies and further explained the research design for this particular study. This chapter will present and analyse findings on the information collected from tenants, management and customers of G.E.M.

4.2. Data presentation narrative

Presentation and data analysis will be categorized into three categories 1. Tenants, 2. Management, 3. Customers. To get a true reflection of the views of the respondents, the researcher combined positive responses (agree and strongly agree) and negative responses (disagree and strongly disagree) in each indicator, construct, and pillar of sustainability. Findings will be presented in three pillars of sustainability (Society, Economy and Environment) and each pillar consists of constructs that define this pillar, hence these findings will be presented as per questions as they appear in the questionnaires. Firstly, the research will present response rate, reliability test, categorization of shops in G.E.M, customer patronage, and cross-tabulation between customer patronage and shop categorization. Secondly, results will be presented in the sequence of the questions as they appear in each questionnaire. The researcher will present summative tables as per each construct of the pillar of sustainability. Detailed statistical tables will be presented as annexures. Findings of this study were presented using descriptive statistical tables for constructs, sustainability pillars, and a combination of pillars to measure business sustainability.

4.3. Demographics

Table 4.1: Response Rate

Respondents grouping	Projected sample	Number of respondents	Response rate
Tenants	63	43	68%
Management	3	1	33%
Customers	384	261	68%
Total	450	305	68%

The table above shows the number of respondents that participated in the study.

Table 4.1 shows the response rate as per the categorisation of three groups of respondents. The projected sample for tenants was 63 - 43 tenants participated in the study, and 20 did not want to participate in this study. This means 68% response rate was achieved concerning tenants. Furthermore, the projected sample for management was 3 management staff only 1 responded while the other two did not participate in the study. Therefore, the response rate for Management was 33%. In addition, the projected sample for customers was 384 - 261 customers participated in the study and customer response rate was 68%. Therefore, the overall response rate for this study was 68%, with 305 respondents out of 450 projected sample. This response rate can be used to represent the views of Tenants, Management and Customers with regard to the sustainability of Greater Edendale Mall.

Table 4.2: Table showing customers who responded classified in gender

Gender	Frequency	Percent
Male	113	43.3
Female	148	56.7
Total	261	100.0

The above table shows customers responses as classified in terms of gender.

Table 4.2 shows gender classification of the customers that responded. As explained in table 4.1, 261 customers agreed to participate in the survey. Out of 261, 113 were male and 148 were females.

Table 4.3: Age of Customers

Age		
Age category	Frequency	Percent
18 – 28	80	30.7
29 – 36	78	29.9
37 – 47	57	21.8
48 – 58	34	13.0
59 – 69	11	4.2
70 and above	1	.4
Total	261	100.0

The above table shows the age distribution of respondents

Table 4.3 shows the ages of customers who participated in the study. 261 customers participated in the study - 31% of the customer respondents were between the ages of 18 to 28 years, and 30% were between the ages of 29 to 36 years, 22% were between the ages of 37 to 47 years. 13% were between the ages of 48 to 58 years, 4% were between the ages of 59 to 69 years, and 0.4% were in the category of 70 years and above.

Table 4.4: Customers income distribution

Income		
Income (South African Rands - R) per month	Frequency	Percent
No income	75	28.7
R1 - R4800	49	18.8
R4801 - R9600	51	19.5
R9601 - R19600	46	17.6
R19601 - R38200	29	11.1
R38201 -and above	11	4.2
Total	261	100.0

The above table shows the income distribution of customers who responded.

Table 4.4 shows monthly income distribution of customers who participated in the study. Out of 261 customers who participated in this study, 28% of the customer respondents had no source of income, 19% were earning between R1 to R4 800, 20% were earning between R4 801 to R9 600.

18% were earning between R9 601 to R19 600; and 11% of customers' respondents were earning between R19 601 to R38 200, and 4% were earning in the category of R38 201 and above.

Table 4.5: Education levels for customers

Educational level	Education	
	Frequency	Percent
Below Matric	37	14.2
Matric	92	35.2
Diploma	60	23.0
Degree	33	12.6
Postgraduate	39	14.9
Total	261	100.0

The above table shows the educational levels of respondents

Table 4.5 shows educational levels for customers who participated in the study. 14% of the customer respondents were below matric (Grade 12), 35% had Matric (Grade 12) certificates, 23% had a diploma qualification, 13% had a degree qualification, and 15% had Post Graduate qualifications. Findings in this study showed that the education level of the community of Edendale has improved as compared to the findings made by Statistic South Africa in 2011 that was presented in figure 1.2, where majority of the population was below matric level, and this study suggests that majority had matric, which is a big improvement on the higher education level. However, these findings are not conclusive since the population may be slightly different, as this study focuses on customers of G.E.M, which may be people who reside in other areas other than Edendale.

Table 4.6: Customer patronage at G.E.M

Customers patronage		
Categorization of shops as per customer patronage	Frequency	Percent (%)
less than 500	7	16.3
501 – 2000	16	37.2
2001 – 3500	8	18.6
3501 - 5000	3	7.0
more than 5000	9	20.9
Total	43	100.0

The above table shows categorisation of shops as per customer patronage

Table 4.6 shows customer patronage in relation to shops that are often visited at G.E.M. 16% of shops at G.E.M indicated that they receive less than 500 customers a month, while the majority (53.5%) of shops indicated that they receive between 501 to 2000 customers per month, 18.6% shops indicated that they receive between 2001 to 3500 customers per month, while 7% of shops indicated that they receive between 3501 to 5000 customers a month, 20.9% of shops indicated that they receive more than 5000 customers a month.

Table 4.7: Categorization of shops at Greater Edendale Mall

Shop categories		
Categorization of shops	Tenants that responded	Percent
Banking and Finance	5	11.6
Clothing and cosmetics	12	27.9
Furniture and home	5	11.6
Mobile and computing	2	4.7
Health and beauty	4	9.3
Specialty	3	7.0
Hardware	1	2.3
Public services	1	2.3
Computers and audiovisual	2	4.7
Food and drinks	2	4.7
Jewelry	1	2.3
Supermarket	2	4.7
Unclassified	3	7.0

The above table shows the number of shops at G.E.M as per their respective categorisation.

Table 4.7 shows categorisation of shops at G.E.M as per their classification in their website. It shows tenants who responded and their respective categorisation in terms of the mall classification. 5 tenants responded in the banking and finance category, 12 tenants in the clothing and cosmetic category, 5 tenants in the furniture and home category, 2 tenants in the mobile and computing category, 4 tenants in the health and beauty category, 3 tenants in the specialty category, 1 tenant in the hardware category, 1 tenant in the public service category, 2 tenants in the computers and audiovisual category, 2 tenants in the food and drinks category, 1 tenant in the jewellery category, 2 tenants in the supermarket category and 3 tenants were unsure of their shops classification. This table shows that tenant respondents were evenly represented across different areas of specialisation.

Table 4.8: Customer patronage on a monthly basis.

Shop Category	Customer patronage per month				Total
	less than 500	501 - 2000	2001 - 3500	more than 5000	
Banking and Finance	0	4	1	0	5
Clothing and cosmetics	0	6	2	4	12
Furniture and home	3	1	1	0	5
Mobile and computing	0	0	2	0	2
Health and beauty	1	0	1	2	4
Specialty	1	1	1	0	3
Hardware	0	1	0	0	1
Public services	0	1	0	0	1
Computer/ audiovisual	0	1	0	1	2
Food and drinks	0	0	1	1	2
Jewellery	0	1	0	0	1
Supermarket	0	0	0	2	2
Unclassified	2	0	0	1	3
Total	7	16	9	11	43

This table shows cross-tabulation between shop category and customer patronage.

Table 4.8 shows the relationship between shop categories and customer patronage per month. Under banking and finance category 4 tenants indicated, they receive between 501 to 2000 customers per month, while 1 tenant indicated he receives between 2001 to 3500 customers a month. In clothing and cosmetics category, 6 tenants indicated that they receive between 501 to 2000 customers per month and 2 tenants indicated that they receive between 2001 to 3500 customers a month while 4 tenants indicated that they receive more than 5000 customers per month. In furniture and home category, 3 tenants indicated that they receive less than 500 customers per month, and 1 tenant indicated that they receive between 501 to 2000 customers while 1 tenant he receives between 2001 to 3500 customers per month; in mobile and computing category 2 tenants indicated that they receive between 2001 to 3500 customers per month.

Furthermore, in the health and beauty category 1 tenant indicated that he receives less than 500 customers per month, 1 tenant indicated that he receives between 2001 to 3500 customers per

month and 2 tenants in this category indicated that they receive more than 5000 tenants per month. In specialty category 1 tenant indicated that he receives less than 500 customers per month and 1 tenant indicated that they receive between 501 to 2000 tenants per month while 1 tenant indicated that he receive between 2001 to 3500 tenants per month. With regard to hardware category, only 1 tenant indicated that he receives between 501 to 2000 customers per month in public services 1 tenant responded and indicated that he receives between 501 to 2000 customers per month. Under computers and audio visual category 1 tenant indicated that he receives between 501 to 2000 customers per month and 1 tenant indicated that he receives more than 5000 customers per month. In food and drinks category 1 tenant indicated that he receives between 2001 to 3500 customers per month and another tenant indicated he receive more than 5000 customers per month. Under jewellery category 1 responded that he receives between 501 to 2000 customers per month. Under supermarket category, there were two respondents and both of them indicated that they receive more than 5000 customers per month; lastly, there were three tenants who did not classify their shops, two tenants indicated that they receive less than 500 customers per month and one tenant indicated that they receive more than 5000 customers per month.

4.4. Reliability test

It was discussed in the previous chapter that the reliability test of Cronbach's alpha test was used to measure the consistency of the constructs for all three pillars of sustainability. Below is the reliability test result for all three pillars of business sustainability (Society, Economy, and Environment). "Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale" (Gliem & Gliem, 2003).

Table 4.9: Reliability test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.958	.959	59

The above table shows a reliability test on the questions test on the questions

Table 4.9 shows reliability test conducted on the questions that seek to measure three pillars of sustainability, which are Societal factors, Economic factors, and Environmental factors as indicated in figure 1.4. Cronbach's alpha test was conducted on all questions and the result is significant since Cronbach's alpha value is 0.958, this shows great internal consistency on all three pillars of business sustainability.

4.5. Tenants response findings

The table below will present findings on Tenants response. Findings are presented as per section that is identical to the questionnaire. To make sense of the findings, positive responses (Strongly Agree and Agree) have been grouped and negative responses (Strongly Disagree and Disagree) have been grouped. There are three sections (Pillars of Sustainability) in the questionnaire, which are Section A: Society, Section B: Economic and Section C: Environment. Under each section, there are subsection constructs with several questions under each subsection. Therefore, these tables are presented as per subsections (construct) and overall summation of subsections to determine the views of Tenants under each section (Pillar of Sustainability). Furthermore, all pillars of sustainability will be combined and presented in a table to determine the views of Tenants with regards to the sustainability of Greater Edendale Mall.

Table 4.10: Sustainability Pillar 1: Section A: Society, Construct A1: Shopping experience.

Indicators	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
My business/ store provides a conducive environment to customers	88%	10%	2%	100%
My business/store ensures that customers are safe to shop	86%	9%	5%	100%
My business/store is spacious	86%	7%	7%	100%
My business/store caters needs for customers	93%	5%	2%	100%
My business/store is clean	86%	12%	2%	100%
We inform customers of their rights	77%	19%	4%	100%
We respond to customers complaints	86%	9%	5%	100%
Mean Response	86%	10%	4%	100%

The above table shows summative responses on the shopping experience construct under the Pillar of Societal factors of business sustainability.

Table 4.10 presents findings under shopping experience subsection (construct) which is under Society. The majority (88%) of tenants responded that their business provides a conducive environment to consumers while 2% were in disagreement and 10% decided to be neutral. 86% of Tenants responded positively about ensuring the safety of their shop and 5% believe that their business does not ensure the safety of their customers while 9% were neutral. 86% of Tenants believe that their shops are spacious for the customers to enjoy shopping and 7% does not believe that their shops are spacious while 7% opted to be on the fence by choosing to be neutral. 93% of Tenants were of the view that their businesses are able to cater for the needs of customers and 2% of Tenants did not believe that businesses are catering for the needs of consumers while 5% opted to be neutral on this question. 86% of tenants responded that their shops are clean while 12% opted to be neutral and 2% did not believe that their shop is clean. 77% of tenants responded that they inform customers about their rights and 19% of responses were neutral while 4% of tenants were of the view that they do not inform customers about their rights. Lastly 86% of tenants believed

that they respond to customer complaints, 9% decided to be neutral and 5% of respondents did not believe that they are responding to customer's complaints. Therefore, 86% of overall average suggest that tenants provide a conducive environment for customers to enjoy their shopping experience in their shops, 10% were neutral, and while an average of 4% of responses do not believe that, they provide a conducive shopping experience for customers.

Table 4.11: Sustainability Pillar 1: Section A: Society, Construct A2: Tenants.

Indicators	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
There is a high tenancy turnover	58%	28%	14%	100%
The Mall offers a broad range of shops	33%	39%	28%	100%
Services provided by tenants are of high quality	54%	23%	23%	100%
The Mall need to attract other tenants to increase the customer base	75%	16%	9%	100%
My business/store specials are easily visible from corridors	72%	23%	5%	100%
There is healthy competition among tenants	67%	26%	7%	100%
Mean Response	60%	26%	14%	100%

The above table represents summative responses on the Tenants Construct under Societal Pillar of Business Sustainability.

Table 4.11 presents findings of tenants subsection (construct) which is under the section of society (pillar of sustainability). 58% of tenants' responses were of the view that there is high tenancy turnover at G.E.M, 28% of respondents were neutral, and while 14% of respondents did not believe that, there is high tenancy turnover. 33% of respondents were of the view that G.E.M indeed offers a broad range of shops, 39% of respondents decided to be neutral, while 28% of respondents did not believe that G.E.M. was offering a broad range of shops. Moreover, 54% of respondents believed that services that are provided by tenants at G.E.M was of high quality, 23% of respondents decided to be neutral, while 23% of respondents did not believe that services that are provided by tenants were of high quality. 75% of respondents were of the view that G.E.M needed

to attract other tenants to increase customer base while 16% were neutral and 9% of respondents did not agree that G.E.M needed to attract other tenants to increase customer base. In addition, 72% of respondents were of the view that their businesses specials were easily visible from the corridors, 23% of respondents were neutral, and 5% of respondents did not believe that their specials are easily visible from corridors. Lastly, 67% of respondents believed that was healthier competition amongst tenants, and 26% of respondents were neutral while 7% of respondents did not believe that there was healthy competition amongst tenants at Greater Edendale Mall.

Table 4.12: Sustainability Pillar 1: Section A: Society, Construct A3: Transport

Indicators	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
The Mall is easily accessible	48%	26%	26%	100%
There is enough public transport	33%	21%	46%	100%
Taxis are available to all surrounding communities	35%	12%	53%	100%
Public transport is reliable	33%	28%	39%	100%
Public transport operates till the Mall closes	23%	23%	54%	100%
My store may consider extending operating hours if transport for customers is available	26%	46%	28%	100%
Mean Response	33%	26%	41%	100%

The above table show tenants' responses on the Public Transport Construct under Societal Factors Pillar of Business Sustainability of G.E.M.

Table 4.12 presents findings of transport subsection (construct) under Society (pillar of sustainability) section. 48% of respondents were of the view that Greater Edendale Mall is easily accessible, 26% of respondents decided to be neutral while 26% of respondents did not believe that G.E.M is easily accessible. 33% of respondents were of the view that there is enough public transport at G.E.M, 21% of respondents were neutral, while 46% of respondents did not believe that G.E.M is easily accessible. 35% of respondents were of the view that taxis were available to all surrounding communities at G.E.M, and 12% of respondents were neutral while 53% of

respondents did not believe that taxis were available to all surrounding communities of G.E.M. 33% of respondents were of the view that public transport was reliable at G.E.M and 28% of respondents were neutral while 39% did not believe that public transport was reliable at G.E.M. 23% of respondents were of the view that public transport operates till the closing hours of G.E.M, 23% of respondents were neutral, while 54% of respondents did not believe that public transport was operating till closing hours of G.E.M. Lastly 26% of respondents were of the view that they may consider extending operating hours considering that transport for customers will be available, and 46% of respondents were neutral while 28% of respondents were of the view that they will not consider extending operating hours even if transport were available to customers. Therefore, the overall mean responses under transport subsection was that 33% of respondents were positive on the public transport system that was available for customers at G.E.M, 26% of respondents decided to be neutral with regard to the public transport system while the majority of respondents (41%) did not believe that the public transport system was efficient and effective for customers of G.E.M.

Table 4.13: Sustainability Pillar 1: Section A: Society, Construct A4: Communication

Indicators	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
Communication between Greater Edendale Mall Management and Tenants is good	49%	32%	19%	100%
The Mall values tenants views	37%	42%	21%	100%
Tenants are able to make suggestions to Management	41%	35%	24%	100%
I know where to report bad service	53%	19%	28%	100%
My Business/store advertises specials on community radio stations and community newspapers	25%	33%	42%	100%
My Business/store offers competitions for shoppers	44%	23%	33%	100%
We have regular meetings with Mall Management	7%	30%	63%	100%
Mean Response	37%	30%	33%	100%

The above table shows summative tenants' responses on the Communication Construct of Societal Factors Pillar of Business Sustainability.

Table 4.13 presents findings for Communication construct under Society (pillar of sustainability) section. 49% of respondents believed that there is good communication between the management of G.E.M and Tenants, 32% of respondents were neutral, while 19% of respondents did not believe that there was good communication between the management of G.E.M and tenants. 37% of respondents believed that the management of G.E.M values tenants' views and 42% of respondents were neutral, while 27% did not believe that the management of G.E.M value the views of tenants. 41% of respondents believed that tenants were able to make suggestions to the management of G.E.M, 35% of respondents were neutral, while 24% of respondents did not believe that tenants were given a chance to make suggestions to the management of G.E.M. 53% of respondents believed that they were aware of where to report bad service at the mall. 19% of respondents were neutral while 28% of respondents suggested that they did not know where to report any bad service at the mall.

25% of respondents mentioned that their businesses use community radio stations and newspapers to advertise specials in their store, and 33% of respondents were neutral, while 42% of respondents suggested that they do not use community radio stations and community newspapers to advertise specials in their stores. 44% of respondents were of the view that their businesses offer competitions to customers, 23% of respondents were neutral, while 33% of respondents suggested that they do not offer any competitions to their customers. 7% of respondents suggested that they have regular meetings with the management of G.E.M, 30% of respondents did not want to commit, as they were neutral, while 67% of respondents mentioned that there is no regular meeting between tenants and management of the mall. The general view under communication construct was that 37% of respondents believed that there are sufficient channels of communication between tenants, customers and management of the mall; 30% of respondents were neutral; while 33% of respondents did not believe that communication channels were effective between tenants, customers and management of G.E.M.

Table 4.14: Sustainability Pillar 1: Section A: Society, Construct A5: Safety

Indicators	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
Securities are visible	46%	26%	28%	100%
Car guards are available all the time	54%	16%	30%	100%
I feel safe to withdraw money from ATMs	19%	30%	51%	100%
I know where to report criminal activities	53%	14%	33%	100%
Mean Response	43%	21%	36%	100%

The above table shows summative tenants views on the Safety Construct of Societal Factors Pillar

Table 4.14 presents findings for questions that were measuring safety at G.E.M. 46% of respondents believe that a security officers were visible at G.E.M, and 26% of respondents were neutral, while 28% of responded were of the view that there is no visibility of security officers at G.E.M. 54% of respondents believed that car guards were available all the time, and 16% of

respondents were neutral while 30% of respondents did not believe that car guards were available all the time at G.E.M. 19% of respondents were of the view that it was safe to withdraw money in the Automated Teller Machines (ATMs). 16% of respondents were neutral, while 51% of respondents said that they did not feel safe to withdraw money at G.E.M. 53% of respondents said they were aware of where to report criminal activities at G.E.M, 14% of respondents were neutral while 36% of respondents did not know where to report criminal activities at G.E.M.

Table 4.15: Sustainability Pillar 1: Section A: Society

Constructs	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
Shopping Experience	86%	10%	4%	100%
Tenants	60%	26%	14%	100%
Public Transport	33%	26%	41%	100%
Communication	37%	30%	33%	100%
Safety	43%	21%	36%	100%
Mean Responses	52%	22%	26%	100%

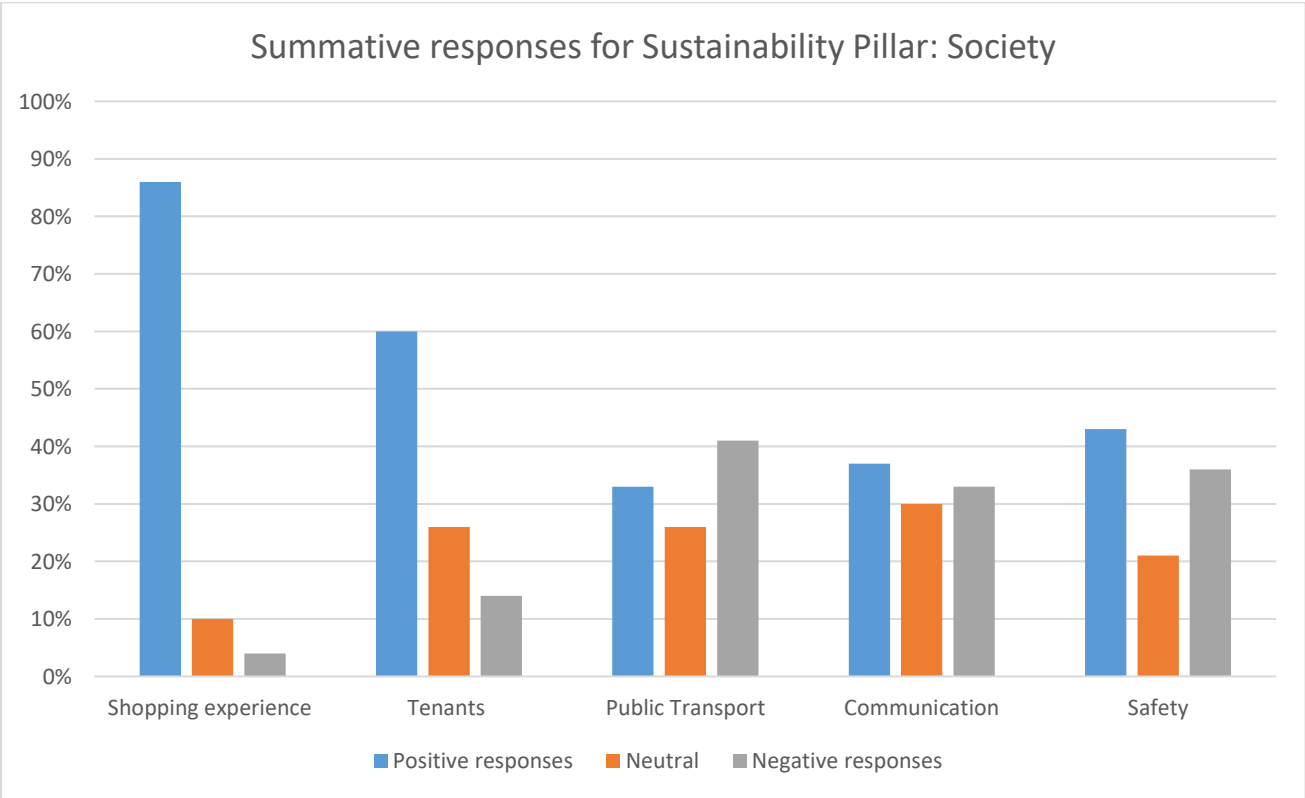
The table above shows summative responses of all constructs in Society Pillar of Business Sustainability.

Table 4.15 presents findings of summative tenants' responses for societal factors of business sustainability of G.E.M. Findings that are presented in table 4.5.6 is the summary of constructs that were measuring tenants' responses with regards to society as a pillar of business sustainability. 86% of respondents believe that their businesses create a conducive environment for customers in order for them to enjoy their shopping experience at G.E.M. 10% of respondents did not want to comment as they offered neutral responses, while 4% of respondents did not believe that they were doing enough to ensure that customers were enjoying their shopping experience in various shops at G.E.M. 60% of respondents believe that G.E.M tenants offer high quality of service to customers and that recruitment of more tenants might help the mall to increase its customer base, while 26% of respondents were neutral and 14% of respondents did not believe that tenants were providing high-quality service to customers. 33% of respondents believed that public transport in and around

G.E.M was effective and efficient, and 26% of respondents were neutral while the majority of respondents (41%) did not believe that public transport was efficient and effective. 37% of respondents believed that there were clear lines of communication between tenants and management of G.E.M, and 30% of respondents were neutral while 33% of respondents did not believe that there were clear lines of communication and that tenants can do better in terms of using community radio stations and newspaper with regards to advertisement of promotions in the shops. 43% of respondents believe that there were efficient and effective security measures at G.E.M to ensure the safety of customers and tenants, and 21% of respondents were neutral while 36% of respondents did not believe that security measures were sufficient and effective.

Furthermore, 52% of tenants’ respondents were positive that societal factors at G.E.M promote business sustainability, 22% of respondents were neutral, while 26% of tenants’ respondents did not believe that various societal factors were promoting business sustainability of G.E.M.

Figure 4.1: Bar graph showing distribution of responses under social factors



The above graph shows the distribution of tenants’ responses with regard to all constructs under Society Pillar of Business Sustainability.

Figure 4.1 shows the distribution of tenants' responses with regard to societal factors. At a glance, positive responses were dominant; hence, the majority of tenants believe that societal factors at G.E.M were contributing positively in promoting a sustainable mall.

Table 4.16: Sustainability Pillar 2: Section B: Economy, Construct B1: Employment

Indicators	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
My business/store employs local people	72%	26%	2%	100%
My business/store offers casual jobs for the youth of surrounding communities	44%	33%	23%	100%
My business/store caters for Internship programmes to local youth	14%	33%	53%	100%
My business/store advertises employment opportunities in community papers	11%	40%	49%	100%
My business/store involves Councillors in recruiting people to their wards	2%	37%	61%	100%
Mean Response	29%	33%	38%	100%

The above table shows summative responses on the Employment Construct in the Economic Pillar of Business Sustainability.

Table 4.16 shows responses for an employment construct (subsection) under Economy (pillar of sustainability). The majority (72%) of respondents were of the view that their business was employing local people, 26% of respondents were neutral, and a minority (2%) of respondents stated that their businesses did not employ local people. In addition, 44% of respondents mentioned that their businesses were offering casual jobs for the youth of surrounding communities, 33% of respondents were neutral, while 23% of respondents mentioned that their businesses did not offer casual jobs to the youth of greater Edendale. A minority (14%) of respondents mentioned that their businesses were offering internship programmes to local youth, 33% of respondents decided to be neutral in this question, while the majority of respondents (53%) mentioned that their business did not offer internship programmes to the youth of greater Edendale community. Moreover, minority of respondents (11%) mentioned that they were using community papers in order to advertise for

employment opportunities, and 40% of respondents did not commit, as they were neutral, while majority of respondents (49%) mentioned that they were not using community newspapers in order to advertise for future employment opportunities. Only 2% of respondents mentioned that they were involving ward Councillors when recruiting employees in their communities, and 37% of respondents did not commit, as they were neutral, while the majority of respondents (61%) mentioned that they did not involve ward Councilors when recruiting employees in the communities of Edendale and surrounding communities.

Furthermore, the general view under this construct suggests that tenants' respondents were not contributing that much to the employment of local people within Edendale and surrounding communities. 29% of tenants' respondents believed that they were contributing positively with regard to providing employment opportunities to the people of Edendale and surrounding communities, 33% of respondents were neutral, while 38% of respondents believed that they were not contributing in creating employment opportunities for people of Edendale and surrounding communities.

Table 4.17: Sustainability Pillar 2: Section B: Economy, Construct B2: Corporate Social Investment

Indicators	Positive Responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
My Business/store provides community outreach programmes	26%	33%	41%	100%
My Business/store may consider suppliers from within local communities	23%	33%	44%	100%
My Business/store offer donations to Non-government Organizations	42%	37%	21%	100%
Mean Responses	30%	34%	36%	100%

The above table shows summative tenants' responses on the C.S.I construct under Economy Pillar.

Table 4.17 presents findings on the corporate social investment construct under economy (pillar of sustainability). 26% of respondents mentioned that their businesses provide community

outreach programmes at greater Edendale communities, and 33% of respondents decided to be neutral while the majority of respondents (41%) mentioned that they do not offer community outreach programmes to Edendale and surrounding communities. 23% of respondents believed that their businesses may consider suppliers from local communities, and 33% of respondents were neutral, while 44% of respondents mentioned that they will not consider using suppliers from local communities of greater Edendale. 42% of respondents mentioned that their businesses offer donations to non-government organizations, 37% of respondents were neutral, while a minority of respondents (21%) mentioned that their businesses did not offer donations to non-government organizations. Moreover, the average responses under this construct suggest that tenants at G.E.M do not respond well when it comes to corporate social investment. 30% of respondents were positive that their businesses have active corporate social investment programmes, 34% of respondents were neutral while 36% of respondents mentioned that their businesses did not have active corporate social investment programmes.

Table 4.18: Sustainability Pillar 2: Section B: Economy, Construct B3: Profit

Indicators	Positive Responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
My business/store is able to generate monthly projected profit	35%	49%	16%	100%
Mean Responses	35%	49%	16%	100%

The above table shows summative tenants' responses on whether or not their businesses were able to generate monthly projected profits.

Table 4.18 present tenants' findings on profit construct under economy (pillar of sustainability). 35% of respondents believed that their businesses were able to generate monthly projected profit, and 49% of respondents did not want to commit, as they were neutral, while 16% of respondents mentioned that their businesses were not able to generate monthly projected profit.

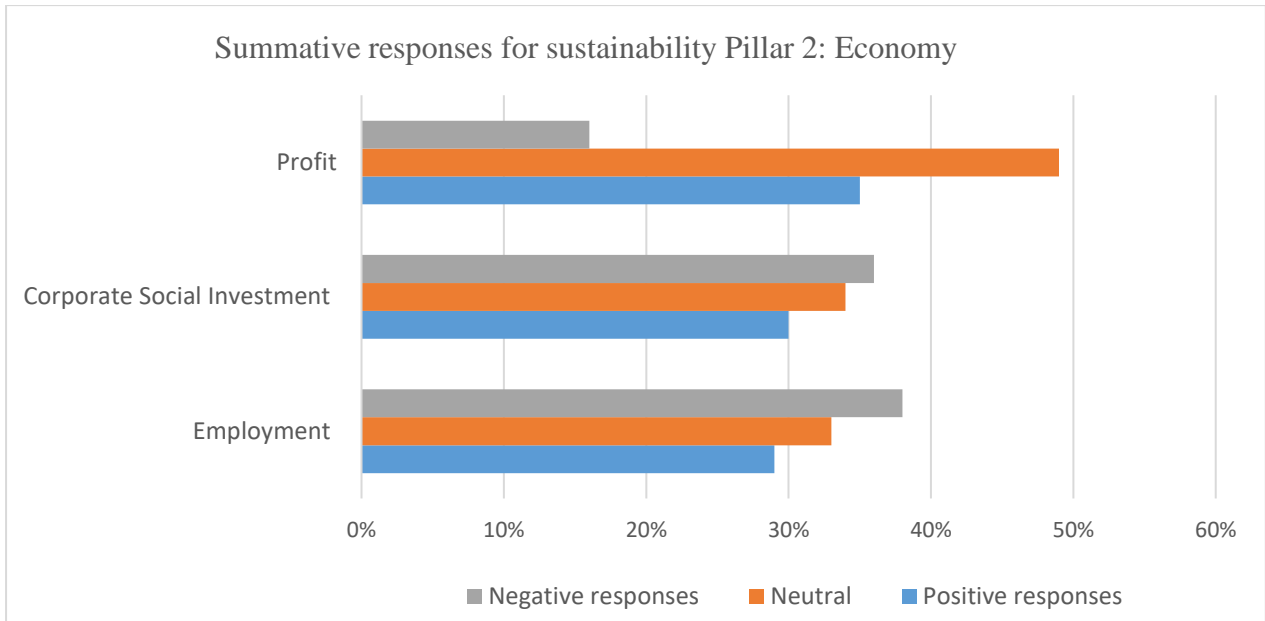
Table 4.19: Sustainability Pillar 2: Economy

Constructs	Positive responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
Employment	29%	33%	38%	100%
Corporate Social Investment	30%	34%	36%	100%
Profit	35%	49%	16%	100%
Mean Responses	31%	39%	30%	100%

The above table shows summative tenants' responses on all constructs that fall under Economy Pillar of Business Sustainability.

Table 4.19 present summative tenants' responses to the Economy (pillar of sustainability) section. Average responses suggested that the majority of respondents were neutral as they did not want to commit to the economic factors that might contribute to the business sustainability of G.E.M. 31% of tenants' respondents believed that their business is contributing positively to the economy of greater Edendale communities. 39% of respondents did not want to commit when it comes to their economic contribution while 30% of tenants' respondents believed that they were not contributing to the economic development of Edendale and surrounding communities.

Figure 4.2: Bar graph showing the distribution of responses under economic factors



The above graph shows tenants' responses on all constructs that fall under Economy Pillar of Business Sustainability.

Figure 4.2 show distribution of tenants' responses in relation to the economy as the pillar of business sustainability. Majority of respondents did not want to commit in terms of meeting their monthly projected profit targets, and the majority of respondents provided negative responses with regard to corporate social investment programmes. This means that majority of tenants did not have programmes that are designed at uplifting the communities of Edendale and the surrounding areas. Moreover, the majority of tenants' respondents were negative with regard to their role of employing local people and lack of employment programmes that are focusing on youth development.

Table 4.20: Sustainability Pillar 3: Environment

Indicators	Positive Responses (Agree + Strongly Agree)	Neutral Responses	Negative Responses (Disagree + Strongly Disagree)	Total
I am familiar with environmental policies	54%	30%	16%	100%
My business/store complies with environmental policies	60%	28%	12%	100%
My business/store offers online shopping as part of moving with current technology	42%	30%	28%	100%
My business/store uses social media to communicate with the public	54%	30%	16%	100%
My business/store offers good products/services	74%	19%	7%	100%
My business/store displays necessary compliance certificates	68%	30%	2%	100%
My business/store disposes of waste in designated areas	70%	23%	7%	100%
Mean Responses	60%	27%	13%	100%

The above table shows summative tenants' responses on the Environment Pillar of Business Sustainability

Table 4.20 present tenants' responses on the environmental factors that contribute to the business sustainability of G.E.M. 54% of tenants' responses indicated that they were familiar with environmental policies, 30% of responses opted to be neutral, while 16% of tenants' responses indicated that they were not familiar with environmental policies. 60% of tenants' responses indicated that their businesses were complying with environmental policies, 28% of responses were neutral, and while 12% of tenants' responses indicated that, they were not complying with environmental policies. Moreover, 42% of tenants' responses indicated that their businesses provide online shopping for customers as part of moving with current technology, 30% of responses were neutral, while 28% of tenants' responses indicated that they were offering online shopping to their customers. 54% of tenants' responses indicated that their businesses are using social media to communicate with the public, 30% of responses were neutral, and while 16% of tenants' responses indicated that, they were not using social media to communicate with the public.

Furthermore, 74% of tenants' responses indicated that their businesses were providing good services/products depending on the nature of the business, and 19% of respondents opted to be neutral, while 7% of tenants' responses indicated that their businesses were not offering good services or products. In addition, 68% of tenants' responses indicated that their businesses were displaying necessary compliance certificates so that customers can be able to see that the business is complying, 30% of respondents were neutral, while only 2% of tenants' responses indicated that they were not displaying required compliance certificates in their businesses. 70% of tenants' responses indicated that their businesses were disposing waste in designated areas, 23% of respondents were neutral, while 7% of tenants' responses indicated that they were not disposing of waste in designated areas. Therefore, overall average of responses under environmental factors to business sustainability was that 60% of tenants' responses were of the view that they comply with environmental policies and that they have measures in place of ensuring that they provide good quality services/products. 27% of respondents were neutral as they did not commit, while 13% of tenants' responses were indicating that they were not aware and they were not complying with environmental policies.

Table 4.21: Three Pillars of Sustainability Combined Tenants Perspectives

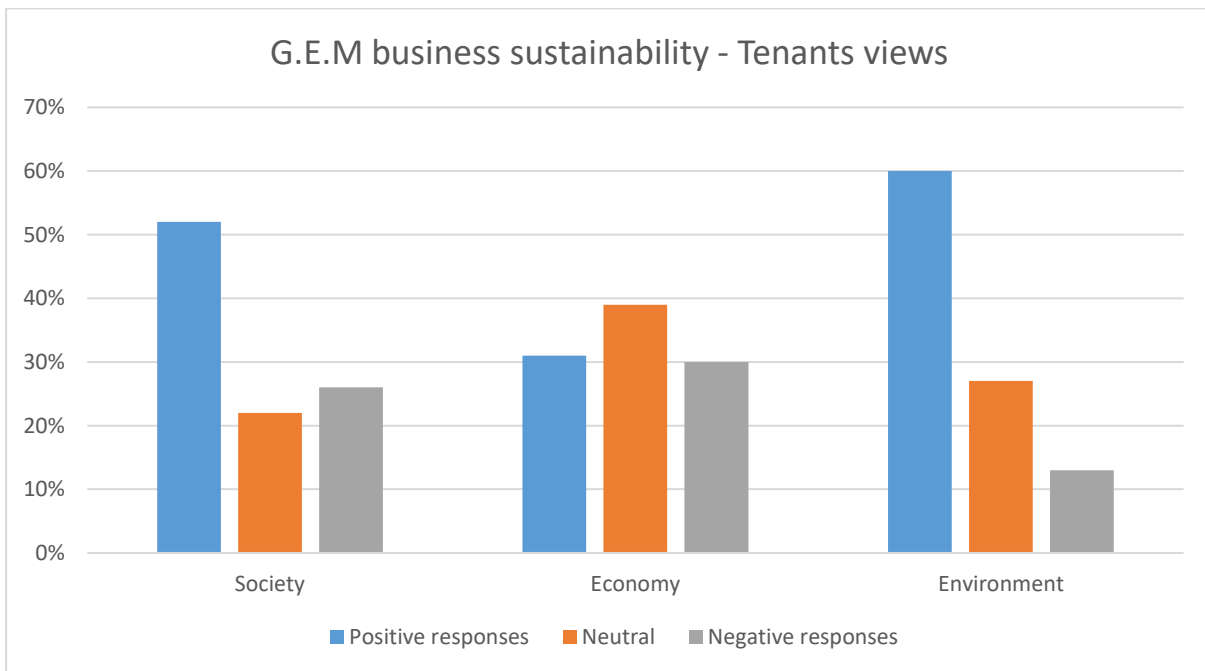
Pillars of sustainability	Positive Responses	Neutral Responses	Negative Responses	Total
1. Society	52%	22%	26%	100%
2. Economy	31%	39%	30%	100%
3. Environment	60%	27%	13%	100%
Sustainability	48%	29%	23%	100%

The above table shows tenants responses on how they view the Business Sustainability of G.E.M.

Table 4.21 present tenants' findings on the three pillars of sustainability. Majority (54%) of tenants' responses believed that societal factors were contributing positively to the overall business sustainability of G.E.M. In addition, the majority (39%) of tenants' responses were neutral and this means the majority of respondents did not divulge much on their role with regard to ensuring

that they have measures in place in contributing to the economic development of Edendale and surrounding communities. Majority of tenants' respondents (60%) were of the view that they have measures in place in ensuring that their business is complying with environmental policies. Tenants' views suggest that G.E.M is sustainable as the majority of respondents (48%) indicated positive responses on the overall business sustainability of G.E.M.

Figure 4.3: Distribution of tenants' responses on business sustainability of G.E.M



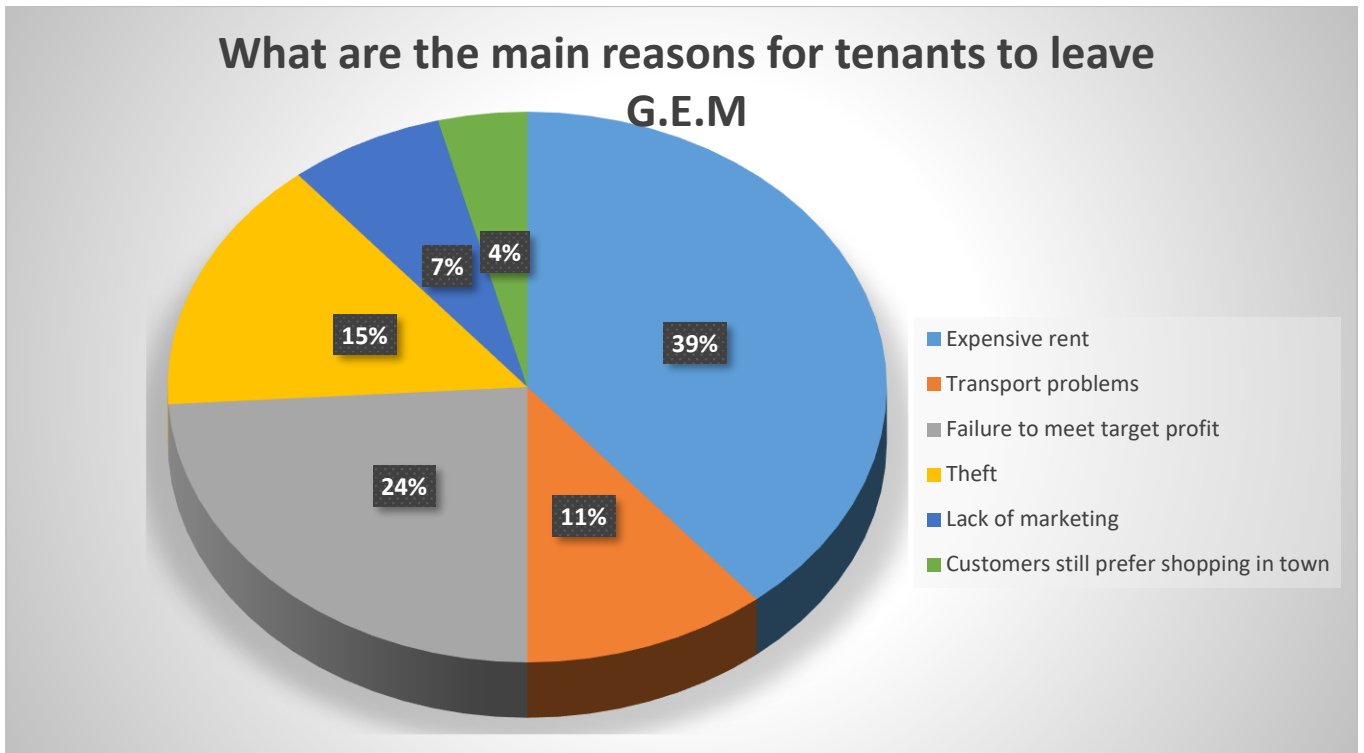
The above graph shows tenants' responses on their views per each pillar of G.E.M Business Sustainability.

Figure 4.3 shows the three pillars of sustainability in relation to tenants' responses on business sustainability of G.E.M. This graph shows a majority of positive responses on societal factors and environmental factors while for economic factors the dominant views opted to be neutral. The above graph is a graphical presentation of table 4.5.12.

The following graphs present qualitative findings based on tenants' responses. Presentation of these findings follow the exact sequence of questions that were asked on the questionnaire. Therefore, to make sense of these findings, the researcher has used thematic analysis where related comments were grouped under a theme that will seek to address all these related comments.

4.6. Open questions responses

Figure 4.4: Distribution of tenants' responses to the reason why tenants leave the mall



The above (figure 4.4) graph shows tenants' responses on what they perceive are reasons for tenants leaving G.E.M. There were 46 comments on this question and majority (39%) mentioned that high rental is the major cause of tenants leaving G.E.M, 24% mentioned that failure to achieve profit targets is another contributing factors for tenants leaving the mall. Moreover, 15% comments mentioned theft as another contributing factor, while lack of marketing was also another cause, as some customers still prefer to shop in town as compared to G.E.M.

Figure 4.5: Bar graph on tenants’ responses on what can be done to increase customer base

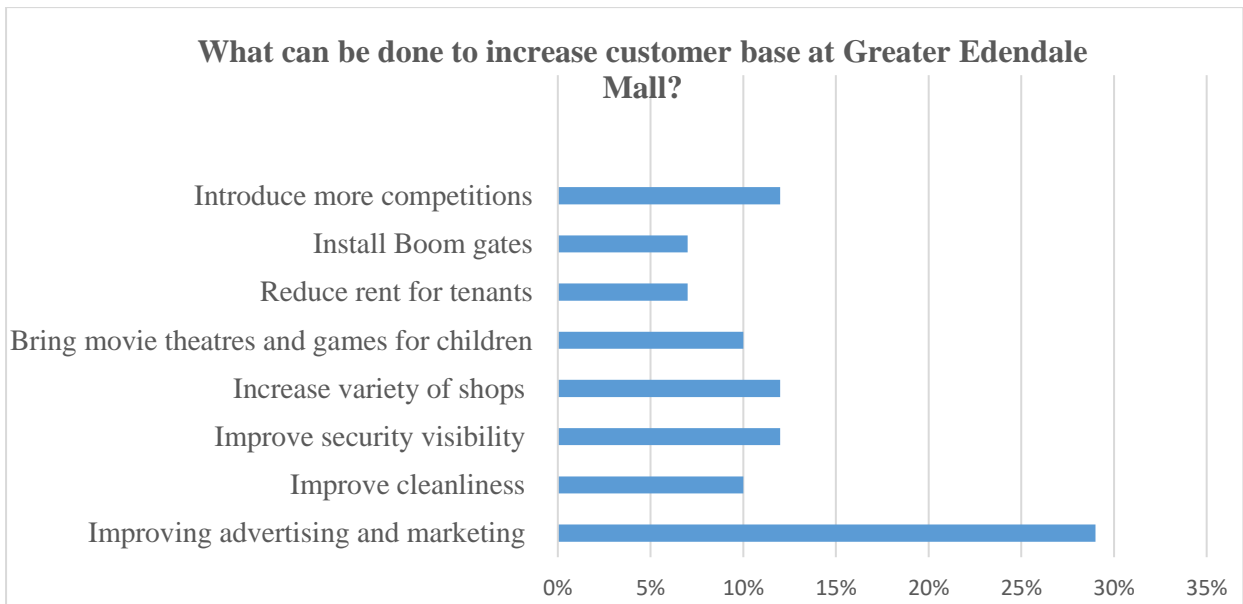


Figure 4.5 shows tenants’ responses on what they think should be done in order to increase customers at G.E.M. There were 41 comments in total, 29% of comments indicated that introduction of marketing campaigns, and competitions might assist in attracting more customers at G.E.M. Other comments included improving visibility of security officers, increasing shops variety, bringing movie theatres and games for children, reducing rental for tenants, installation of security boom gates, and introducing more competitions at G.E.M in order to attract more customers.

Figure 4.6: Bar graph to tenants’ responses on the factors that may influence the mall’s sustainability

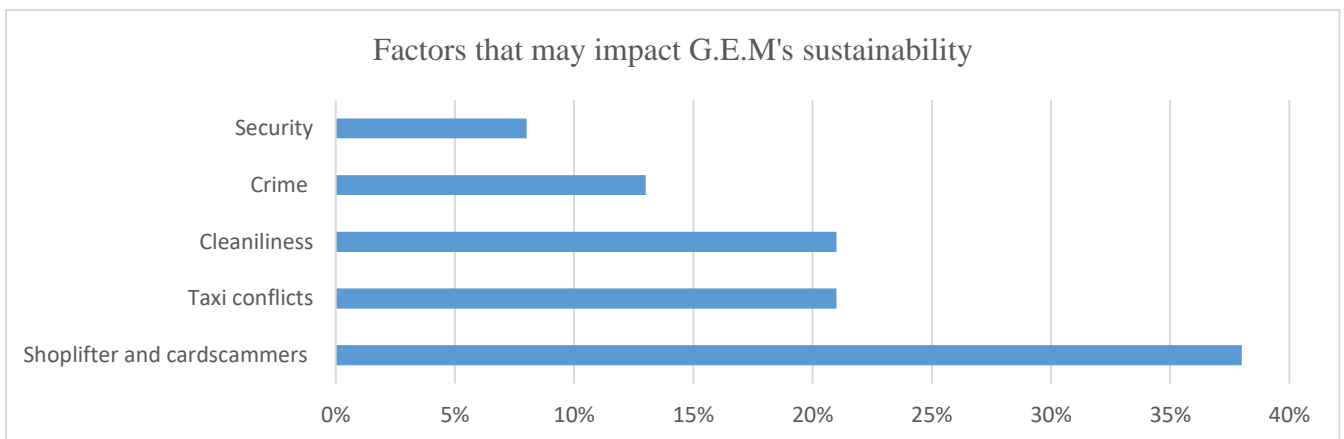


Figure 4.6. shows tenants’ responses on the challenges that they think might hinder business sustainability of G.E.M. There were 24 responses to this question and the majority (37%) of comments mentioned that the high rate of Automated Teller Machines (ATMs) fraud due to card scammers was one of the challenges that they perceived to be hindering business sustainability of G.E.M. Moreover, 20% of comments mentioned that taxi association conflicts also had a negative impact on attracting more customers from surrounding communities since some surrounding communities do not have direct access to the mall as they have to take two taxis, which was costlier to consumers than to go straight to town. Also, 20% of comments mentioned that uncleanliness of the mall particularly public toilets that were often blocked was also another factors that might hinder business sustainability of G.E.M. 12% of comments mentioned crime as another factor, as tenants’ respondents mentioned that their customers often do not feel safe to walk into the mall particularly when it is dark as there are lots of criminal activities in the area. Lastly, 8% of comments mentioned that the lack of security officers is another factor that might hinder the business sustainability of G.E.M.

Figure 4.7: Bar graph on tenants’ responses on solutions to eliminate challenges in the mall

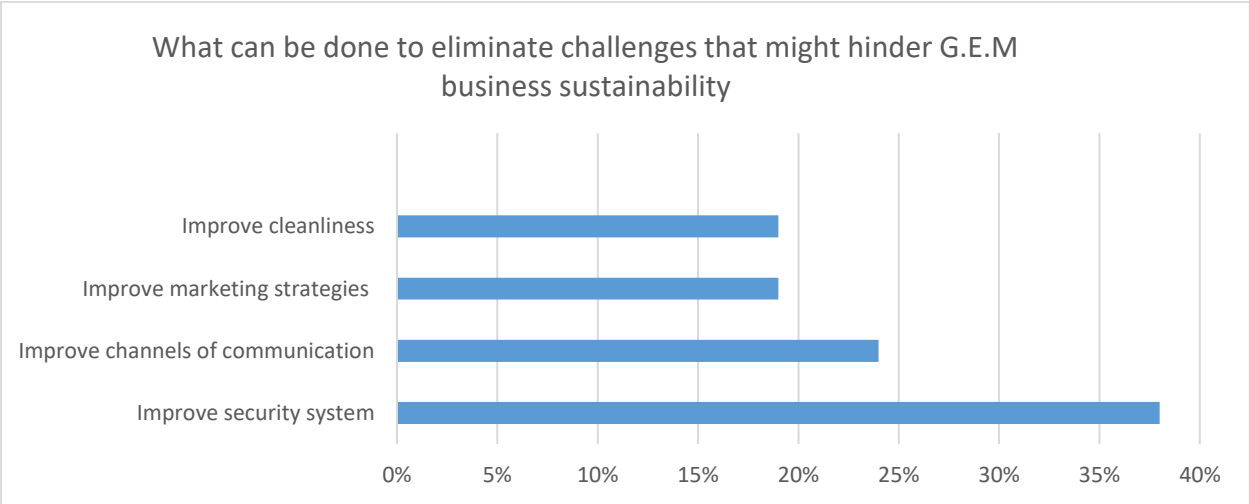


Figure 4.7 presents tenants’ responses on what they perceive to be solutions that might address challenges that might hinder the business sustainability of G.E.M as explained in the previous table. There were 22 responses and majority (36%) of those responses mentioned that the mall should improve security systems, which means employing more security guards to do regular checks in and around the mall, installation of boom gates at the entrances of the mall, and to introduce structures such as Business against crime might serve as a solution to control criminal

activities at G.E.M. In addition, 22% of comments mentioned that improving channels of communication is another solution with regular meetings between the management of G.E.M, tenants and customers. There were further 22% of comments that suggested that improving cleanliness by hiring more cleaning staff might serve as another solution in addressing the challenge that was raised in the previous table. Lastly, 22% of comments mentioned that improving marketing strategies by hosting regular events that will increase interaction with the customer and making them aware of promotions in the mall might also serve as a possible solution in addressing challenges that might hinder business sustainability of G.E.M

4.7. Data Presentation and Analysis for Management of Greater Edendale Mall

This section will present findings on the management of G.E.M responses. At the time of conducting this study, there were three members in the management. The position of the Manager of the mall was vacant and there was somebody who was acting in that position. Out of three members in the management team, only one member participated in the study.

Therefore, these findings are presented following the sequence of questions that are in the questionnaire. There was only one person that responded under management category hence findings are presented in ticks instead of percentages since the tick be will equal to 100%. Means were derived in terms of the count of ticks, so the more ticks on strongly agree that means in that construct the respondent strongly agrees with the entire construct, and the same principle when determining the view in the pillar of sustainability and the overall sustainability.

Table 4.22 Customer patronage

Approximately how many customers visit Greater Edendale Mall a month?

Less than 5000	
5001 – 10 000	
10 001 – 20 000	
20 001 – 30 000	
More than 30 000	✓

Table 4.22 presents findings of the management respondent with regard to number of customers that visit G.E.M on a monthly basis. The respondent suggested that more than 30 000 customers visit G.E.M on a monthly basis.

4.7.1. Sustainability Pillar 1: Society

Five constructs were used to measure societal factors that contribute to the business sustainability of G.E.M. Therefore, this section will present findings on these constructs in table formats, and discussion will be provided under each table.

Table 4.23: Sustainability Pillar 1: Section A: Society: Construct A1: The Shopping experience

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
There is a high tenancy turnover			✓
The Mall offers a broad range of shops	✓		
Services provided by tenants are of high quality		✓	
The Mall needs to attract other tenants to increase customer base	✓		
Greater Edendale Mall monitors that tenant advertisements are easily visible to customers	✓		
There is healthy competition amongst tenants	✓		
Mean	✓		

The table above shows responses from the Management of G.E.M with regard to the shopping experience construct.

Table 4.23 presents findings from a management respondent that indicated that G.E.M indeed provides a conducive environment to customers and that the mall ensures the safety of customers. Moreover, the respondent further indicated that G.E.M is spacious so that customers can enjoy their shopping experience in this mall. In addition, the respondent mentioned that the mall caters for customer needs. Furthermore, the respondent indicated that the mall was clean and that they inform customers about their rights and they respond to customers' complaints. Overall, the respondent was of the view that the management of G.E.M was ensuring that customers enjoy their shopping experience.

Table 4.24: Sustainability Pillar 1: Section A: Society: Construct A2: Tenants

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
There is high a tenancy turnover			✓
The Mall offers a broad range of shops	✓		
Services provided by tenants are of high quality		✓	
The Mall needs to attract other tenants to increase the customer base	✓		
Greater Edendale Mall monitors that tenants' advertisements are easily visible to customers	✓		
There is healthy competition amongst tenants	✓		
Mean	✓		

The table above shows responses of the Management of G.E.M with regard to the Tenants Construct.

Table 4.24 presents findings for tenants' construct. The respondent indicated that there was no high tenancy turnover at G.E.M and that the mall was offering a broad range of shops. Moreover, the respondent further indicated that the mall needed to attract more tenants to increase customer base, and the respondent offered a neutral response with regard to the service that is produced by tenants. Furthermore, she mentioned that the mall was monitoring that shops advertisements were easily visible to customers and that there was healthy competition amongst tenants. The overall view from the respondent was that the management had mechanisms in place to ensure that tenants at G.E.M can do business comfortably.

Table 4.25: Sustainability Pillar 1: Section A: Society: Construct A3: Transport

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
The Mall is easily accessible	✓		
There is enough public transport	✓		
Taxis are available to all surrounding communities	✓		
Public transport is reliable	✓		
Public transport operates till the Mall closes	✓		
The Mall may consider extending operating hours considered transport for customers is available	✓		
Mean	✓		

The table above shows responses of the Management of G.E.M on how they perceive Public Transport.

Table 4.25 presents findings on the transport construct. The management respondent indicated that the G.E.M was easily accessible and that there was enough public transport for customers. Moreover, the respondent indicated that taxis were available to all surrounding communities and that public transport was reliable. Furthermore, the respondent indicated that public transport was operating until the mall closes and that the mall might consider extending trading hours provided public transport continue to be available for customers. The overall view of the respondent was that there was sufficient and reliable public transport to and from G.E.M.

Table 4.26: Sustainability Pillar 1: Section A: Society: Construct A4: Communication

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
Communication between Greater Edendale Mall management and tenants is good	✓		
The Mall values tenants views	✓		
Tenants are able to make suggestions to management	✓		
The Mall responds to tenants or customer complaints	✓		
Greater Edendale Mall regularly communicates with community radio stations and community newspapers	✓		
Greater Edendale Mall offers competitions for shoppers			✓
Mean	✓		

The above table shows responses of the Management of G.E.M perceptions on the Communication Construct.

Table 4.26 presents findings for management responses on the communication construct. The respondent was of the view that there was good communication between the management of G.E.M and tenants and also that the management values tenants' views. Moreover, the respondent believed that management responded to tenants and customers complaints, also that they communicate regularly via community radio stations and newspapers. However, the respondent was of the view that G.E.M was not offering competitions to customers. Therefore, the overall findings under of construct were that the respondent suggested that there should be stronger communication channels between management, tenants and customers.

Table 4.27: Sustainability Pillar 1: Section A: Society: Construct A5: Safety

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
The Mall ensure that securities are visible	✓		
Car guards are available all the time		✓	
The Mall has measures to ensure ATMs are safe		✓	
Security cameras around the mall are working properly and they are monitored		✓	
The Mall has a healthy relationship with SAPS	✓		
The Mall ensures that securities are visible		✓	
Mean		✓	

The above table shows responses of the Management of G.E.M on their perceptions about safety at the Mall.

Table 4.27 presents findings on the safety construct. The management respondent was of the view that management ensures that securities were visible and that the mall has a healthy relationship with the South African Police Services. However, the respondent was neutral in most of the questions under this construct. The overall finding in this construct was that the respondent was neutral concerning safety measures at G.E.M.

Table 4.28: Summative responses for Sustainability Pillar 1: Society

Constructs	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
Shopping Experience	✓		
Tenants	✓		
Public Transport	✓		
Communication	✓		
Safety		✓	
Mean	✓		

The table above shows summative Management responses on the Society Pillar of Business Sustainability

Table 4.28 presents findings for societal factors. The respondent believes that the management ensures that there are measures in place for customers to enjoy their shopping experience at G.E.M. Moreover, the respondent believed that there was a healthy relationship between management, tenants and customers. She suggested that social factors contribute to the business sustainability of G.E.M.

4.8. Sustainability Pillar 2: Economy

Table 4.29: Sustainability Pillar 2: Section B: Economy, Construct B1: Employment

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
Greater Edendale Mall employs local people	✓		
Greater Edendale Mall offers casual jobs for the youth of surrounding communities	✓		
Greater Edendale Mall caters for internship programmes to local youth			✓
Greater Edendale Mall advertises employment opportunities in community papers		✓	
Greater Edendale Mall involves Councillors in recruiting people in their wards			✓
Mean		✓	

The above table shows responses of the Management of G.E.M on the Employment Construct.

Table 4.29 presents responses to the employment construct. The respondent was of the view that G.E.M was employing local people and that the mall offered casual jobs for the youth in surrounding communities. However, the respondent mentioned that the mall does not offer internship programmes and that the mall does not involve councillors when recruiting employees in the mall. Therefore, she was rather neutral on the overall employment opportunities that G.E.M is providing to the community of Edendale and to surrounding communities.

Table 4.30: Corporate Social Investment construct

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
Greater Edendale Mall provides community outreach programmes	✓		
Greater Edendale Mall has empowerment programmes for Small Businesses	✓		
Greater Edendale Mall offers donations to Non-government Organizations	✓		
Mean	✓		

The above table shows responses of the Management of G.E.M on Corporate Social Investment Construct.

Table 4.30 presents findings on the corporate social investment (CSI) construct. The respondent mentioned that the mall offered community outreach programmes and that the mall has empowerment programmes to support small businesses. Furthermore, the respondent also mentioned that the mall offers donations to non-government organizations. Therefore, she suggested that the mall had active CSI programmes.

Table 4.31: Summative responses for Sustainability Pillar 2: Economy

Constructs	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
Employment		✓	
Corporate Social Investment	✓		
Mean	✓		

The above table shows responses of the Management of G.E.M on the Economy Pillar of Business Sustainability.

Table 4.31 presents the overall response on the economic pillar of business sustainability. The respondent suggested that G.E.M had economic activities that may assist the mall to be sustainable.

Table 4.32: Sustainability Pillar 3: Environment

Indicators	Positive Responses (strongly agree + agree)	Neutral	Negative Responses (strongly disagree + disagree)
Greater Edendale Mall complies with environmental policies	✓		
Greater Edendale Mall offers online shopping as part of moving with current technology			✓
Greater Edendale Mall uses social media to communicate with the public	✓		
Greater Edendale Mall ensure that tenants offer good products/services	✓		
Greater Edendale Mall ensures that tenants display necessary compliance certificates	✓		
Greater Edendale Mall disposes of waste in designated areas	✓		
Mean	✓		

The table above shows responses of the Management of G.E.M on the Environment Pillar of Business Sustainability.

Table 4.32 presents findings for the environmental pillar of business sustainability. The respondent suggested that the mall was complying with environmental policies and that the mall was using social media to communicate with the public. In addition, the mall had mechanisms in place that ensure that tenants were offering good products and services. Also that the mall ensures that tenants were displaying compliance certificates. Moreover, the respondent mentioned that the mall ensured that the was disposing of waste in designated areas. Therefore, overall the respondent was positive that the mall was complying with environmental policies.

Table 4.33: Three Pillars of Sustainability Combined: Management Perspectives

Pillars	Positive Responses	Neutral Responses	Negative Responses
1. Society	✓		
2. Economy	✓		
3. Environment	✓		
Sustainability	✓		

The table above shows summative responses of the Management of G.E.M on how they view business sustainability of G.E.M.

Table 4.33 presents all three pillars of sustainability. All three responses were positive and this suggests that management of G.E.M views the mall to be sustainable. This table suggests that societal, economic and environmental factors were contributing to the business sustainability of G.E.M.

4.9. Open Question Responses

Q1: What are the main reasons for tenants to leave the mall?

- Lack of Marketing
- Management of shops is not monitored
- Financial problems

Q2: What can be done to increase the customer base at Greater Edendale Mall?

- Attract larger national clients that offer diverse products

Q3: Can you identify challenges that hinder business sustainability at GEM?

- ATM fraud

Q4: What can be done to eliminate these challenges?

- Build a safer community by networking with businesses against crime

The management respondent suggested that lack of marketing, lack of monitoring of shops management, and financial problems were the main reasons contributing to tenants leaving the mall. In addition, the respondent suggested that attracting larger national clients who offer diverse

products might assist in increasing customer base at G.E.M. In addition, the respondent pointed out that ATM fraud is a challenge that might hinder the business sustainability of G.E.M, and building safer community by networking with businesses against crime was suggested as a possible intervention that might assist in responding to challenges facing the mall.

4.10. Data Presentation and Analysis for Customers of Greater Edendale Mall

This section will present findings from customers of G.E.M. These findings are presented in the same sequence of sections in the questionnaire.

Table 4.34: Sustainability Pillar 1: Section A: Society: Construct A1: Shopping Experience

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil response	Negative Response rate (Disagree + Strongly Disagree)	Total
I enjoy shopping at Greater Edendale Mall	53%	17%	-	30%	100%
I feel safe shopping at Greater Edendale Mall	46%	20%	1%	33%	100%
I am happy with the Mall's shopping hours	49%	15%	2%	34%	100%
There is enough shopping space	44%	18%	2%	36%	100%
I am happy with the variety of shops in the Mall	40%	20%	1%	39%	100%
The Mall caters for my need as a customer	35%	28%	3%	34%	100%
I find the Mall clean	41%	23%	3%	33%	100%
I prefer shopping at Greater Edendale Mall as compared to other Malls in Pietermaritzburg	27%	17%	1%	55%	100%
The Mall offers convenient shopping	48%	24%	2%	26%	100%
I know my rights as a customer	57%	13%	2%	28%	100%
Mean response rate	44%	20%	2%	34%	100%

The table above shows summative customers responses on the Shopping Experience Construct.

Table 4.34 presents findings on the shopping experience section under societal factors. 53% of customers' respondents enjoyed shopping at G.E.M, 30% of respondents did not enjoy shopping at G.E.M, and 17% of respondents were neutral. In addition, 46% of respondents felt safe shopping at G.E.M whereas 33% of respondents did not feel safe, and 20% of respondents were neutral and 1% of respondents decided not to answer that particular question. 49% of respondents were happy with G.E.M shopping hours as compared to 34% who were not happy with shopping hours at G.E.M, and 15% of respondents were neutral, while 2% of respondents omitted this question. Moreover, 44% of respondents believed that there was enough shopping space at G.E.M as compared to 36% of respondents who were in disagreement, 18% of respondents were neutral and 2% of respondents omitted this question. 40% of respondents were happy with the variety of shops at G.E.M as compared to 39% of respondents who were not happy with the variety of shops at G.E.M, and 20% of respondents were neutral, while 1% omitted this question.

Furthermore, 35% of respondents felt that G.E.M catered for their needs whereas 34% of respondents felt that the mall did not cater for their needs, 28% of respondents were neutral while 3% of respondents omitted this question. 41% of respondents felt that G.E.M was clean as compared to 33% of respondents who were in disagreement, 23% of respondents were neutral while 3% did not respond. Moreover, 27% of respondents mentioned that they prefer to shop at G.E.M as compared to other malls in Pietermaritzburg whereas 55% of respondents were in disagreement, and 17% of respondents were neutral, while 1% omitted this question. 48% of respondents felt that G.E.M was offering convenient shopping, whereas 26% were in disagreement, and 24% of respondents were neutral, while 2% omitted this question. 57% of respondents mentioned that they knew their rights as customers as compared to 28% of respondents who did not know their rights, 13% of respondents were neutral while 2% of respondents did not respond to this question. Lastly, the overall feeling of customers was that 44% of respondents were generally happy with their shopping experience at G.E.M as compared to 34% of respondents who were not happy, 20% of respondents were neutral while 2% omitted some questions under this section.

Table 4.35: Sustainability Pillar 1: Section A: Society: Construct A2: Tenants

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil response	Negative Response rate (Disagree + Strongly Disagree)	Total
There is a high tenancy turnover	45%	30%	2%	23%	100%
The Mall offers a broad range of shops	33%	18%	3%	46%	100%
Services provided by tenants are of high quality	32%	29%	2%	37%	100%
The Mall needs to attract other tenants to increase the customer base	69%	15%	2%	14%	100%
Shops specials are easily visible from corridors	43%	21%	3%	33%	100%
Mean Response Rate	44%	23%	2%	31%	100%

The table above shows customers responses to the Tenants Construct.

Table 4.35 shows findings for tenants construct under society (pillar of sustainability). 45% of respondents felt that there was a high turnover of tenants at G.E.M whereas 23% of respondents disagreed, 30% of respondents were neutral while 2% of respondents chose to answer this particular question. Moreover, 33% of respondents agreed that G.E.M offered a broad range of shops whereas 46% of customers' respondents did not think that G.E.M had broad a range of shops, and 18% of respondents did not commit by answering neutral while 3% of respondents did not respond at all. In addition, 32% of respondents felt that services that were provided by tenants at G.E.M were of high quality whereas the majority (37%) of respondents did not believe that the G.E.M tenants were offering high-quality service, and 29% of respondents answered neutrally while 2% of respondents did not provide any response.

Furthermore, 69% of respondents felt that G.E.M needed to attract other tenants to increase customer base while 14% respondents' felts that there was no need to attract more tenants, also

15% of respondents were neutral while 2% of respondents omitted this question. 43% of respondents felt that specials were easily visible from the corridors whereas 33% of respondents were in disagreement, 21% of respondents did not want to commit, and 3% of respondents omitted this question. Therefore, the overall feeling of customers with regards to G.E.M tenants was that majority (44%) of respondents believed there was a high turnover of tenants and that G.E.M needed to attract more tenants that will increase customers at the mall. 31% of respondents felt that the mall does not offer a variety of shops and they did not believe that tenants were providing high-quality service; 23% of respondents were neutral as they did not want to commit to how they view tenants at G.E.M, while 2% of respondents omitted certain questions under this construct.

Table 4.36: Sustainability Pillar 1: Section A: Society: Construct A3: Public Transport

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil response	Negative Response rate (Disagree + Strongly Disagree)	Total
The Mall is easily accessible	59%	9%	2%	30%	100%
There is enough public transport	48%	10%	1%	41%	100%
Taxis are available to all surrounding communities	46%	13%	2%	39%	100%
It is easier and cheaper to take a taxi to Greater Edendale Mall than to town	46%	11%	2%	41%	100%
Taxi operators treat Mall customers with respect	39%	30%	2%	29%	100%
Public transport is reliable	46%	20%	1%	33%	100%
Public transport operates till the Mall closes	53%	20%	2%	25%	100%
Taxi Rank is spacious	33%	18%	2%	47%	100%
I feel safe using public transport	47%	20%	1%	32%	100%
Mean Response Rate	46%	17%	2%	35%	100%

The above table shows summative customers responses on the Public Transport Construct.

Table 4.36 presents customers' findings of the public transport construct. 59% of respondents were of the view that G.E.M was easily accessible whereas 30% of respondents did not believe that the mall was easily accessible, 9% of respondents were neutral while 2% decided not to respond. In addition, 48% of respondents were of the view that there was enough public transport at G.E.M whereas 41% of respondents shared a different sentiment by saying that public transport was not enough at G.E.M, 10% of respondents were neutral while 1% of respondents did not respond. Moreover, 46% of respondents believed that taxis were available to all surrounding communities and 39% of respondents did not believe that taxis were available to all surrounding communities, 13% of respondents were neutral while 2% of respondent omitted this question.

Furthermore, 46% of respondents were of the view that it was easier and cheaper to take taxis to G.E.M than straight to town whereas 41% of respondents were in disagreement, 11% of respondents were neutral while 2% of respondents omitted this question. In addition, 39% of respondents were of the view that taxi operators were treating customers with respect, whereas 29% of respondents did not share the same sentiment, 30% of respondents were neutral and 2% omitted this question. 46% of respondents believed that public transport was reliable as compared to 33% of respondents that were in disagreement, 20% of respondents were neutral while 1% of respondents omitted this question. Moreover, 53% of respondents were of the view that public transport was available until closing hours of the mall whereas 25% of respondents did not believe that public transport was available until closing hours of the mall, 20% of respondents were neutral while 2% of respondents omitted this question. 33% of tenants' respondents believed that the taxi rank was spacious whereas 47% of respondent were in disagreement, 20% of respondents were neutral while 2% omitted this question. Also, 47% of respondents felt safe in using public transport whereas 32% of respondents did not feel safe, 20% of respondents were neutral while 1% did not respond to this question. Lastly, the overall feeling of customers with regard to the public transport construct was that 46% of respondents were generally happy with public transport at G.E.M while 35% were not happy, 17% of respondents did not commit as they decided to be neutral, while 2% of respondents decided not to respond to questions in this construct.

Table 4.37: Sustainability Pillar 1: Section A: Society: Construct A4: Communication

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil response	Negative Response rate (Disagree + Strongly Disagree)	Total
Communication between Greater Edendale Mall and the public is good	28%	27%	2%	43%	100%
The Mall values public views	23%	34%	2%	41%	100%
Suggestion boxes will help the public to voice their opinion about the Mall	57%	15%	3%	25%	100%
I know where to report bad service	29%	13%	1%	57%	100%
Greater Edendale Mall communicates regularly on community radio stations and community newspapers	24%	23%	2%	51%	100%
The Mall offers competitions for shoppers	39%	24%	3%	34%	100%
I know the Mall's Management Team	18%	9%	3%	70%	100%
Mean Response Rate	31%	21%	2%	46%	100%

The above table shows summative customers responses to the Communication Construct.

Table 4.37 presents findings for communication construct. 28% of respondents believed that communication between G.E.M was good whereas 43% of respondents did not believe that communication was good, 27% of respondents were neutral, while 2% of respondents omitted this question. In addition, 23% of respondents believed that the G.E.M valued public views whereas 41% of respondents did not believe that G.E.M valued public views, 34% of respondents were neutral, while 2% of respondents did not provide any response to this question. Moreover, 57% of

respondents believed that introducing suggestion boxes will help the public to voice their opinions about the Mall, while 25% of respondents did not share the similar sentiments, 15% of respondents were neutral, whereas 3% omitted this question. Furthermore, 29% of respondents mentioned that they knew where to report bad services whereas 57% of respondents were not aware, 13% of respondents were neutral while 1% did not respond to this question.

Moreover, 24% of respondents believed that G.E.M communicated regularly on community radio stations and community newspapers whereas the majority (51%) of respondents disagreed, 23% of respondents were neutral while 2% of respondents did not provide any response with regard to this question. 39% of respondents believe that G.E.M offered competitions to customers while 34% did not believe the same, 24% of respondents were neutral whereas 3% of respondents omitted this question. In addition, 18% of respondents mentioned that they knew management team of G.E.M whereas 70% of respondents mentioned that they were not aware, and 9% of respondents were neutral while 3% omitted this question. Therefore, generally the views of respondents under this construct was that the majority (46%) of respondents did not believe that communication strategy of G.E.M was working while 31% of respondents believed it was working, and 21% of respondents decided to be on the fence with regards to G.E.M methods of communicating with the public.

Table 4.38: Sustainability Pillar 1: Section A: Society: Construct A5: Safety

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil response	Negative Response rate (Disagree + Strongly Disagree)	Total
Securities are visible	46%	9%	1%	44%	100%
Car guards are available all the time	46%	11%	2%	41%	100%
I feel safe to withdraw money from ATMs	22%	13%	1%	64%	100%
I know where to report criminal activities	28%	7%	2%	63%	100%
Mean Response Rate	35%	10%	2%	53%	100%

The above table shows summative customers' responses on the Safety Construct.

Table 4.38 present customers' findings on the safety construct. 46% of respondents did not believe that security guards were visible in the mall whereas 44% of respondents believed that they were visible, 9% of respondents were neutral while 1% did not provide any response. In addition, 46% of respondents mentioned that car guards were available all the time while 41% of respondents did not believe that they were always available, 11% of respondents were neutral while 2% omitted this question. Moreover, 22% of respondents believed that they were safe to withdraw money in the ATMs of G.E.M whereas 64% of respondents mentioned that they did not feel safe to withdraw money in ATMs, 13% of respondents were neutral while 1% of respondents did not answer this question. 28% of respondents mentioned that they were aware of where to report criminal activities at G.E.M while 63% of respondents were not aware, 7% of respondents were neutral while 2% of respondents omitted this question. The overall feeling of respondents was that majority (53%) of respondents did not believe that there were effective safety measures at G.E.M while 35% of respondents believed that safety measures were effective, 10% of respondents were neutral while 2% of respondents did not respond to some of the questions.

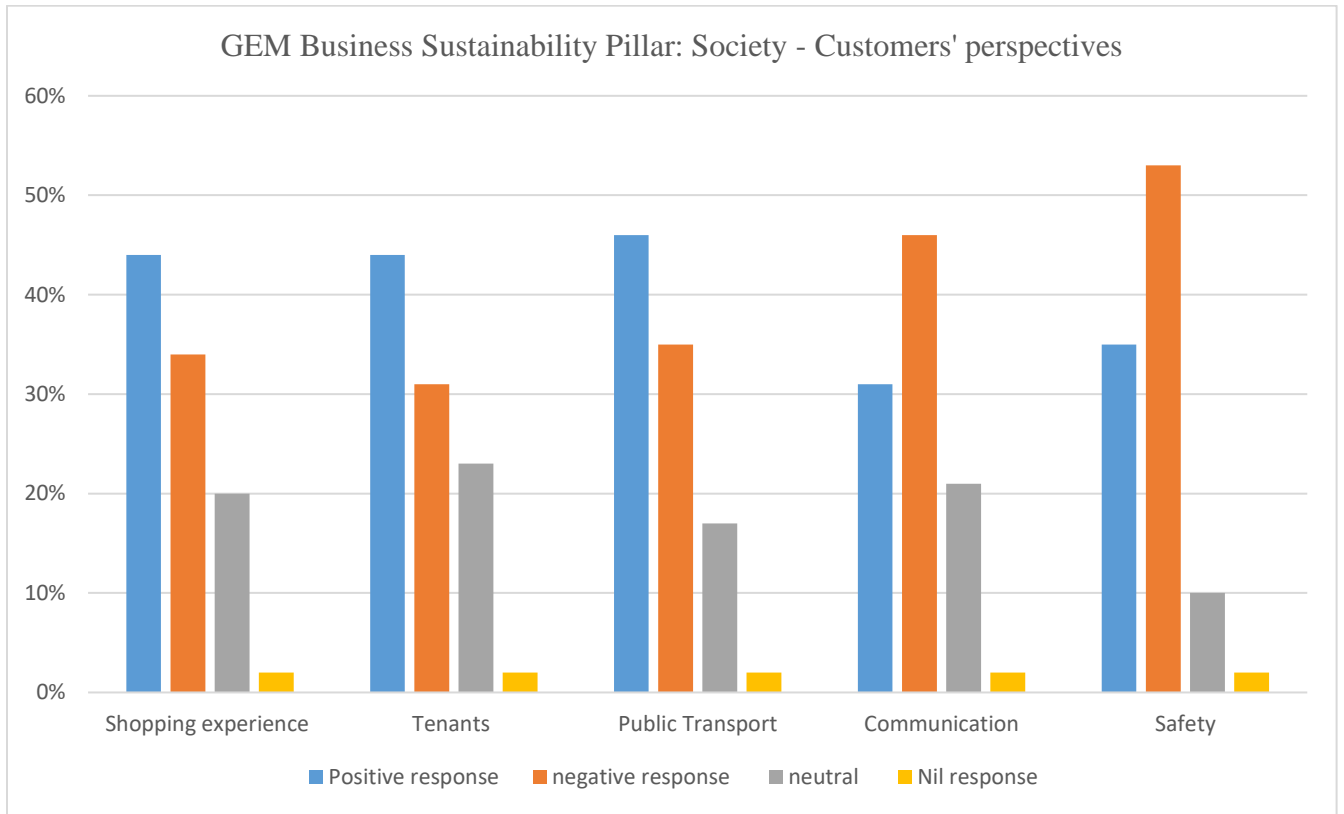
Table 4.39: Summative Response for Pillar 1: Societal Factors

Constructs	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil Response	Negative Response rate (Disagree + Strongly Disagree)	Total
Shopping Experience	44%	20%	2%	34%	100%
Tenants	44%	23%	2%	31%	100%
Public Transport	46%	17%	2%	35%	100%
Communication	31%	21%	2%	46%	100%
Safety	35%	10%	2%	53%	100%
Mean Response Rate	40%	18%	2%	40%	100%

The above table shows summative customers' responses on the Society Pillar of G.E.M Business Sustainability.

Table 4.39 present summative responses on the overall societal factors. Customers responses were quite balanced in this pillar of sustainability since they provided equal score (40%) in terms of whether societal factors contributed or did not contribute to the business sustainability of G.E.M. However, customers believed that G.E.M provided good shopping experience and that tenants were providing good services, also that public transport was effective. Customers did not believe that communication strategy was working and that safety measures were adequate.

Figure 4.8: graphical presentation of societal factors



The above graph shows the distribution of customers' responses in all constructs under Society Pillar.

Figure 4.8 shows the distribution of customers' responses on the societal factors. Responses were balanced, as customers scoring was even in terms of whether they feel that societal factors were contributing or not contributing to businesses sustainability of G.E.M.

Table 4.40. Sustainability Pillar 2: Section B: Economy, Construct B1: Employment

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil Response	Negative Response rate (Disagree + Strongly Disagree)	Total
The Mall employs local people	39%	20%	3%	38%	100%
The Mall offers casual jobs for the youth of surrounding communities	27%	27%	3%	43%	100%
The Mall caters for internship programmes to local youth	12%	33%	3%	52%	100%
The Mall advertises employment opportunities in community papers	26%	26%	3%	45%	100%
Councillors are involved in recruiting people in their wards	16%	37%	3%	44%	100%
Mean Response Rate	24%	29%	3%	44%	100%

The above table shows summative customers' responses on the Employment Construct.

Table 4.40 presents findings for the employment construct. 39% of customers' respondents mentioned that G.E.M employed local people whereas 38% of respondents were in disagreement, 20% of respondents were neutral while 3% of respondents omitted this question. Also, 27% of respondents believed that G.E.M offered casual jobs to local youth while 43% of respondents disagreed, 27% of respondents were neutral whereas 3% of respondents did not provide any response to this question. Moreover, 12% of respondents mentioned that G.E.M catered for internship programmes to local youth, whereas the majority (52%) of respondents did not believe that G.E.M catered for internship programmes for local youth.

Furthermore, 26% of respondents mentioned that G.E.M advertised employment opportunities in community papers whereas 45% of respondents mentioned that G.E.M did not advertise

employment opportunities in local newspapers, 26% of respondents were neutral while 3% of respondents did not respond to this question. In addition, 16% of respondents believed that councillors were involved in recruiting people in their wards and communities, whereas 47% of respondents did not believe that councillors were involved in recruiting people in their communities, 37% of respondents were neutral while 3% omitted this question. Therefore, the overall summary of these findings suggest that the majority (44%) of respondents did not believe that G.E.M was contributing effectively in employing local people within the mall.

Table 4.41. Sustainability Pillar 2: Section B: Economy, Construct B2: Corporate Social Investment

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Response	Nil Response	Negative Response rate (Disagree + Strongly Disagree)	Total
I am aware of the community outreach programmes that are facilitated by Greater Edendale Mall	20%	17%	3%	60%	100%
Greater Edendale Mall has empowerment programmes for Small Businesses	16%	29%	3%	52%	100%
I am aware of Non-Government Organizations that benefit directly from Greater Edendale Mall	15%	18%	3%	64%	100%
Mean Response Rate	17%	21%	3%	59%	100%

The above table shows summative customers' responses on Corporate Social Investment Construct.

Table 4.41 presents findings of customers' responses on the CSI programmes at G.E.M. 20% of respondents mentioned that they were aware of community outreach programmes that were facilitated by G.E.M whereas majority (60%) of respondents were not aware of any community

outreach programmes that were facilitated by G.E.M, 17% of respondents provided neutral responses while 3% of respondents did not provide any response to this question. Moreover, 16% of respondents mentioned that G.E.M had empowerment programmes for a small business whereas the majority (52%) of respondents disagreed that G.E.M provided empowerment for small businesses, and 29% of respondents provided a neutral response, while 3% of respondents did not provide any response to this question. Also, 15% of respondents were aware of N.G.O that were beneficiaries of G.E.M whereas the majority (64%) of respondents mentioned that they were not aware of any N.G.O that was benefiting from G.E.M, and 18% of respondent provided neutral responses while 3% of respondents omitted this question. Therefore, these findings suggest that the majority (59%) of respondents did not believe that G.E.M had C.S.I programmes such as giving back to the community.

Table 4.42: Sustainability Pillar 2: Section B: Economy, Construct B3: Business Partnership

Indicators	Positive Response rate (Agree + Strongly Agree)	Neutral Responses	Nil Response	Negative Response rate (Disagree + Strongly Disagree)	Total
Small Businesses have a platform to trade at Greater Edendale Mall	23%	33%	3%	41%	100%
There is healthy competition between major Supermarkets and Spaza shops in Greater Edendale	22%	28%	3%	47%	100%
I only buy small products at Spaza shops	33%	12%	3%	52%	100%
I don't buy in Spaza shops	21%	12%	3%	64%	100%
Mean Response Rate	25%	21%	3%	51%	100%

The above table show customers' summative responses for Business Partnership Construct.

Table 4.42 presents findings of customers' responses under business partnership construct. 23% of respondents suggested that small businesses had a platform to trade at G.E.M whereas the

majority (41%) of respondents did not believe that there was any platform for small businesses to trade at G.E.M, 33% of respondents decided to provide neutral response while 3% of respondents omitted this question. In addition, 22% of respondents believed that there was a healthy competition between major supermarkets and Spaza shops in the community of greater Edendale whereas 47% of respondents did not believe that there was healthy competition, and 28% of respondents decided to provide neutral response while 3% of respondents omitted this question. 33% of respondents mentioned that they buy only small products in Spaza shops, while 52% of respondents disagreed 12% of respondents were neutral, while 3% of respondents did not provide any response. Moreover, 21% of respondents mentioned that they do not buy anything from Spaza shops while 64% of respondents mentioned that they still buy in Spaza shops, 12% of respondents were neutral whereas 3% of respondents omitted this question. Therefore, the overall findings in this construct suggest that the majority (51%) of respondents believed that there was no strong partnership between small businesses in surrounding communities and G.E.M.

Table 4.43: Summative responses for Sustainability Pillar 2: Economic Factors

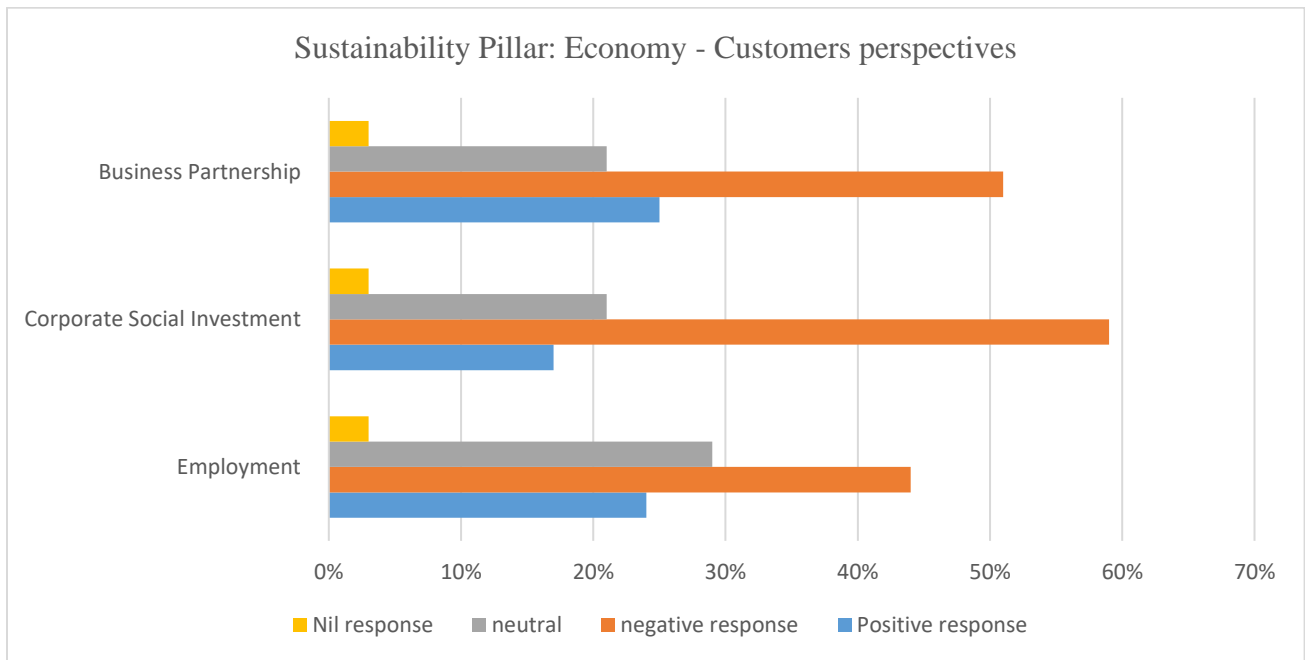
Constructs	Positive Response rate (Agree + Strongly Agree)	Neutral Responses	Nil Response	Negative Response rate (Disagree + Strongly Disagree)	Total
<i>Employment</i>	24%	29%	3%	44%	100%
<i>Corporate Social Investment</i>	17%	21%	3%	59%	100%
<i>Business Partnership</i>	25%	21%	3%	51%	100%
Mean Response Rate	22%	24%	3%	51%	100%

The above table shows customers' summative responses on the Economy Pillar of Business Sustainability.

Table 4.43 presents summary responses of constructs measured economic factors at G.E.M. Majority (51%) of respondents did not believe that G.E.M was contributing effectively in the uplifting the economy of the surrounding arrears to G.E.M, and only 22% of respondents believed

that was some initiative by G.E.M while 24% of respondents were neutral and 3% omitted some questions under this pillar of sustainability. Therefore, these results suggest that customers at G.E.M did not believe that G.E.M’s economic factors contributed positively to the business sustainability of the mall.

Figure 4.9: Distribution of customers’ responses to G.E.M economic factors



The above graph shows the distribution of responses on all constructs in the Economy Pillar.

Figure 4.9 shows the overall distribution of customers’ responses under the economic pillar. The graph shows the dominance of negative responses in all three constructs and this suggests that customers did not believe that G.E.M had strong economic measures in place that will contribute to their business sustainability.

Table 4.44: Summative responses for Pillar 3: Environmental Factors

Sections	Positive Response rate (Agree + Strongly Agree)	Neutral Responses	Nil Response	Negative Response rate (Disagree + Strongly Disagree)	Total
I am familiar with environmental policies	42%	18%	1%	39%	100%
Greater Edendale Mall complies with environmental policies	32%	47%	2%	19%	100%
Wetland around the Mall is well maintained	40%	30%	3%	27%	100%
The Mall offers online shopping as part of moving with current technology	19%	30%	2%	49%	100%
Greater Edendale Mall uses social media to communicate with the public	21%	32%	3%	44%	100%
Fast food outlets provide good quality food	42%	25%	3%	30%	100%
Supermarkets sell fresh products	42%	26%	3%	29%	100%
Greater Edendale Mall is Listeriosis free	23%	50%	3%	23%	100%
All Fast food outlets have Environmental Health Certificate/s for customers to read	33%	33%	2%	32%	100%
Greater Edendale Mall has enough dust bins in their vicinity	36%	16%	2%	46%	100%
Toilet facilities are clean	35%	15%	2%	48%	100%
Mean Response Rate	33%	30%	2%	35%	100%

The above table shows summative customers' responses to the Environment Pillar of Business Sustainability.

Table 4.44 presents customers' findings on environmental factors. The overall findings in the above table were that the majority (35%) of respondents did not believe that G.E.M had measures in place that will enforce compliance with environmental prescripts. Therefore, the slight dominance of negative responses suggested that G.E.M's need to pay attention to ensuring that there is an adherence to the environmental policies since environment is another pillar of sustainability.

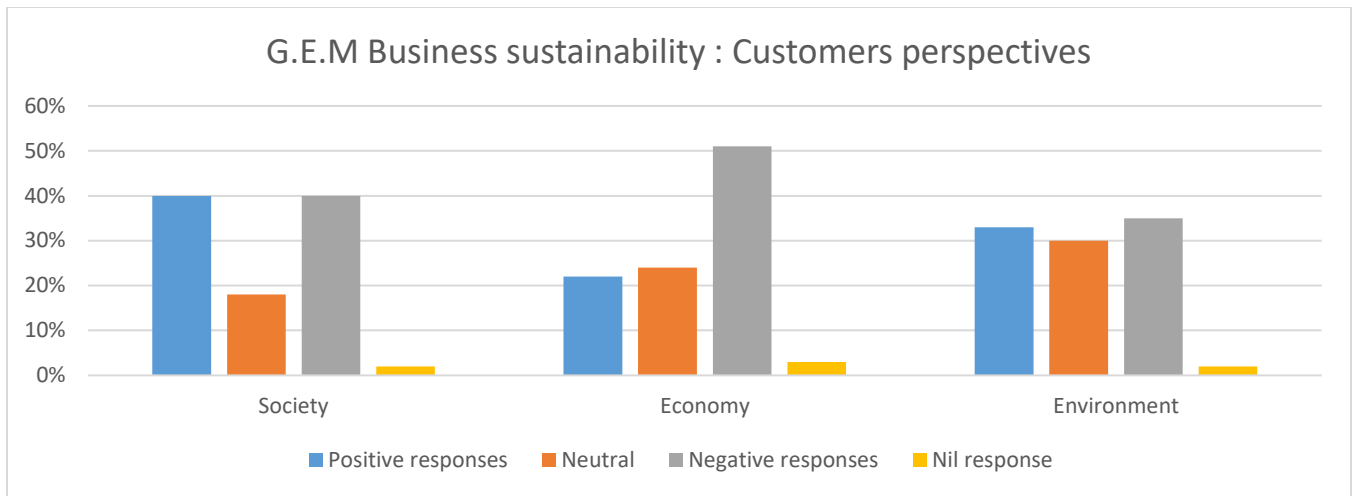
Table 4.45. Three Pillars of Sustainability Combined: Customers Perspectives

Pillars	Positive Responses	Neutral Responses	Nil Response	Negative Responses	Total
4. Society	40%	18%	2%	40%	100%
5. Economy	22%	24%	3%	51%	100%
6. Environment	33%	30%	2%	35%	100%
Sustainability	32%	24%	2%	42%	100%

The above table shows summative customers' responses on the Business Sustainability of Greater Edendale Mall.

Table 4.45 presents overall findings on the customers' views with regard to the business sustainability of G.E.M. Customers believed that G.E.M is not sustainable as they provided majority (42%) of negative responses on pillars that contribute to the sustainability of G.E.M.

Figure 4.10: Graph on customers' views on G.E.M sustainability



The graph above shows the distribution of customers' responses in each pillar of Business Sustainability.

Figure 4.10 illustrates the distribution of customers' responses with regard to the business sustainability of G.E.M. Negative responses are dominant in the Economy and Environment while Society shows a balance between positive and negative responses. Negative responses mean that customers do not view G.E.M to have sustainability since pillars of sustainability do not contribute positively.

4.11. Comparison of demographics

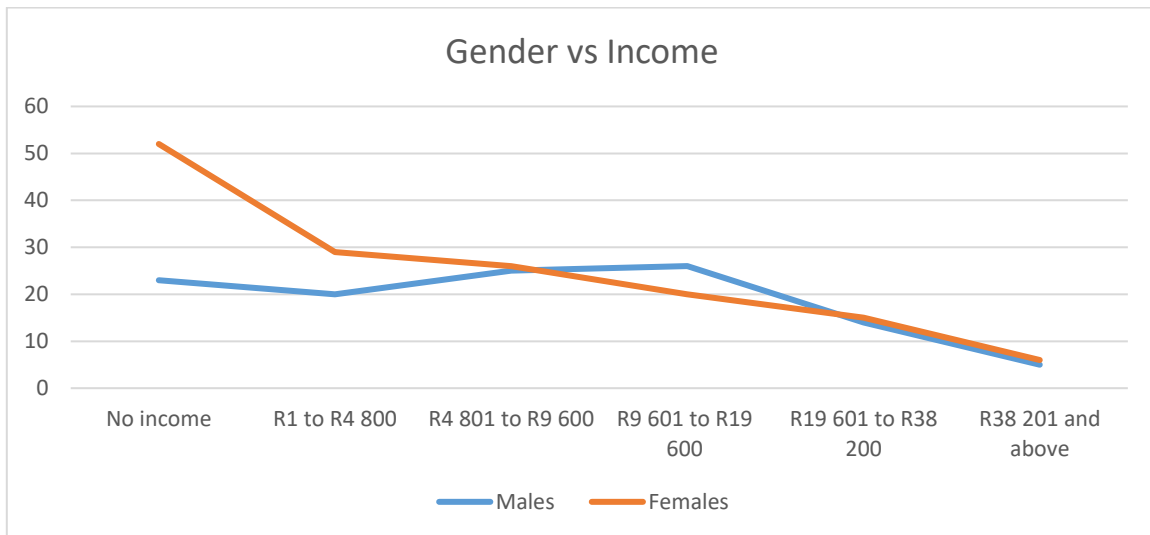
The tables below will help to understand the relationship between different demographic variables. As part of the research questions for this study, the researcher would like to determine if there is any relationship between various variables in demographics. Therefore, cross tables and graphs will explain the relationship that may exist between variables and to test hypothesis tests using chi-square tests.

Table 14.46: Cross tab between Gender vs Income

Gender	Income						Total
	No income	R1 - R4800	R4801 - R9600	R9601 - R19600	R19601 - R38200	R38201 - and above	
Male	23	20	25	26	14	5	113
Female	52	29	26	20	15	6	148
Total	75	49	51	46	29	11	261

The above table shows a cross- tabulation between gender and Income.

Figure 4.11: Graph showing the relationship between gender and income



The above graph shows the relationship between gender and income

The above cross table and the graph shows a comparison of males and females in relation to income. These findings indicate that with regard to G.E.M customers, the majority of shoppers had no source of income. In addition, females (52) are recorded as more customers that had no source of income as compared to males (23). In addition, there were more females (29) than males (20) who earned between R1 to R4 800 per month and there were more males (26) than females (20) who were earning between R9 601 to R19 600 per month. However, other income categories were evenly balanced. This finding suggests that the majority of customers that visited G.E.M had no source of income.

Table 4.47: Chi-Square Tests: the relationship between gender and income

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.267 ^a	5	.099
Likelihood Ratio	9.396	5	.094
Linear-by-Linear Association	6.071	1	.014
N of Valid Cases	261		

a. 1 cells (8.3%) have expected count less than 5. The minimum expected count is 4.76.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.188	.099
	Cramer's V	.188	.099
N of Valid Cases		261	

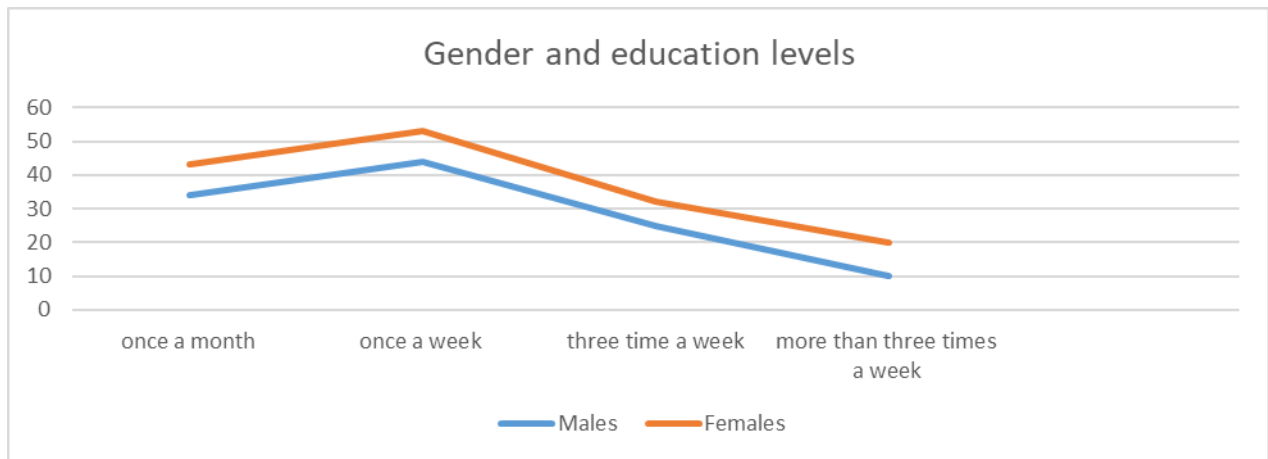
Figure 4.47 shows the chi-square statistical test that seeks to establish an association between two variables. The above test is also used to test the hypothesis on the relationship between gender and income. Pearson chi-square value is used to test the significance of an association between two variables, if it is less than 0.05 then it means there is a significant association between two variables and if it is above 0.05 that means there is no association between those two variables.

Table 4.48: Cross-tabulation between Gender vs Education

Gender	Education					Total
	Below Matric	Matric	Diploma	Degree	Post graduate	
Males	13	34	32	20	14	113
Females	24	58	28	13	25	148
Total	37	92	60	33	39	261

The above table shows cross tabulation between gender and level of education

Figure 4.12: gender and education levels



The graph between gender and education level of customers

Table 4.12 shows cross-tabulation between gender and education levels of customers. There were more females (24) than males (13) who had below matric level of education and the majority of customers at G.E.M had Matric and Diploma qualifications. There were more female (25) postgraduates as compared to males (14). This finding will be used in the next chapter when testing a hypothesis.

Table 4.49: Chi-Square Tests: the relationship between gender and education level

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.869 ^a	4	.043
Likelihood Ratio	9.855	4	.043
Linear-by-Linear Association	1.356	1	.244
N of Valid Cases	261		

a. 0 cells (0.0%) have expected a count less than 5. The minimum expected count is 14.29.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.194	.043
	Cramer's V	.194	.043
N of Valid Cases		261	

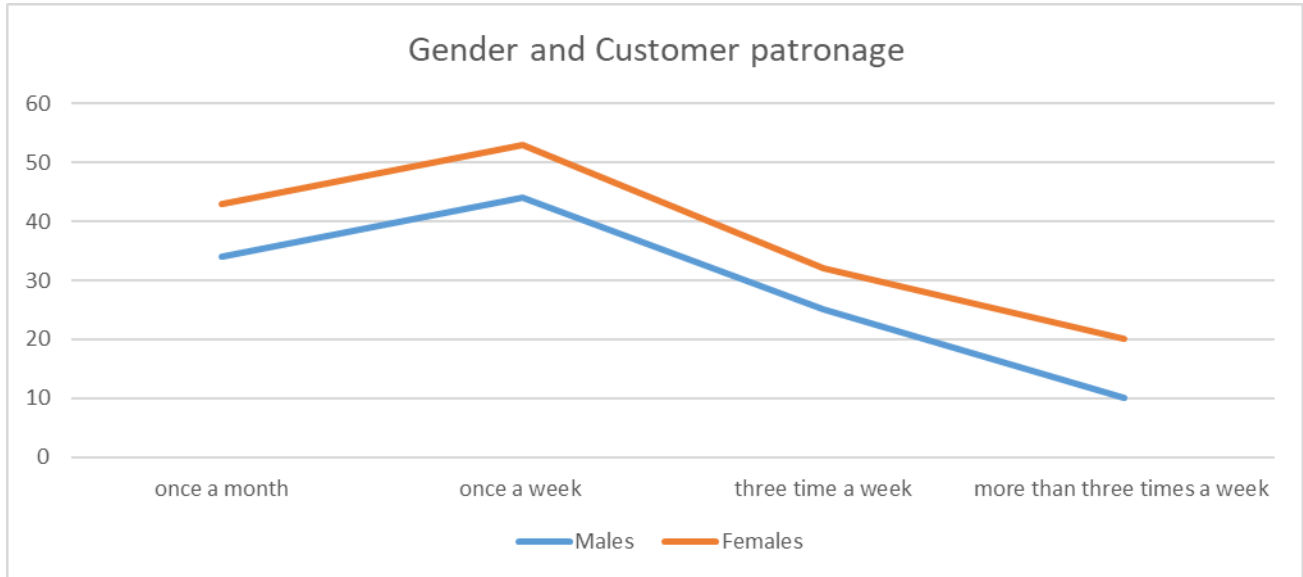
Figure 4.49 present a chi-square statistical test that test the relationship between gender and education level. This test was used to test and hypothesis, where Pearson Chi-Square value) is used to measure significance between gender and education level (P-value is less than 0.05, which means there is an association between these two variables).

Table 4.50: Crosstab between Gender and customer patronage at G.E.M

Gender	Customer frequency of visits at G.E.M				Total
	once a month	once a week	three times a week	more than three times a week	
Male	34	44	25	10	113
Female	43	53	32	20	148
Total	77	97	57	30	261

The above table shows cross-tabulation between gender and frequency of customer visitation at G.E.M.

Figure 4.13: Gender and customer patronage



The previous table and graph show customer patronage with regard to gender. Findings show that females (148) visited G.E.M more than males (113) and that majority of customers (97) indicated that (at least) they visit G.E.M once a week as compared to a minority of customers (30) who indicated that they visit G.E.M more than three times a week.

Table: 4.51: Chi-Square Tests: the relationship between gender and customer patronage

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.412 ^a	3	.703
Likelihood Ratio	1.443	3	.696
Linear-by-Linear Association	.653	1	.419
N of Valid Cases	261		

a. 0 cells (0.0%) have an expected count less than 5. The minimum expected count is 12.99.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.074	.703
	Cramer's V	.074	.703
N of Valid Cases		261	

Figure 4.51 presents a chi-square statistical test that tests the relationship between gender and customer patronage. This test was used to test and hypothesis, where Pearson Chi-Square value is used to measure significance between gender and customer patronage (P-value is more than 0.05, which means there is no association between these two variables).

4.12. Summary

This chapter has presented findings in the form of descriptive statistical analysis and through a thematic system of analysing qualitative data. These findings have been presented as per the views of target respondents who are tenants, G.E.M management and customers of G.E.M. These respondents recorded different results on how they view the pillar of sustainability at G.E.M. Tenants and management of G.E.M believed that societal, economic and environmental factors all contributed to the business sustainability of G.E.M. However, customers did not believe that G.E.M was sustainable, having provided negative responses on two pillars (economy and environment) of business sustainability. Moreover, the following chapter will discuss these findings by using different statistical tests that will validate the views of the respondents and further discuss different hypotheses.

Chapter 5: Discussion of Findings

5.1. Introduction

The previous chapter presented and analysed findings that were categorized into Tenants, Management and Customer of Greater Edendale Mall. This chapter will discuss findings as per the objectives of the study and necessary statistical tests will be used to support findings and test hypotheses that were mentioned in Chapter 1. There were five main research objectives that this study intended to interrogate. This section will analyse and discuss the findings of this study as per these research objectives.

5.2. Research objectives

5.2.1. Research objective 1: To determine factors that contribute to tenancy turnover at G.E.M.

Sustainability of shopping malls largely depends on the revenue it generates from tenants and the ability to attract customers to the mall. Tenants provided details on what they think are the reasons for high turnover in G.E.M. They considered expensive rental as the major cause of tenants leaving G.E.M. Respondents believed that expensive rent has a domino effect on other factors such as tenants' ability to achieve targeted profits. Moreover, respondents also stated that transport problems are another major issue that causes customers to go directly to town to do shopping. There is a taxi dispute between various taxi associations where people from Imbali and Willowfontein take two taxis to come to G.E.M, which then makes it expensive to go to G.E.M against going directly to town since they only take one taxi even though the town is furthest to these communities.

Moreover, respondents also identified issues of failure to meet projected targets as another major concern causing tenants to leave the mall. They were of the opinion that if their businesses are no longer able to meet their financial demands then it does not make business sense to remain at G.E.M. Theft is another reason why tenants leave the mall. Respondents said that the high numbers of shoplifters, card scammers, and car thieves makes it difficult to continue doing business at G.E.M. Theft drives customers away. As a result tenants suffer a great deal. Also, the lack of marketing was raised as another issue that leads to tenants having a short life span at G.E.M, particularly small to medium enterprises.

This study also identified lack of marketing as the main reason for tenants leaving the mall as they might be struggling with marketing their businesses. This response was also similar to the response provided by tenants. In addition, the respondents further suggested that another reason might be that the management of shops is not monitored and as a result, they struggle with their financials.

5.2.2. Research objective 2: To explore factors that may impact G.E.M sustainability

Respondents mentioned that there is a high number of shoplifters and card scammers and this compromises their businesses and it chases away customers. Moreover, taxi conflicts was identified as another factor that might hinder sustainability of the mall since some communities do not have direct taxis to G.E.M instead they have to pay more to come to the mall (which is closer to them) and pay less to go to town (which is far). This is due to the taxi association fighting over taxi routes. Cleanliness was identified as another factor, where respondents said that toilets in the mall are blocked and they are very untidy. This becomes a challenge for customers to utilise these facilities and this might have an impact on the mall losing customers. Crime and lack of security were also identified as other factors that might hinder sustainability. Respondents mentioned that crime in areas around the mall is of great concern since they find it difficult to walk at night due to the high rate of crime. Even people who are working at the mall fall victim of this high rate to crime since some of them finish work late, particularly those who are working at restaurants. As a result, they are forced to hire taxis to transport them even though they stay close to the mall.

Respondents offered suggestions on how these challenges can be eliminated. They mentioned that to eliminate challenges that might hinder G.E.M business sustainability, the mall needs to improve security systems by ensuring that security guards are visible all the time and also by installing more surveillance and installing boom gates to reduce car theft. Furthermore, respondents further stated that improving channels of communication through having regular meetings between tenants and management might help to address challenges as and when they happen, and in some cases prevent them from happening. Respondents also believe that management of G.E.M should host regular events and ensure that customers are aware of promotions in the mall, and also that the management should publish winners for these competitions so that it can instil confidence and encourage customers to participate in these competitions and also visit the mall more often. Lastly, tenants mentioned that the management of the mall should employ more staff to clean the mall. Respondents believe that cleanliness is important in uplifting the image of the mall.

5.2.3. Research objective 3: To determine the impact of Social, Economic, and Environmental factors towards business sustainability of G.E.M

The scoring of pillars was presented in the previous chapter, where they were scored in percentages based on the positivity or negativity of respondents towards that particular indicator. The determination of positive factors was identified on indicators that receive higher scores on positive response and determination of negative factors were those that receive higher scores on negative responses, e.g. employment of local people received a positive response of 72%.

(a) Tenants views on Society Pillar of Sustainability

Sustainability is measured on the integration of three pillars (Society, Economy and Environment). This section will discuss societal factors that were measured using different constructs (shopping experience, tenants, public transport, communication, and safety). These constructs combined give an indication of how tenants view this pillar of sustainability. Hence, this section discusses how tenants responded to these constructs of this pillar of sustainability.

Tenants recorded 86% positive responses on the shopping experience, mentioning that their stores provide a conducive environment for customers to enjoy shopping in their stores. They were positive that their shops cater for and respond to customers' needs, and that they inform customers of their rights. Tenants were positive that they respond to customers' complaints in order to ensure that there is a healthy relationship between stores and customers. Furthermore, majority of Tenants (58%) were of the view that there is high tenancy turnover at G.E.M.

Majority of tenants (75%) were of the view that the mall needs to attract other tenants to attract more customers' base. 68% of Tenants were of the view that there was healthy competition amongst competing tenants. This is indeed positive because it means that tenants treat each other with respect. In addition, tenants were negative towards public transport at G.E.M. However, the 48% of tenants believed that the mall is easily accessible. Tenants further mentioned there is a lack of public transport and that taxis are not available to all surrounding communities.

Furthermore, tenants believe that communication between tenants and management was good. The majority of tenants (41%) believe that management values their views, and as a result, they were able to offer suggestions to the management of the mall and that they were able to report bad services in the mall. In addition, tenants further alluded that their shops offer competitions to

customers as a way of strengthening the relationship with customers. However, tenants further mentioned that they do not have regular meetings with the management of the mall.

Tenants were of the view that there were enough safety measures at G.E.M since they responded positively on the construct of safety. Tenants mentioned that securities and car guards were visible at all times and that tenants knew where to report crime in the mall. However, tenants did not feel safe to withdraw money in the ATMs that are in the mall vicinity and later in the chapter it will be discussed in details the impact of criminal activities in the mall.

Furthermore, these constructs were combined to determine the overall response on this pillar of sustainability (Society). Tenants responded positively to the pillar, with 52% responses being positive that the mall responds to the needs of society while 26% of tenants' responses did not believe that they were responding to societal needs.

(b) Tenants' views on the Economic pillar of Sustainability

Three constructs were developed to measure G.E.M economic factors, and this section will discuss findings in each of these constructs. The first construct was the contribution of G.E.M in the overall unemployment rate in the surrounding communities. The majority of tenants (72%) responded positively saying that their businesses employ local people and that they offer casual employment opportunities for the youth in surrounding communities. However, tenants mentioned that their businesses do not provide internship programmes for the youth of Greater Edendale communities. Moreover, 49% of tenant's respondents mentioned that they do not advertise job opportunities in the local newspapers as compared to 11% of tenants' respondents that agreed that they advertise job opportunities of the local newspapers. In addition, 61% of tenants mentioned that they do not involve ward Councillors when recruiting employees while only 2% of tenants' respondent involve ward Councillors when recruiting employees.

The second construct on the economic factors of G.E.M was tenants' roles in uplifting communities through CSI initiatives. The overall response in this construct was negative (36%). Tenants were of the view that their businesses do not have community outreach programmes that are directed at responding to the economic ills of society. Moreover, the majority of tenants (44%) would not consider local suppliers in their respective businesses. However, 46% of tenants do offer donations to Non-Governmental Organizations. The majority of tenants (49%) chose to be neutral

in terms of disclosing whether their business is able to generate profit from G.E.M, with only 35% responding positively that they do generate profit and 16% said that their businesses do not generate projected monthly profits. Therefore, the overall majority scoring in Economic pillar of sustainability was neutral (39%) where tenants did not want to commit on this pillar of sustainability.

(c) Tenants views on the Environmental Pillar of Sustainability

The majority of tenants (60%) responded positively in this pillar of sustainability, indicating that tenants at G.E.M comply with environmental policies. Sizeable amounts of tenants (60%) were of the view that they comply with environmental policies and that their businesses offer good quality products and services to the public. Moreover, 70% of respondent tenants mentioned that they dispose of waste in designated areas and that their businesses display compliance certificates to the public.

(d) Overall Tenants view on the sustainability of G.E.M

Combining findings in each pillar of sustainability and coming up with an average on the responses of tenants, it was discovered that tenants' view G.E.M to be a sustainable business. 48% of respondents agree that G.E.M is sustainable and 29% of tenants' respondents did not want to commit so they were neutral and lastly only 23% of tenant's respondents were not optimistic on the sustainability of G.E.M.

(e) Customer attraction

Customer base differs from one tenant to another, depending on the needs of the customers during that particular point in time. Tenants are categorized as per their area of specialisation and there was a section in the questionnaire that guided tenants to the categories as they appear on the website of the Mall. Supermarkets, Health and Beauty, and Clothing and Cosmetics seem to be attracting more customers since they indicated that they attract more than 5000 customers per month. Furniture and home stores seem to be attracting the least customers since they registered that customers that visit their businesses are less than 500 a month. Moreover, Clothing and Cosmetics stores are a majority in the Mall followed by Banking and Finance stores.

(f) Tenants' responses on open questions

To get an in-depth insight on the challenges that were facing G.E.M, closed questions alone were not going to offer solutions; hence, tenants were allowed to express their opinions in open questions. Tenants believe that they have a responsibility to improve their marketing and advertising campaigns and that G.E.M management has a share of that responsibility too. Also, tenants further pointed out that there should be more competitions in the mall so that they can attract more customers. Tenants also believe that improving security systems will ensure that there are less criminal activities that are committed in the mall.

Moreover, tenants believe that increasing the variety of shops (with brand names) and bringing movie theatres and games for children will attract more customers to G.E.M. Tenants further pointed out that improving cleanliness in the mall will attract customers since currently they believe the mall does not meet cleanliness standards. Furthermore, tenants also suggested that G.E.M Management should revisit their rent policy and reduce rent for tenants, as this will ensure that tenants can meet their profit margins. Tenants also mentioned that G.E.M should install pay point boom gates so that customers' cars will be safer, and this will ensure that management will generate income from parking space.

(g) Management view on Society pillar of Business Sustainability

The Respondent was confident that G.E.M provides a conducive atmosphere for customer to enjoy shopping and that the mall caters for their needs. In addition, the respondent was of the view that the mall provides a positive space for the customers to enjoy their shopping experience at Greater Edendale Mall. Moreover, the respondent disputed that there was a high tenancy turnover, which contradicted the views of the tenants and customers. The respondent was positive that the mall offers a broad range of shops. However, the respondent was neutral on the services that are provided by the tenants. Moreover, the respondent was of the view that the mall needed to attract more tenants to increase customer base at G.E.M. In addition, the respondent believed that management monitored that tenants' advertisements in ensuring that were visible to customers and that there was healthier competition amongst tenants.

Furthermore, the views of management were completely different from those of the tenants and customers with regard to public transport. The respondent was of the view that there was enough

public transport and that taxis catered for surrounding communities. Moreover, she was of the view that public transport is reliable and that it operates until the mall closes.

The respondent was of the view that communication between management and tenants was good and that management values the opinions of the tenants. Also, the respondent further indicated that tenants were always free to make suggestions to the management of the mall and that the management responded to the complaints of the tenants and those of the customers. Management was also of the view that they regularly communicate with community radio stations and community newspapers. In addition, concerning safety, the respondent was on the fence without committing on the views around the effectiveness on the safety measures at G.E.M. She offered neutral responses in the majority of questions under this construct. However, the respondent was able to confirm that the mall has a positive relationship with South African Police Services and that the mall ensures that securities are visible all the time. The overall findings of the management views on the society pillar of sustainability were positive, as the majority of responses were positive. The average responses on this societal pillar received positive responses.

- ***Management views on the Economy pillar of Business sustainability***

The respondent agreed that the mall employs local people and that it offers casual jobs for the youth from surrounding communities of the mall. However, she was of the view that the mall does not provide internship programmes and that does not involve ward Councillors when recruiting employees. Moreover, she was confident that G.E.M has a strong Corporate Social Investment programme that ensures that small businesses are empowered and that the mall provides donations to Non-Government Organisations (N.G.O). The overall views of the respondent in this pillar of business sustainability was positive, as the average responses on both constructs under this section were indeed positive.

- ***Management views on the Environment pillar of Business sustainability***

Management responded positively on the questions under environmental impact towards ensuring business sustainability of G.E.M. The respondent was positive that the mall complies with environmental policies and that the waste at the mall is disposed of in designated areas. Moreover, the respondent was of the view that the mall ensures that tenants display environmental compliance certificates to customers. However, she mentioned that the mall does not offer online shopping

yet. The overall response on this construct was positive. Management was of the view that environmental factors contribute to the overall business sustainability of G.E.M

- ***Management responses on the open questions***

The respondent provided responses on the open questions for the researcher to understand issues around business sustainability of G.E.M. The respondent was of the view that the mall needs to attract larger national clients that offer diverse products. This was also shared by tenants when they said that the mall needs to attract shops with good brand names to attract more customers.

(h) Customers views on G.E.M Business Sustainability

- **Demographics**

The majority of respondents were females (57%), and the majority of customers do not have sources of income. Also, customers between 18 to 28 years usually visit the mall and people with matric qualification were the majority of respondents. Also, the majority of respondents indicated that they visit at least once a week.

- **Customers views on the Society pillar of G.E.M business sustainability**

Respondents provided responses that were equally positive and negative with both responses presenting 40% each. This means that respondents' views are in between when it comes to the societal factors and the impact on the sustainability of G.E.M.

- ***Customers views on Economy pillar of G.E.M business sustainability***

Majority of respondents provided negative views on economic factors that contribute to the sustainability of G.E.M. Customers were negative that G.E.M contributes to the employment of local people and that they are not aware of any corporate social investment programme/s that are offered by the mall or tenants. Moreover, the majority of customers provided negative responses on business partnership construct, indicating that small business finds it difficult to trade at the mall.

- *Customers views on the Environment pillar of G.E.M business sustainability*

Customers' views were almost balanced, with 33% positive responses and 35% negative responses on the environmental factors that affect business sustainability of G.E.M. The overall views of the customers were negative on the G.E.M business sustainability. Customers scored an average of 42% negative responses and 32% positive responses. The following section will offer a concise analysis of these findings as per the research objectives of the study.

5.2.4. Research objective 4: To discover customer level of satisfaction on their shopping experience at Greater Edendale Mall

Customers were satisfied with their shopping experience at G.E.M. This is proven by the 44% positive response on the questions under shopping experience construct. The majority (53%) of customers indicated that they enjoyed shopping at G.E.M and that they felt safe to use the mall. Moreover, customers were also happy with the mall shopping hours and that there was enough space for customers to shop freely. Customers responded that the mall was clean and it offered convenient shopping experience. The majority of positive responses suggested that customers were satisfied by G.E.M shopping experience. Therefore, customers were satisfied by the overall shopping experience at G.E.M.

5.2.5. Research objective 5: To establish the relationship between income, level of education, age and shopping patterns of customers

Females who participated in this study were 148 while males were 113. The response rate for females was 57% and 53% for males. Majority of respondents (28%) did not have a source of income and only 4% were earning at R38 201 and above. This is also evident with the Statistics South Africa national census survey that stated that the community of Edendale has 21.5% of people with no income and less than two percent earned in the bracket of R38 201 and above. Majority of respondents indicated that their qualification was a matric (secondary education), and this is also in line with the Census survey by Statistics South Africa that also indicated that in community of Edendale over 30% had matric certificates and above 30% had some secondary education. Majority of respondents (37%) indicated that they visit G.E.M at least once a week and only 11% visit the mall more than three times a week.

5.2.5.1. Chi-square test

“The chi-square test is used when respondents have been allocated to categories on two variables (e.g. sex, area). The test compares the number of cases falling into each cell of the table with a frequency that would be expected if there were no association between the two variables that form the table” (Foster, 1998). This test was used to test association (relationship) of income, level of education, age, and shopping patterns of customers that is objective 5 of this study.

(a) Relationship between gender and income

Expected count differs from actual count, which means data is credible. In addition, the chi-square test produced 8.3% on the cells, which means that the test has not been violated since it is less than 20%. Moreover, the test generated a 5-degree of freedom and P-value of 0.099, which is more than 0.05. This means that there is no association between these two variables. Therefore, null hypothesis is accepted and an alternative hypothesis is rejected that says there is a relationship between gender and income. This means that gender does not affect income. In relation to social factors of business sustainability, this means that the income of the community of Edendale is not dependent on gender and that unemployment is not based on gender. This has a direct impact on the buying power of customers who then contribute to the lack of revenue maximization by G.E.M. Moreover, the majority of customers at G.E.M had no source of income, which means that the mall may end up losing tenants due to low volume sales as a result of Edendale socioeconomic factors.

(b) Relationship between gender and education level

This test showed that the expected count differed from the actual count. This then means there is a possibility of an association between two variables. However, the significance of that association is measured using the chi-square test. Also, the chi-square test is valid since the expected cells that had values that were over 5% was 0% which is less than 20%; this means the test is valid. Moreover, P-value is 0.043, which is less than 0.05; this means there is a significant association between two variables. The strength of this association is determined by Cramer’s V (0.194) which means there is a small effect of the association between these variables. Therefore, the null hypothesis is rejected since there is an association between gender and education, and then the alternative hypothesis is accepted. Findings suggested that the majority of customers did not think

the mall was contributing to addressing issues of unemployment at G.E.M. This association may suggest that the dominant educated gender in the community of Edendale may stand a good chance of getting employment at G.E.M.

(c) Relationship between gender and customer patronage

The above test shows little difference between an expected count and the actual count, which means the likelihood of association, is very small. Moreover, the chi-square test is valid since the value is 0% for cells that are expected to count less than 5. However, P-value is above 5% since it is 7.4%, which means there is no association between variables. The null hypothesis is accepted since there is no relationship between gender and customer patronage at G.E.M. Therefore, gender has no effect on customer patronage and this means that customer loyalty at G.E.M may not be classified by gender.

“Although there are various international efforts on measuring sustainability, only a few of them have an integrated approach taking into account environmental, economic, and social aspects. In most cases, the focus is on one of the three aspects. Although it could be argued that they could serve supplementary to each other, sustainability is more than an aggregation of the important issues. It is also about their interlinkages and the dynamics developed in a system. This point will be missing if tried to use them supplementary and it is one of the most difficult parts to capture and reflect in measurements” (Singh, Murty, Gupta, & Dikshit, 2009). Findings on the study by Singh, et al (2009) mention that previous studies on sustainability fail to take a comprehensive approach of which this study has tried to evaluate all pillars of sustainability using different indicators.

“The growing number of companies and organizations developing and using sustainability indicators is a clear indication of the importance of such a tool. Its effectiveness (in terms of leading to organisational change and continuous improvement), however, strongly depends on the indicators’ wide acceptance and use” (Veleva & Ellenbecker, 2018). Other studies reveal that due to the subjectivity of indicators to measure sustainability it is, therefore, difficult to measure all pillars of sustainability. Hence, they focus on measuring one pillar and use other pillars as complementary indicators, which then defeats the purpose of true sustainability by ensuring that all three dimensions of sustainability are equally important.

5.3. Summary

This chapter has discussed the findings of this study and different statistical analysis that were used to address the objectives that set out in Chapter 1. Moreover, this chapter has interrogated hypotheses using various statistical tests. The next chapter will offer a conclusion of this study and make further recommendations that will be informed by the discussion of findings. Moreover, the following chapter will further present managerial implications that can be used to further understand the topic and assist the Management of G.E.M in understanding the issues that were raised in this study.

Chapter 6: Conclusion and Recommendations

6.1. Introduction

The previous chapter discussed findings in detail and this chapter will provide the conclusion and recommendations. It will offer an overall summary of the objectives of the study, touch on the main findings and discuss how these findings can be used in order to promote business sustainability at G.E.M. Also, this chapter will further offer recommendations based on the findings of this study.

6.2. Conclusion

This study has investigated the evaluation of business sustainability through looking at all three pillars, which are Society, Economy and Environment. G.E.M was used to investigate the impact of these pillars through obtaining views from three main stakeholders of G.E.M (Customers, Tenants, Management of G.E.M). Many studies on sustainability have focussed mostly on environmental factors and business sustainability studies have tended to focus on economic factors. Therefore, this study has offered a comprehensive evaluation of the three dimensions of sustainability. The location of this study was a newly built shopping mall situated in Edendale, Pietermaritzburg, in the province of KwaZulu Natal in South Africa. Respondents were categorised into three, which were: Customers, Tenants and Management of G.E.M and the response rate was 68%.

Tenants and Management of G.E.M were of the view that there is synergy between the three pillars of Greater Edendale Mall business sustainability; hence, their responses were positive on the business sustainability of G.E.M. However, customers believed that there was no synergy between all three pillars of G.E.M business sustainability since their responses were negative on the overall sustainability of G.E.M. Moreover, customers were satisfied with their shopping experience at G.E.M despite their overall negative responses on G.E.M.

Furthermore, based on statistical tests there was no statistical significance on the association between gender and income. In addition, there is no statistical significance on the association between gender and customer patronage at G.E.M. However, there was an association between gender and level of education on the G.E.M customers. This study further revealed high rent and transport problems as the main reasons of tenancy turnover at G.E.M. Also, the study further

revealed that improving advertising and marketing, and improving cleanliness and improving security visibility could have a positive impact in terms of attracting more customers at GEM. Moreover, this study also revealed that shoplifters, card scammers and taxi conflicts are the main challenges that might hinder the sustainability of G.E.M. Lastly, this study further revealed improvement of security systems and communication channels as main possible solutions of overcoming challenges at G.E.M.

6.3. Recommendations

- 6.3.1. High rent, tenants' not meeting targets profits, and transport challenges were identified as major causes of tenancy turnover. G.E.M is losing customers from Imbali and Willofontein because there is no direct taxi route for taxis coming from Imbali and Willofontein. It is recommended that Management of Greater Edendale Mall should devise a strategy to deal with rent and (continuously) engage taxi associations on how can patrons from Imbali and Willofontein can be accommodated in a way that they will pay one taxi fare instead on paying twice to come to G.E.M.
- 6.3.2. Untidiness, Shoplifters, and Card Scammers were identified as threats to the sustainability of G.EM. It is therefore recommended that security systems should be upgraded in ensuring that there is security guards' visibility in all areas of the mall. Surveillance cameras should be placed in all strategic areas to be able to identify suspicious individuals. Financial Institutions should conduct awareness campaigns on card scammers and what patrons should do and not do at Automatic Teller Machines.
- 6.3.3. It is also recommended that shops with good brand names should be recruited to G.E.M. This will attract more customers to the mall.
- 6.3.4. Movie theatres and the gym should be recruited to join G.E.M to attract more customers.
- 6.3.5. Games sections should be made available to attract more customers since G.E.M is losing customers to other malls in Pietermaritzburg due to lack of these amenities in G.E.M.
- 6.3.6. Maintenance and Cleanliness of toilet facilities should be addressed as a matter of urgency to ensure that patrons enjoy their shopping experience.

- 6.3.7. Tenants and Management of G.E.M should offer more competitions and host a variety of events as part of marketing strategy to attract more customers.
- 6.3.8. Installation of boom gates and payment of parking should be implemented to monitor the movement of vehicles going in and out of the mall and for the mall to generate revenue from parking space.
- 6.3.9. It is also recommended that G.E.M should conduct more off-site marketing campaigns by going to communities to attract more customers.

6.4. Managerial Implications

Societal, Economic, and Environmental factors are equally important in ensuring business sustainability of G.E.M.

Society

Society plays a critical role in the success or failure of the organization. Therefore, in the case of G.E.M, the constant engagement between all stakeholders in the mall is important so that early warning signals can be identified and it can also offer a platform for all stakeholders at G.E.M. Customers and Tenants should be provided with a space to raise their satisfactions and dissatisfactions on an anonymous basis. Management of G.E.M should (continuously) devise strategies to attract more customers and further ensure that shopping at G.E.M is enjoyable at all times.

Economy

Business profit sustains operations and growth of the business lack of projected profit hinders the development of the business. Moreover, sustainable businesses are able to maximize their profit while also ensuring that they have strategies to respond to other pillars of business sustainability. Therefore, G.E.M should contribute on uplifting the lives of surrounding communities through the employment of locals and through programmes of Corporate Social Investments that are going to be easily recognizable to society. Strategic partnerships with Small Businesses, Tertiary Institutions, Government Institutions and the Pietermaritzburg Chamber of Business will help in devising comprehensive Economic Growth Strategy for G.E.M.

Environment

Most companies focus only on this pillar when determining sustainability, while ignoring other pillars. G.E.M should produce a sustainability report on an annual basis, stipulating strategies on the involvement of Society, Economic Growth and Environmental compliance. Management of G.E.M should monitor all intervention that they will develop, based on the findings of this study.

6.5. Limitations

This study used a mixed-method approach in terms of data collections and this method is useful in coming up with a generalization of findings based on the representative sample. Moreover, this study focused more on the quantitative method and less on the qualitative method, and this limited the researcher in terms of making follow up questions. The mixed method approach applied only to tenants and management of G.E.M, and not to customers, due to the magnitude of sample size. However, the qualitative study might offer a different approach in terms of engaging further on the issues that may have an impact on business sustainability. Moreover, only one management staff was available to participate in this study, as a result information was limited on the side of G.E.M management. There were no sponsors for this study (self-funded), which also had an impact on achieving a 68% response rate due to lack of resources (transport costs and administration costs).

6.6. Chapter Conclusion

Business Sustainability depends on the synergy between three pillars (Economy, Society and Environment), and these pillars are equally important when evaluating the business sustainability of any organization. There are no universal measures of these pillars and various authors have raised challenges on the subjectivity of the measures. However, the credibility of the study depends on the reliability of these measures using reliability statistical tests. This study has (successfully) managed to evaluate business sustainability of G.E.M through analysing and interpreting findings from tenants, customers and management of G.E.M. These respondents provided different opinions in terms of how they view G.E.M business sustainability.

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Appendix A: Detailed findings per question

1. Tenants responses

Tables below are the finding from tenants. These findings are structured in exactly the same sequence as questions that are on the questionnaire. There are three sections which are Society, Economy and Environment.

1.1. Section A: Society

A1: Shopping experience

My business/ store provides conducive environment to customers

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	0	0
Neutral	4	9.3
Agree	13	30.2
Strongly agree	25	58.1
Total	43	100.0

The above table shows responses on how Tenants view their business in terms of providing conducive environment to customers.

My business/store ensures that customers are safe to shop

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	0	0
Neutral	4	9.3
Agree	10	23.3
Strongly agree	27	62.8
Total	43	100.0

The above table shows tenants responses on whether their businesses ensures that customers shop in a safe environment within their stores.

My business/store is spacious

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	2	4.7
Neutral	3	7.0
Agree	17	39.5
Strongly agree	20	46.5
Total	43	100.0

The above table present tenant's views on whether their business is spacious enough or not.

My Business/store caters needs for customers

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	0	0
Neutral	2	4.7
Agree	17	39.5
Strongly agree	23	53.5
Total	43	100.0

This above table shows tenants responses with regards to their business catering for customers' needs.

My business/store is clean

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	0	0
Neutral	5	11.6
Agree	12	27.9
Strongly agree	25	58.1
Total	43	100.0

The above table shows tenants responses with regards to the cleanliness of their businesses.

We inform customers on their rights

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	1	2.3
Neutral	8	18.6
Agree	12	27.9
Strongly agree	21	48.8
Total	43	100.0

The above table shows tenants views on whether they inform customers about their right or they do not.

We respond to customers complaints

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	1	2.3
Neutral	4	9.3
Agree	12	27.9
Strongly agree	25	58.1
Total	43	100.0

The above table shows tenants views on the responses to customer complains.

A2: Tenants

There is high tenancy turnover

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	4	9.3
Neutral	12	27.9
Agree	21	48.8
Strongly agree	4	9.3
Total	43	100.0

The above table shows the views of tenants with regards to tenancy turnover at G.E.M.

The Mall offers broad range of shops

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	9	20.9
Neutral	17	39.5
Agree	9	20.9
Strongly agree	5	11.6
Total	43	100.0

The above table shows tenants responses on how they view the Mall in terms of diversity of shops.

Services provided by tenants are of high quality

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	8	18.6
Neutral	10	23.3
Agree	15	34.9
Strongly agree	8	18.6
Total	43	100.0

The above table shows tenants responses on whether the services they provide is of high quality or not.

The Mall needs to attracts other tenants to increase customer base

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	1	2.3
Neutral	7	16.3
Agree	8	18.6
Strongly agree	24	55.8
Total	43	100.0

The above table shows tenants views on whether G.E.M need to attract more tenants to increase customer base or they do not need to.

My Business/store specials are easily visible from corridors

	Frequency	Percent
Strongly disagree	0	0
Disagree	2	4.7
Neutral	10	23.3
Agree	17	39.5
Strongly agree	14	32.6
Total	43	100.0

The above table refers to tenants' responses on the specials visibility to customers.

There is healthy competition among tenants

	Frequency	Percent
Strongly disagree	0	0
Disagree	3	7.0
Neutral	11	25.6
Agree	20	46.5
Strongly agree	9	20.9
Total	43	100.0

The above table shows tenants responses on the status of competition within themselves in G.E.M.

A3: Public Transport

The Mall is easily accessible

	Frequency	Percent
Strongly disagree	6	14.0
Disagree	5	11.6
Neutral	11	25.6
Agree	10	23.3
Strongly agree	11	25.6
Total	43	100.0

The above table shows tenants responses on the G.E.M accessibility.

Public transport is reliable

	Frequency	Percent
Strongly disagree	7	16.3
Disagree	10	23.3
Neutral	12	27.9
Agree	8	18.6
Strongly agree	6	14.0
Total	43	100.0

The above table refers to tenant's views on public transport reliability.

There is enough public transport

	Frequency	Percent
Strongly disagree	9	20.9
Disagree	11	25.6
Neutral	9	20.9
Agree	3	7.0
Strongly agree	11	25.6
Total	43	100.0

The above table shows tenants views on the sufficiency of public transport.

Taxis are available to all surrounding communities

	Frequency	Percent
Strongly disagree	11	25.6
Disagree	12	27.9
Neutral	5	11.6
Agree	5	11.6
Strongly agree	10	23.3
Total	43	100.0

The above table refers to tenants' responses on the availability of public transport to all surrounding communities at G.E.M.

Public transport operates till the Mall closes

	Frequency	Percent
Strongly disagree	9	20.9
Disagree	14	32.6
Neutral	10	23.3
Agree	6	14.0
Strongly agree	4	9.3
Total	43	100.0

The above table shows tenants responses on the efficiency of public transport at G.E.M.

My store may consider extending operating hours if transport for customers is available

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	9	20.9
Neutral	20	46.5
Agree	5	11.6
Strongly agree	6	14.0
Total	43	100.0

The above table shows tenants views on their flexibility with regards to operating hours in relation to availability of public transport to customers.

A4: Communication

Communication between Greater Edendale Mall management and tenants is good

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	5	11.6
Neutral	14	32.6
Agree	15	34.9
Strongly agree	6	14.0
Total	43	100.0

The above table shows tenants responses on how the view communication with Management of G.E.M.

The Mall values tenants views

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	8	18.6
Neutral	18	41.9
Agree	12	27.9
Strongly agree	4	9.3
Total	43	100.0

The above table refers to tenants' responses in relation to their views being taken into consideration by Management of G.E.M.

Tenants are able to make suggestions to Management

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	8	18.6
Neutral	15	34.9
Agree	14	32.6
Strongly agree	4	9.3
Total	43	100.0

The above table shows tenants responses on their ability to make suggestions to Management of G.E.M.

I know where to report bad service

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	10	23.3
Neutral	8	18.6
Agree	16	37.2
Strongly agree	7	16.3
Total	43	100.0

The above table shows tenants responses on their knowledge of reporting bad service at G.E.M.

My Business/store advertises specials on community radio stations and community newspapers

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	16	37.2
Neutral	14	32.6
Agree	4	9.3
Strongly agree	7	16.3
Total	43	100.0

The above table shows tenants responses on the communication of specials in community based media houses.

My Business/store offers competitions for shoppers

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	11	25.6
Neutral	10	23.3
Agree	8	18.6
Strongly agree	11	25.6
Total	43	100.0

The above table refers to tenants' responses if whether they offer competition to customers or not.

We have regular meetings with Mall Management

	Frequency	Percent
Strongly disagree	8	18.6
Disagree	19	44.2
Neutral	13	30.2
Agree	1	2.3
Strongly agree	2	4.7
Total	43	100.0

The above table refers to tenants' responses with regards to how often they have meeting with Management of G.E.M.

A5: Safety

Securities are visible

	Frequency	Percent
Strongly disagree	2	4.7
Disagree	10	23.3
Neutral	11	25.6
Agree	14	32.6
Strongly agree	6	14.0
Total	43	100.0

The above table shows tenants views on the visibility of security guards in G.E.M.

Car guards are available all the time

	Frequency	Percent
Strongly disagree	10	23.3
Disagree	12	27.9
Neutral	13	30.2
Agree	5	11.6
Strongly agree	3	7.0
Total	43	100.0

The above table shows tenants responses on how often are security guards visible at G.E.M.

I feel safe to withdraw money from ATMs

	Frequency	Percent
Strongly disagree	10	23.3
Disagree	12	27.9
Neutral	13	30.2
Agree	5	11.6
Strongly agree	3	7.0
Total	43	100.0

The above table shows tenants responses on the safety of ATMs.

I know where to report criminal activities

	Frequency	Percent
Strongly disagree	0	0
Disagree	14	32.6
Neutral	6	14.0
Agree	16	37.2
Strongly agree	7	16.3
Total	43	100.0

The above table shows tenants response on their knowledge of where to report crime in G.E.M.

Section B: Economy

B1: Employment

My business/store employs local people

	Frequency	Percent
Strongly disagree	0	0
Disagree	1	2.3
Neutral	11	25.6
Agree	17	39.5
Strongly agree	14	32.6
Total	43	100.0

The above table shows tenants responses on the employability of local people in their businesses.

My business/store offers casual jobs for the youth of surrounding communities

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	9	20.9
Neutral	14	32.6
Agree	11	25.6
Strongly agree	8	18.6
Total	43	100.0

The above table shows tenants responses if whether their businesses offers casual jobs to the youth of the G.E.M surrounding communities or they do not.

My business/store advertises employment opportunities in community papers

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	20	46.5
Neutral	17	39.5
Agree	1	2.3
Strongly agree	4	9.3
Total	43	100.0

The above table shows tenants views on the advertisement of employment opportunities to community papers.

My Business/store caters for internship programmes to local youth

	Frequency	Percent
Valid Strongly disagree	2	4.7
Disagree	21	48.8
Neutral	14	32.6
Agree	3	7.0
Strongly agree	3	7.0
Total	43	100.0

The above table shows tenants responses on whether they offer internship programmes to local youth or they do not.

My business/store involves Councillors in recruiting people to their wards

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	23	53.5
Neutral	16	37.2
Agree	1	2.3
Strongly agree	0	0
Total	43	100.0

The above table shows tenants responses in terms of their involvement of Ward Councillors when recruiting people in their wards.

B2: Corporate Social Investment

My business/store provide community outreach programmes

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	17	39.5
Neutral	14	32.6
Agree	11	25.6
Strongly agree	0	0
Total	43	100.0

The above table shows tenants responses with regards to their businesses providing community outreach programmes.

My business/store may consider suppliers from within local communities

	Frequency	Percent
Strongly disagree	3	7.0
Disagree	16	37.2
Neutral	14	32.6
Agree	9	20.9
Strongly agree	1	2.3
Total	43	100.0

The above table shows tenants responses if whether or not they could consider local suppliers in their businesses.

My business/store offer donations to Non-government Organizations

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	8	18.6
Neutral	16	37.2
Agree	12	27.9
Strongly agree	6	14.0
Total	43	100.0

The above table shows tenants responses if whether or not their business offer donation to Non-Government Organizations.

B3: Profit

My business/store is able to generate monthly projected profit

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	6	14.0
Neutral	21	48.8
Agree	13	30.2
Strongly agree	2	4.7
Total	43	100.0

The above table shows tenants responses if whether or not their businesses are able to generate monthly projected profits.

Section C: Environment

I am familiar with environmental policies

	Frequency	Percent
Strongly disagree	0	0
Disagree	7	16.3
Neutral	13	30.2
Agree	16	37.2
Strongly agree	7	16.3
Total	43	100.0

The above table shows tenants responses on their familiarity with environmental policies.

My business/store complies with environmental policies

	Frequency	Percent
Strongly disagree	1	2.3
Disagree	4	9.3
Neutral	12	27.9
Agree	19	44.2
Strongly agree	7	16.3
Total	43	100.0

The above table shows tenants responses on whether or not their business complies with environmental policies.

My business/store offers online shopping as part of moving with current technology

	Frequency	Percent
Strongly disagree	0	0
Disagree	12	27.9
Neutral	13	30.2
Agree	8	18.6
Strongly agree	10	23.3
Total	43	100.0

The above table shows tenants responses on whether or not their businesses offers online shopping as part of moving with current technology.

My business/store uses social media to communicate with the public

	Frequency	Percent
Strongly disagree	0	0
Disagree	7	16.3
Neutral	13	30.2
Agree	9	20.9
Strongly agree	14	32.6
Total	43	100.0

The above table shows tenants responses on whether or not their business uses social media to communicate with the public.

My business/store offers good products/services

	Frequency	Percent
Strongly disagree	0	0
Disagree	3	7.0
Neutral	8	18.6
Agree	12	27.9
Strongly agree	20	46.5
Total	43	100.0

The above table shows tenants responses on the quality of service or products they are offering to customers.

My business/store displays necessary compliance certificates

	Frequency	Percent
Strongly disagree	0	0
Disagree	1	2.3
Neutral	13	30.2
Agree	10	23.3
Strongly agree	19	44.2
Total	43	100.0

The above table shows tenants responses if their businesses displays necessary compliance certificates or they do not.

My business/store disposes waste in designated areas

	Frequency	Percent
Strongly disagree		
Disagree	3	7.0
Neutral	10	23.3
Agree	11	25.6
Strongly agree	19	44.2
Total	43	100.0

The above table shows tenants responses with regards to their business waste disposal.

Customers' response

AI: Shopping Experience

I enjoy shopping at Greater Edendale Mall

	Frequency	Percent
Strongly disagree	13	5.0
Disagree	64	24.5
Neutral	44	16.9
Agree	89	34.1
Strongly agree	51	19.5
Total	261	100.0

The above table shows customers responses on whether or not they enjoy shopping at G.E.M.

I feel safe shopping at Greater Edendale Mall

	Frequency	Percent
Nil Response	3	1.1
Strongly disagree	17	6.5
Disagree	68	26.1
Neutral	51	19.5
Agree	88	33.7
Strongly agree	34	13.0
Total	261	100.0

The above table shows customers responses on whether or not they feel safe shopping at G.E.M.

I am happy with the Mall's shopping hours

	Frequency	Percent
Nil Response	5	1.9
Strongly disagree	15	5.7
Disagree	74	28.4
Neutral	38	14.6
Agree	90	34.5
Strongly agree	39	14.9
Total	261	100.0

The above table shows customers responses on their level of happiness with G.E.M shopping hours.

There is enough shopping space

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	21	8.0
Disagree	72	27.6
Neutral	46	17.6
Agree	76	29.1
Strongly agree	40	15.3
Total	261	100.0

The above table shows customers responses on whether or not they enjoy shopping at G.E.M

I am happy with the variety of shops in the Mall

	Frequency	Percent
Nil Response	3	1.1
Strongly disagree	31	11.9
Disagree	72	27.6
Neutral	52	19.9
Agree	74	28.4
Strongly agree	29	11.1
Total	261	100.0

The above table shows customers responses on whether or not they are happy with variety of shops at G.E.M.

The Mall caters for my need as a customer

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	26	10.0
Disagree	62	23.8
Neutral	72	27.6
Agree	69	26.4
Strongly agree	25	9.6
Total	261	100.0

The above table shows customers responses on whether or not the mall caters for their needs as customers.

I find the Mall clean

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	35	13.4
Disagree	52	19.9
Neutral	59	22.6
Agree	78	29.9
Strongly agree	31	11.9
Total	261	100.0

The above table shows customers responses on how they view cleanliness of G.E.M.

I prefer shopping at Greater Edendale Mall as compared to other Malls in Pietermaritzburg

	Frequency	Percent
Nil Response	2	.8
Strongly disagree	66	25.3
Disagree	78	29.9
Neutral	44	16.9
Agree	52	19.9
Strongly agree	19	7.3
Total	261	100.0

The above table shows customers responses on their preferences of shopping at G.E.M as compared to other mall in Pietermaritzburg.

The Mall offers convenient shopping

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	23	8.8
Disagree	44	16.9
Neutral	62	23.8
Agree	94	36.0
Strongly agree	34	13.0
Total	261	100.0

The above table shows customers responses on whether or not the mall offers convenient shopping to customers.

I know my rights as a customer

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	19	7.3
Disagree	53	20.3
Neutral	33	12.6
Agree	89	34.1
Strongly agree	61	23.4
Total	261	100.0

The above table shows customers responses on their knowledge of their rights as customers.

A2: Tenants

There is high tenancy turnover

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	10	3.8
Disagree	51	19.5
Neutral	77	29.5
Agree	74	28.4
Strongly agree	43	16.5
Total	261	100.0

The above table shows customers responses on whether or not there is high tenancy turnover at G.E.M.

The Mall offers broad range of shops

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	31	11.9
Disagree	89	34.1
Neutral	48	18.4
Agree	70	26.8
Strongly agree	16	6.1
Total	261	100.0

The above table shows customers responses on whether or not the mall offers broad range of shops.

Services provided by tenants are of high quality

	Frequency	Percent
Nil Response	5	1.9
Strongly disagree	21	8.0
Disagree	76	29.1
Neutral	75	28.7
Agree	64	24.5
Strongly agree	20	7.7
Total	261	100.0

The above table shows customers responses on how they view services provided by tenants.

The Mall need to attracts other tenants to increase customer base

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	8	3.1
Disagree	29	11.1
Neutral	39	14.9
Agree	72	27.6
Strongly agree	109	41.8
Total	261	100.0

The above table shows customers responses on whether or not they believe that the mall need to attract other tenants to attracts more customers.

Shops specials are easily visible from corridors

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	18	6.9
Disagree	67	25.7
Neutral	56	21.5
Agree	93	35.6
Strongly agree	20	7.7
Total	261	100.0

The above table shows customers responses on specials visibility in the corridors of G.E.M.

A3: Public Transport

The Mall is easily accessible

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	23	8.8
Disagree	57	22
Neutral	24	9.2
Agree	94	36.0
Strongly agree	59	22.6
Total	261	100.0

The above table shows customers responses on how they view G.E.M accessibility.

There is enough public transport

	Frequency	Percent
Nil Response	2	.8
Strongly disagree	28	10.7
Disagree	78	29.9
Neutral	27	10.3
Agree	80	30.7
Strongly agree	46	17.6
Total	261	100.0

The above table shows customers responses on how they view sufficiency of public transport.

Taxis are available to all surrounding communities

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	43	16.5
Disagree	78	29.9
Neutral	34	13.0
Agree	58	22.2
Strongly agree	42	16.1
Total	261	100.0

The above table shows customers responses if whether or not they believe that taxis are available to all surrounding communities

It is easier and cheaper to take a taxi to Greater Edendale Mall than to town

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	40	15.3
Disagree	81	31.0
Neutral	28	10.7
Agree	59	22.6
Strongly agree	47	18.0
Total	261	100.0

The above table shows customers responses if whether or not they believe it is easier and cheaper to take a taxi to G.E.M that straight to town.

Taxi operators treats Mall customers with respect

	Frequency	Percent
Nil Response	5	1.9
Strongly disagree	39	14.9
Disagree	62	23.8
Neutral	78	29.9
Agree	55	21.1
Strongly agree	22	8.4
Total	261	100.0

The above table shows customers responses on whether or not they believe taxi operators treat customers with respect.

Public transport is reliable

	Frequency	Percent
Nil Response	3	1.1
Strongly disagree	44	16.9
Disagree	75	28.7
Neutral	51	19.5
Agree	63	24.1
Strongly agree	25	9.6
Total	261	100.0

The above table shows customers responses on how they view reliability of public transport at G.E.M

Public transport operates till the Mall closes

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	54	20.7
Disagree	84	32.2
Neutral	51	19.5
Agree	45	17.2
Strongly agree	21	8.0
Total	261	100.0

The above table shows customers responses if whether or not public transport operates till the Mall closes.

Taxi Rank is spacious

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	29	11.1
Disagree	58	22.2
Neutral	47	18.0
Agree	64	24.5
Strongly agree	59	22.6
Total	261	100.0

The above table shows customers responses if whether or not they believe taxi rank at G.E.M is spacious.

I feel safe using public transport

	Frequency	Percent
Nil Response	3	1.1
Strongly disagree	48	18.4
Disagree	74	28.4
Neutral	52	19.9
Agree	53	20.3
Strongly agree	31	11.9
Total	261	100.0

The above table shows customers responses on the safety of public transport.

A4: Communication

Communication between Greater Edendale Mall and public is good

	Frequency	Percent
Nil Response	5	1.9
Strongly disagree	36	13.7
Disagree	77	29.5
Neutral	70	26.8
Agree	60	23.0
Strongly agree	13	5.0
Total	261	100.0

The above table shows customers responses on how they view communication between public and Management of G.E.M.

The Mall values public views

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	33	12.6
Disagree	73	28.0
Neutral	89	34.1
Agree	47	18.0
Strongly agree	13	5.0
Total	261	100.0

The above table shows customers responses if whether or not they believe Management of G.E.M values public views.

Suggestion boxes will help the public to voice their opinion about the Mall

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	20	7.7
Disagree	44	16.9
Neutral	40	15.3
Agree	57	21.8
Strongly agree	93	35.6
Total	261	100.0

The above table shows customers responses on whether or not they believe suggestion boxes can help public to voice their opinions.

I know where to report bad service

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	64	24.5
Disagree	84	32.2
Neutral	33	12.6
Agree	61	23.4
Strongly agree	15	5.7
Total	261	100.0

The above table shows customers responses on their knowledge on reporting bad service.

Greater Edendale Mall communicates regularly on community radio stations and community newspapers

	Frequency	Percent
Nil Response	5	1.9
Strongly disagree	42	16.1
Disagree	91	34.9
Neutral	59	22.6
Agree	57	21.8
Strongly agree	7	2.7
Total	261	100.0

The above table shows customers responses on their views on the use of community communicating channels by G.E.M when communicating with public.

The Mall offers competitions for shoppers

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	34	13.0
Disagree	55	21.1
Neutral	62	23.8
Agree	84	32.2
Strongly agree	19	7.3
Total	261	100.0

The above table shows customers responses on the competitions that are offered by G.E.M.

I know the Mall's Management Team

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	94	36.0
Disagree	88	33.7
Neutral	23	8.8
Agree	39	14.9
Strongly agree	10	3.8
Total	261	100.0

The above table shows customers responses if they know the Management of G.E.M.

A5: Safety

Securities are visible

	Frequency	Percent
Nil Response	3	1.1
Strongly disagree	52	19.9
Disagree	62	23.8
Neutral	24	9.2
Agree	83	31.8
Strongly agree	37	14.2
Total	261	100.0

The above table shows customers responses on the visibility of securities.

Car guards are available all the time

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	28	10.7
Disagree	79	30.3
Neutral	29	11.1
Agree	64	24.5
Strongly agree	57	21.8
Total	261	100.0

The above table shows customers responses on whether or not car guards are available all the time.

I feel safe to withdraw money from ATMs

	Frequency	Percent
Nil Response	3	1.1
Strongly disagree	81	31.0
Disagree	87	33.3
Neutral	33	12.6
Agree	43	16.5
Strongly agree	14	5.4
Total	261	100.0

The above table shows customers responses on the safety of ATMs at G.E.M.

I know where to report criminal activities

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	85	32.6
Disagree	79	30.3
Neutral	19	7.3
Agree	53	20.3
Strongly agree	19	7.3
Total	261	100.0

The above table shows customers responses on their knowledge of whether to report crime at G.E.M.

2.3. Economy

B1: Employment

The Mall employs local people

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	27	10.3
Disagree	71	27.2
Neutral	53	20.3
Agree	80	30.7
Strongly agree	22	8.4
Total	261	100.0

The above table shows customers responses on whether or not G.E.M employs local people.

The Mall offers casual jobs for the youth of surrounding communities

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	31	11.9
Disagree	82	31.4
Neutral	70	26.8
Agree	58	22.2
Strongly agree	12	4.6
Total	261	100.0

The above table shows customers responses on whether or not they believe the mall offers casual jobs to the youth of Greater Edendale.

Councillors are involved in recruiting people in their wards

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	43	16.5
Disagree	71	27.2
Neutral	96	36.8
Agree	38	14.6
Strongly agree	5	1.9
Total	261	100.0

The above table shows customers responses on whether or not they believe Ward Councillors get involved when recruiting people in their wards

The Mall caters for Internship programmes to local youth

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	37	14.2
Disagree	98	37.5
Neutral	87	33.3
Agree	27	10.3
Strongly agree	4	1.5
Total	261	100.0

The above table shows customers responses on whether or not they believe the mall caters for internship programmes to local youth.

The Mall advertises employment opportunities in community papers

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	39	14.9
Disagree	80	30.7
Neutral	67	25.7
Agree	57	21.8
Strongly agree	10	3.8
Total	261	100.0

The above table shows customers responses on the G.E.M job advertisement in community papers.

B2: Corporate Social Investment

I am aware of community outreach programmes facilitated by Greater Edendale Mall

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	77	29.5
Disagree	81	31.0
Neutral	44	16.9
Agree	44	16.9
Strongly agree	8	3.1
Total	261	100.0

The above table shows customers responses on their awareness of community outreach programmes that are facilitated by G.E.M.

Greater Edendale Mall has empowerment programmes for Small Businesses

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	66	25.3
Disagree	70	26.8
Neutral	76	29.1
Agree	35	13.4
Strongly agree	7	2.7
Total	261	100.0

The above table shows customers responses on whether or not they believe G.E.M offers empowerment programmes to Small Business.

I am aware of Non-Government Organizations that benefits directly from Greater Edendale Mall

	Frequency	Percent
Nil Response	7	2.7
Strongly disagree	85	32.6
Disagree	82	31.4
Neutral	48	18.4
Agree	35	13.4
Strongly agree	4	1.5
Total	261	100.0

The above table shows customers responses on their awareness of N.G.O's that beneficiaries of G.E.M.

B3: Business Partnership

Small Businesses have platform to trade at Greater Edendale Mall

	Frequency	Percent
Nil Response	9	3.4
Strongly disagree	39	14.9
Disagree	67	25.7
Neutral	85	32.6
Agree	52	19.9
Strongly agree	9	3.4
Total	261	100.0

The above table shows customers responses on whether or not they believe Small Businesses have platform to trade at G.E.M.

There is healthy competition between major Supermarkets and Spaza shops in Greater Edendale

	Frequency	Percent
Nil Response	9	3.4
Strongly disagree	49	18.8
Disagree	73	28.0
Neutral	73	28.0
Agree	50	19.2
Strongly agree	7	2.7
Total	261	100.0

The above table shows customers responses on nature of competition between major supermarkets at G.E.M and spaza shops in and around communities.

I only buy small products at Spaza shops

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	62	23.8
Disagree	75	28.7
Neutral	30	11.5
Agree	57	21.8
Strongly agree	29	11.1
Total	261	100.0

The above table shows customers responses on whether or not they only buy small products at Spaza shops.

I don't buy in Spaza shops

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	80	30.7
Disagree	88	33.7
Neutral	30	11.5
Agree	31	11.9
Strongly agree	24	9.2
Total	261	100.0

The above table shows customers responses if whether or not they buy in Spaza shops.

2.3. Environment

I am familiar with environmental policies

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	31	11.9
Disagree	68	26.1
Neutral	48	18.4
Agree	95	36.4
Strongly agree	15	5.7
Total	261	100.0

The above table shows customers responses on their familiarity with environmental policies.

Greater Edendale Mall complies with environmental policies

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	12	4.6
Disagree	37	14.2
Neutral	123	47.1
Agree	75	28.7
Strongly agree	8	3.1
Total	261	100.0

The above table shows customers responses on whether or not they believe G.E.M comply will environmental policies.

Greater Edendale Mall uses social media to communicate with the public

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	22	8.4
Disagree	93	35.6
Neutral	84	32.2
Agree	46	17.6
Strongly agree	8	3.1
Total	261	100.0

The above table shows customers responses on whether or not G.E.M uses social media to communicate with the public.

Wetland around the Mall is well maintained

	Frequency	Percent
Nil Response	9	3.4
Strongly disagree	14	5.4
Disagree	55	21.1
Neutral	79	30.3
Agree	87	33.3
Strongly agree	17	6.5
Total	261	100.0

The above table shows customers responses on their views with regards to the maintenance of the wetland at G.E.M.

The Mall offers online shopping as part of moving with current technology

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	26	10.0
Disagree	100	38.3
Neutral	79	30.3
Agree	41	15.7
Strongly agree	9	3.4
Total	261	100.0

The above table shows customers responses on whether or not the mall offers online shopping.

Fast food outlets provide good quality food

	Frequency	Percent
Nil Response	9	3.4
Strongly disagree	28	10.7
Disagree	50	19.2
Neutral	66	25.3
Agree	90	34.5
Strongly agree	18	6.9
Total	261	100.0

The above table shows customers responses on whether or not the fast food outlets provide good quality food.

Supermarkets sells fresh products

	Frequency	Percent
Nil Response	8	3.1
Strongly disagree	21	8.0
Disagree	55	21.1
Neutral	67	25.7
Agree	87	33.3
Strongly agree	23	8.8
Total	261	100.0

The above table shows customers responses on freshness of products in supermarkets that are in G.E.M.

Greater Edendale Mall is Listeriosis free

	Frequency	Percent
Nil Response	9	3.4
Strongly disagree	17	6.5
Disagree	44	16.9
Neutral	130	49.8
Agree	48	18.4
Atrongly agree	13	5.0
Total	261	100.0

The above table shows customers responses on whether or not G.E.M is Listeriosis free.

All Fast food outlets have Environmental Health Certificate/s for customers to read

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	25	9.6
Disagree	56	21.5
Neutral	87	33.3
Agree	69	26.4
Strongly agree	18	6.9
Total	261	100.0

The above table shows customers responses on their beliefs that all fast food outlets at G.E.M displays Environmental Health Certificates.

Greater Edendale Mall have enough dust bins in their vicinity

	Frequency	Percent
Nil Response	6	2.3
Strongly disagree	44	16.9
Disagree	75	28.7
Neutral	42	16.1
Agree	70	26.8
Strongly agree	24	9.2
Total	261	100.0

The above table shows customers responses on the efficiency of duct bins in G.E.M.

Toilet facilities are clean

	Frequency	Percent
Nil Response	4	1.5
Strongly disagree	62	23.8
Disagree	64	24.5
Neutral	39	14.9
Agree	67	25.7
Strongly agree	25	9.6
Total	261	100.0

The above table shows customers responses on the cleanliness of toilets facilities at G.E.M

Qualitative Responses: Tenants

Q1: What are the main reasons for tenants to leave the mall?

High Rentals	Transport problems	Failure to meet profit targets.	Theft	Lack of marketing	People still prefer town
18 comments mentioned that tenants are leaving the Mall due to high rent	5 comments noted transport problems (taxi association conflicts) as the cause that contribute to lack of customers which have negative impact in tenants profitability	11 comments mentioned that tenants are leaving the mall because they are not meeting their profit targets.	7 comments mentioned that tenants may be leaving the mall due to high level of shoplifters	3 comments mentioned that tenants are leaving the mall due to their lack of marketing their shops	2 comments mentioned that customers still prefer town as compare to GEM as a result there are less customers that lead to tenants leaving the Mall

What can be done to increase customer base at Greater Edendale Mall?

Improving advertising and marketing	Improve cleanliness	Improve security visibility	Increase variety of shops	Bring movie theatres and games for children	Reduce rent for tenants	Boom gates	Introduce more competitions
12 comments mentioned that G.E.M should improve their marketing campaigns by introducing more competitions and hosting different events that will attract more customers.	4 comments mentioned that the Mall should be cleaner in order to attract more customers.	5 comments mentioned that there should be more securities at the mall.	5 comments mentioned that the Mall should recruit more shops with brand reputation that appeals to customers, also more restaurants.	4 comments mentioned that the Mall should have movie theatres and games to attract more youth.	3 comments mentioned that G.E.M should decrease rent for tenants.	3 comments mentioned that the Mall should consider generating income by installing boom gates and pay points for the use of parking.	5 comments mentioned that the Mall should have more competitions and host variety of events that will encourage customers to visit G.E.M

The above table shows themes generated from tenants' responses on the question of what can be done to increase customers at G.E.

Q3: Can you identify challenges that hinders business sustainability at GEM?

Shoplifters and card scammers	Taxi conflicts	Cleanliness	Crime	Security
9 comments mentioned that there is high rate of ATM frauds due to card scammers and that shops are suffering due to shoplifting.	5 comments mentioned that taxi association conflicts has a negative impact on attracting more customers since some of the surrounding communities do not have direct access to the mall through taxis.	5 comments mentioned that the Mall in general is not clean and that toilets are untidy and they are often blocked.	3 comments raised issues of safety around the Mall, mentioning that customers do not feel safe when it is dark as criminal operate easily.	2 comments mentioned that poor and minimum securities are other problems that hinders business sustainability at GEM.

The above table shows themes generated for tenants' responses on the challenges that hinders G.E.M business sustainability.

Q4: What can be done to eliminate these challenges?

Improve security systems	Improve communication channels	Improve marketing strategies	Improve cleanliness
8 comments mentioned that the Mall should improve security systems such (i.e. as more security guards to do regular checks, cameras in and around the Mall and installing boot gate) Also develop structures such as Business against crime to protect customers	5 comments mentioned that there should be regular meetings between Mall, Tenants and Customer.	4 comments mentioned that Mall should host regular events and ensure that customers are aware of promotions in the mall.	5 comments mentioned that the mall should hire more cleaning staff members

The above table shows themes generated from tenants' responses on what can be done to eliminate challenges at G.E.

Dear Respondent,

An Evaluation of Greater Edendale Business Sustainability Research

Researcher: Xolani Bhengu (072 420 1266)

Supervisor: Prof M Phiri (033 260 5843)

Research Office: Ms P Ximba 031-2603587

I, am a Master of Commerce student in the School of Management, IT and Governance, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled *An Evaluation of Greater Edendale Business Sustainability: Pietermaritzburg, South Africa*.

The aim of this study is to investigate social, economic and environmental factors that contribute to business sustainability of Greater Edendale Mall. Through your participation I hope to understand how these variables interact. The results of this survey are intended to contribute to a better understanding of the impact of Greater Edendale Mall in surrounding communities. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 15 minutes/s to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by participant

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

PGDip Marketing Management Module Research Project

Researcher:

Supervisor: Prof M Phiri (+27 33 260 5843)

Research Office: Ms P Ximba 031-2603587

CONSENT

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

Date

This page is to be retained by researcher

Appendix C: Questionnaires (Customers, Tenant and Management)
Questionnaire for Greater Edendale Mall Customers

1. Demographics

1.1. Gender

Male	Female
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1.2. Income (Rands)

No income		1 - 4800		4801 - 9600		9601 - 19600		19601 - 38200		38201 and above	
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1.3. Age (years)

18 - 28		26 - 36		37 - 47		48 - 58		59 - 69		70 and above	
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1.4. Level of Education

Below Matric	Matric	Diploma	Degree	Post graduate Degree
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Section A: Society

A1: Shopping experience

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I enjoy shopping at Greater Edendale Mall					
I feel safe shopping at Greater Edendale Mall					
I am happy with the Mall's shopping hours					
There is enough shopping space					
I am happy with the variety of shops in the Mall					
The Mall caters for my need as a customer					
I find the Mall clean					
I prefer shopping at Greater Edendale Mall as compare to other Mall at Pietermaritzburg					
The Mall offers convenient shopping					
I know my rights as a customer					
I am happy with the Mall's shopping hours					

A2: Tenants

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
There is high tenancy turnover					
The Mall offers broad range of shops					
Services provided by tenants are of high quality					
The Mall need to attracts other tenants to increase customer base					
Shops specials are easily visible from corridors					

A3: Public Transport

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The Mall is easily accessible					
There is enough public transport					
Taxis are available to all surrounding communities					
It is easier and cheaper to take a taxi to Greater Edendale Mall than to town					
Taxi operators treats Mall customers with respect					
Public transport is reliable					
Public transport operates till the Mall closes					
Taxi Rank is spacious					
I feel safe using public transport					

A4: Communication

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Communication between Greater Edendale Mall and public is good					
The Mall values public views					
Suggestion boxes will help the public to voice their opinion about the Mall					
I know where to report bad service					
Greater Edendale Mall communicates regularly on community radio stations and community newspapers					
The Mall offers competitions for shoppers					
I know the Mall's Management Team					

A5: Safe

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Securities are visible					
Car guards are available all the time					
I feel safe to withdraw money from ATMs					
I know where to report criminal activities					

Section B: Economy**B1: Employment**

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The Mall employs local people					
The Mall offers casual jobs for the youth of surrounding communities					
The Mall caters for Internship programmes to local youth					
The Mall advertises employment opportunities in community papers					
Councillors are involved in recruiting people in their wards					

B2: Corporate Social Investment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I am aware of community outreach programmes facilitated by Greater Edendale Mall					
Greater Edendale Mall has empowerment programmes for Small Businesses					
I am aware of Non-Government Organizations that benefits directly from Greater Edendale Mall					

B3: Business Partnership

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Small Businesses have platform to trade at Greater Edendale Mall					
There is healthy competition between major Supermarkets and Spaza shops in Greater Edendale					
I only buy small products at Spaza shops					

I don't buy in Spaza shops					
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Section C: Environment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I am familiar with environmental policies					
Greater Edendale Mall complies with environmental policies					
Wetland around the Mall is well maintained					
The Mall offers online shopping as part of moving with current technology					
Greater Edendale Mall uses social media to communicate with the public					
Fast food outlets provide good quality food					
Supermarkets sells fresh products					
Greater Edendale Mall is Listeriosis free					
All Fast food outlets have Environmental Health Certificate/s for customers to read					
Greater Edendale Mall have enough dust bins in their vicinity					
Toilet facilities are clean					

Thank you for your participation

Questionnaire for Management of Greater Edendale Mall

Section A: Society

A1: Shopping experience

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Greater Edendale Mall provide conducive environment to Customers					
Greater Edendale Mall ensures that Customers are safe					
Greater Edendale Mall is spacious					
Greater Edendale Mall caters needs for customers					
Greater Edendale is clean					
We inform Customers on their rights					
We respond to Customers complains					

A2: Tenants

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
There is high tenancy turnover					
The Mall offers broad range of shops					
Services provided by tenants are of high quality					
The Mall need to attracts other tenants to increase customer base					
Greater Edendale Mall monitors that tenants advertisement are easily visible to customers					
There is healthy competition amongst tenants					

A3: Public Transport

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The Mall is easily accessible					
There is enough public transport					
Taxis are available to all surrounding communities					
Public transport is reliable					
Public transport operates till the Mall closes					
My store may consider extending operating hours considered transport for customers is available					

A4: Communication

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Communication between Greater Edendale Mall Management and Tenants is good					
The Mall values tenants views					
Tenants are able to make suggestions to Management					
The Mall responds to tenants or customer complains					
Greater Edendale Mall regularly communicate with community radio stations and community newspapers					
Greater Edendale Mall offers competitions for shoppers					
We have regular meetings with Tenants					

A5: Safe

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The Mall ensure that securities are visible					
Car guards are available all the time					
The Mall has measures to ensure ATMs are safe					
Security cameras around mall are properly working and they are monitored					
The Mall has healthy relationship with SAPS					

Section B: Economy**B1: Employment**

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Greater Edendale Mall employs local people					
Greater Edendale Mall offers casual jobs for the youth of surrounding communities					
Greater Edendale Mall caters for Internship programmes to local youth					
Greater Edendale Mall advertises employment opportunities in community papers					
Greater Edendale Mall involves Councillors in recruiting people in their wards					

B2: Corporate Social Investment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Greater Edendale Mall provide community outreach programmes					
Greater Edendale Mall has empowerment programmes for Small Businesses					
Greater Edendale Mall offers donations to Non-government Organizations					

Section C: Environment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Greater Edendale Mall complies with environmental policies					
Greater Edendale Mall offers online shopping as part of moving with current technology					
Greater Edendale Mall uses social media to communicate with the public					
Greater Edendale Mall ensure that tenants offers good products/services					
Greater Edendale Mall ensure that tenants displays necessary compliance certificates					
Greater Edendale Mall disposes waste in designated areas					

Section D: Open Questions

What are the main reasons for tenants to leave the mall?

What can be done to increase customer base at Greater Edendale Mall?

Can you identify challenges that hinders business sustainability of Greater Edendale Mall?

What can be done to eliminate these challenges?

Questionnaire for Greater Edendale Mall Tenants

2. Demographics

Please indicate which of these categories your store belongs:

Store categories	
Banking and Finance	
Clothing and Cosmetics	
Furniture and home	
Mobile and Computing	
Health and Beauty	
Speciality	
Hardware	
Public Service	
Computers and Audio Visual	
Food and Drinks	
Games and Entertainment	
Jewellery	
Supermarket	
Unclassified	

Section A: Society

A1: Shopping experience

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
My Business/ store provide conducive environment to Customers					
My Business/store ensures that Customers are safe to shop					
My Business/store is spacious					
My Business/store caters needs for customers					
My Business/store is clean					
We inform Customers on their rights					
We respond to Customers complains					

A2: Tenants

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
There is high tenancy turnover					
The Mall offers broad range of shops					
Services provided by tenants are of high quality					
The Mall need to attracts other tenants to increase customer base					
My Business/store specials are easily visible from corridors					
There is healthy competition amongst tenants					

A3: Public Transport

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The Mall is easily accessible					
There is enough public transport					
Taxis are available to all surrounding communities					
Public transport is reliable					
Public transport operates till the Mall closes					
My store may consider extending operating hours considered transport for customers is available					

A4: Communication

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Communication between Greater Edendale Mall Management and Tenants is good					
The Mall values tenants views					
Tenants are able to make suggestions to Management					
I know where to report bad service					
My Business/store advertises specials on community radio stations and community newspapers					
My Business/store offers competitions for shoppers					
We have regular meetings with Mall Management					

A5: Safe

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Securities are visible					
Car guards are available all the time					
I feel safe to withdraw money from ATMs					
I know where to report criminal activities					

Section B: Economy

B1: Employment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
My Business/store employs local people					
My Business/store offers casual jobs for the youth of surrounding communities					
My Business/store caters for Internship programmes to local youth					
My Business/store advertises employment opportunities in community papers					
My Business/store involves Councillors in recruiting people in their wards					

B2: Corporate Social Investment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
My Business/store provide community outreach programmes					
My Business/store may consider suppliers from within local communities					
My Business/store offer donations to Non-government Organizations					

Section C: Environment

Please indicate your level of agreement with the following statements by a tick in the response boxes provided i.e strongly agree, agree, neutral, disagree and strongly disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I am familiar with environmental policies					
My Business/store complies with environmental policies					
My Business/store offers online shopping as part of moving with current technology					
My Business/store uses social media to communicate with the public					
My Business/store offers good products/services					
My Business/store displays necessary compliance certificates					
My Business/store disposes waste in designated areas					

Section D: Open Questions

What are the main reasons for tenants to leave the mall?

What can be done to increase customer base at Greater Edendale Mall?

Can you identify challenges that hinders business sustainability of Greater Edendale Mall?

What can be done to eliminate these challenges?



17 August 2018

To whom it may concern;

This letter grants Xolani Bhengu a Performance Management Advisor at Msunduzi Municipality, 7th Floor Galleway House/Office of the City Manager permission to conduct a research survey at Greater Edendale Mall in August 2018, Corner Moses Mabhida and Mount Partridge Road, under the following terms and conditions;

1. Offsite survey conducted for customers in order to address our concern of Consumer Protection Act.
2. Random survey with our tenants, where either the questionnaire will be left with our tenants to fill in or questionnaires done at the availability of our Tenants.
3. Center management to also be provided with questionnaires and you can fill them in our spare time.
4. All gathered information pertaining to the research survey must be made available to Center Management.

Thank you for your professionalism in understanding policies and procedures with Greater Edendale Mall's management. We look forward to receiving the conclusion of your survey.

If you have any questions please do not hesitate to contact me.

Warm Regards

A handwritten signature in black ink, appearing to read "Caldecott", is written over a light blue horizontal line.

Sonya Caldecott
Acting Center Manager
Marketing and PRO Manager
033 398 8397
marketing@greateredendalemall.co.za

Edendale Mall Share Block (Pty) Limited
Registration Number: 1994/000984/07
P.O. Box 12169 Clubview 0014
Sokatumi Estate, Corner Leyden Avenue & Lyttelton Road, Clubview East, 0157
Tel: 012 654 6330, Fax: 012 654 6731

Appendix E: Ethical Clearance Certificate



23 August 2018

Mr Kolani Bhengu (201302242)
School of Management, IT & Governance
Pietermaritzburg Campus

Dear Mr Bhengu,

Protocol reference number: HSS/0982/01SM

Project Title: An evaluation of business sustainability for Greater Edendale Mall; Pietermaritzburg, South Africa

Approval Notification – Expedited Application

In response to your application received 24 July 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor Maxwell Phiri
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Jessica Chetty

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X64001, Durban 4000

Telephone: +27 (0) 31 260 4587/4587 Facsimile: +27 (0) 31 260 4808 Email: smbs@ukzn.ac.za / shenuka.singh@ukzn.ac.za / isabel.martins@ukzn.ac.za / jchetty@ukzn.ac.za

Website: www.ukzn.ac.za



100 YEARS OF ACADEMIC EXCELLENCE

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

Appendix F: Turnitin report

Revised MCOM Dissertation

ORIGINALITY REPORT

5%	5%	3%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	citeseerx.ist.psu.edu Internet Source	1%
2	www.mdpi.com Internet Source	1%
3	Peter, Camaren, and Mark Swilling. "Linking Complexity and Sustainability Theories: Implications for Modeling Sustainability Transitions", Sustainability, 2014. Publication	1%
4	www.ijser.org Internet Source	<1%
5	repository.up.ac.za Internet Source	<1%
6	uir.unisa.ac.za Internet Source	<1%
7	www.crrconference.org Internet Source	<1%
8	researchspace.ukzn.ac.za Internet Source	<1%

Mrs Radhika Singh
**(F.T.C.L), FELLOWSHIP, TRINITY COLLEGE OF LONDON, (SPEECH AND
DRAMA) LANGUAGE**

EDITING OF Masters Thesis: Xolani Bhengu

This is to certify that I have edited the Masters Thesis titled "*An Evaluation of Business Sustainability for Greater Edendale Mall, Pietermaritzburg, South Africa*" for language – tenses, syntax, vocabulary, spelling, sense, and all other aspects of language editing. Corrections are marked on the abstracts/papers, and need to be corrected.

Disclaimer: Final decisions rest with the author as to which suggestions to implement. No review of the final document was requested before submission.

A handwritten signature in black ink, appearing to read 'R Singh', with a horizontal line underneath.

Mrs R Singh Language Editor 23rd September 2019

divya108@netactive.co.za