

THE DYNAMICS OF VISITATION PATTERNS AND CONSUMER PURCHASE INTEREST IN SHOPPING CENTERS

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ARTICLE INFO	ABSTRACT
Keywords: frequency of visits, purchase intention, professionalism, promotion, tenant variety	The post-pandemic recovery of urban shopping centers has been markedly uneven, leaving many struggling to regain pre-crisis occupancy levels. This study addresses this pressing issue by investigating which commercial attraction factors most effectively drive visitation and purchase intention in Indonesia's challenging recovery context. Beyond the traditional variables of convenience, tenant variety, internal environment, leisure mix, and promotion, this research introduces and validates staff professionalism as a critical, novel factor in the post-pandemic retail landscape. Data were collected via a structured questionnaire distributed to active visitors to shopping centers through purposive sampling. The data were analyzed using SEM to test the proposed relationships. The findings reveal that tenant variety and staff professionalism are the primary drivers significantly increasing visit frequency, which in turn strongly boosts purchase intention. Interestingly, while promotion did not affect visitation, it had a direct and significant impact on purchase intention. Conversely, factors such as convenience, internal environment, and leisure mix had no significant effect on visit frequency in this setting. The primary scientific contribution of this work is the empirical confirmation of human-centric service quality as a key stimulus for recovery. This re-prioritization offers a targeted solution for reversing low occupancy in the post-pandemic era.
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1. Introduction

The COVID-19 pandemic fundamentally disrupted consumer ecosystems, forcing a systemic shift from in-person to online activities. While this digital acceleration reshaped shopping behaviors globally, the physical shopping center sector now faces an asymmetric and precarious recovery. In Surabaya, Indonesia, property market data reveals a stark dichotomy: a resurgence of tenant confidence and visitor traffic driven by event-led strategies in select centers contrasts with deeply depressed occupancy rates below 40% in others, and even the closure of some establishments by early 2024 (Colliers, 2024). This uneven landscape raises a critical and pressing research question: In the post-pandemic era, which commercial attraction factors most significantly influence visitation patterns and consumer purchase interest in struggling shopping centers?

While prior research has established a general framework of exogenous variables - such as convenience, tenant variety, and promotions - that influence mall attraction (Calvo-Porrall & Lévy-Mangín, 2018; Yeo et al., 2019), the findings are notably inconsistent across different cultural and economic contexts. For instance, convenience significantly drives visits in Southeast Asia but not in Spain, while the impact of staff professionalism remains contested (Chantarayukol, 2019; Maria et al., 2021). Crucially, these studies predominantly analyzed shopping centers during pre-pandemic or general operating conditions, not during a critical recovery phase characterized by market saturation and shifting consumer priorities. Therefore, this study differs by explicitly investigating these factors within the specific context of post-pandemic recovery, targeting centers that have *not* naturally rebounded, thereby isolating the drivers of revival versus those of mere maintenance.

The contribution of this research is both theoretical and practical, with direct implications for the tourism and leisure retail sector. Theoretically, it will test and refine the existing model of shopping center attraction by contextualizing it within a post-crisis recovery framework, potentially revealing which factors become paramount when consumer loyalty is most volatile. Practically, the findings will provide empirically grounded, actionable strategies for shopping center managers and urban policymakers in Surabaya and similar secondary cities. By identifying the levers that most effectively increase footfall and purchasing intent, this research offers a foundation for developing targeted marketing policies, tenant mix strategies, and experience design interventions. This can guide resource allocation away from generic promotions toward high-impact investments, ultimately aiding in stabilizing the commercial retail landscape - a key component of urban tourism and community vitality.

According to property market research conducted by Colliers International Group Inc. (Colliers, 2024), which covered all shopping centers in Surabaya during the second half of 2023 and the first half of 2024, tenant confidence has begun to recover. This recovery is attributed to the success of shopping center management in sustaining visitor traffic through events and exhibitions aligned with various holiday celebrations. As a result, new outlets and branch expansions have emerged, especially among food and beverage, as well as premium sportswear brands. However, the recovery has been uneven. Most commercial transactions are concentrated in a few select shopping centers, while others continue to face significant challenges in restoring pre-pandemic occupancy rates. The average occupancy rate for shopping centers in North Surabaya remains below 40%, compared to 60%–70% in South and East Surabaya, and even higher in West and Central Surabaya at 80% and nearly 90%, respectively. While the average vacancy rate in Surabaya is projected to decline by around 2% annually from 2024 to 2026, this modest improvement is driven primarily by the strong performance of a few upper-middle-class centers. Additionally, the first half of 2024 saw a decline in market demand for leased spaces, alongside stagnation in rental and service charges. Only a handful of shopping center operators are currently confident in raising rental rates over the next two years. Although the shopping center sector nearly rebounded to pre-pandemic conditions by 2023, this recovery has not been universal. In fact, by early 2024, some centers had already ceased operations. This context highlights the

need to reassess visitation patterns and consumer purchase interests in order to provide strategic guidance for shopping center managers in Surabaya who are still struggling to restore occupancy levels.

This study makes a significant and original contribution by addressing a critical gap in the existing literature on shopping center attraction. While previous research has established a general framework of factors like convenience, tenant variety, and promotion, findings are notably inconsistent across different cultural and economic contexts (Calvo-Porràl & Lévy-Mangín, 2018; Maria et al., 2021; Yeo et al., 2019). More importantly, these studies predominantly analyze malls during stable, pre-pandemic conditions, creating a "success bias" that offers little guidance for centers in distress. This research is distinctive because it shifts the focus to the urgent, real-world problem of post-pandemic recovery in a struggling market segment. By investigating the commercial attraction factors that influence visitation and purchase interest specifically within underperforming centers in Surabaya - where occupancy rates in some areas remain below 40% - the study moves beyond generic optimization to identify recovery catalysts. Its originality is further demonstrated by its theoretical ambition to integrate these factors with the Theory of Planned Behavior (TPB), seeking to explain not just what influences visits, but how these factors shape consumer attitudes, perceived control, and ultimately, the intention to visit. This approach provides a robust, behaviorally-grounded foundation for developing targeted, actionable strategies to revive occupancy, offering a critical contribution to both academic theory and practical management in the post-pandemic landscape.

This study aims to identify the commercial attraction factors that most significantly influence visitation patterns and consumer purchasing interest, particularly in the context of shopping centers striving to recover their occupancy rates in the post-pandemic landscape.

The Stimulus-Organism-Response (S-O-R) model has emerged as a central theoretical framework for explaining customer experiences and behaviors in shopping center contexts (Calvo-Porràl & Lévy-Mangín, 2018). The Stimulus-Organism-Response (S-O-R) model is a key theory for understanding shopper behavior. It explains that external features of a shopping mall (Stimulus) affect a person's internal feelings and thoughts (Organism), which then lead to their actions (Response). In this study, the mall's features - convenience, tenant variety, internal environment, leisure mix, promotion, and staff

professionalism - are the Stimuli. These are designed to create positive internal states in visitors, such as enjoyment or satisfaction (the Organism). These positive states, in turn, are what drive the key Responses measured in this study: a higher frequency of visits and a stronger purchase intention.

Originally introduced by Hovland, Janis, and Kelley (1953), the model is rooted in classical communication theory and is strongly influenced by psychological perspectives. At its core, the S-O-R model conceptualizes communication as a stimulus-response process, wherein certain verbal cues or symbols act as stimuli that provoke specific reactions in individuals. This theory posits that behavioral change is primarily influenced by the quality and characteristics of the stimulus, which interacts with the individual (organism) to elicit emotional or cognitive responses - such as perceptions, attitudes, or viewpoints - that ultimately lead to observable behavioral outcomes (response).

In the present study, the S-O-R model serves as the foundational framework for understanding the relationship between the quality of commercial attraction stimuli - namely, convenience, tenant variety, internal environment, leisure mix, promotion, and staff professionalism - and individual decisions (organism) that result in visits to shopping centers (response). Previous research has shown inconsistent findings regarding the influence of convenience, tenant variety, internal environment, and promotion on visit frequency, underscoring the need for further investigation.

The S-O-R model was further refined by Mehrabian and Russell (1974) within the field of environmental psychology, which examines how environmental stimuli affect individuals' internal states and, subsequently, their behaviors. Applied to this context, the model posits that the shopping center environment (stimulus) influences consumers' internal evaluations (organism), which in turn shape their behavioral responses, such as shopping or making purchases (response). Prior studies have supported this framework, indicating that positive perceptions of a shopping center's environment are significantly associated with increased purchase intention among visitors (Baker & Wakefield, 2012).

A shopping center is a comprehensive retail facility that is deliberately planned so that the stores within it can complement each other in attracting visitors. Over time, it also evolves into a social space where people can meet in a pleasant and recreational environment (Beddington, 1982). Initially functioning solely as an

economic or commercial entity, the shopping center has developed into a hub of social activity (Baker, Grewal, & Voss, 2002). In other words, a shopping center serves as a commercial venue that accommodates trade, services, and recreational activities for the community. As such, it ultimately provides added value to consumers - an experience that cannot be found in stand-alone stores (El-Adly & Eid, 2015). In their efforts to attract visitors, shopping center managers need to understand the factors that actually drive individuals to visit shopping centers. Consumers visit shopping centers for various reasons, and the frequency of their visits differs from one individual to another (Makgopa, 2016). The reasons behind shopping center visits can generally be categorized into three main groups. The first category involves consumption activities. Visitors may have different reasons for visiting, but a primary motivation is to purchase specific items, such as clothing, shoes, accessories, or gifts. Some visitors, however, come merely for window shopping (Kuruvilla & Joshi, 2010). This is supported by Farrag, El Sayed, and Belk (2010), who described window shopping as a situation in which shopping mall visitors browse or walk past store displays simply to feel part of the culture and atmosphere of the mall. This activity allows them to observe the latest trends and stay informed about the retail market. The second category involves visiting the shopping mall to participate in entertainment events organized by mall management. These events, often part of promotional efforts, may include children's programs or cultural activities (Gilboa, 2009). Farrag et al. (2010) also noted that attending fashion shows are another common reason people visit shopping centers. The third category relates to visiting shopping malls for socializing and leisure purposes. These activities include casual strolling, sitting in public areas, meeting up with others, talking to strangers, or simply observing people as they shop (Gilboa, 2009). Shopping malls have become important meeting places for young people (Kuruvilla & Joshi, 2010). Many visit restaurants or coffee shops just to have a drink or watch a football match together. Families often dine at mall restaurants as a form of quality time. When families visit shopping malls, they typically bring their children to enjoy the play areas (Farrag et al., 2010). Visitors also come to use the various entertainment and service facilities provided by the mall, such as cinemas, fitness centers, banks, and post offices (Gilboa, 2009).

Among the various factors that motivate individuals to visit shopping centers, it has been identified that the

commercial attractiveness of a shopping center includes the variety of retailers, the supply of related services, and convenience (Bellenger, Robertson, & Greenberg, 1977). Ismail El-Adly (2007) added that from the consumer's perspective, there are six dimensions of shopping mall attractiveness: comfort, entertainment, diversity, mall essence, convenience, and luxury. Furthermore, El Hedhli, Chebat, and Sirgy (2013) proposed six key factors of commercial attractiveness: convenience, functionality, safety, leisure atmospherics, and self-identification. Anselmsson (2016) stated that the primary factors determining a mall's attractiveness include atmosphere, retail mix, easy access, and services provided. Similarly, Calvo-Porrall and Lévy-Mangín (2018) identified five key factors: convenience - closely related to location and shopping comfort; tenant variety - referring to the diversity of retail offerings; internal environment - the ambiance of the mall; leisure mix - availability of recreational activities; and promotion - marketing and communication activities. This is supported by Maria et al. (2021), Yeo et al. (2019), and Chantarayukol (2019). Additionally, Chantarayukol emphasized that the professionalism of shopping mall staff is also a significant factor contributing to a mall's attractiveness. Moreover, numerous theories and studies support the idea that customer satisfaction with a service or product positively influences their intention to repurchase or reuse the service (Oliver, Rust, & Varki, 1997). Therefore, Calvo-Porrall and Lévy-Mangín (2018), Maria et al. (2021), and Yeo et al. (2019) argued that consumer satisfaction with a shopping mall increases their frequency of visits (Chebat et al., 2014), which ultimately enhances their purchase intention (Pan & Zinkhan, 2006).

By filling a crucial void in the body of knowledge on shopping center appeal, our work makes a significant and unique contribution. The results are noticeably uneven across various cultural and economic contexts, despite prior research establishing a broad framework of criteria such as convenience, tenant variety, and promotion (Calvo-Porrall & Lévy-Mangín, 2018; Maria et al., 2021; Yeo et al., 2019). Convenience, for example, is more important in Southeast Asian markets than in Southern European markets (Chantarayukol, 2019; Maria et al., 2021). More significantly, these studies primarily examine malls in stable, pre-pandemic times, leading to a "success bias" that leaves distressed centers with little direction. This study is unique in that it focuses on the pressing, practical issue of post-pandemic recovery in a faltering market area. The study goes beyond basic optimization to identify recovery

catalysts by examining the commercial-attractiveness factors that uniquely affect visitor and purchase interest in failing facilities in Surabaya, where occupancy rates in some locations remain below 40%. Its theoretical goal of integrating these aspects with the Theory of Planned Behavior (TPB) to explain not just what drives visits but also how these factors form consumer attitudes, perceived control, and ultimately, the intention to visit, further demonstrates its originality. Mapping these results onto the current, frequently conflicting, worldwide evidence will be the last theoretical contribution of the study. In addition to improving the model of shopping center attraction, this research will show how its applicability changes during market recovery and crisis by contrasting which elements are critical for revival in post-pandemic Surabaya with those found to be essential for maintenance in pre-pandemic contexts such as Spain and Thailand. This method makes a significant contribution to both academic theory and real-world management in the post-pandemic environment by establishing a solid, behaviorally grounded basis for developing focused, implementable measures to restore occupancy.

1.1. The influence of convenience factor on frequency of visits to shopping centers

Convenience can be defined as the utility derived from a shopping center's ability to enable consumers to engage in various activities with minimal time and effort. It serves as a crucial factor in attracting consumers to shopping centers. Consumers' perceptions of convenience have a significant positive influence on their satisfaction and frequency of visits, which in turn enhances their intention to continue shopping at the center (Calvo-Porrall & Lévy-Mangín, 2018). Shopping centers that offer conveniences such as strategic locations, extended operating hours, and ample parking facilities are more likely to encourage repeat visits (Maria et al., 2021). Location, in particular, is a primary consideration for individuals when deciding whether to visit a shopping center (Can, Kurtulmusoglu, & Atalay, 2016).

Moreover, accessibility through public transportation is a fundamental aspect of convenience that drives consumer interest (Ibrahim & Wee, 2002). While most consumers initially visit shopping centers for rational reasons - such as perceived value or convenience - frequent visits may gradually foster a sense of emotional attachment. This suggests that convenience plays a foundational role in shaping long-

term consumer engagement (Cachero-Martínez & Vázquez-Casielles, 2018).

H1: It is suspected that the convenience factor positively affects the frequency of visits to shopping centers.

1.2. The influence of the tenant variety factor on frequency of visits to shopping centers

Tenant variety refers to the composition of both homogeneous and heterogeneous groups of tenants within a shopping center. These tenants typically include retailers and service providers (Zafira & Gamal, 2020). The agglomeration of diverse tenants is what forms the core of a shopping center. By combining a range of store types in one location, shopping centers can appeal to consumers who seek a wide variety of merchandise and services. Consequently, tenant variety serves as a key attraction, as it enhances the overall shopping experience and fulfills diverse consumer expectations (Calvo-Porrá & Lévy-Mangín, 2018).

Greater tenant diversity is positively associated with increased consumer interest in visiting the shopping center. Given the evolving preferences of consumers, shopping center management must carefully consider these changes when designing the tenant mix. The presence of diverse tenants not only draws consumer attention but also contributes to repeat visits (Maria et al., 2021). Effectively managing tenant variety to create a distinct and memorable experience is essential, as it allows a shopping center to differentiate itself from competitors and strengthen its market position (Nusrat & Hossain, 2023).

H2: It is suspected that the tenant variety factor positively affects the frequency of visits to shopping centers.

1.3. The influence of internal environment factor on frequency of visits to shopping centers

The internal environment of a shopping center reflects how consumers perceive the center, as it encompasses a range of functional and psychological attributes. More specifically, it refers to elements such as aesthetics, ambiance, and the overall atmosphere. A shopping center with a well-designed internal environment is likely to encourage consumers to spend more time shopping and to visit not only for purchasing purposes but also for leisure and relaxation. In contrast, consumers tend to avoid shopping centers with a poor atmosphere, limiting their visits to essential purchases only (Calvo-Porrá & Lévy-Mangín, 2018). Lighting, air temperature, and sound design are among the key

components of the internal environment that significantly influence consumer satisfaction (Dang, Wei, Yuan, & Liu, 2018).

Therefore, shopping center management should aim to create a pleasant and comfortable atmosphere, as modern consumers often seek a break from their daily routines in addition to shopping. The quality of the internal environment also influences visitor traffic and visit frequency, as aspects such as aesthetics, image, and physical appearance play a critical role in attracting consumers (Maria et al., 2021). Moreover, the cleanliness, availability, and comfort of toilet facilities have been rated with an importance score of 3.4 (on a scale of 0 to 4), indicating that toilets are perceived as more important than most other shopping center attributes (Piha & Rääkkönen, 2017). Thus, shopping centers must meet and maintain all functional aspects of their internal environment in order to deliver a satisfying shopping experience, as these factors significantly impact the amount of time consumers spend within the center (Tjandra & Muqarrabin, 2019).

H3: It is suspected that the internal environment factor positively affects the frequency of visits to shopping centers.

1.4. The influence of leisure mix factor on frequency of visits to shopping centers

Leisure can be regarded as synonymous with recreation, which is defined as a satisfying and fulfilling experience (Howard, 2007). In the context of shopping centers, the concept of leisure mix is closely linked to shopping activities that are widely perceived as forms of entertainment and enjoyment during one's free time. Shopping, therefore, extends beyond its functional purpose and delivers hedonistic value that fulfills emotional and experiential consumer needs. Moreover, shopping centers have increasingly transformed into social spaces where people gather and spend time together, even without the intention to make purchases. The presence of outlets offering entertainment and family-oriented leisure activities contributes to a more exciting atmosphere and enhances the competitive positioning of the shopping center. The frequency of consumer visits is strongly associated with recreational motivations (Calvo-Porrá & Lévy-Mangín, 2018).

Visitors to shopping centers are not merely seeking specific products; rather, they view their visits as entertainment experiences that bring enjoyment - an essential component of the broader shopping experience. Entertainment offerings play a critical role

in shaping visitor perceptions, as they serve as environmental cues used to evaluate the overall quality of the shopping center. Furthermore, such experiences can act as stimuli that increase consumer interest and engagement (Maria et al., 2021). As a result, shopping centers have evolved into community hubs, offering a wide array of recreational attractions such as live music performances, cinema screenings, gaming arcades, and diverse culinary experiences (Bloch, Ridgway, & Nelson, 1991). These entertainment functions illustrate the emotional and recreational benefits consumers derive from visiting shopping centers, which ultimately serve as key determinants of consumer loyalty toward the entertainment facilities provided (El-Aldy, 2007).

H4: It is suspected that the leisure mix factor positively affects the frequency of visits to shopping centers.

1.5. The influence of promotion factor on frequency of visits to shopping centers

Shopping centers can leverage promotional activities to differentiate themselves from competitors by shaping their image and communication strategies, thereby increasing both the number of visitors and the frequency of visits (Parsons & Ballantine, 2004). Promotion encompasses marketing and communication efforts, including advertising frequency, media exposure, and various promotional offers. Customer preferences toward a particular shopping center are significantly influenced by their perception of the frequency and commitment of management in conducting promotional campaigns (Calvo-Porral & Lévy-Mangín, 2018).

Promotions serve as an essential tool to inform consumers about available goods and services, as well as new or trending stores and businesses within the shopping center. Through consistent promotional and advertising initiatives, shopping centers can enhance their reputation while simultaneously boosting visitor traffic (Maria et al., 2021).

H5: It is suspected that the promotion factor positively affects the frequency of visits to shopping centers

1.6. The influence of the staff professionalism factor on frequency of visits to shopping centers

Professionalism is defined as the ability and competence of an individual to perform tasks based on their expertise in a specific field. Employee professionalism refers to the reliability in executing responsibilities with high quality, punctuality, accuracy, and procedures that are easy for consumers to understand and follow (Apriyanti, Ruhana, & Ahmad,

2023). The professionalism of information service staff enhances the quality of information conveyed to consumers (Liu, Wang, Gu, & Yang, 2022).

The service quality of customer service personnel in shopping centers is considered crucial by consumers (Chantarayukol, 2019). In general, shopping centers with friendly staff who possess professional skills and sufficient knowledge of products and services, and who can provide flexible and prompt assistance at reasonable prices, are more likely to attract repeat visitors. Consumers tend to form positive perceptions of a shopping center's service quality when they receive attentive and professional service from staff, even in environments where self-service options are available. Consequently, consumer satisfaction with the service quality of shopping center personnel can foster customer loyalty to the shopping center (Diallo, Diop-Sall, Djelassi, & Godefroit-Winkel, 2018).

H6: It is suspected that the professionalism factor of shopping center staffs positively affects the frequency of visits to shopping centers.

1.7. The influence of the frequency of visits factor on purchase intention level in shopping centers

Frequency of visits, which denotes how often consumers visit a shopping center, serves as a key performance indicator of the center's overall attractiveness. Customer satisfaction with a shopping center significantly influences their intention to return, thereby increasing visit frequency (Calvo-Porral & Lévy-Mangín, 2018). Repeat visits are closely linked to a sense of commitment, reflecting a consumer's desire or intention to maintain a valued relationship over time (Omar, Ramly, & Nazri, 2014).

The frequency with which consumers visit a shopping center is a fundamental characteristic of consumer behavior and plays a critical role in determining the center's performance. Research shows that the majority of frequent visitors are individuals aged 40 to 60 with relatively high incomes, who perceive shopping as an enjoyable activity (Maria et al., 2021). When consumers have a positive shopping experience, they are more likely to return more frequently (Prisilla & Kurnia, 2019).

H7: It is suspected that the frequency of visits factor positively affects the purchase intention level at the shopping center.

1.8. The influence of promotion factors on purchase intention level in shopping centers

Promotional activities conducted by shopping centers can effectively attract more potential buyers (Yeo et al., 2019). Unique and well-designed promotions have a significant impact on sales performance within the shopping center itself (Parsons & Ballantine, 2004). Purchase intention refers to a consumer's tendency to purchase a specific brand or engage in a purchase-related action, typically measured by the likelihood that the consumer will make a purchase (Belch & Belch, 2004). It reflects the consumer's intention to engage in a transaction, influenced by their perceptions of service quality and the overall shopping environment. Actual consumer purchasing behavior - as well as the probability of future transactions - is closely associated with purchase intention (Pi, Liao, Liu, & Lee, 2011).

Furthermore, purchase intention is considered a key indicator of a shopping center's commercial attractiveness (Calvo-Porrall & Lévy-Mangín, 2018). Promotional strategies can directly persuade consumers of a product's utility, stimulating immediate purchase behavior and potentially increasing the overall volume of purchases (Suryani & Syafarudin, 2021).

H8: It is suspected that the promotion factor positively affects the purchase intention level at the shopping center.

The S-O-R model provides a clear theoretical pathway that connects the hypotheses of this study. The six commercial attraction factors - Convenience, Tenant Variety, Internal Environment, Leisure Mix, Promotion, and Staff Professionalism - function as environmental Stimuli (S). These external cues are theorized to influence the shopper's internal psychological state, the Organism (O), which encompasses emotional and cognitive evaluations such as pleasure, arousal, satisfaction, and perceived value. Although not directly measured in the stated hypotheses, this internal state is the critical mediating mechanism. The resulting behavioral Responses (R) are captured in the hypotheses: Frequency of Visits (H7) and Purchase Intention (H8). Therefore, hypotheses H1 through H6 test the foundational $S \rightarrow O$ sequence, where each attraction factor is posited to positively affect visit frequency by first shaping the consumer's internal experience. Hypothesis H7 extends this model by treating Frequency of Visits as a consequential behavioral Response (R1) that itself can foster loyalty and habit, thereby strengthening the final Purchase Intention (R2). Meanwhile, H8 proposes a more direct $S \rightarrow R$ route, suggesting that promotional Stimuli can also immediately and rationally influence Purchase Intention, showcasing the model's flexibility in explaining both experiential and utilitarian consumer pathways. The research model is presented in Figure 1.

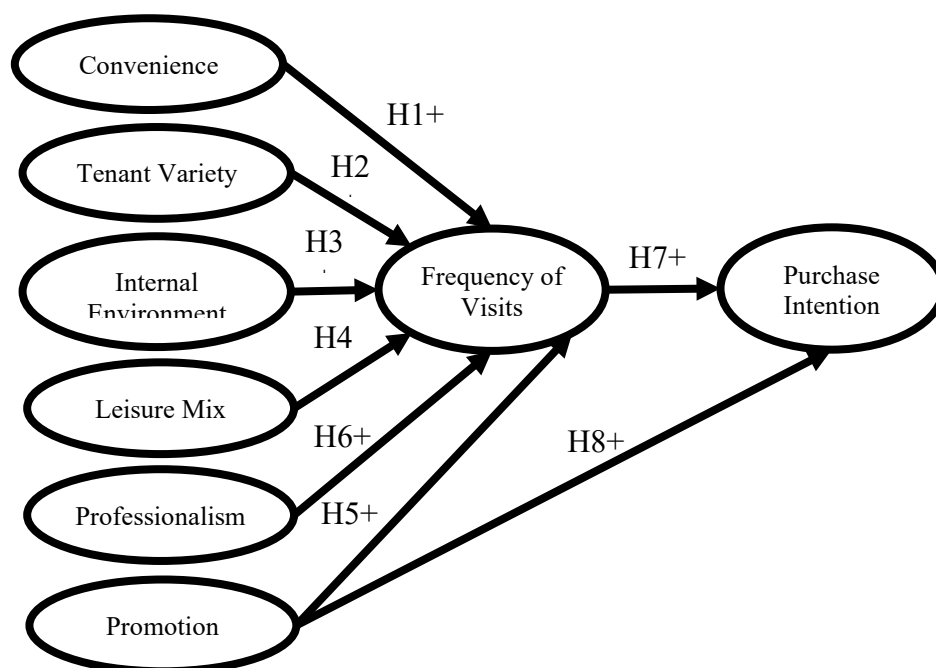


Fig. 1. Research model. *Source:* own study.

2. Methods

This study employs six exogenous variables - convenience, tenant variety, internal environment, leisure mix, promotion, and professionalism - while the endogenous variables are frequency of visits and purchase intention. The research object is Mall in Surabaya. As one of the largest and most important shopping destinations in Indonesia, Pakuwon Mall distinguishes itself with an integrated superblock spanning 30 hectares, a leasable area exceeding 200,000 square meters, and an unparalleled mix of over 1,000 local and international retail tenants. Beyond sheer scale, the mall is uniquely defined by its curated blend of renowned anchors such as Sogo and Uniqlo, exclusive lifestyle amenities, and its direct adjacency to the Surabaya Convention Center and The Pearl Exhibition Hall - facilities that consistently attract high-profile events and drive exceptional visitor engagement. Situated in the heart of West Surabaya's most affluent residential neighborhoods, Pakuwon Mall further distinguishes itself with 5,000 parking spaces and a tenant mix that integrates top-tier dining, entertainment, luxury fashion, and daily services. These distinctive features position Pakuwon Mall not only as a commercial hub but also as Eastern Java's benchmark for integrated retail and lifestyle experiences.

The sampling technique applied in this study is purposive sampling. The sample comprises visitors to Mall who have visited at least once within the past

month and who use private transportation. The sampling technique applied in this study is non-probability purposive sampling. The sample comprises mall visitors who have visited at least once in the past month and, critically, who use private transportation. This restriction on private-vehicle users was deliberately put in place because a survey question about parking adequacy was included, ensuring that every respondent had firsthand knowledge of that mall feature. But it's crucial to put this choice in the larger context of Surabaya's transportation system, where there aren't many traditional public transportation options and ride-hailing services like Grab and Gojek have effectively become the main mass transit options for many locals. A significant portion of visitors who depend on these ride-hailing services is not included in this study because the sample is restricted to private vehicle users only. These users may have different perceptions of the mall's accessibility and convenience, especially regarding parking. As a result, the results may not adequately represent the visitor patterns and priorities of the larger consumer base that relies on ride-hailing or other mobility modes, even though they accurately reflect the opinions of private-vehicle users who directly assess parking facilities.

The final sample consists of 330 respondents. The study utilizes structural equation modeling (SEM) as the primary analytical technique (Murhadi, 2025). The operational definitions of variables and their corresponding indicators are summarized in Table 1.

Table 1

Variables	
Variables	Indicators
<i>Frequency of visits</i>	1. I intend to revisit the shopping center that suits my preferences 2. I would frequently visit the shopping center of my choice
<i>Purchase Intention</i>	1. I intend to make a purchase when I visit the shopping center 2. I would like to buy goods and services during my visit to the shopping center
<i>Convenience</i>	1. Mall has a strategic location 2. Mall is easily accessible by both private vehicles and public transportation 3. Mall provides adequate parking spaces
<i>Tenant variety</i>	1. Mall features shops that sell products from well-known brands 2. Mall offers a variety of services, including places of worship, children's courses, beauty salons, a gym, gadget service centers, and more. 3. Mall has a high-quality hypermarket/supermarket
<i>Internal environment</i>	1. Mall has a well-designed interior 2. Mall provides comfortable seating areas for resting 3. Mall maintains clean toilets 4. Mall features clear directional signage
<i>Leisure mix</i>	1. Mall offers high-quality movie theaters and children's playgrounds 2. Mall has a wide variety of interesting restaurants 3. Mall has many appealing cafés and snack bars
<i>Promotion</i>	1. Mall presents engaging promotional materials 2. Mall frequently holds effective marketing events 3. Mall actively promotes through various media channels 4. Mall offers an attractive membership privilege program
<i>Professionalism</i>	1. The customer service staff, cleaning crew, parking attendants, and security personnel at Mall possess strong skills and knowledge in delivering services

2. The customer service staff, cleaning crew, parking attendants, and security personnel at Mall serve with a pleasant attitude
3. The customer service staff, cleaning crew, parking attendants, and security personnel at Mall are responsive and flexible in their service

Source: own study.

3. Results

In this study, an online questionnaire was administered to 330 respondents who met the established criteria. The descriptive statistics are presented in Table 2.

Table 2

Demographic Profile of Respondents			
Characteristics		Frequency	%
Gender	Male	138	41.82
	Female	192	58.18
Age	17-19 years old	5	1,51
	20-29 years old	63	19,09
	30-39 years old	88	26,67
	40-49 years old	114	34,55
	50-59 years old	50	15,15
	> 60 years old	10	3,03

Source: own study.

Table 3 demonstrates that all variables - namely Convenience, Tenant Variety, Internal Environment,

Leisure Mix, Promotion, Professionalism, Frequency of Visits, and Purchase Intention - can be considered reliable, as each has a Cronbach's alpha value exceeding 0.6. Indicators are deemed both valid and reliable when they exhibit standardized loading values of ≥ 0.5 . As shown in Table 3, all loading values exceed this threshold. Validity and reliability were further assessed using the Average Variance Extracted (AVE) and Construct Reliability (CR) values. A construct is considered acceptable and suitable for use when the AVE is ≥ 0.5 and the CR is ≥ 0.7 . Although not all variables in Table 3 meet the AVE criterion of ≥ 0.5 , values as low as 0.4 may still be considered acceptable. According to Fornell and Larcker (1981), if the AVE is less than 0.5 but the CR exceeds 0.6, the convergent validity of the construct remains adequate.

Table 3

Results of Measurement Model	
Measure	Factor Loading
<i>Frequency of Visits (CR = 0.913; Cronbach = 0.835; AVE = 0.841)</i>	
I intend to revisit the shopping center that suits my preferences	0.942
I would frequently visit the shopping center of my choice	0.891
<i>Purchase Intention (CR = 0.824; Cronbach = 0.757; AVE = 0.702)</i>	
I intend to make a purchase when I visit the shopping center	0.912
I would like to buy goods and services during my visit to the shopping center	0.757
<i>Convenience (CR = 0.770; Cronbach = 0.659; AVE = 0.532)</i>	
Mall has a strategic location	0.736
Mall is easily accessible by both private vehicles and public transportation	0.831
Mall provides adequate parking spaces	0.602
<i>Tenant Variety (CR = 0.793; Cronbach = 0.664; AVE = 0.561)</i>	
Mall features shops that sell products from well-known brands	0.726
Mall offers a variety of services, including places of worship, children's courses, beauty salons, a gym, gadget service centers, and more.	0.831
Mall has a high-quality hypermarket/supermarket	0.602
<i>Internal Environment (CR = 0.778; Cronbach = 0.676; AVE = 0.468)</i>	
Mall has a well-designed interior	0.752
Mall provides comfortable seating areas for resting	0.618
Mall maintains clean toilets	0.696
Mall features clear directional signage	0.663
<i>Leisure Mix (CR = 0.905; Cronbach = 0.807; AVE = 0.763)</i>	
Mall offers high-quality movie theaters and children's playgrounds	0.733
Mall has a wide variety of interesting restaurants	0.925
Mall has many appealing cafés and snack bars	0.947
<i>Promotion (CR = 0.885; Cronbach = 0.836; AVE = 0.659)</i>	
Mall presents engaging promotional materials	0.888
Mall frequently holds effective marketing events	0.846
Mall actively promotes through various media channels	0.783

Mall offers an attractive membership privilege program	0.719
Professionalism (CR = 0.944; Cronbach = 0.886; AVE = 0.850)	
The customer service staff, cleaning crew, parking attendants, and security personnel at Mall possess strong skills and knowledge in delivering services	0.883
The customer service staff, cleaning crew, parking attendants, and security personnel at Mall serve with a pleasant attitude	0.932
The customer service staff, cleaning crew, parking attendants, and security personnel at Mall are responsive and flexible in their service	0.949

Source: own study.

Based on table 3. Several constructs demonstrate marginal measurement properties that require closer scrutiny. The Internal Environment construct raises the most concern, with an AVE of 0.468, falling below the conventional 0.50 threshold, indicating that it explains less than half of the variance in its indicators, despite acceptable Composite Reliability (CR = 0.778) and factor loadings ranging from 0.618 to 0.752. Convenience and Tenant Variety show marginal but acceptable AVE values (0.532 and 0.561, respectively), yet both contain one problematic indicator – parking spaces loading at 0.602 for Convenience, and hypermarket quality loading at 0.602 for Tenant Variety – which, while statistically significant, contribute weakly to their respective constructs. In contrast, Frequency of Visits, Purchase Intention, Leisure Mix, Promotion, and

Professionalism demonstrate excellent psychometric properties with all loadings exceeding 0.70, AVE values well above 0.50 (ranging from 0.659 to 0.850), and strong Composite Reliability (all > 0.80).

In Structural Equation Modeling (SEM), the measurement model describes the relationship between latent variables and their indicators. The measurement model must meet the Goodness-of-Fit Index criteria to be considered suitable for further analysis. The results of the Goodness of Fit Index test are presented in Table 4. Subsequently, after the structural model has been established, hypothesis testing is conducted and interpreted based on the results generated by the JASP software, as presented in Table 5.

Table 4

Goodness of Fit Measurement Model Research				
No.	Fit Test	Criteria Fitness	Fitness Result	Fitness Description
1	CMIN/DF	$2 < \text{CMIN/DF} \leq 3$	2,203	Normal fit
2	RMSEA	$\text{RMSEA} \leq 0,08$	0,044	Good fit
3	GFI	$\text{GFI} \geq 0,95$	0,992	Close fit
4	CFI	$\text{CFI} \geq 0,95$	0,996	Good fit
5	NFI	$\text{NFI} \geq 0,90$	0,990	Good fit
6	TLI	$\text{TLI} \geq 0,90$	0,995	Good fit

Source: JASP data processing results.

Table 5

Path Coefficient and Hypothesis Testing				
Hypothesis	Beta	CR	p-Value	Result
H1: Convenience → Frequency of Visits	0.230	1.621	0.105	Rejected
H2: Tenant Variety → Frequency of Visits	0.571	2.781	0.005	Accepted
H3: Internal Environment → Frequency of Visits	0.031	0.097	0.923	Rejected
H4: Leisure Mix → Frequency of Visits	0.036	0.164	0.870	Rejected
H5: Promotion → Frequency of Visits	-0.052	-0.479	0.632	Rejected
H6: Professionalism → Frequency of Visits	0.224	2.215	0.027	Accepted
H7: Frequency of Visits → Purchase Intention	0.326	9.108	<0.001	Accepted
H8: Promotion → Purchase Intention	0.368	9.775	<0.001	Accepted

Source: own study.

4. Discussion

The test results for Hypothesis 1 indicate that convenience does not have a significant effect on visit frequency, leading to the rejection of the hypothesis. In contrast to studies from Southeast Asian settings such as Yeo et al. (2019) in Malaysia and Chantarayukol (2019) in Thailand, where convenience emerged as a significant driver of mall visits, this finding is consistent with research in the Spanish context by Calvo-Porral and Lévy-Mangín (2018). This disparity suggests that convenience may play a highly context-dependent role, varying not only across national cultures but also within different kinds of retail facilities in the same city. Three characteristics were used in this study to operationalize "convenience": strategic location, ease of access for both private and public transportation, and sufficient parking facilities. The non-significant finding leads to the conclusion that, for visitors to Pakuwon Mall Surabaya - Indonesia's largest shopping center - convenience-related attributes are not the primary consideration in their frequent visits. This conclusion is supported by Thanasi-Boçe, Kwiatek, and Labadze (2021), who found that the physical size of a shopping center is a more important determinant of visitors' behavior than the distance they must travel, as larger malls better support shopping and social activities. Pakuwon Mall is a prime example of this phenomenon; even though it is situated in Surabaya's western suburbs, far from the city center and other residential areas, many tourists are prepared to spend a significant amount of time, energy, and money on transportation to get there because it provides a wide variety of excellent activities that are not found anywhere else. This finding reinforces the theoretical perspective that consumers assess value as a trade-off between the benefits derived from a product or service and the perceived sacrifices made - such as time, effort, and cost (Tan, 2019). The advantages of Pakuwon Mall's unmatched size, variety of tenants, and many recreational options seem to exceed the drawbacks of its outlying position. Shopping centers that offer a one-stop destination experience are preferred by customers pursuing various goals during a single shopping excursion, even at the expense of reduced convenience. This suggests that, especially for destination malls that have already reached a critical mass of attractions, investments in increasing tenant variety and recreational amenities may yield higher returns in terms of visit frequency than further improvements to accessibility or parking.

The test results for Hypothesis 2 indicate that tenant

variety has a significant positive effect on visit frequency, leading to its acceptance. This finding is consistent with studies conducted by Calvo-Porral and Lévy-Mangín (2018) in Spain, Yeo et al. (2019) in Malaysia, and Chantarayukol (2019) in Thailand, suggesting that tenant variety is a robust predictor of mall visit frequency across diverse cultural and economic contexts. The convergence of findings across these studies strengthens the conclusion that tenant diversity is a fundamental driver of shopping center attractiveness worldwide. In this study, tenant variety includes both homogeneous tenant groups (multiple retailers within the same category) and heterogeneous tenant groups (diverse retail and service categories). Respondents perceive Pakuwon Mall as offering well-known international and local retail brands. They also offer a comprehensive range of services, including places of worship, educational tutoring centers, beauty salons, fitness centers, gadget repair services, and a well-stocked hypermarket. This diversity enables visitors to accomplish multiple shopping and service needs in a single trip. By doing so, it enhances the efficiency and value of their visit. The conclusion drawn from this finding is that tenant variety functions as a core attraction factor because it addresses the fundamental consumer motivation for shopping trip efficiency. A destination's perceived value rises significantly when customers can satisfy a variety of demands there, such as grocery shopping, fashion purchases, and personal services. In post-pandemic situations, where customers may be more aware of time management and exposure risk, this efficiency drive is especially prominent. This research suggests that managers of retail centers should make it a strategic priority to curate a broad and balanced tenant mix. Instead of focusing solely on prominent retail anchors, managers should ensure that essential services are included to turn infrequent customers into loyal ones. Supermarkets and hypermarkets play a key role in this study's tenant diversity construct, suggesting that everyday needs providers are just as crucial as aspirational retail brands in encouraging regular visits.

The test results for Hypothesis 3 indicate that the internal environment does not significantly influence visit frequency, leading to its rejection. In contrast to Calvo-Porral and Lévy-Mangín (2018) and Yeo et al. (2019), in which internal environment characteristics strongly influenced mall visit frequency, this finding aligns with that of Maria et al. (2021). This discrepancy raises the possibility that other factors, such as the kind of shopping mall, the demographics of its patrons, or

the larger metropolitan setting, may mitigate the effects of the internal environment. The study's indoor environment includes both functional and psychological elements, such as attractive interior design, cozy rest areas, hygienic facilities, and clear signage. The non-significant finding indicates that these aspects of the internal environment do not have a major role in visitors' desire to visit Pakuwon Mall, despite the marginal AVE seen for this construct. Santoso, Juwono, and Sunanto (2018), who contended that although a well-designed interior environment enhances a shopping center's overall image, it does not always influence visitor behavior, corroborate this finding. Instead of viewing a lovely interior setting as a differentiator that encourages more frequent visits, visitors can view it as an anticipated baseline. Soelatiep, Kwanda, and Rahardjo (2022), who discovered that internal ambiance had no discernible effect on the adaptive resilience tactics of retail centers in Surabaya during the post-pandemic "new normal" period, provide more contextual support. This implies that, in Surabaya's retail landscape, customers may place greater weight on other features - such as tenant variety or recreational offerings - than on atmospheric components. However, the marginal measurement properties of this construct warrant caution in interpretation. The relatively low loadings for seating areas (0.618) and directional signage (0.663) may indicate that these indicators do not fully capture what visitors consider important about the internal environment. Perhaps in the post-pandemic context, hygiene and ventilation have become more salient internal environment factors than aesthetic design - an aspect not captured in this study's measurement model. For shopping center managers, the implication is not to neglect the internal environment, but to identify which specific environmental attributes resonate most with their target customers and allocate resources accordingly.

The test results for Hypothesis 4 indicate that the leisure mix does not have a significant effect on visit frequency, leading to the rejection of the hypothesis. This finding is inconsistent with previous research conducted by Calvo-Porral and Lévy-Mangín (2018), Maria et al. (2021), and Yeo et al. (2019), all of which identified leisure mix as a significant predictor of mall visit frequency. This divergence requires careful interpretation, as it challenges the widely accepted notion that entertainment and recreational amenities are essential drivers of mall patronage. In this study, the leisure mix was operationalized through three indicators: the quality of movie theaters and children's

playgrounds, the variety of interesting restaurants, and the availability of appealing cafés and snack bars. This construct demonstrated strong psychometric properties (AVE = 0.763, CR = 0.905), but it failed to predict visit frequency. This research concludes that, while highly regarded by customers, Pakuwon Mall's leisure mix might not set it apart from rivals, as recreational options are similar across all Surabaya shopping malls. This perspective is consistent with Howard's (2007) contention that the recreational aspect of retail complexes tends to be somewhat uniform, reducing the apparent distinctiveness between them. Movie theater chains and kid-friendly entertainment venues show that uniformity, driven by the same big companies operating across multiple malls, makes these amenities expected and no longer a factor in customer decision-making. Similarly, the food and beverage component - despite high statistical loadings (0.925 for restaurants, 0.947 for cafés) - does not predict visit frequency. This suggests that in Surabaya's retail landscape, both entertainment and dining options have become so ubiquitous that they are standard expectations rather than differentiators. Supporting this interpretation, Tjandra and Muqarrabin (2019) also found that entertainment and enjoyment factors did not significantly influence the frequency of visits to shopping centers in their Indonesian study. The conclusion for managers of retail centers is that going beyond conventional entertainment formats is necessary to create uniqueness in the leisure mix. Managers must take into account exclusive tenant relationships, distinctive dining ideas, or immersive services that are difficult for rivals to imitate. Strong loadings for F&B indicators indicate that visitors value these amenities, but unless the offers are perceived as truly distinctive, appreciation does not always translate into more frequent visits.

The test results for Hypothesis 5 show that promotion does not significantly affect visit frequency; thus, the hypothesis is rejected. Calvo-Porral and Lévy-Mangín (2018), Maria et al. (2021), and Chantarayukol (2019) reached similar conclusions, noting that traditional promotional tactics have only a minimal effect on repeat visits. Supporting evidence from Southeast Asia, Spain, and Indonesia further confirms that such marketing initiatives are less effective at increasing visit frequency. This study measured promotion by four factors: appealing membership privilege programs, successful marketing events, active media promotion, and captivating promotional materials. The promotion construct showed strong psychometric properties (AVE = 0.659, CR = 0.885).

However, it did not significantly predict visit frequency, indicating that these promotional strategies may not influence how often consumers visit. This suggests that contemporary consumers in digitally connected cities like Surabaya may be indifferent to traditional marketing approaches. Similarly, Cuong and Long (2021) found that promotional activities had no significant effect on shopping center visit frequency. Increasing social media literacy among consumers may explain the decline in promotional effectiveness. Nasikhah and Kusuma (2021) observed that discounts and special offers still attract visitors to shopping centers, but their impact is diminishing. The key finding is that as consumers become more digitally literate, they are more likely to shop online via social media rather than rely on malls. Because e-commerce platforms consistently offer discounts, consumers feel less compelled to visit physical malls for similar offers. This shift in consumer behavior highlights the need for managers to adapt promotional strategies for a technology-driven market. Marketing increased customers' intention to buy, but did not affect how often they visited. This indicates that marketing efforts influence spending decisions once customers are at the mall, rather than drawing more visitors. Managers should therefore focus on promotions that encourage higher spending per visit among current customers, rather than simply increasing foot traffic. Discount campaigns may not drive frequent visits as effectively as event-based and experiential promotions. Offering unique and shareable experiences further helps malls set themselves apart from online competitors.

The test results for Hypothesis 6 indicate that professionalism has a significant positive effect on visit frequency, leading to its acceptance. This finding contributes important evidence to a contested area of the literature. While Calvo-Porral and Lévy-Mangín (2018) did not include professionalism in their framework, and Chantarayukol (2019) found mixed results for this factor in Thailand, the present study demonstrates that in the Indonesian context, staff professionalism emerges as a powerful driver of repeat visitation. Three factors were used in this study to operationalize professionalism: employees are responsive and adaptable in their service delivery, possess strong skills and expertise in service delivery, and serve with a pleasant attitude. One of the best indicators of visit frequency, this concept showed outstanding psychometric qualities (AVE = 0.850, CR = 0.944). This finding leads to the conclusion that, even - or perhaps especially - in a time of growing

digitalization, the quality of human contact remains a crucial differentiator for physical retail locations. Customers are implicitly seeking experiences that cannot be duplicated online when they choose to visit a physical mall rather than shop online, and excellent personal service is essential to that experience value. Professionalism in this context encompasses multiple frontline roles: customer service personnel, cleaning staff, parking attendants, and security officers. The significant finding suggests that visitors notice and value competence and positive attitudes across all these touchpoints, not just in traditional sales roles. This all-encompassing perspective of professionalism aligns with the findings of Wong et al. (2012), who found that excellent customer service positively affects customer satisfaction, thereby increasing the likelihood that customers will refer the shopping center to others. Additionally, Chandra (2014) demonstrated that customer satisfaction has a significant impact on consumer loyalty, leading to repeat visits and reduced patronage of competing shopping centers. The theoretical implication is that professionalism builds relationships rather than just transactions. Visitors link the mall brand with positive emotions when employees show competence, friendliness, and attentiveness. These positive experiences build affective commitment and drive return visits. This finding highlights the value of staff training in both interpersonal and technical skills for shopping center management. Regular service audits, mystery shopper visits, and employee recognition can help maintain professionalism. In the post-pandemic era, professionalism may matter even more, as health and safety concerns heighten sensitivity to staff competence in maintaining clean, safe environments.

The test results for Hypothesis 7 indicate that the frequency of visits has a significant positive impact on purchase intention, thereby supporting the hypothesis. This finding aligns consistently with studies conducted by Calvo-Porral and Lévy-Mangín (2018), Maria et al. (2021), and Yeo et al. (2019), all of which supported this relationship. The convergence of evidence across multiple cultural contexts strengthens the conclusion that visit frequency is a robust predictor of purchase intention in shopping center environments. Regular exposure to the mall creates favorable conditions for purchasing by increasing customer familiarity and comfort (the mere exposure effect), offering more opportunities for unplanned purchases (foot traffic conversion), and strengthening emotional attachment and loyalty (relationship marketing). Managers should

view increasing visit frequency as a strategic goal to drive revenue. Each visit opens more sales opportunities, so investments in factors that boost frequency ultimately support purchase conversion. Tracking conversion rates and average spend per visit provides clearer insights into the revenue impact of frequent visits. However, other variables - such as visitor purpose, time, or finances - may influence this relationship. Future research should examine these factors to develop more targeted recommendations.

The test results for Hypothesis 8 indicate that promotion has a significant positive impact on purchase intention, thereby supporting its acceptance. This finding is consistent with previous research conducted by Calvo-Porrà and Lévy-Mangin (2018) and Maria et al. (2021), and presents an interesting contrast with the non-significant finding for promotion's effect on visit frequency (Hypothesis 5). This pattern of results leads to an important theoretical distinction: promotion primarily functions as a conversion tool that influences spending behavior among visitors already at the mall, rather than as an attraction tool that draws visitors to the mall in the first place. The conclusion drawn from this finding is clear. Promotional activities - including engaging materials, effective events, multi-channel media, and membership programs - successfully spark consumer interest and encourage purchases once visitors are on-site. Basically, promotions stimulate buying intentions among customers who have already chosen to visit. They do this by highlighting deals, creating urgency, or offering special advantages that make spending more appealing. Can there be practical ramifications to this differing impact of promotion on purchase intention compared to visit frequency? Shopping center managers should strategically allocate promotional budgets toward on-site conversion rather than primarily toward traffic generation. When people are at the mall, they can access digital promotions. The mall also has event-based promotions that get people to spend money when they visit. They have membership programs that offer benefits when people make purchases. These things might work better than putting ads on television to get people to come to the mall from home. It seems like a good idea to use the fact that people like it when the mall is professional to get them to come back. The mall can also use promotions to make the most of each visit. This way, the mall can keep people coming and spending more.

5. Conclusions

This study aimed to identify the key commercial

attraction factors influencing visitation and purchase intention in Surabaya's shopping centers during the post-pandemic recovery phase. The analysis of the eight proposed hypotheses yielded clear and actionable outcomes. Four hypotheses were supported, establishing that tenant variety (H2) and staff professionalism (H6) significantly increase visit frequency, which in turn (H7) directly strengthens purchase intention. Furthermore, promotional activities (H8) were found to have a significant, direct positive effect on purchase intention. Conversely, four hypotheses were rejected, as convenience (H1), internal environment (H3), leisure mix (H4), and the effect of promotion on visit frequency (H5) did not show a statistically significant influence in this specific context.

This pattern of results directly addresses the core research problem: it clarifies which factors managers of struggling centers should prioritize. The findings suggest that in a competitive recovery market, foundational or "hygiene" factors like basic convenience and a pleasant ambiance may be expected by consumers but are not sufficient differentiators to drive visitation alone. Instead, success is linked to creating a compelling destination value through a diverse and attractive tenant mix and ensuring high-quality human interactions, while using promotions tactically to stimulate immediate purchase decisions rather than just footfall.

The findings offer specific implications across two domains: Theoretical Implications, This research provides critical empirical evidence for the Stimulus-Organism-Response (S-O-R) model in a post-crisis, non-Western context. It refines the model by demonstrating that not all environmental stimuli (S) are equally potent in influencing the organism's internal state and subsequent behavioral response (R). The results challenge the assumed universal importance of factors like leisure mix and underscore the contingent value of convenience, suggesting that the hierarchy of mall attraction factors is context-dependent. This calls for more nuanced theoretical models that account for market maturity and recovery phases. Practical Implications (Management and Policy), For shopping center managers, particularly in underperforming areas like North Surabaya, the findings advocate for a strategic pivot: First, Curate, Don't Just Fill. Lease management should aggressively pursue a strategic and diverse tenant mix that serves as a primary pull factor, moving beyond merely filling vacancies. Second, Invest in Human Capital. Training programs to enhance staff professionalism across all tenant stores should be a priority, as this directly impacts the customer

experience and loyalty. Third, Refine Promotional Strategy. Promotional budgets should be shifted from broad awareness campaigns aimed at increasing general visits to targeted, value-driven campaigns designed to convert interest into immediate sales, as supported by H8. Finally, Re-evaluate Capital Expenditure. Large investments in ambient upgrades or new leisure facilities (like cinemas) may offer diminishing returns if core tenant and service quality issues are not first addressed.

This study has several limitations that present opportunities for future research. First, Geographic and Demographic Concentration. The sample was drawn from West Surabaya, an upper-middle-class area. This limits the generalizability of the findings to other socioeconomic segments (e.g., the middle-class consumers who might frequent North Surabaya's struggling centers) and other cities. Future research should employ stratified sampling across different city regions and income levels to test if the factor hierarchy changes with demographics. Second, due to sampling limitations, this study is restricted to private vehicle drivers. To validate and expand the current findings across Surabaya's varied mobility landscape, future research is recommended to include a more representative sample of private automobile users, ride-hailing passengers, and public transport riders. Third, Unexplained Variance. The rejection of four hypotheses indicates other significant variables are at play. Future studies should integrate the variables suggested in the conclusion - brand image and price perception - as these are likely critical in a consumer's choice between competing destinations. Furthermore, investigating digital integration (e.g., omnichannel services, mall apps) as a modern "convenience" and attraction stimulus is a crucial next step. Finally, Measurement of the "Organism". The S-O-R model's central "O" (internal states like pleasure or satisfaction) was implied but not directly measured. Future work should explicitly include and measure these mediating psychological constructs to fully test the S-O-R pathway and explain why certain stimuli, such as tenant variety, lead to more frequent visits. In summary, this study moves the discourse from general attraction factors to recovery-specific catalysts. It provides a focused, evidence-based roadmap for mall managers in Surabaya and similar contexts, while offering clear pathways for scholars to build more robust, context-sensitive theories of retail consumer behavior.

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