



Faculty of Applied and Creative Art

**Development of Standard Operating Procedures in Creative Department
Implemented by Selected Shopping Malls in Kuching, Sarawak**

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**Master of Arts
2018**

Development of Standard Operating Procedures in Creative Department
Implemented by Selected Shopping Malls in Kuching, Sarawak

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A thesis submitted

In fulfillment of the requirements for the degree of Master of Art (Liberal Art)

Faculty of Applied and Creative Arts
UNIVERSITI MALAYSIA SARAWAK
2018

DECLARATION

I admit all the research in the thesis have followed the rule and regulation from Universiti Malaysia Sarawak (UNIMAS). All content in the thesis is original and no part of this thesis been used by any third party once it becomes sole property of UNIMAS. The thesis has not been accepted for any degree and is not currently submitted in candidature of any other degree.

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ACKNOWLEDGEMENT

Firstly, I would like to say thank you to my supervisor, Dr. Qistina Donna Lee Abdullah who always patiently checked, criticized, and commented throughout this study, as well as I also am grateful for all the valuable discussion that we had together. I also thankful for the support from my families and friends, as they had to push, pull, critique, and also for the valuable views and opinion during the study. I also would like to thank all the respondents who spent their valuable time for answering the questionnaires. Without their cooperation, this study would not be completed. Furthermore, I would like to express my gratitude to Universiti Malaysia Sarawak for providing Zamalah scholarship for me to pursue my study.

ABSTRACT

The aim of this thesis is to identify and produce a Standard Operating Procedures (SOP) for the Creative Department in shopping malls in Kuching Sarawak. The goals of the study were to identify SOP that are related or used in current practice from art organization and develop a usable SOP. Qualitative and quantitative or mix method is used in this study. Data were collected from guided interview from respective informants working in shopping malls management to gain information and SOP based on the Remington Creative Department SOP. All information will contribute to building up the new SOP. Quantitative data were gained by sending the questionnaire to the shopping malls art department and related department that contribute to producing artwork and event. Quantitative method is used to justify the SOP produced in this study. Data analysis is used to understand the respondents' feedback and gain empirical data. The outcome of this study is useful for the students and working personnel in the art organization to understand the ways of building up a SOP in art related field. Furthermore, the information in this study can be used as academic information for the students to do future research on the topics related to Creative Department SOP in shopping malls.

Keywords: Remington Creative Department, Standard Operating Procedure (SOP), Creative Department

***Pembangunan Prosedur Operasi Standard untuk Jabatan Kreatif di Pusat
Membeli Belah Terpilih di Kuching, Sarawak***

ABSTRAK

Tujuan kajian ini dijalankan adalah untuk mengenalpasti dan langkah menghasilkan Prosedur Operasi Standard (SOP) untuk Jabatan Seni di pusat membeli belah di Kuching, Sarawak. Dua kaedah pengumpulan data telah dipilih iaitu kaedah kualitatif and kaedah kuantitatif. Kaedah kualitatif telah digunakan untuk menemubual responden yang berkerja dalam Jabatan Seni. Maklumat daripada prosedur operasi standard “Remington Creative Department SOP” telah dijadikan rujukan dalam menghasilkan SOP baharu kaedah kuantitatif telah digunakan dengan menghantar kertas soalan kepada responden yang bekerja dalam Jabatan Seni dan berkaitan dalam penghasilan karya seni dan pengurusan acara. Kaedah kuantitatif digunakan untuk mendapatkan data dan mengenalpasti kebekesanan dan peranan SOP yang dihasilkan. Hasil daripada kajian ini dapat memberi manfaat kepada pelajar dan kakitangan yang bekerja dalam bidang organisasi pengurusan seni. Maklumat daripada kajian ini dapat digunakan sebagai sumber untuk pelajar yang ingin mengkaji pengurusan seni di pusat membeli belah pada masa hadapan.

Kata kunci: *Prosedur operasi standard Remington Creative Department SOP, Prosedure Operasi Standard (SOP), Jabatan Seni*

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LIST OF ABBREVIATION

4/c	4 type of colour process
AD	Art Director
AOC	Air Operators Certificate
BM	Brand Manager
CD	Compact Disc
CDM	Creative Department Manager
CPR	Creative Project Request
DCA	Department of Civil Aviation
FDA	Food and Drug Administration
FELDA	Kuala Lumpur Federal Land Development Authority
HMTRI	Hazardous Materials Training and Research Institute
HRD	Human Resource Department
HRP	Human Resource Planning
PAC	Public Account Committee
SOP	Standard Operating Procedure
UPC	Universal Product Number
WOM	Word of mouth

CHAPTER 1

INTRODUCTION

1.1 Background

Art is a form of expression of a person to portray a certain image or feeling through artworks like paintings and sculptures. Art has started long ago and is still ongoing until today. According to Ocvirk, Stinson, Wigg, Bone, and Cayton, (2009), art has existed since the prehistoric times and it can be seen at several places such as the cave painting at Chauvet cave in Ardeche valley France, Pech Merle near Cabrerets France, LaasGeel cave painting in the northwestern Somalia region, and Cave of El Castillo in Spain. The paintings on the caves are the examples of art before civilization.

Art is also a type of craftsmanship that involves both skills and knowledge of the person who produces it. The artworks produced by the artists will be displayed to the public at places such as art galleries, cafes, hotel lobbies and so forth. Audience's emotional encounters can be seen through their observation of the artworks. Since audiences tend to have high expectations on almost everything, a great piece of art is one that can give them a pleasant feeling. This is known as a visual treatment to the audience (Darley and Helth, 2008).

Visual treatment is a type of psychological influence on a person that provides a feeling of relaxation to their mind. By observing a beautiful artwork, a positive emotional response will indirectly be inflamed as the artwork inspires the audience in such a way. Artworks can also cause audience to feel sentimental if it relates to the audience's past. This is why art plays an important role in everyone's everyday life as art evokes the inner feelings

of every person that comes across it. Artwork such as interactive art expresses the audience's response and feeling when they interact with it (Darley and Helth, 2008).

Most of the art elements have been placed in different places according to their particular design. Places with art elements will attract audience as these places give them pleasure. Places that are decorated with art elements such as hotels, art galleries and shopping malls are among the frequently-visited places. The areas that are enclosed with art elements in the surroundings tend to deliver a pleasant feeling to the visitors and audience as well as make them feel comfortable. For example, hotels usually display paintings on every wall along the pathway in every level. It is to provide a sense of leisure to the visitors. "... Art exists because it contains meanings, which enables the communication of human experiences" (Kossdapow, Scoble, & Waller, 2005, p.314), and thus shopping malls always adopt various eye-catching art decorations for every seasonal occasions. Shopping malls need to be consistent in varying their artworks, which includes the decorations, alongside any festival or seasons that follow. The purpose of the artworks is not only to be displayed but also to create an atmosphere that provides the visitors with the feeling of enjoying the celebrations. These instances can be seen in the United States of America and Dubai. The malls are decorated with beautiful art decorations to attract the attention of their respective visitors.

In Malaysia, there are many shopping malls being built due to the economic growth. According to Jakobsen (2015) The Economist Intelligence Unit country report for Malaysia stated that the economy is to remain on a steady growth path in 2014 to 2018. It is also expected that the real Gross Domestic Product (GDP) expansion to accelerate to 5.7 percent this year, up to 4.7 percent in 2013 and it is proven that major cities in Malaysia such as Kuala Lumpur, George Town, Johor Bahru, Kota Kinabalu, and Malacca City are holding the highest rate of growth in terms of economy and population in the year 2014. The increase in

pattern is in line with the increase of human population in that area where most people visit shopping malls for the purpose of relaxation and to escape from their busy life routine. Shopping malls in Kuala Lumpur nowadays are usually being decorated to fulfill the visitor's pleasant needs. This can be seen in malls such as in Pavilion, Suria KLCC, Mid Valley Megamall, Berjaya Times Square and many more. The shopping malls are decorated with beautiful artworks or large decorations that will attract visitors to visit the mall. This then leads to the visitors spending their time in the mall with family and friends specially to click some pictures with the decorations, apart from shopping. It is also a type of therapy for the mind for those who want to release their stress and relax. Apart from the therapy, music is also played to create a harmonious environment for the visitors especially during the festive seasons like Hari Raya Aidilfitri, Chinese New Year, and Christmas.

Therefore, art is a very important aspect as a beautiful part in people's everyday life. It is a medium for people to express their feelings and outpour their creativity. Nowadays, the management of most shopping malls considers art as one of the most important element in creating an environment pleasant to their visitors. Besides that, art is part of the marketing strategy for the management to promote their shopping malls. The Creative Department in a shopping mall is established to play an important role of coming up with the best decoration in the shopping malls.

In shopping malls, the Creative Department is in charge of the decorations of every event in the mall as outsourcing would be very costly to the company. The Creative Department is responsible for attracting visitors to visit the shopping mall by brightening up both the internal and external atmospheres of the mall. The Creative Department is a department that is in charge of the company advertisement, event management, and seasonal

decoration. This department also ensures good impressions and attracts the attention of the visitors.

Creative Department in the company provides knowledge and ideas on the decorations about any upcoming festival or season to the human resource department. The Head of Department reserves the right to approve or disapprove any ideas before it goes to the human resource. The organization will produce a Standard Operating Procedure (SOP) for their own department as a guideline for them to perform their work because Creative Department operates differently from the other departments. The Creative Department is an independent department that follows the SOP that is created by the Head of Department.

The differences between the Creative Department and other departments in the company are the tasks assigned and how they complete it. In terms of daily task, the Creative Department employees will make sure all the decorations for each season is on course. In each season, the Creative Department will come up with an idea on how to make the surrounding of the company to look attractive. In some of the events, the Creative Department will produce decorations for the visitors to experience and create moments for them. For instance, in December 2013, Mid Valley Megamall had been decorated and showcased with a Snow Castle, Snow Ball, and Christmas trees in the mall. Thus, it was all about creating a Christmas-like environment to the visitors.

The Art and Creative Department utilizes all primary sections of the building for the purpose of decoration. Customers' satisfaction will be achieved when visitors or customers enter the building and feel relaxed by the surrounding in which will make them wanting come back for more visits. The Creative Department also plays a vital role in attracting visitors and

promoting the shopping mall to the public. The Creative Department promotes the latest event via websites and other online communication tools as a technique of viral marketing.

Besides promoting the place, Creative Department also helps the clients by giving them consultation on how to promote and advertise their products. For example, preparing layout design for ads and making a mock up for their client. Then the client will choose a suitable layout and the Creative Department will work on the design in visual form for the customer. These usually happen in a shopping mall as the Creative Department will be responsible for the client's product.

SOP (Standard Operation Procedures) is a set of guideline to be followed by the staffs of an organization in order to perform more systematically and efficiently in their tasks. Some of the SOP shown is illustrations of processes, flow chart and checklist. SOP is suitable to be used as a standard guideline for newly recruited employees in an organization because it comprises all the details on code of norms and practices. SOP also highlights the authority limit of each hierarchy level and how much authority is being delegated to each respective department. Every organization's SOP should be adhered at all times to ensure safety and productivity.

In usual practice, an organizations' employer will refer to SOP as a guideline for them to aid the employees in terms of improving their productivity. A comprehensive SOP manual also serves as self-guide and reference document for personal use. SOP with a step by step instruction enables employees to perform in work by following the instructions and achieving the targeted performance that has been set by the organization. Instructions in the SOP on the other hand also establish mutual understanding among employees. With mutual understanding among employees, the company is able to share the same expectation of the outcome.

Shopping malls in Kuching have established their own Creative Department and their SOP. Lack of SOP tend to mislead the organization and may not facilitate employees with best performance to finish the task on time. Thus, it is essential for the Creative Department to completely use and follow the SOP as well as ensuring the management in the arts department is efficient in work. “SOPs are not training materials, instead they provide an organizational blueprint for operational safety and efficiency” (Griffin, 2010, p.114).

1.2 Definition

In this study, there are three main areas investigated, which include Standard Operating Procedure (SOP), Creative Department and the shopping mall. The definitions for each area are:

1.2.1 Standard Operating Procedure (SOP)

Standard Operation Procedure is “a set of written instruction that describes the right and proper way to perform certain activities that are to be conducted by an organization” (Bhandari and Joensson, 2009, p.258).

1.2.2 Creative Department

The Creative Department is ‘headed by an art manager who is responsible for the way an advertisement looks. While copywriting department prepares the initial layout of ad- copy, this department gives an aesthetic look to the ad-copy. Thus, this department is responsible for the physical appearance of the advertisement.’ (Trehan and Trehan, 2010, p. 200).

1.2.3 Shopping Mall

The shopping mall is ‘...typically located along busy streets. It is usually comprised of a supermarket, a variety store, numerous food restaurants and some small stores. Then community shopping centers emerged, with one or two small departmental stores, more on specialty stores, couple of restaurants and several apparel stores...’ (Lamb, Hair and Daniel, 2008, p.122).

1.2.4 Remington Creative Department

This department is the one that is responsible for designing the Remington product packaging. This department comes up with their own SOP to enhance the working performance. The SOP contains working position and type of process in their SOP.

1.3 Research Scope

Research scope is the extent of the research conducted for a particular study. The scope includes place, shopping mall organization, SOP, and informants.

1.3.1 Place

Two shopping malls have been selected based on their agreement to participate in the study and also based on its large population of visitors:

1.3.1.1 Boulevard Shopping Mall, Kuching

Kuching Boulevard Shopping Mall is located at Jalan Datuk Tawi Sli, 93250 Kuching, Sarawak. The mall was opened on 1st June 2012. According to its website, the area where it is built, “has a catchment area of over 230,000 populations...”

1.3.1.2 Summer Mall

Summer Mall is located at Lot 7455, Block 1, Samarahan Land District, Jalan Dato Mohd Musa, 94300 Kota Samarahan Sarawak. The mall was opened on 2012 and it will be the first shopping mall with water theme park in Sarawak.

1.3.2 Shopping Mall Organization

In a shopping mall organization, it is estimated that 7 departments are involved in the art work production such as Human Resource Department (HRD), Marketing Department, Event Department, Financial Department, Maintenance Department, Security Department, and Creative Department. Each department has their own role and responsibility from art work creation, display, maintenance, and dismantling. This research will focus on each Creative Department and the related department for the art work creation in each shopping mall in Kuching, Sarawak.

1.3.3 Creative Department Personnel

Employees of the Creative Department are putting their efforts together to produce different sets of decorations and design ideas that suit the seasonal festival and occasion.

1.3.4 SOP in Creative Department

SOP is important for the employees working in that particular department to work efficiently. This study will identify a SOP that can be used as guidelines for the Creative Department in the shopping mall.

1.4 Problem Statement

In Kuching Sarawak, each and every shopping mall produces its own art work for attracting audience to come by. In each season or festival, the shopping mall organization plan different type of design artworks for decorating the surroundings of the shopping mall. Shopping mall organization especially the Creative Department is in charge for the art work production. Creation of the art work will take time as it needs planning, budgeting, and agreements with other departments in the organization. During this process, difficulties tend to occur in the line of art work production.

In this study, preliminary interviews were conducted in Summer Mall and Boulevard Kuching Shopping Mall. Problems facing by the Creative Department in both the shopping malls in the line of art work production were identified. Through interview interpretation and overall understanding, it shows that the Creative Department in both shopping malls are lacking on the structure of SOP for their own department as well as miscommunication between department and working personnel.

Based on the preliminary findings, two problems were identified:

1.4.1 Miscommunication or misunderstanding of the position and responsibility

Miscommunications occur during the design planning process. During this stage, employee from the Creative Department is responsible for a design plan and discussion with working personnel in other departments such as Marketing Department and Human Resource Department if any change is needed in relation to design planning budget or material needed. Miscommunication may occur when the working personnel misunderstand the explanation from the staff in Creative Department due to different background of different department. The end results tend to be different from the earlier plan. If important matter is needed to be

discussed and the staff from Creative Department unable to meet the working personnel from other department he or she will make the decision himself or herself on the design plan due to time constraints. The staff from the Creative Department will carry out the decision on the changed design plan without understanding his or her role and responsibility in the art work production line and the acknowledgment from other department.

It is important to have use of the rules and guidelines for staff to accomplish the task given within the proposed timeframe. According to Bhandari and Joensson (2009) by creating a SOP can provide direction and improves communication for organization staff.

1.4.2 Limitation of a structured SOP in the Creative Department

This study also identifies limitation of SOP used in the shopping mall. The SOP used in the shopping mall organization is produced by the HRD and no specific guideline is produced for the Creative Department.

The SOP used by the Creative Department in shopping malls organization regarding on the art work production is related with other departments such as Marketing Department, HRD, Event Department, and Maintenance Department. All departments were related in the line of art work production. This condition will bring difficulties to the Creative Department during the art work production such as to explain every detail of the art work production process to every departments and it is considered to be time consuming. Any change of the design and material need the approval of several departments such as Event Department, Marketing Department, and HRD. Each approval takes time and there are procedures to follow.

Without a proper implementation of a SOP for Creative Department, each of the staffs in the art department would not be able to work efficiently due to the fact that they do not

know to what extent is their job scope and responsibilities are. Therefore, SOP is very important to make sure that all staffs can work properly according to it. Although creativity is the primary concern for the Creative Department, the SOP can help to provide directions to the newly recruited staffs and it can help to improve the communication internally and externally within the Creative Department and with other departments. Furthermore, it promotes transparency in job functions. Thus, training time can be shortened and the consistency at work can be improved as well (Bhandari and Joensson 2009).

1.5 Research Questions

This study has identified two research questions as follow:

1.5.1 What is the working personnel responsibility or role in a SOP?

This study aims to identify the implemented elements for the proposed SOP which will be examined by the respondents based on their perception and to establish a new SOP for shopping malls' Creative Department in which the SOP can work effectively in the Creative Department. Smoke (2010) stated that it is important for document to have concepts, techniques, and requirement in a format so it can be used in their daily job.

1.5.2 How to analyze the elements exist in a structured SOP ?

The study focuses on how to analyze and identify the elements exist in a structured SOP. Selected SOP is chosen from Remington Creative Department and from Shopping malls' management in Kuching. All SOP selected will be analyzed to identify the elements in a structured SOP.

1.5.3 How to set up a structured SOP framework for the Creative Department?

This study is to identify which theories and guidelines that are suitable to be used to establish a proposed SOP. The proposed SOP is set up based on the limitation and capabilities of the Creative Department in the shopping mall. According to Cook (1998), a SOP used should be appropriate based on the limitation and capabilities in the department.

1.6 Research Objectives

The objectives of this research are described as follow:

1.6.1 To identify the roles, responsibilities and accountabilities of individuals or team member and cross functions in a SOP framework.

The objective is to identify the appropriate roles and responsibilities in a SOP for Creative Department. Role and responsibilities is for the description of the person or position in charge in a particular task in a SOP framework. Roles and responsibilities are important in a SOP because it provides information for staffs in the Creative Department to understand the flow of work from the beginning till the end. According to Griffin (2010), SOP is a guideline for a staff to follow and work efficiently. The SOP is also used for training and also to provide an organizational blueprint for operational safety and efficiency.

1.6.2 To analyze the elements exist in a structured SOP

To analyze the element exist in a structured SOP. The elements are identified and analyzed by using SOP from the Summer mall, The Hills shopping mall, and Remington Creative Department. The elements analyzed will form a proposed SOP. The proposed SOP will be used and examined by respondents. The proposed SOP elements will be analyzed again to establish a new SOP. The new established SOP is from respondent's perception from

the proposed SOP. Cook (1998) stated that SOP is established by several adopted written SOPs and major changes will be made to form a structured SOP.

1.6.3 To suggest a SOP for the Creative Department in shopping malls for efficient workflow

This study aims to produce a new SOP and suggest to the Creative Department in the shopping malls for efficient workflow. The new SOP is produced from the proposed SOP due to the proposed SOP is still new and based on the researcher's assumptions and not yet been clarified by the real working personnel in the shopping malls management in the Creative Department.

1.7 Research Outcomes

This research aims to identify the benefits of this SOP as listed below:

1.7.1 To enable each Creative Department to work in a more efficient manner

This research outcome will bring benefits to the shopping mall's Creative Department to work more efficiently in terms of time-saving and manpower. A new Creative Department or Art Department can use this research outcome as a guideline for them to apply in their daily working routine.

1.7.2 New knowledge

This research can serve as a new knowledge for the art students to study in the future. Creative Department in shopping malls is rarely being studied by the art students. This research will give an advantage for the students to know and understand the workflow of an Art and Creative Department.

1.8 Limitations of Research

Based on the findings in the preliminary study, three limitations were identified such as communication between researcher with the working personnel, lacking of information, and recording data method.

Three limitations were listed with each limitation were explained with detail:

1.8.1 Miscommunication between the researcher and the staffs

The first limitation of the research is the miscommunication between researcher and the shopping mall management staffs. This happens when the researcher had a hard time in understanding the process flow and regulations.

1.8.2 Limited information from secondary data for research

The second limitation of the research is lack of information from the secondary data. Information related to the research topic is limited. It was hard for the researcher to gain extra information from journals, books, and internet sources on the topic of this research.

1.8.3 The use of recording device

Every shopping mall management has rules and regulations which does not allow any visual recording devices to be used when conducting an interview. Respondents feel more comfortable and prefer voice recording than visual recording. Therefore, only audio recording device is allowed during the interview and no visual recording of the respondents' appearance and interview surrounding due to privacy. According to Donoghue and Punch (2003) an audio recorder is a helping instrument to record and allow the research to experience the nature of research.

1.9 Methodology

The methodology is a set of method and guidelines to conduct a research. Jackson (2000) summarizes that methodology concerns the methods used in a study. He also added that it also means that it is used to describe and question the methods used and which of the methods suits the study. Mix method or Quantitative and qualitative are two main types of research method to be used in this research to obtain data. Sources of data are obtained in the form of primary data and secondary data. The function of qualitative will be used to develop quantitative measurement instruments in this study (Creswell, 2014)

1.9.1 Qualitative

According to Sekaran and Bougie (2013), qualitative is a set of data gained from interview note, transcriptions of video recording, and related literature reviews related to the research. In this study, qualitative is used in the primary stage to interview shopping malls' working personnel related in the art work production. The main objective to conduct the interview is to understand the problem facing by Creative Department in the shopping mall in line of art work production. Then the interview will be analyzed to identify respondents' needs and wants and also to find a solution that can be used to help them to improve their current problem. The findings will be done by using content analysis to identify the elements needed to produce questionnaire and to produce a proposed SOP. Also during this stage, the researcher will identify the organization that will cooperate for being interviewed and the organization to participate in answering questionnaires when distributed.

1.9.2 Quantitative

Quantitative research concerns the mathematical or numerical data or computational techniques to gain the amount of number which then will be used to analyze the comparison

between two or more variables. By using the quantitative method, the research will gain an accurate number of respondents' perception.

In this study, quantitative is used in finding respondents to answer the questionnaires and also examine the constructed proposed SOP. The questionnaire that will be answered by the respondents will be analyzed based on their perception on the working position and working steps in the proposed SOP. A new SOP will be produced base on the analysis from respondent's perception.

1.9.3 Primary Data

Primary data is the information gained by the researcher from first-hand experience. The information is gained by conducting interviews between the researcher and the informants. In this research, the interviews were conducted with the working personnel in the shopping malls' Creative Department to gain first-hand information.

1.9.4 Secondary Data

Secondary data were gathered from journals and autobiographical literatures. The data collected must be from any published journals or reading materials that is related to the field of study. "Data comes in wide range of forms, such as research article, annual report, government publication and so on." (Jones, 2015, p.80). Professional literatures that have been published will be used as a guide to understand the research that will be conducted. The researcher will find books and information about SOPs to study and understand the research that is conducted.

1.10 Conclusion

The conclusion of this chapter is to discuss the overall view of this research. Establishing SOP will bring benefits to the Creative Department such as increase in productivity and work efficiency. Creative Department will also get benefits in a way that duration for new staffs can be shorten as well as cost of unnecessary materials can be reduced and be in line with company's budget. This research will give new knowledge and insights to the researcher in regards to SOP.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, the study will look at several related topics. The topic in this literature review chapter consist of shopping mall, organization departments in a company, and SOP which also includes sub-topics to investigate their functions and relationships.

2.1.1 Shopping Mall

Venue choice is important to any events and it also involves some of the criteria which include “price and location, stage and audience seating capacity tend to be the art manager’s next highest priority” (Brindle and Devereaux, 2015, p.88). Many factors must be considered when choosing a venue. For example, venues such as restaurant, bookshop, box office, and exhibition hall can create interactions between the audiences. According to Taissionpoulos (2007), to attract attention from the community, an event usually will pick a high traffic venue like shopping malls, hotels, and galleries. The right venue selected can attract consumers’ interest to visit.

Shopping mall is a postmodern place for consumers’ culture because it involves a combination of leisure activities such as entertainment and tourism. Shopping is no longer an obligation when visiting a mall. Marle (2006) stated that visits to the shopping mall have become a contemporary lifestyle in any community. Consumer visiting shopping malls to spend their leisure time for enjoying the surrounding and shopping in the mall.

According to Schifferstein and Hekkert (2008), consumers tend to have shopping experience in the process of buying. Consumers evaluate the product during buying and feel satisfied or happy after purchasing the product. Venue are important for providing the consumers to have shopping experience, such as shopping malls that contains variety of tenant for consumers to choose from merchandising to public information outlets.

According to McLean (1999), shopping malls nowadays are equipped with public information outlets such as the library, post office and money-changing counter. These facilities are very convenient and are also considered as time-saving. Shopping malls offer all the facilities under one roof for the shoppers. Furthermore, malls do not only “attract shoppers, but also and importantly, browsers, people looking for something to eat, exercising walkers, and those who are simply there to engage in a social connection.” (Moss, 2007, p.46).

According to Henderson (1997) in the early 21st century Regional Malls located in United State offer different kinds of facilities for the shoppers such as easy access to national’s interstate freeways, convenient parking, climate control inside the mall, shopping facilities with wide range of selling price, food court for dining, and entertainment facilities for adults and children to come by.

The role of a manager in a shopping mall is to create a pleasant environment for everyone and that includes the combination of colors and the music selection.

According to Baker (1987) cited in Ching (2007) shopping mall manager is responsible for the shopping malls’ internal environment. He or she selects the colour combinations and music to arouse the mall shoppers to attract their interest for a pleasant shopping experience.

Some shopping malls in the world have become its country's state attractions for having many facilities. In Hong Kong, for instance, there is a shopping mall in the Eastern Kowloon named Mega Box, and is the largest block plaza ranked in Hong Kong. It is occupied with the largest bookstore in Hong Kong, the only ice skating rink that meets the international standard, an IMAX film display and a mega store of household items (Zou and Hui, 2011).

From psychology viewpoint, shopping mall changes its atmosphere to attract the shoppers. This can be further supported by Brodbeck (2002) who stated that variety of environment can create good feeling and affect emotional. This behavior will affect the consumers to spend or purchase the product.

Shopping mall is also a place for some companies to launch their new products. For customers who have interest towards new mobile technology product such as Galaxy S4 which has been introduced in the newly inaugurated Samsung flagship store in Mexico where the residents can now explore and buy exclusive product and accessories from the South Korean firm. (Location group Research, 2014).

Shopping malls give positive impression for the shoppers to come by. Positive impression is important for a shopping mall to create a better image and as a result in creating word of mouth (W.O.M) about the organization among the consumers.(Bitner and Brown, 2000).

New shopping mall will create job opportunities. A new shopping mall that is established at a local area will offer job opportunities for the community to work (Feagin and Parker, 2002).

In Malaysia, new shopping malls have expanded due to population and income growth. Modern retailing in Sabah has newly developed shopping mall such as Imago Shopping Mall located at Kota Kinabalu. This mall have around 300 retail space outlets and 65% of the mall net area, 800,000 sq. feet have been leased in 2014 (Oxford Business Group Malaysia, 2014).

Tourists do enjoy visiting shopping malls. This is due to the fact that there are items that they would not be able to shop in their own country, but they can in other countries. Therefore, visits to any shopping malls seem to be an obligation to them. From visits to the malls, tourists could gain new shopping experiences and spending their leisure time (Morrison, 2013).

In Malaysia, shopping malls has become part of tourists' attractions by the development of shopping malls built throughout Malaysia. "Tourism Malaysia (2012) stated that in 2010 tourism receipts reached RM 56.5 million and significantly contributed by accommodation, transportation, food and shopping." (Shamsudin, Jamaluddin, Ahmad, and Darson (2013) cited from Sumarjah et al., 2014, p.187)

2.2 Organization

The definition of 'organization' can be a categorized as 'formal' and 'informal'. The formal function of an organization is to produce visible products such as buildings and automobiles that can be used by the society. Meanwhile, informal function of an organization is to produce a result by achieving the objective through managing a group of people (Naoum, 2001).

Koontz & Weihich (2008) define a department is the area that enables a person to manage a group of people to perform the tasks assigned to them accurately. A department is a branch from an organization which has a manager or authority to carry out specified activities.

Organization is built up by two or more people working together to follow the order and accomplish goals as stated by Daft (2012) that organization's goal is to achieve outcome by the people working together. Then the profit of the outcome is the rise in pay for the people working in the organization

Greenwald (2008) proposed that an organization can enhance the individual's accomplishments, to advance in his or her personal goals. This enables him or her to participate more in community.

An organization will set a goal to produce profits for the company to continue growing and expand in the future. According to Mukherjee and Basu (2005), the establishment of organization has different ways to achieve goals. The main goal is to entertain the audience and sell the products profitably.

In an event, an organization would have a structure and staffing. Each structure has its own functions such as operation, support service operations, visitor service, marketing, administration, and finance. Each structure will be subdivided depending on the size of an event that will be conducted (Shone and Parry, 2006).

An organization is built up by a different type of departments. Each department carries out its own roles in the company. "Organization as collection of people in a division of labor working together to achieve a common purpose" (Byrness, 2008).

2.3 Standard Operating Procedure (SOP)

SOP gives solution towards each type of management. “All continuous production facilities have procedures that are only run periodically. These procedures include equipment start up, transition between product grades, switching, between primary and backup equipment, and equipment shutdowns.” (Hawkins, Brandi, and Boyes, 2010, p.74). The management in an organization produces an SOP for their staffs to follow and to abide by the rules provided to ensure that they can work efficiently according to the time frame given.

Gathering all the information to create a SOP can be used as a company guideline. According to Cisse, Bradlow, and Kingsbury (2012), IFLs (International Financial Institutes), adopted information on disclosure policies. These policies is been revised and changed over time with the increase of information. As a result they always change and update their SOP.

SOP is used to maintain accuracy and precision for a product or preparation. Meyer, Hanna, and Gebbie (2005), stated that SOP is a quality management plan for organizations or facilities for personal training, standardized process for information gathering, and handling internal audits document with standard.

SOP also acts as a step for finishing the project in an organization. GAO (Government Accountability Office) (2004) responded that the Kennedy Center Project Management Office initiated in developing a policy and procedure that is currently in draft form. The policies begin with the process of outlining the roles and responsibilities for the project. The SOP is used as a policy for staffs to understand their roles in the project.

SOP is also a sign of quality for an organization policy. “SOP reflects the policy of an organization and adherent is usually mandatory” (Hazardous Materials Training and Research

Institute [HMTRI], 1999, p.113). SOP ensures that the organization maintains the quality of their outcome.

The purpose of building up a procedure is to guide a company's department to achieve the desired outcome. The guide introduced is not compulsory but must be followed by the working personnel. (Harald et al, 1999; Sherman & Schultz, 1998; Lewin, 1999 cited in Brodbeck , 2002)

Any organization that does not practice the SOP will result in inefficiency of the workforce. "...administrator did not develop the rule and the SOP's it is difficult to recognize what decision standard are at work even through these decision standards contain implicit value choices and will directly influence the ethical practice of administration." (Denhardt 1988, p.108).SOP has its contents and function areas as guidelines for the administration to work more efficiently. Procedures will also lead to new ways of thinking, way for guidance and increase performance in an organization. (McGregor, 1985; Maslow,1998; Rose,1990; Santosus,1998; Stacey, 2002 cited in Brodbeck, 2002)

SOP works as a guideline to improve and control any activity in the organization. Kuala Lumpur Federal Land Development Authority (FELDA) has improved its SOP after it was found that there have been weaknesses in the purchasing management based on Auditory General's Report 2013. Public Account Committee (PAC) chairman Datuk NurJazlan Mohamed commented that FELDA taking proactive measures to correct and improve the internal SOP. (News Straits Time Online, 18 March 2015)

SOP also acts as a safety guideline for some organization to work more efficiently. For example, in Kuala Lumpur the Transport Minister, Datuk Seri LiowTiong Lai is confident that Malindo Air will fulfil the condition that is set by the Department of Civil Aviation

(DCA) to the extent its Air Operators Certificate (AOC) that will be expiring on the 31 August 2015. DAC will monitor the safety of the airline company, development and SOP for the operability in the organization (The New Straits Times Online, 23 March 2015).

SOP that will be used must include the participants who are involved. “Writing effective instructions involve studying the audience and how a particular task is performed. In addition, it should be pre-tested by employees who will use them...” (HMTRI, 1999, p113). SOP which has been tested can be corrected for the suitability of the department.

In a SOP framework, every department in the organization is involved because each department carries different tasks but is linked to one another. Some SOP is a written guideline and has been drawn on a map. “Under ‘process Management’ virtually all work in the business is captured through mapping. The process maps describe all the key steps in the work practices of the organization.” (Flynn, 2010, p.20).

Under SOP is the guideline for the operation department, marketing department, creative department, HRD, maintainers. SOP will be produced for every department in the organization to work more efficiently.

2.4 Operational Department

The operational department has many names depending on the products and the services produced by the company. This department is also called using the term ‘production function’. The production function is a management for product, service and process in the organization.(Herrick, 2012)

The operation department is responsible for the goods and services of the company “Operations include such things as design and engineering of new products, materials

management, purchasing, quality control of production, and distribute of goods to buyers.”
(Piotrowski and Rogers, 2007, p.44)

Operations department is related to safety and health sector which is responsible for the management of hazardous processes in the company. “Act as the liaison with federal, state, and local agencies on regulatory matters involving management of highly hazardous process, as they related to worker and community right to know laws and regulation.”
(Nwaelele, 1998, p.364)

The functions for operation department in a Nike shoe factory include planning, making and distributing the products. The process is related to how shoes are designed, materials that are ordered, machines used, staff training, products packaging, distribution of the products and date for ordering. (Toit, Hopkins, Oosthuizen, Qua-Enoo, and Smith 2007)

Government of Commerce, (2007) defined Operation department as ‘operations management’ in a company. This is referred as a group or team of people responsible for the daily operating activities.

An operation department is lead by operation director. The main responsibility of operation director is to ensure the employees are appropriately motivated and trained to carry out the tasks given to them. Operation director controls the budget for the operation department and ensures the required resources meet the objective in the financial parameter (Cushway, 2003).

2.5 Marketing Department

Marketing is defined as a process of executing an exchange and satisfying both parties when dealing with individual and organization (Schoell and Gultinan, 1995) and responsible

for the company's sales and communicates with the entire departments in the organization (Chandrasekar, 2010).

The main strategies for the marketing department in the company are fulfilling the needs of the customers and movement for a new product to be released. (Mckinlay, Conner, & Ross, 2007) the marketing department decides and plans for the product distribution from manufacturer to the consumer.

In addition, Stydom (2004) stated that, the marketing department is responsible for the organization's income and to handle the company budget. The department also determines the schedule for the activities in the organization that will be conducted (Cabe, 2009).

Marketing department uses various types of marketing communication tools to promote and introduce products or events. According to Shimp (2010), communication tools are used to achieve financial and non-financial goals. Types of communication tools such as traditional mass media, online advertising, place advertising, store signage and point of purchase advertising, trade and consumer - oriented promotions, event marketing and sponsorships, marketing oriented public relations and publicity, and personal selling.

Marketing department manages the market relationship needed to make various tasks decision. In a single –product case, the department makes the decision for conducting activities to promote the product. However, in multi-product case, the marketing department multiplies its units to manage each product promotion decision and activities (Young and Pagoso, 2008).

In the marketing department, senior marketing executive maintains the flow of production in the company. They are responsible for a company's new products developed in the right quality and ensure the product is delivered on time (Kotler and Jain, 2002).

According to Mar Iman (2006), the marketing department leads the company for winning the market competition, by working together with other departments as a team in the company.

Marketing department becomes an innovation role in the company. Innovative activities in the marketing department are such as advertising, promotions and line extensions. Innovation involves creating new advertising campaigns and promotion techniques. The main reason to create the new way is to attract customer's investment in the company (Doyle and Bridgewater, 1998).

Marketing department decides the type of promotion method to promote an event or product. Promotion is done through advertising media and middlemen. Social networking is used as a communication and promotion system for attracting the audience. (Reilly, Rentscher, and Kirchner, 2014)

According to Malaval and Benaroya, (2002) the marketing department coordinates the overall development on processes and suggestions in the line of research from the market. Validation is taken from the result of the innovation applied. In addition, marketing department works closely with production department when a product is produced. The product needs to be tested when it is ready to be released into the market. (Plessis and Gerber, 2009)

2.6 Creative Department

Creative department is a sub-department in a company that focuses on advertising and promoting the company's name. This department works as an ideal incubator for generating new ideas in the company management. According to Mckee, Kemp, and Spence (2013), idea

incubator is part of the development branch that protects and nurtures the ideal until it is viable and can be used.

The creative department is not related to another department, and will not be interfered by any other department in the company. The organization can develop new ideas without the interference from the company's bureaucracy or politics (Daft and Marcis, 2013). This department will have its own working procedures in the company.

This department is also the agency or representative for the public. The creative department is responsible for the message to be advertised which targets the public. The agency employs people with specific skills and experienced in the marketing sector (Yeshin, 1998).

All the personnel in the creative department have various skills and experiences, "creative department consisting of group or unit of copywriter and art directors, often with visualisers (layout artists) ..." (Berman, Bowman, and Montgomery, 2013, p.24). Everyone is responsible for promoting and advertising the company's name.

The creative department consists of personnel such as visualizers, artists, and graphic designers to achieve a task in the company. Visualizers work closely with the writer to understand the original idea and sketch the layout for the advertisement. Artist and graphic designer will produce the artwork which is the final copy based on the layout given (Stanley, 2003).

Creative department will be working according to the budget that has been approved by the company. All campaigns are aimed towards specific audiences and are designed to meet specific objectives with constraints in resources (Mackay, 2011)

The product that has been produced will be visualised by other people. “A creative department is where the ideas and plans are translated into visuals and words to communicate the message effectively (Stanley, 2003). The product that been visualized in a way that is easier for people to understand their idea and message.

Creative department is needed in planning a campaign as it requires creative elements. The department is responsible for designing and writing the advertisement images and slogans that are related to the profile of the product (Dransfield, 2005).

The Creative department works with other departments in the company to ensure the product produced has achieved the clients’ satisfaction. As mentioned by Eagle, Dahl, Czarnecka, & Liloyd, (2015), creative department is aided by planning department by providing information needed to the creative department for a creative process in advertising the company product.

The Creative department advertises the ideas and picks one that is suitable and can be used in the line of production. The creative department’s art director is an expert in creating and introducing illustrations and pictorial materials (Batra, Myers, and Aaker, 2009).

The creative department creates ideas by brainstorming with the clients when conducting an event. Working together with client provides an inspiration that can be of a concrete concept and design which is suitable for an event theme. Then, the art department will work with the production team to execute the event (Mancuso, 2008).

Creative department works under the guidance of the art director, the person who is responsible for the agency’s output. The department produces creative advertising by getting the original idea or concept from the accounts team (Burtenshaw, Mahon, and Barfoot, 2011).

In the sports industry, the creative department plays an important role in improving a team's image, and selling more tickets as well as attracting the sponsors. The creative department will come up with a slogan or logo in the promotion plan. The art director produces ideas to build up a team, the copywriter will convert the ideas into words, and the graphic artist will create the visual image from the ideas that has been produced (Floyd and Allen, 2009).

2.7 Human Resources Department (HR Department)

Renckly (2004) defines the primary functions of HRD are to establish, develop, maintain and introduce the policies to the company. HRD also helps, advises, and consults the employees in the organization. HRD is a part of the organization and its function is to maintain the organization to be on the right track

A newly established HRD in a company should know its own functions and requirements (Holihan, 2006). HRD is one of the departments in the organization. Their tasks will become smaller as the tasks given are shared by all the personnel in other departments "They would be smaller, because the work being shared with the line managers, so fewer specialists would be needed" (Hutching and Wood, 1995 cited in Harris, Brewster, and Sparrow, 2004, p.78).

HRD is responsible for hiring employees. They will select the right person for the job available or vacancy in the company. "HR department is at the forefront of the hiring process, bringing in top quality employees should be one of the main goals of that department and the company" (Holihan, 2006, p.118).

According to past research by Othman cited from Nejati, Shafaei, and Nejati, 2008 about HR (Human Resource) function is related to recruitment, selection, training, and development. HR is very important to train the new workers to practice efficiently.

HRD is also involved in human resource planning (HRP), which is an important function for the HRD. The main function of HRP is planning the manpower requirements and utilization. HRD ensures the job vacancy is occupied by the right person. HRP matches the demand of supply needed for an organization (Prasad, 2012).

“Recruitment and selection is just one of the key human resource practices that need to be integrated into a coherent “bundle” by organizations in order to support the delivery of business or corporate strategy” (Othman cited from Nejati, Shafaei, and Nejati, 2008, p.187).

According to Batemen and Snell, (2013) recruitments are categorised into internal recruitment and external recruitment. Internal recruitment involves resignation and transferring employees to a new position in the organization. This encourages the employees to work harder and succeed. External recruitment is to recruit new employees that fit in the company’s vacant positions.

HRD is responsible in interviewing the short listed candidates; however, HRD will also conduct meetings with the selected committee for them to understand about the recruitment. As mentioned by Salman, (2009) explanations will be given to the candidate about the job specification for related work environment and ensure that they read and understand the selection policy. HRD also provides rewards by promoting the individual with the quality to build up the company’s name (Robinson, 2009). According to Sison (2000), HRD becomes the ears and eyes for the company and the communicator between the employees and the management.

HRD is responsible in recording the progress of every staffs that are working in the organization. The record will be an update for them to identify each and every staff's progress. "It keeps full records of their training, achievements, transfer, promotion, etc." (Kumar, 2011, p.14), data like absenteeism and labour turnover are also collected.

HRD is also concern for human relations or process of interaction among the employees in the company. Human relation is important to ensure the employees are working together for higher productivity and social needs. The function of human relation is to develop communication skills among the employees in the organization (Chandramohan, 2008). The responsibility of HRD in an organization includes assisting top-level management regarding the company's future and long-term strategic plan (Dessler, 2011).

The primary task for the HRD is to utilize the organization human resources efficiently. HR administrators design and implement policies and program to enhance human capabilities and organization's working effectiveness (Grobler, Warnich, Carrell, Elbert, and Hafield, 2011). HRD has a critical partnership with the line managers which involve strategic approach. The partnership is to support and help with the business division to achieve a goal. The partnership ensures that the HRD understand the business in the organization and contribute to its operation (Buhler, 2002).

HR manager plays a role to coordinate personnel activities in conducting and achieving goals of the organization. Lall and Zaidi (2008) stated that HR manager helps the top executive to implement the HR objectives, policies, and procedures for other department managers in the company.

HRD handles and solves complaints from the employees. HRD follows procedures or guidelines when dealing with the situations. It is important for the HRD or HR manager to

solve the complaints or disputes as it will affect the business of the organization. (Messmer, 2007).

HRD department develops policy in the organization. The developer of the policy is the HR manager and supervisors in the organization. The developed policy will be a guideline to be followed in the organization. Other policies will be developed in the organization such as vacation, scheduling, security, and safety (Ravand, 2014).

According to Ahlstrom and Bruton (2010), human resource plays an important role in finding the right person to fill the position in the department by doing business internationally.

2.8 Maintenance Organization

According to Dhillon (2006), the definition of ‘maintenance’ is taking any action for retaining and restoring an item or equipment to its specified condition. In addition, according to Bannister (1999), maintenance means ‘maintain’ and its meaning is to have the responsibilities for taking care the equipment and facilities for the present and futures usage.

The maintenance department is a sub-department of the organization. This department plays the role of maintaining the buildings of the company. “Maintenance organization is that as section within an organization that is responsible for the maintenance of buildings and engineering services.” (Olanrewaju & Aziz, 2014, p.113)

Maintenance department is responsible for equipment, machinery and buildings. Referring to William and Gracey (1994), they stated that maintenance department needs range of skills to keep each pieces of the machinery components in the building in good condition.

Maintenance department is important in every organisation because this department identifies any problems that occur in the company building. This department has a policy on how to maintain a building and it is considered as an important role in organization. (Chanter and Swallow, 2007).

According to Bush (2008), the maintenance department has its specified task and job in the organization. This department has specific equipment to operate and follow the regulation from governing and community relation. The maintenance department improves the safety of working area, saving company budget, enhance the manpower development and equipment reliability.

Maintenance department cooperates with other departments in the company. “The maintenance department will define specific goals for the achievement in relation to the operations department’s strategic plan” (Kister and Hawkins, 2006, p.46).

Maintenance department works is to identify the problems that occurs and chooses the most efficient way to solve it. Pintelon and Puyyelde (2006), stated that it involve determining the appropriate method to handle the problem with the budget provided and keying in record in the computer system.

Target is set for the maintenance department by the operation department in terms of the performance, work- force productivity, equipment, and supervisor’s time at the job site. The understanding of the mission given is important to succeed (Kister and Hawkins, 2006).

Maintenance maintains directly towards manufacturing machinery, hardware, and system to ensure the operation is at the optimum level. The minor problem will cause reduction in production speed and affect the operation performance (Mobley, 2004).

The maintenance personnel needs to be trained as the technologies and equipment are constantly changing. Wiremen (2015), mentioned that maintenance department staffs are trained and educated with the new knowledge for upgrading their skills and to fulfil his or her responsibilities. In addition, Johnson (2002), stated that the maintenance department is responsible for the organization repairmen such as facilities, systems, and equipment. All responsibilities that are taken are to ensure the value and to establish a proper organization pattern.

Maintenance department conducts preventive and condition-based maintenance assignment, the tasks involving the improvement of projects and initiatives. The maintenance workers upgrade their skills and educate other staff for reducing errors. The department also makes schedules and plans to avoid any delay in their works (Gulati, 2013).

The maintenance department is responsible for the buildings and facilities to ensure the organization environment is under control. Different maintenance work on different tools and equipment as needed for each task. Tools are important to fulfill every part of repair that is done (Saxena, 2009).

According to Peters (2015), the primary scopes for planning and scheduling are to improve the quality of work and to elicit obstacles such as time delay and wasting resources. All data and records such as analysis and report form work execution will be kept by the organization.

In addition, Institute of Leadership & Management, (2003) stated that Maintenance department ensures the repairing process is planned before the repairs. This ensures disruption is minimized. Planned maintenance allows repair to be carried out without wasting time and is done quickly to avoid any interference to other working areas.

Maintenance worker also serves as a supervisor in a company to maintain the efficiency of its own department. The supervisor is very importance in managing the workers and making a record identifying each of their performances. (Greenland & Sheldon, 2008)

The tasks of maintenance department involving the repairing and periodical checking are to ensure that there is nothing being overlooked such as the tasks that is involving repairs on equipment that need to disassemble and reassemble, making special measurements and working in places that posing safety risks (Shirose, 1992).

2.9 Remington Creative department

Remington Creative Department is in charge for Package Development Process, Instruction Book Development Process, and Reorder form “Bounce back” development process. Each process contains specific process or procedure to be conducted and each of the process or procedure have its own SOP to be followed.

Remington Creative Department SOP contains positions and roles in each SOP framework. The members of creative department are Brand Manager, Creative Department Manager, and Art Director. Each position holds different types of responsibilities in the product production.

2.9 Summary

Shopping malls are located at high population community areas and are easily accessed by the public. Shopping malls are used as venues for people to visit and purchase goods. The facilities available in the shopping malls include variety brands merchandising shops, movie theatre, and restaurants. Each shopping mall is managed by an organization to ensure the shopping mall works efficiently.

Organization includes the group of people that work in the different departments. Employees are working in their specialized areas. They work together in the shopping mall management for the efficiency to increase productivity and to achieve their organization objectives. Each department is controlled by a head of department. Each department has its own management structure that would determine the responsibilities and tasks to be carried out. Hence, a set of SOP is needed by an organization to ensure that management runs effectively.

SOP is a set of instructions that are written to aid the company. The descriptions written are detailed guidelines for the workers to follow. SOP supports and helps employees for them to understand and perform well in their tasks. SOP can be found in a form of labels, tags, templates, logs and forms. SOP is created for the beneficial use of every department. The departments which can apply SOP as guidelines include marketing department, creative department, HRD, and maintenance department.

The marketing department is the company's representative when dealing with the external organization. The marketing department is responsible for achieving customer's needs and receiving feedback from the customers. This department helps to improve the company's sales by creating an event to promote products or services of the company. Marketing department plans the budget for every department and company activities over the next year. Creative department gains the budget from the marketing department to accomplish the decoration and designing for promoting the company image.

Creative department executes advertising for the company name. The objective of creative department is to create a desired product or service for the company to promote its product or service. A higher amount of advertising can lead to higher sales and thus

improving the company financial status. A graphic designer will create artworks on the visual layout and upload it on the internet. HRD also takes part in choosing the right employees to work in the creative department.

HRD is in charge of recruiting new staffs for the company. The recruitment is based on the position to be filled in the company. The recruitment process involves selecting suitable candidates, conducting interviews, and hiring candidates. HRD deals with compliance from the workers related to working condition and general dissatisfaction. HRD provides trainings to new employees to help them to understand the organization management process. Leadership training is important for the newly hired employees and promoted supervisors and managers for them understand their positions and responsibilities. HRD is responsible in finding staffs with suitable qualifications to work in the maintenance department.

Working specification of maintenance department includes preserving, protecting, keeping in existing condition and preventing from failure or decline. The maintenance department is responsible for the equipment that has been used in the building of the company. The working team is selected, trained, and assigned to the maintenance team after prior training is over. Maintenance teams are working based on the company budget and cost of the materials provided to maintain and basic modification in the building.

Remington Creative Department SOP contains information and procedure on the product production. The SOP include the name of procedure and working procedure that show each working position have deferent type of responsivities in each procedures.

Every department is important for the growth of the company. All departments have their respective functions and contributions to the organization. Every department is linked to

each other to perform and finish the assigned tasks. SOP such as Remington Creative Department can serve as a reference for a producing a SOP for the Creative Department.

CHAPTER 3

REMINGTON CREATIVE DEPARTMENT'S SOP

3.1 Introduction

A new SOP is built up by combining the Remington Creative Department's SOP and shopping mall's SOP which is gained through preliminary interview. The implantation of both types of SOP is to create a new SOP that can be used in the creative department in the shopping mall.

In this study, the history of Remington products Company, L.L.C. were explained its company origin. The research also explains total of four phases of procedures which are used to produce a SOP. The first phase is to identify and select suitable SOP process from Remington Creative Department. The second phase is to understand the role and function of selected SOP. The next phase is to identify the role and function of selected SOP from the shopping malls. Finally, the fourth phase is to construct a new SOP.

3.2 History of Remington Product Company, L.L.C.

Remington Product Company, L.L.C. links back the heritage of legendary gunsmith Eliphalet Remington and Remington in early 1800s. The Remington Product is well known for its electric shavers and market share owner by Victor Kiam in 1936. Then in 1996, the company was controlled by Vestar Capital Partner due to financial crisis and reorganized as Remington Product Company, L.L.C. the company headquarters were located at Bridgeport, United States. The Remington Products offers a variety of product such as personal care and grooming products and travel appliances. Remington Creative Department is a part from the

company and is responsible for the product designs and packaging in the company.

3.3 Selected SOP from Remington Creative Department SOP

The selected Remington Creative Department SOP is about packaging development process and contains information regarding procedures for product production. This SOP contains the flow of product production from the beginning to the end such as design process, routing process, colour packages and press proof. All the four Remington SOP working processes have working position such as Brand Manager, Creative Manager, and Art Director.

3.3.1 Remington Creative Department (Design Process)

Figure 1 shows the design process for Remington Creative Department that consists of three work positions which are of Brand Manager (BM), Creative Department Manager (CDM), and Artist Director (AD). The design process of SOP starts with the Brand Manager submitting Creative Project Request form (CPR) to the Creative Operation Manager. The Creative Operations Manager prepares the information of job descriptions to the Art Director and develops a preliminary timeline for the job tasks.

The Art Director is responsible for conducting research on the tasks given by the Creative Operations Manager. Art Director explores and researches on the materials that will be used. The materials used include the relevant trend in colour and structure. Furthermore, the art director will produce several rough designs and then get consultation from the Creative Department Manager. As a result, the deadline will be forwarded by Creative Department Manager. Also in the design process, the Copywriter or Editor will provide the Art Director with information to convey latest message from the Brand Manager.

The preliminary design will be reviewed by the Brand Manager. In the discussion process, Brand Manager will be consulted by other departments including creative and marketing department. The discussion is important in order to select the correct design and to avoid going to the wrong direction. If the designs are not fulfilling the criteria required by the Brand Manager, all the designs will be rejected and the Art Director must return to the preliminary design.

The Art Director will get assistance from outside vendors if necessary. Outside vendor is needed to help in completing the Art Director's tasks such as translating, photographing, model, illustrating and typesetter.

Thereafter, the Art Director refines or finalizes the design which will be handed over to the Brand Manager. Next, the Brand Manager will approve the design or will request to do changes in the design. Finally, the Brand Manager, Art Director, and Higher Management team will approve the final design accordingly.

In this SOP, three working positions are responsible for the workflow process and identifying suitable responsibilities for building up a new SOP. All the working positions have their specific and clear responsibilities in each processes and sections.

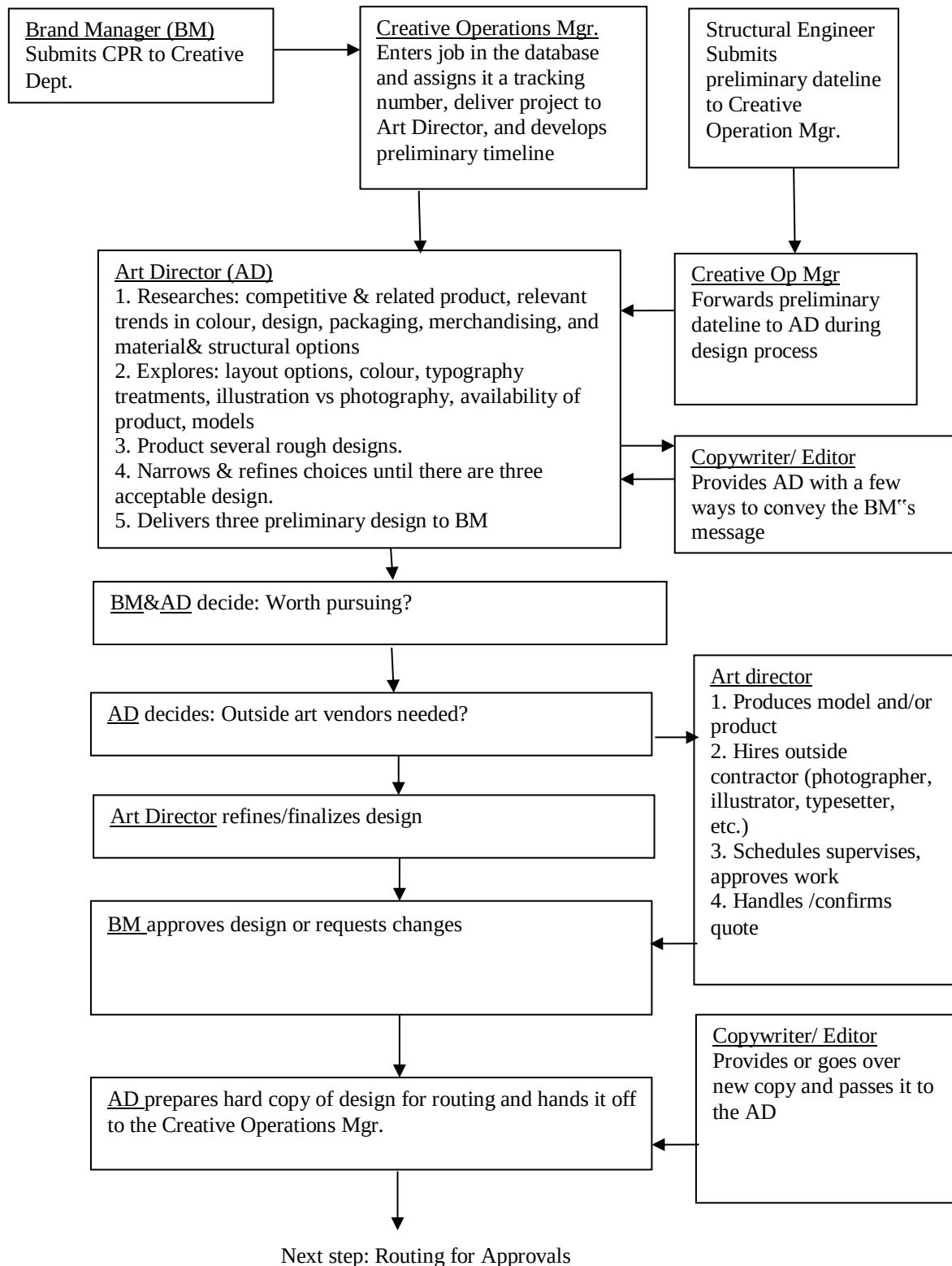


Figure 1: (Design Process) adapted from Remington Creative Department Framework, 2014.
Source: Retrieved from Roth. J., Remington Creative Department.

3.3.2 Remington Creative Department (Routing Process)

The second SOP working process selected as a reference for the new SOP is the routing processes as shown in Figure 2. The function of routing process is submitting all packages to all departments for approval before being released.

Working positions included in this procedure are Art Director, Creative Operations Manager, Brand Manager, Paralegal, Product Engineer, Engineering Lab, Structural Engineer, and Administrative Coordinator for Engineering.

After the design process, the Art Director will collect and prepare the hard copy for the routing process. The hard copy will be checked by the Brand Manager and any final changes will be finalized in this stage. The PDF file is prepared and will be sent to Remington- Canada to confirm the translation.

The next process involving the Creative Operation Manager to attach or stamp the approval and identifies the personnel who will be responsible for inspection and signatures. Next, the Brand Manager is responsible for all the claims, trademarks, entire packages, and signature on the approval form or writes down the changes on the hard copy. The Paralegal checks and confirms all the claims that are approved by the Legal Counsel.

After that, the Product Engineer is responsible for checking the features, functionality claims, images and signing the approval on the hard copy. The Engineering lab checks the information related to electrical and signs the approval. Then it will be passed to the Structural Engineer for checking the package's deadline and signing any approval. The Administrative Coordinator for Engineering is responsible for checking the Universal Product Code number and signing the approval form or writing on the hard copy.

In the final part of this process, the Creative Operations Manager returns the hard copy to the Art Director. The Art Director will make any changes based on the requirements or requests. The Creative Operations Manager will return the corrected section to the working personnel who requested for corrections. When the artwork has been approved, the Art Director will arrange the next process for Colour Packing.

3.3.3 Process for 4 to 6 Colour Packages

The process of 4 to 6 Colour Packages is selected and is shown in Figure 3. The package is turned into a solid form or printed from that can be observed and is sent to the vendor. The Remington Creative Department uses Oxford Colour (or Harty Press) in the process.

The first process involves the Art Director preparing the artwork for the colour house. The Art Director collects and saves a soft copy into a CD. A hard copy of the artwork is printed where by instructions are followed for making the correct print. The Creative Operation Manager will call the Oxford to arrange a pick up for the artwork.

The Colour House delivers two types of sample size. One of the samples is in full size and the other one which is half of the size will then be sent to the vendor of the Remington Creative Department files for documentation. Next, the Creative Operations Manager approves and sends to the Art Director for checking. The Art Director is responsible for checking on the design such as fonts, colours, design elements, and calibration patch, while, the Creative Department will check for the trademark symbol (s) on the logo, the UPC (Universal Product Number), and other symbols. The Brand Manager will check for the colours after Art Director making a review on the product. The Brand Manager scans UPC number code to verify whether the code is correct.

The next process is needed when there are changes in colours. The Art Director makes changes to the electronic information and print out the hard copy. The hard copy is passed to the Marketing and will be labelled as “for copy only” by Creative Operation Manager.

Once the art is approved, the Art Director will print out the hard copy of all the art work at 100% and specifies 4/c (4-colour) process or identifies out the colour and calibration. All the art work will be handed over to the Creative Operations Manager for double checking on the calibration patch that contains the correct number of colours. If more colours are needed, it will be labelled.

Finally, Art Director will print out two final copies for the job folder and creative log book. The log book must contain the signature or comments on the job folder. The Creative Operations Manager marks on the job folder and sends it to the vendor.

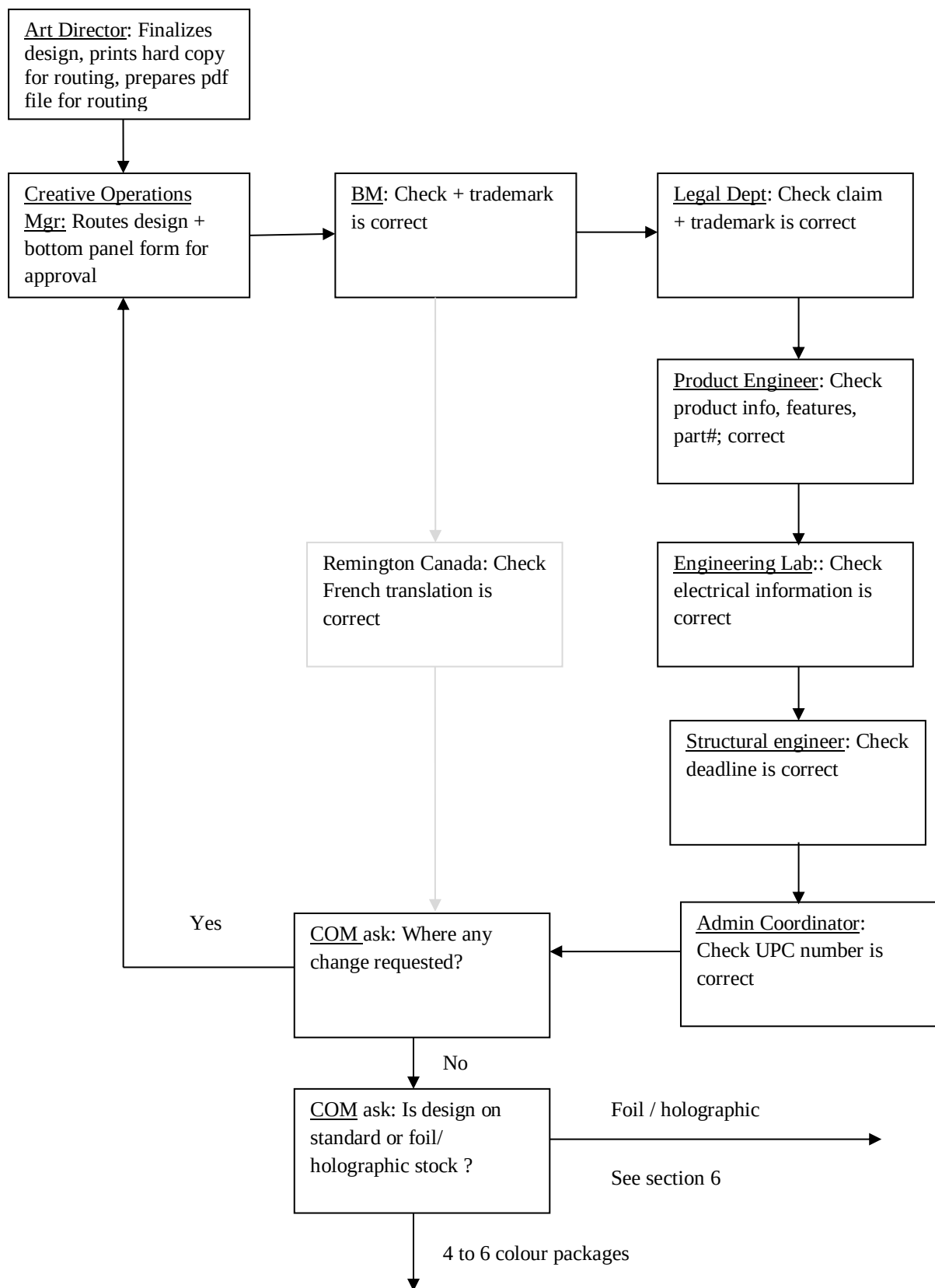


Figure 2: (Routing Process) adapted from Remington Creative Department Framework, 2014. Source: Retrieved from Roth. J., Remington Creative Department.

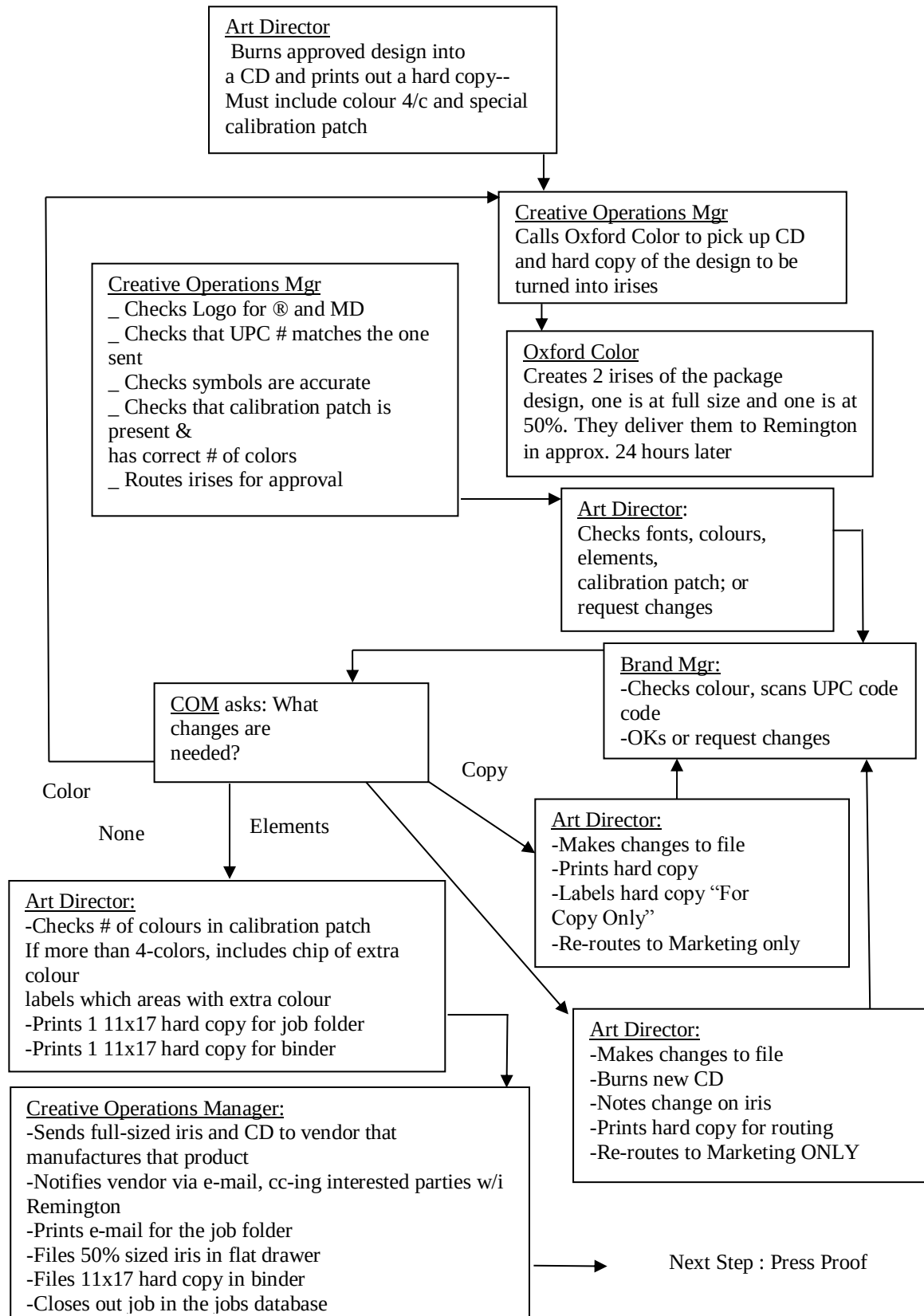


Figure 3: Process for 4 to 6 Colour Packages adapted from Remington Creative Department Framework, 2014. Source: Retrieved from Roth. J., Remington Creative Department.

3.3.4 Process for Press Proof

Press Proof in Figure 4 below shows the process when the Creative Department sends the artwork to the manufacturer. The packages need to be approved before they begin mass printing.

First, the manufacturer receives the artwork and prints out 12 flat sheets press proof for approval. The press proof needs to be approved by the Creative Operations Manager, the Brand Manager, the Paralegal, the Product Engineer, the Engineering Lab, the Structural Engineer, and the Administrative Coordinator. Each of these positions has their respective responsibilities in checking and making decisions in order to approve the artwork.

When the artwork has been approved, the Creative Operations Managers will notify the vendor and the Creative Department personnel. The Creative Operations Manager will send two press proofs to the Remington's Hong Kong office.

If the artwork needs any changes, the Marketing Department will be responsible for the content and the Creative Department will hold to the responsibility for the colours and design. The Creative Operation Manager will request 12 more press proofs for inspection and then deal with the vendor and send the press proof that needs to be changed. If there is no problem on the press proof, then it will be considered approved.

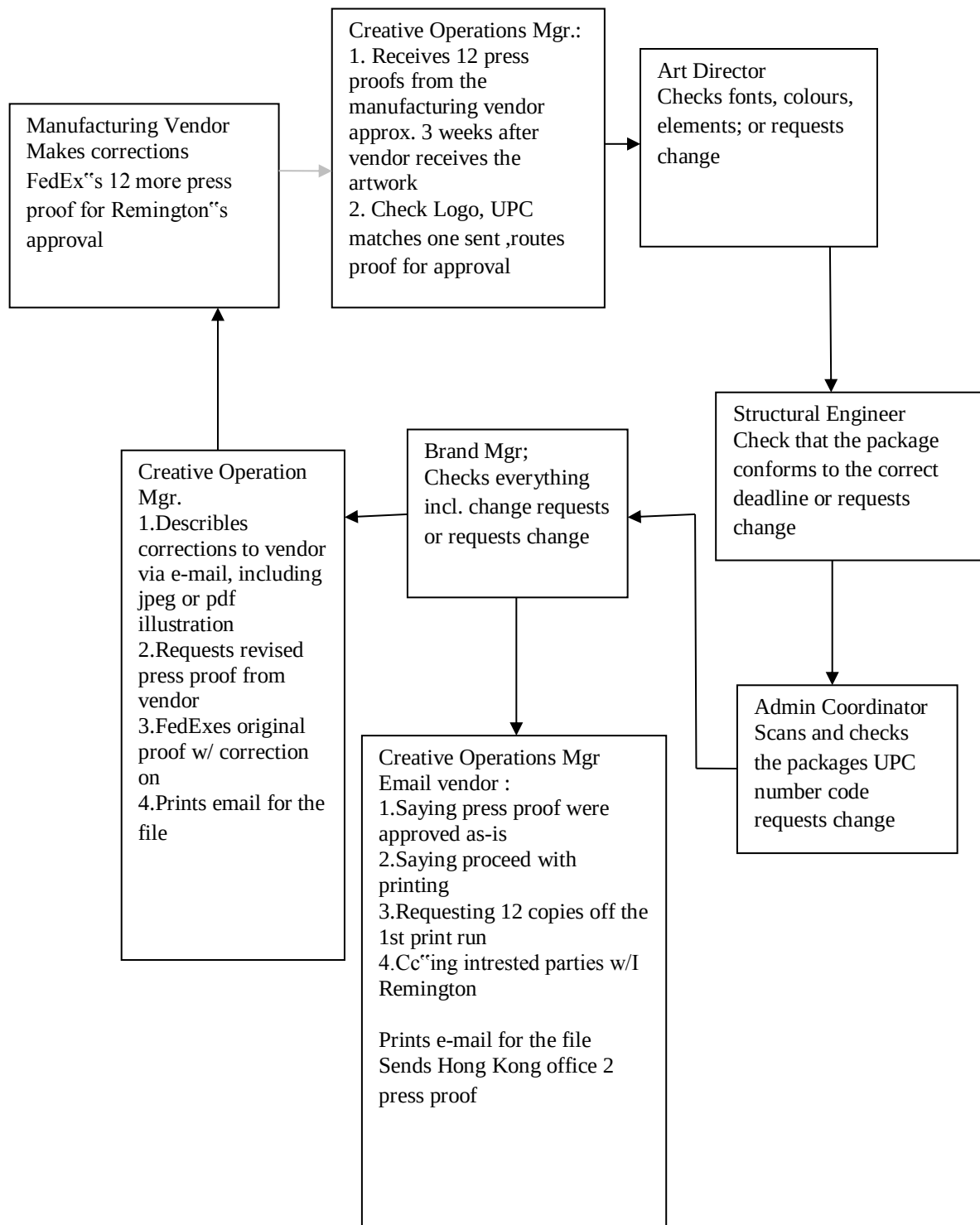


Figure 4: (Press Proof Process) adapted from Remington Creative Department Framework, 2014. Source: Retrieved from Roth. J., Remington Creative Department.

3.4 Similarities on the 4 types of Remington SOP

In each process under the SOP framework of Remington includes three important persons that need to make sure every important task runs smoothly which are, the Creative Operation Manager, the art director, and the Brand Manager. All three of these personnel involve in every process under the Remington Creative department framework.

The Structural engineer plays a similar role during the design process, routing process and the press proof process. The Structural Engineer is responsible towards the deadlines of every processes, checks the datelines whether it is acceptable or not and checks for any changes.

In the design process, routing and the process for 4 to 6 colour packages, the Art Director is responsible for finalization of the design and printing of the hard copy so that the next process or task can proceed further.

Other than that, the art director is also responsible for the final checking for every font, colours and making sure if there are any changes that are supposed to be done to the design. This is shown in all of the processes under Remington framework.

On the other hand, the brand manager is responsible for the checking and approving the design in every process to see whether any change is needed because the brand manager will be the one that is responsible for requesting changes.

The Creative Operation Manager is the one who will be asking the personnel of the previous task whether any changes need to be done. The Creative Operation Manager will only ask during both the routing process and the process of 4 to 6 colour packages. In both of these processes, the Creative Operation Manager plays the same role.

3.5 Summary

This chapter shows four of Remington Creative Department SOP such as Design Process, Routing Process, 4 to 6 Colour Packages, and Press Proof. Each SOP has its own function and meaning for the product or art work production. Similarities were done to identify both element such as working position and responsibility for producing a proposed SOP. The next chapter is methodology for discussing the method to use and analyzing qualitative data gained from interview.

CHAPTER 4

METHODOLOGY

4.1 Introduction

This empirical research will be separated by sections. The first section is the introduction to all sections. The second section is the research design for identifying the type of study. The third and fourth sections are data analysis from preliminary analysis interview and Classification of items. Then the fifth section is development of Questionnaire. The section six and section seven is sampling and sampling technique in identifying the respondents. Next in section eight, section nine and section ten is data collection procedure, development of instrument, and pilot test. Finally, the section eleven is the summary of this chapter.

The purpose of this study is to identify a SOP which to be implemented in the shopping mall's Creative Department. The primary purpose of this study is to identify the SOP sample which has been collected and to develop a suitable SOP for Creative Department in order to introduce the SOP framework to the Creative Department in the shopping mall. Subsequently, the SOP is evaluated by the management working staffs that are related in producing the art work and event to determine the efficiency of its function as a guideline for the Creative Department.

4.2 Research Design

Research design refers to the method in data collecting such as observation, questionnaires, and document analysis (Vaus, 2005). This study will apply both quantitative and qualitative methods and better known as mix method. Qualitative method will be used to develop the quantitative measures and instruments (Creswell, 2014).

The study employed a quantitative research method that is a systematic empirical investigation by using distribution of questionnaire, mathematical calculation, and producing statistical data. A quantitative survey with structured questionnaire is employed to gain reliable statistical results from samples which represent target population of interest. According to Lee Abdullah (2012), a quantitative survey with a structured questionnaires is an effort to understand and examine the theory for gaining new knowledge based on the statistical methods to verify the results.

A preliminary study was conducted in two shopping malls in Kuching Sarawak - The Hills Shopping Mall and Summer Mall. Recorded information from preliminary interview were analyzed using content analysis to identify the data properties and divided into coding and categorization then analyzed by using conceptual analysis to interpret the messages behind the text (Sekaran and Bougie, 2013). The coding process will utilize manual coding (Saldana, 2010). All coding from the data will become the element for preparing the questionnaire and a proposed SOP to the shopping mall Creative Department and related department in the art work production for evaluation.

4.3 Content analysis from preliminary analysis interview

Interview information is interpreted and are arranged into a table form and divided into three sections: Code, Item Definition, and Examples from respondent I and Respondent II. The result for the interview is in Appendix I and Appendix II. Manual coding was used to identify the words or sentences in the excerpt.

Table 1: Content Analysis

Code	Item definition	Example (s) Respondent 1	Example (s) Respondent 2
Relationship	Both respondents said that each department has relationship with other department during art work production.	Each position and department is linked with each other during producing the artwork. (from : answer no.4)	each department is linked together in the production of art work and conducting event (from : answer no.4)
Understandable	The procedure is produced and understandable for all departments to be used.		Our management has procedures for us to follow to maintain efficiency and each department will not be confused during the process. (from : answer no.3)

Table 1 continued

Role	SOP or procedure involve different types of role	The SOP consist department and position such as Organization Director, Marketing Department, Event Department, Graphic Designer, Artist, HRD, Consultant, and Account Department. (from : answer no.4)	The department and position that are linked during art work production are Managing Director, General Manager, Event , Financial Department, Maintenance Department, Security Department, and Cleaning Department. (from : answer no.4)
Task	SOP contains duty to each department for what they need to do. And also need to refer back the specific department either the SOP can be use or not.	This is because the SOP produced needs to be check either is suitable or not to be use in our department. (from : answer no.2)	
Leader	Procedure is made by a leader in the organization. Leader's task is to ensure the organization work according the procedure produced.		The produce is made by Managing Director (from : answer no.2)

Table 1 shows the result of content analysis from two respondents from different shopping malls working personnel in the line of art production who are interviewed for gaining information about their organization SOP or procedure used in their organization. Total five codes were found such as link, understandable, working position, responsibility,

and Leader. Each codes identified have its own function and meaning, all elements are used as reference for preparing a proposed SOP and questionnaire.

The first code 'Relationship' means each department are different and have different function or responsibilities in the organization but all department still have a link or connection during the art work production. Example form Respondent I, answer no. 4 "Each position and department is linked with each other during producing the artwork." Explain that different working position such as Organization Director, Marketing Department, Event Department, Graphic Designer, Artist, HRD, Consultant, and Account Department all are from different department. All departments are working together in the process of art work production. For Respondent II answer no. 4 "each department is linked together in the production of art work and conducting event" explains in their organization also has the interaction for understanding and working together to finish the task given.

The code for 'Relationship', were manually coded by using Descriptive Code. Excerpt from two respondents were summarized into one code. The summarized codes were determined according to Lofland, Snow, and Anderson (2006) from major outline for units of social organization. The Code 'Relationship' was coded in relation to 'encounter' and 'cognitive aspect' due to the code 'Relationship' mean each position and department have the relationships with other departments in the artwork production.

The second code 'Understanding', meaning the SOP prepared must be understandable by the user. Stated by respondent 2, answer no.3 "Our management has procedure for us to follow to maintain efficiency and each department will not be confused during the process." The meaning from the sentences emphasizes that the procedure created must be easy to be understood and avoid misunderstanding among departments.

The code 'Understanding', were coded using Descriptive Code for summarizing the excerpt. By referring to Lofland et al. (2006) social organization major units list the code 'Understanding' is related to 'organization' and 'emotional aspect' which means the emotional and behavior of the working personnel in the organization understand the SOP produced.

The third code is 'Role' which addresses the working position in a SOP. Role or working position holds the responsibilities in the task given. Base on respondent 1, answer no.4 "The SOP consist of department and position such as Organization Director, Marketing Department, Event Department, Graphic Designer, Artist, HRD, Consultant, and Account Department." The sentence identifies the role or working position in their SOP. Also referring to respondent 2, "The department and position that are linked during art work production are Managing Director, General Manager, Event, Financial Department, Maintenance Department, Security Department, and Cleaning Department." Each role has its own personal qualification or responsibilities in a SOP.

The code 'Role' is coded using Descriptive coding for understanding the excerpt and referring to Lofland et al. social organization major units listed the code 'Roles' means the function or duties in which working personnel and departments to perform in the organization. Both respondents described which and how many working personnel and department were involved in their SOP.

Then the forth code is 'Task' meaning the required tasks needed to be carry out. Each task or duty is different for each position and process. Respondent 1, answer no.2 "This is because the SOP produced needed to be checked whether is suitable or not to be used in our department." The sentence means that the SOP produced need to be checked before is being

used by them. Suitable duty must be corrected for the right working personnel to carry out the task given. If the responsibilities or task is not suitable then changes need to be made.

The code 'Task' is coded using Descriptive coding to summarize the excerpt listed. The code 'Task' referring to Lofland et al. (2006) social organization major units listed the code is related to 'Cultural practices' meaning an organizations dedication on how to act and perform their job responsibility. From the respondent's address the SOP will always be checked for identifying and determine which task needed to be done for each process.

Final item is 'Leader', that provide guidance in the organization. From respondent 2, answer no.2 "The product was made by Managing Director" the phrase focusing Managing Director as a leader in the organization has the responsibility in creating the SOP. The leader is responsible to determine the new or change the procedure or plan whether is suitable or not in the organization.

The code for 'Leader' is coded was summarized by using Descriptive coding. The code were referred from Lofland et al. (2006) social organization major units list shows the code for 'Leader' is related to 'Cultural practice' meaning an occupational task that need to be carried out by a particular person. The description from the excerpt indicates Manager Director is responsible for producing the procedure for the working staff in the organization.

All codes will be separated into two types of elements for making questionnaire and proposed SOP. The questionnaire is produce based on the relationship between working personnel, working position, responsibility, and easy to be understood by the respondent.

4.4 Classification of codes

The code in category from Table 1 is separated into two sections for producing the questionnaires and SOP. All classified items are shown in Table 2.

Table 2: Identification of Items

Questionnaire	Code	SOP
Element		Element
Name of Procedure	Relationship	Procedure Content
Active Word	Understandable	Format Language
Name of Working Position	Role	Responsibility
Descriptions of Responsibility	Task	
	Leader	

Table 2 shows all original codes that are identified from content analysis in Table 1 such as ‘Relationship’, ‘Understandable’, ‘Role’, ‘Task’ and ‘Leader’ were separated into two sections of elements for questionnaire and SOP. Each item is changed into the elements as a suitable guide for producing the questionnaire and SOP.

The elements for producing questionnaire are ‘Name of Procedure’ meaning to identify the working procedure. Second is ‘Active Word’ which means to use simple active sentences for easier understanding for the respondents to answer the questionnaire. Third is ‘Name of Working Position’ meaning to identify each working position. The final element ‘Descriptions of Responsibility’ means to list down the all responsibilities for each working position and process in the questionnaire.

The elements need for producing a proposed SOP is 'Procedure Content' mean a clear statement for the proposed SOP work flow. Then 'Format Language' means it should clearly describe the steps in order. Finally is 'Responsibility' means each staff with their specific task or responsibilities in the proposed SOP.

The elements for questionnaire and proposed SOP have its meaning and functions for producing the questionnaire and propose SOP.

4.5 Development of Questionnaire

Questionnaire designs were based on the proposed SOP with categories listed from the interview analysis. The questionnaire is divided into six categories, listed as section A, B, C, D, E, and F. In section A contain question on demographic background, Section B until Section D contain question related on role and responsibilities, Section E is overall statement, and Section F is an open ended question for general view. All sections are listed below.

Section A: Demographic background

Section B: Brand Manager

B 1: To submit a creative project to the Creative Department in design process

B 2: The responsibility of Brand Manager is to check and update any change to the Creative Department

B 3: Checking for colours, designs and changes during the colour packages process.

B 4: Checking the claims, trademarks, art design and the entire packages during the press proof process (test print)

B 5: Making approval form or making copy during the press proof process (test print)

Section C: Creative Department Manager

C 1: Submitting of event project to the Art Director and developing timeline during design process

C 2: Updating any changes and requesting on the decoration during design process

C 3: Checking the colours designs and notifies the Brand Manager and Art Director in the process of the colour packages.

C 4: Receiving press proof and checking to make sure it is accurate and requesting copies of press proof. (Test print)

Section D: Art Director

D 1: Conducting research and producing layout during the design process.

D 2: The production of artwork according to the layout

D 3: Following the timeline and working with Graphic Designer

D 4: Artwork is finalized during the routing process

D 5: Checking the design in process of colour package and print out hard copy

D 6: Requesting colour element if needed during the press proof (Test print)

D 7: Disposing unwanted material is disposed and keeping useful materials is kept for the next event

Section E: Overall Statement

E 1: The increase in the productivity of Brand Manager will give impact to the work efficiency of Creative Department Manager that lead high to positivity outcome.

Section F: General View – Open ended question

F 1: Opinion that makes the SOP more efficient in delivering Creative Department task.

4.6 Sampling

Sampling is used to represent target population. It is obtained to identify the group of study. As mentioned by Runbin & Babie (2010), the key of research is to identify the accurate segment of population by using random sampling method. This method selects each subgroup of the population of size n that has an equal probability of being chosen as the sample. The shopping malls selected in this study were based on variety of tenant in each the shopping mall.

In preliminary study, two shopping malls management staffs were interviewed to understand the problem faced in the art department and identify the SOP framework used in their organization. The two shopping malls were selected due to the cooperation given in conducting the interviews with the researcher. Also both shopping malls were qualified to be interviewed because each of their management operation towards the creation of art works in each shopping mall.

Every shopping mall managements in Kuching were identified and approached accordingly. During this process any interview for gaining information for the art work

production process were rejected due to private and confidential reason but they gave approval for distribution of questionnaires. As a result, each shopping malls management working personnel gave their full cooperation and provides information on how many staffs working in the artwork production process.

A total of 30 shopping malls' management personnel have been identified and approached in the research. Total of 3 shopping malls from the 30 shopping malls were eliminated due to private and confidential purposes then only left 27 shopping malls that have given their cooperation in this study. In this study, each of the shopping malls management have identified 10 employees of the Creative Department and other departments related to producing art work and event such as the Advertising and Promotion Department, the Marketing Department, and the Human Resource Department. Total population is 270 working staffs have been identified in all the shopping malls management offices. According to Krejcie and Morgan, (1957) with the sample size range from of 159 to 270 is a significant value for distributing the questionnaires.

Finally, total of 16 shopping malls management were selected to be involved in this study and ten sets of questionnaires with the attached proposed SOP were distributed to each shopping malls management.

4.7 Sampling Technique

According to Rao and Murthy (2008), "the word sample means a portion or part of the above population selected in some manner."(p.95) Sampling technique serves as a method to identify the sample entities by using selected specific process.

This study utilizes purposive sampling. "This type of non-scientific sampling is based on selecting the individuals as samples according to the purposes of the researcher as his

controls” (Calmorin and Calmorin, 2008, p.104). The individual selected is based on the qualification to become the representative for the population. The respondents are targeted to be the working staffs in shopping malls that are related in producing art work and events.

4.8 Data Collection Procedure

Distribution of questionnaires to the respondents is conducted by approaching them individually. This process started from October 2015 until February 2016.

During this engagement, personal appointment was done with the respective shopping mall management staff to gain approval to conduct the research. A set of questionnaire and an attached proposed SOP framework is given to the shopping malls management staff for inspection by the person in charge as to abide the management protocol procedure. A letter of approval from the university was attached with the student’s identity information and research title for gaining approval.

A total of 30 shopping malls’ management were identified and approached. The shopping malls were selected based on shopping malls variety tenant in the malls and the management towards seasonal decoration and event in the malls that include The Spring Shopping Mall, Viva City Megamall, Plaza Merdeka, Boulevard Shopping Mall, CityONE Megamall, Giant Petra Jaya Mall, Kuching Sentral, EG Mall, Everrise 4th Mile, Everrise BDC, Green Height Mall, Giant Tabuan Jaya Mall, Giant Kota Padawan Mall Summer Mall, E-Mart Batu Kawa, E-Mart Lee Ling, Sarawak Plaza, Eastern Mall, Hills Shopping Mall, Genesis Parade, Wisma Saberka, One Jaya, Wisma Satok, Wisma Hopoh, ST3 Shopping Mall, One TJ, Islamic Complex, Crown Square, Tun Jugah, and Riverside Shopping Complex.

Shopping mall managements were selected from their artwork production process and cooperation between working personnel. During this approach, the researcher asked the person in charge in the shopping mall management on how many staffs working together during the art work production and event in each shopping mall. Then researcher also requested for agreement to hold a meeting with the staff for distributing the questionnaires. A verbal agreement was made for not revealing the shopping mall organization's name and also respondent's identity in this study for private and confidential purpose.

After the request were approved by the person in charge in the shopping malls management office, a meeting is held in the office meeting room to introduce the study and to explain the purpose of the meeting and also distribute the questionnaires for all staff selected as a respondent in this study.

4.9 Development of Instrument

The instrument that will be used in this study is survey questionnaire. The questionnaire is a type of research instrument that consists of a series of question to be answered by the participants in order for the researcher to gain information (Brace, 2008).

During the distribution of questionnaires, an open session will be done in the shopping malls management office or meeting room to explain the meaning of the questionnaire to the respondents. This is to ensure that the respondents understand each question before answering the questionnaire.

4.10 Pilot Test

A pilot study was conducted on June 2015 through the survey questionnaires on 30 respondents before distributing them to the sample size respondent. Respondents were chosen from the shopping mall managements. The pilot test was carried with 30 respondents who are randomly selected excluding the 160 sample size respondents. The test was conducted based on the Likert scale items. The result for the pilot test was evaluated based on Cronbach's Alpha value. The test was to find out the reliability or consistency of test items and the inter-correlation among the items. The result showed 0.825 and has a good internal consistency.

4.11 Summary

In this chapter, the Mix Method which consists of qualitative and quantitative approach is used. Interviews were analysed using content analysis for gaining the elements for producing the questionnaire and propose SOP. Population and sampling were identified for gaining approval for distributing the questionnaires in each shopping malls management. The meeting with the respondents was held to explain the purpose of the study and to gain their full cooperation in answering the questionnaires. In the next chapter, the data collected from shopping malls Creative Department, Remington Creative Department SOP, and the elements identified this chapter is discussed to produce a proposed SOP.

CHAPTER 5

PROPOSED SOP FRAMEWORK

5.1 Introduction

This chapter will discuss the formation to propose SOP framework for the creative department. The first section is introduction for this chapter. Then second section is explanation of the shopping malls SOPs from The Hills Shopping Malls and The Summer Mall. The third and fourth section is about finding the similarities on both shopping malls' SOP and formation of the proposed SOP. The fifth section is the proposed SOP for the Creative Department. Finally, section seven is the summary of this chapter.

5.2 Shopping Mall SOP

The sample of SOP related to the Creative Department has been gained through group research in the shopping malls around Kuching Sarawak. All the SOPs have been identified as shown in Figure 5. The SOPs will explain the procedures needed and similarities of the SOPs will be identified to produce a proposed SOP.

5.2.1 The Hills Shopping Mall SOP

The Hills Shopping Mall SOP in Figure 5 shows the work positions of the Organization Director, the Marketing Department, the Event Department, the Graphic Designer, the Human Resource Department, the Consultant, and the Artist.

The Organization Director discusses with the Marketing Department on the event and decorations or makes yearly event planning. The Marketing Department then, will refer to the

Event Department, the Graphic Designer and the artist in conducting the event. Each of these positions has their own responsibilities in conducting the event.

The event department identifies all the events that need to be done and referring to the marketing department. Then, the Event Department will inform the Graphic Designer and the artist to contribute ideas and construct an artistic impression. The artist is responsible for selecting the correct materials needed to be used for the decoration. A call for discussion will be done with the Marketing Department to achieve certain consensus.

When all the ideas have been approved by the Departmental Manager, it will be sent to the Marketing Department. The marketing department will find the materials and quotations. All materials and prices will be compared to identify the most suitable one.

When the comparison of prices has been done, it will then be passed to the Human Resource Department (HRD) to identify the materials and to contact the dealer for further information. Then, the HRD will inform the Accounts Department and the Organization Director on the amount needed before they proceed with placing the order.

After the materials have been purchased, the artist starts to create the artwork based on the Graphic Designer's layout. The final artwork is then placed on a strategic place for public viewing.

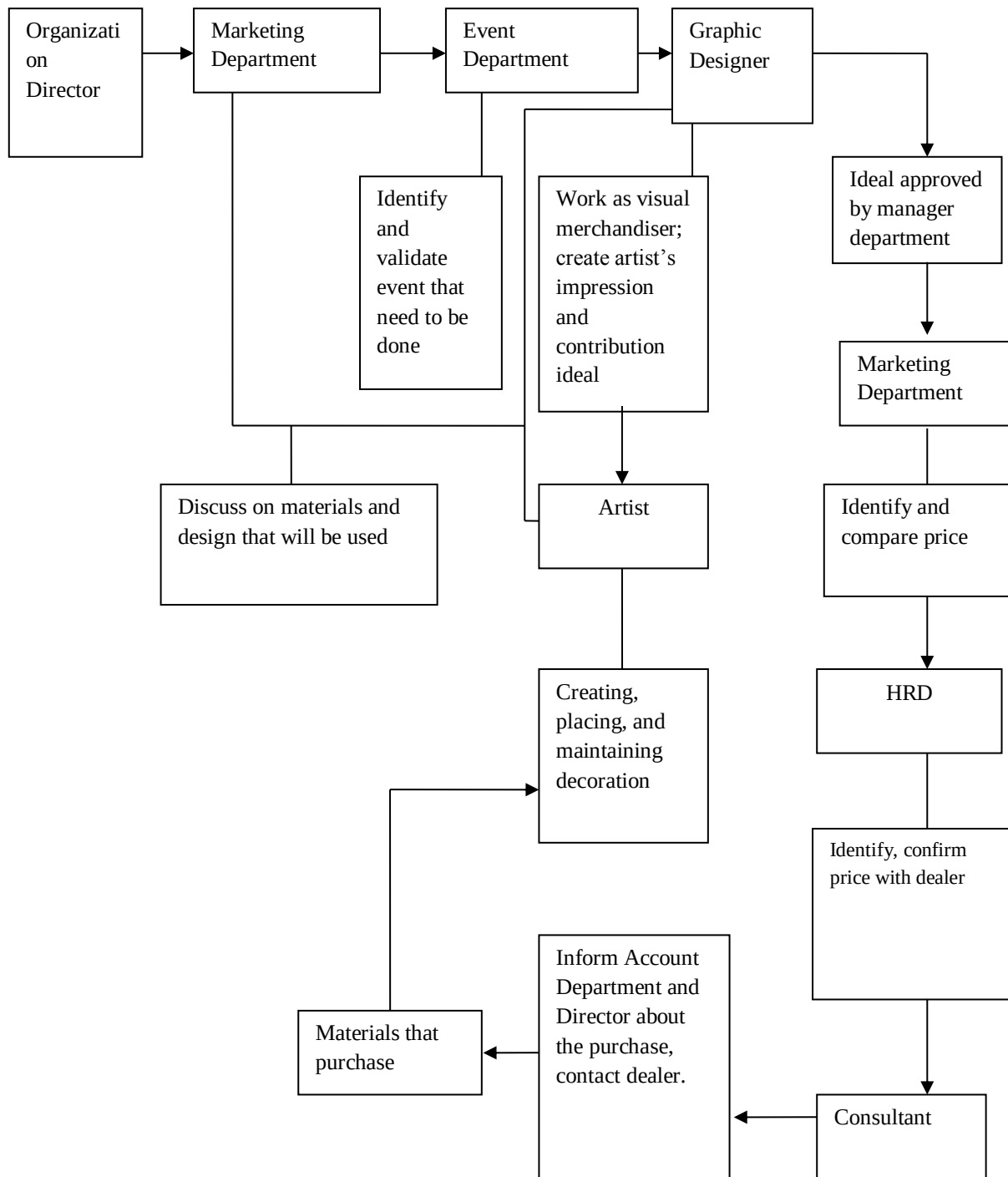


Figure 5: The Hills Shopping Mall SOP

5.2.2 Summer Mall SOP

The Summer Mall SOP shown in Figure 6 consists of work positions such as the Managing Director, the General Manager, the Event (Advertising & Promotion) department, the Artist, the Financial Department, the Maintenance Department, the Security Department, and the Cleaning Department. Each position has their respective roles and responsibilities.

When conducting an event, the Managing Director is responsible for identifying the proposal of the event that will be conducted and giving instructions to all the departments. The Managing Director receives information and proposal of the event from the General Manager.

The General Manager is responsible for identifying the event which needs to be done and prepares the report for the Managing Director. The General Manager will discuss with the Event (Advertising & Promotion) Department to receive updates on the planned event. The planned event will be discussed with all the departments.

The Event (Advertising & Promotion) Department is responsible on yearly events proposal for the shopping mall and receives orders from companies that are interested to have events in the shopping mall. The Event (Advertising & Promotion) Department works together with other departments and gives instructions to the related departments when conducting events. This department is also working closely with the Artist to create the decorations and artworks for the shopping mall.

The Artist prepares layouts for the decorations and proposes to the Event (Advertising & Promotion) Department for choosing the suitable layout and correcting the layout. After choosing the right layout, the Artist will check the materials and find the quotation. The Artist will then inform Financial Department to prepare the budget for the event and decorations.

The Financial Department approves the budget needed and makes ordering from the supplier. The ordering is based on the quotations and materials. Then, the materials will be sent to the artist studio in the shopping mall.

The Artist is responsible for building up the decorations based on the layout selected. The artwork produced will be displayed at the strategic areas in the shopping mall. The Artist is also a photographer during the event for documentation purposes. The Maintenance Department assists the Artist by installing electrical wiring on the artwork if required.

There are two departments that are in charge of taking care of the decorating job which are the Security Department and Cleaning Department. The Security Department is responsible for ensuring the decorations are in good condition and also controlling the crowd during the event. The Cleaning Department holds the responsibility of the neatness of the decorations.

After the event is done, the artwork will be dismantled by the Artist and the Maintenance Department. During the dismantling process, any part of artwork that is useful will be kept in the artist studio for the next event. Layout produced during the discussion will be kept as a reference for future use.

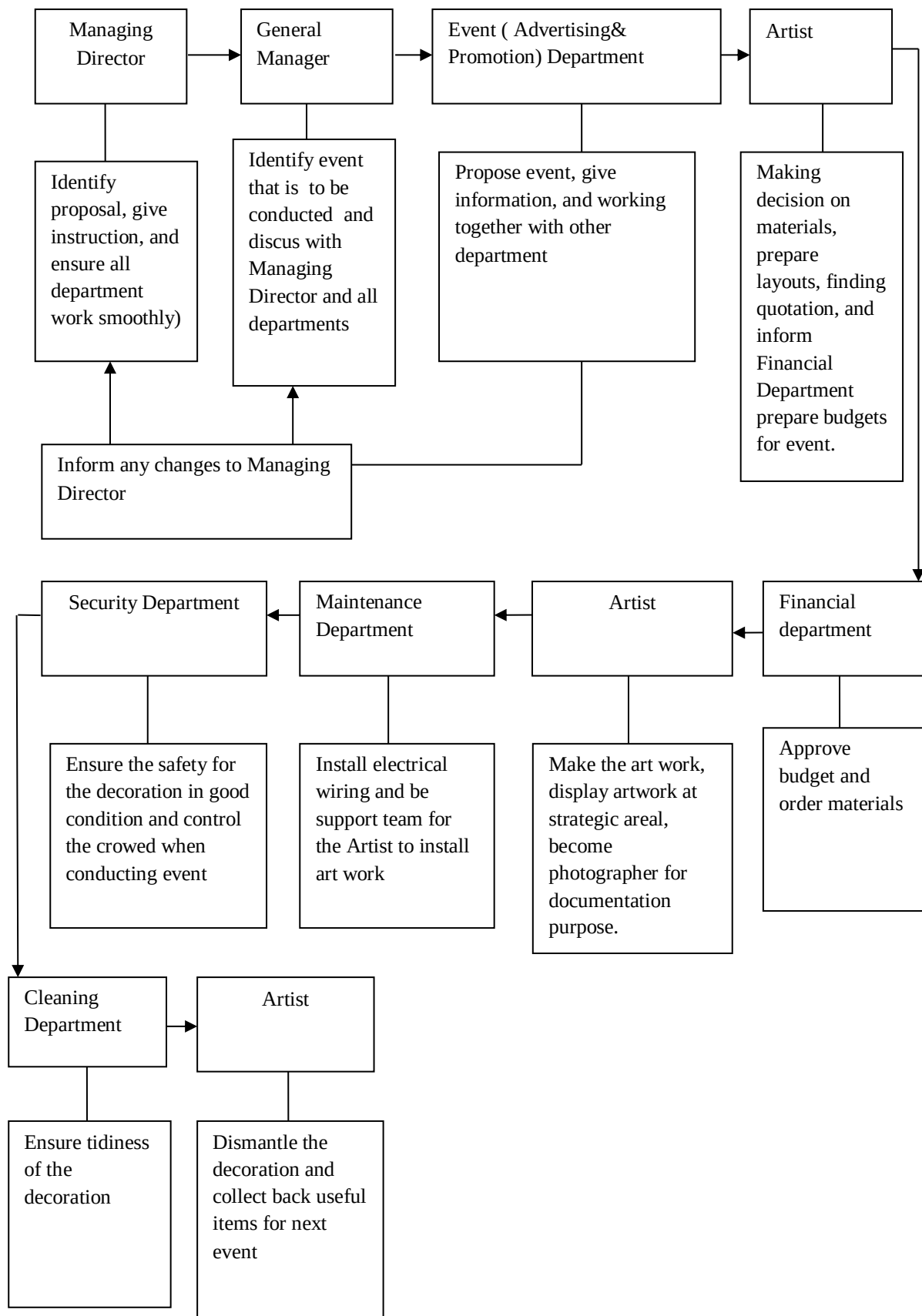


Figure 6: The Summer Mall SOP

5.3 Similarities of the Shopping Malls SOP

Similarities of both the shopping malls SOP are identified to understand the working procedures in both shopping malls as a reference for creating a new SOP.

5.3.1 Similarities of Standard Operation Procedures in The Hill's Shopping Mall and Summer Mall

The processes of SOP in The Hills and The Summer Mall start with identifying process of proposal, giving instructions to all the departments regarding the task assigned by the Organizing Director.

The Artists of both shopping malls were given the same task, which is creating, preparing and making all the materials needed for the event to be used as decorations for the event. The Artist of The Hills Shopping Mall handles the maintenance of the decorations while at the Summer Mall, it is handled by the Maintenance Department themselves.

The similarities of both the SOPs are the work flow procedure and work positions with the types of responsibilities and functions in the process.

5.4 Formation of SOP framework

In this study, the formation of the framework is separated into three steps. Each step explains a process in building up a proposed SOP.

5.4.1 Step 1: Identify the items needed in the framework

Based on the explanation from Figure 1, Figure 2, Figure 3, and Figure 4 of Remington Creative Department and shopping mall's framework in Figure 5 and Figure 6 items are listed and separated into two categories that are working positions and working processes or instructions. The work positions listed are the Brand Manager, the Creative

Department Manager, and the Art Director. Working process includes the Design Process, the Routing Process, the Process of 4 to 6 colour packages, and the Press Proof (test print). The element of 'Responsibility' and 'Procedure Content' are used in the formation of the framework. The element 'Responsibility' refers to the working position, task, and leader that have been identified in this step.

5.4.2 Step 2: Identify type of format used

The flowchart format is used in creating the SOP. The flowchart format illustrates the process, action or an operation. The symbols that will be used in this research are rectangles which represent the process and arrows to show the next process in the SOP.

5.4.3 Step 3: Inserting items into the flowchart

Items are inserted into each rectangle box in the framework. Each rectangle box contains the work positions and job descriptions or responsibilities. The sentences used in the job descriptions or responsibilities should be understood by the audience. Example of the proposed SOP is shown in Figure 8. In this step the element 'Format Language' is used for the job descriptions sentences. The sentences used active voice for the working personnel with clear and simple understanding.

5.5 Proposing SOP for Creative Department

The proposed SOP is based on the similarities between the Remington Creative Department and the shopping malls' SOP which are shown in Figure 8 which can be referred to in chapter 3 literature review. Working position is important for carrying out the duties assigned. Some of the names in SOP are selected and changed for better understanding. The

explanation in the proposed SOP starts from the work positions and continues with the process and descriptions.

The proposed SOP for Creative Department consists of three work positions that are the Brand Manager, the Creative Department Manager, the Artist Director and four processes such as the Design Process, the Routing Process, the Process of Colour Packages, and the Press Proof.

The Brand Manager is the leader for the Creative Department. In the Design Process, the Brand Manager will submit (Creative Project Request) the project paper to the Creative Department Manager. The project paper consists of the requirements for completing a design and an artwork needed. Next in the Routing Process, the Brand Manager will check the design layout received from the Creative Department. In this process, any changes in the design will be identified. The next phase is the Process Colour Package. The Brand Manager will check the colours and design and will request for change if the colours do not suit the design. The final process involves the Press Proof Brand Manager claiming and checking the trademarks and the entire package for signature approval form and writes down any correction on the hard copy produced.

The Creative Department Manager is the head of department for the Creative Department. In the design process, Creative Department Manager delivers project paper to the Art Director and develops the timeline for the Art Director to follow up. The importance of developing timeline is to ensure that the Art Director can complete the task within the prescribed timeframe. Next, in the Routing Process, Creative Department will update the Brand Manager on the layout for any changes required and inform the Art Director regarding the latest update on the changes of decorations. Then, the next phase is the Process for Colour

Packages. In this process, the Creative Department checks the entire colours and design and makes sure that everything is accurate and notifies the Brand Manager. If the design needs to be changed, the Creative Department Manager will inform the Art Director on the latest update. The final phase is Press Proof whereby the Creative Department Manager will recheck the press proof and check the design to ensure its accuracy and requests copies for documentation.

The Art Director is responsible for producing the artwork in the Creative Department. The whole process begins from the Design Process where Art Director receives the project paper from Creative Department Manager. The Art Director will do researches, explores and produces the layouts. The Art Director also follows the timeline given by Creative Department Manager to ensure the task is accomplished within the given timeframe and the Art Director also works together with the Graphic Designer. The next process is Routing Process. The Art Director finalizes the layout design before giving it to the Creative Department Manager. The next process involves the Process for colour packages. The Art Director will check on the design and prints out the hard copy for the Creative Department Manager and the Brand Manager to check again and validate. The final process is the Press Proof process whereby the Art Director will check the colours and design and make any amendments need. The Art Director also disposes unwanted materials and keeps the useful materials for the next event.

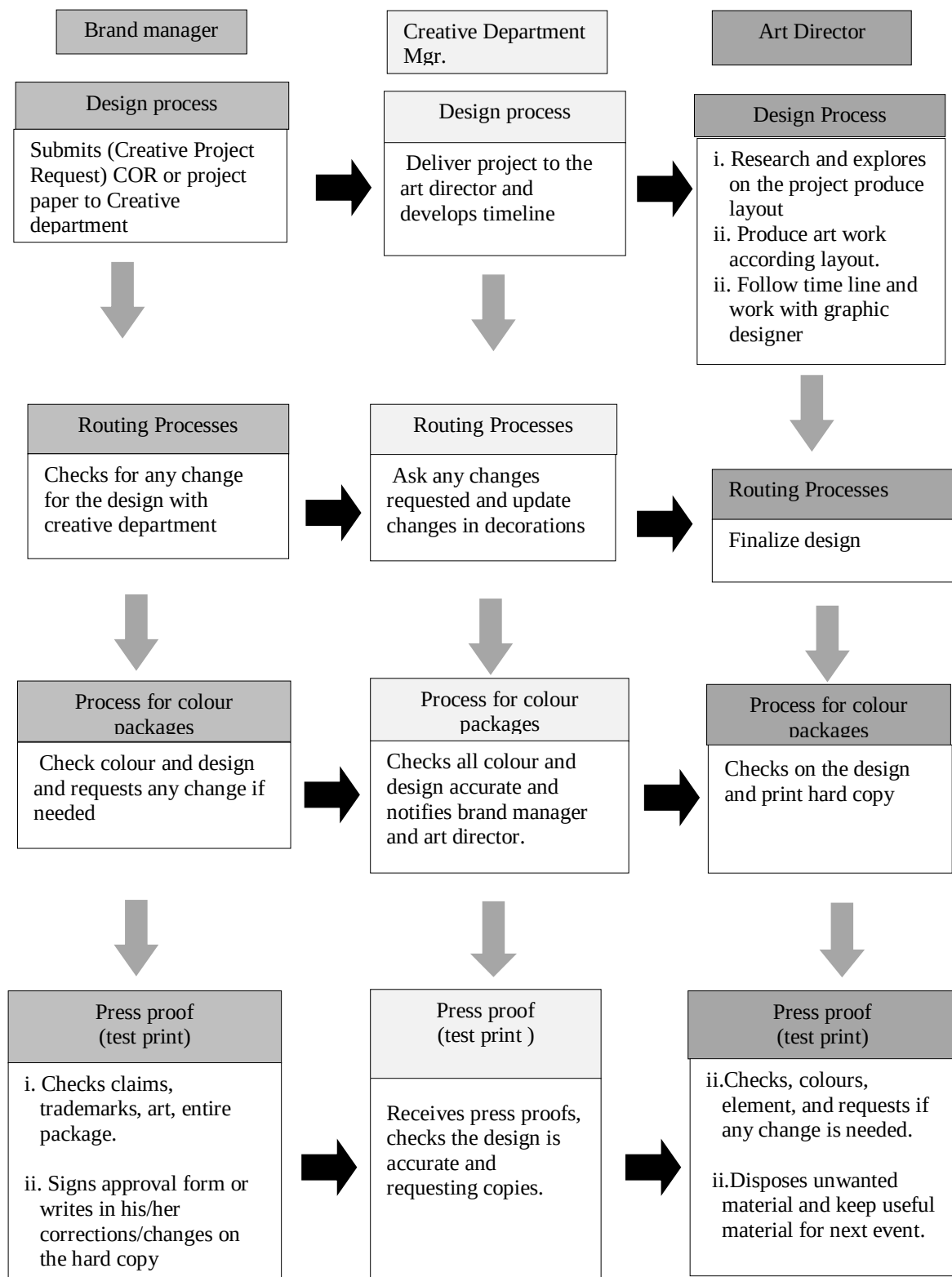


Figure 7: Proposed SOP for shopping mall Creative Department

5.6 Summary

The Remington Creative Department's SOP and shopping malls' SOP is discussed to understand the role and function on every section in the SOP. A new SOP is produced by the combination of both types of SOP. Three main working positions are identified such as the Brand Manager, the Creative Department Manager, and the Art Director. Each position includes the working process and task description. Elements identified in chapter 3 were used as references for building up the proposed SOP. The framework has been evaluated by respondents from shopping malls management with a questionnaire related to the proposed SOP framework in the pilot study in Chapter 3, methodology and the actual study and data are presented in the next chapter.

CHAPTER 6

FINDINGS AND ANALYSIS

6.1 Introduction

The purpose of the study is to examine the use of the SOP framework at the Creative Department in shopping malls situated in Kuching, Sarawak. The data was computed and analyzed using Statistical Package for the Social Science (SPSS) version 22 to generate data for correlation analysis, descriptive analysis, reliability analysis and factor analysis. The first data analysis in this study is descriptive statistics. This analysis is used to identify the characteristics of the collected samples. The characteristics such as sample size, race, education, work position, work experience and the role of working personnel is shown using bar charts.

In this study, a total of 160 sets of Questionnaires have been distributed to 16 shopping malls in Kuching. Every 10 sets of questionnaires were sent to each shopping malls management. A total of 4 out of 160 were excluded because they were not completely answered by the respondents. A total of 156 questionnaires have been identified and analyzed for the data analysis.

6.2 Reliability Test

The reliability test was conducted by using the computing software of Statistical Package for Social Science (SPSS) version 22. According to Sekaran and Bougie (2013), the reliability of a measure is an indication of stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of a measure. The test was

conducted based on the Likert scale items. According to Curtis and Drennan (2013), Cronbach's Alpha coefficient of a scale should be above 0.7. The Cronbach's Alpha value of reliability test in this study is 0.766 and was accepted for further analysis.

6.3 Section A: Demographic

This section consists of five demographic questions such as gender, race, education qualification, and perception of respondents on selected working position, and working experience. All the questionnaires answered by the respondents were analyzed consequently as shown in Table 3.

Table 3: Respondents Profile

Demographic	Number	Percentage (%)
<u>Gender</u>		
Male	95	60.9
Female	61	39.1
<u>Race</u>		
Malay	72	46.2
Chinese	60	38.5
India	-	-
Other	24	15.4
<u>Education Qualification</u>		
SPM	21	13.5
STPM	28	17.9
Diploma	59	37.8
Degree	40	25.6
Other	8	5.1
<u>Respondents perception in selected</u>		
<u>Working position</u>		
Brand Manager	36	23.1
Creative Department Manager	83	53.2
Art Director	37	23.7
<u>Working experience</u>		
< 5 years	66	42.3
5 years	64	41
>5 years	26	16.7

Table 3 shows the gender of the respondents. It can be seen that there are 60.9% male respondents who are involved while another 39.1% consist of female respondents; which is equivalent to the 95 male respondents and 61 female respondents. Majority of the male respondents come from the art department. This shows that the number of male in the art department outgrows the number of male in the other departments.

The next is education qualification among the respondents. Majority of the respondents have a Diploma qualification with 37.8 % equivalent to 59 respondents. The lowest number of respondents which consists of 5.1% or 8 respondents was from other education levels. From the results shown above, it can be concluded that most of the employees are Diploma graduates.

The working position such as Brand Manager, Creative Department Manager respondents, and Art Director were based on each respondent's perception. Perception based from his or her working position and responsibilities in the art work production that matches the working position proposed in the SOP. Majority of the respondents are the Creative Department Manager with 53.2% or equivalent to 83 respondents. Apart from that, the lowest percentage of respondents holds a position as the Brand managers with a percentage of 23.1% which is equivalent to a total of 36. This may indicate that majority of the respondent are working as a middle person between the head of organization and the artist during the art work production.

As reported in Table 3, the working experiences of respondents are in periods of less than five years (<5 years), 5 years and more than five years (> 5 years). The data shows majority that 42.3% of the respondents have working experience less than 5 years or < 5years. The lowest percentage was 16.7% or 26 respondents who work for more than five years.

6.4 Section B: Brand Manager

This section provides the data analysis of respondents' perception using the Likert scale. The respondents are chosen from working personnel related to the Creative Department in shopping malls of Kuching, that are involved in the preparations and production of the art work and events. Five – point Likert Scale was used to find out respondents' perception or level of agreement with the scale of 1-Strongly Disagree, 2-Disagree, 3-Moderate, 4-Agree, and 5- Strongly Agree through survey questionnaires. This will provide a greater understanding towards the proposed SOP framework.

Section B consists of four questions that are related to respondent's perception of job responsibilities for Brand Manager and the data are analyzed consequently.

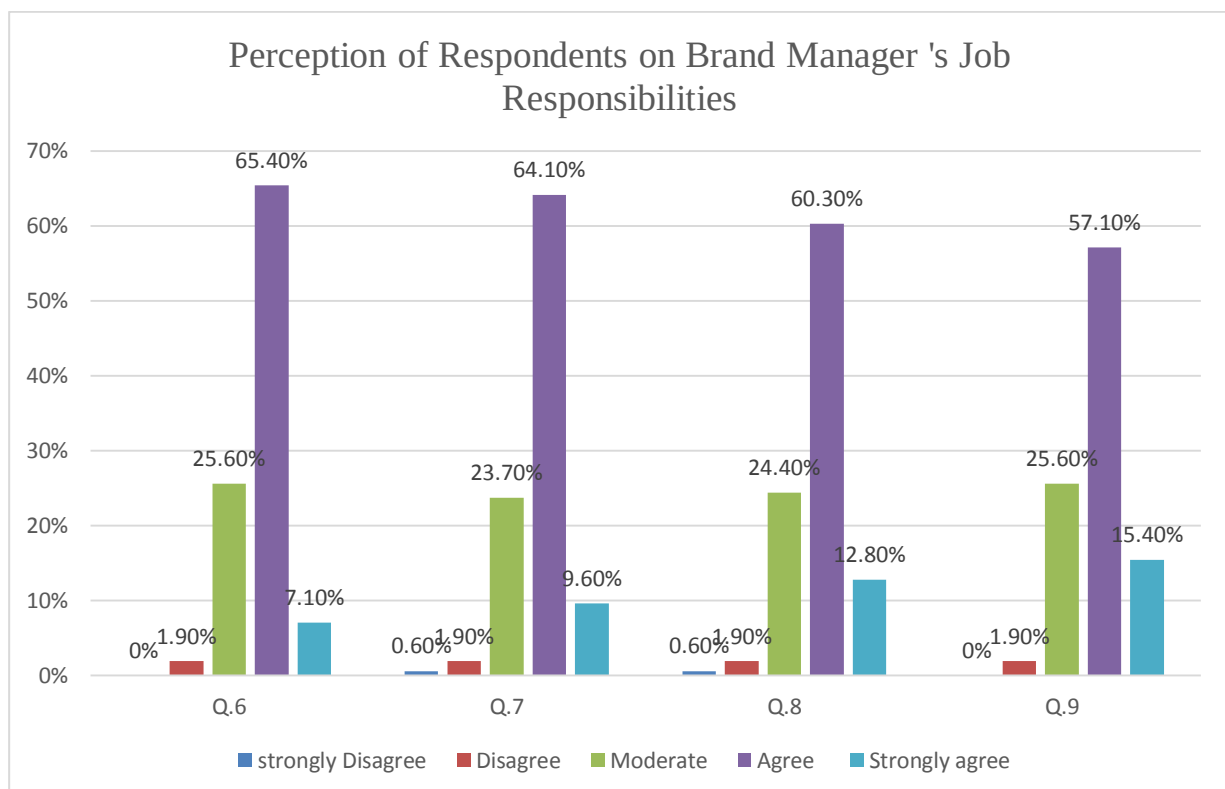


Figure 8: Perception from respondent on the Brand Manager responsibilities

Figure 8 shows Q.6 stands for “Submit creative project request to the Creative Department when planning an event during design process.” in the questionnaire. The highest percentage were 65.4% which is equivalent to 102 respondents who agreed that the Brand Manager submits a creative project request to the Creative Department followed by the lowest percentage which is 0% or no respondents disagree. Majority of the respondents agreed that the Brand Manager should submit requests to the Creative Department Manager due to the fact that the request paper contains the task needed to be carried out by the Creative Department Manager.

From Figure 8, it shows that Q.7 stands for “Responsible in checking any changes and update from the Creative Department in the routing process.” in the questionnaire. A percentage of 64.1% agreed that the Brand Manager should do the checking during the routing process. The lowest percentage which is 0.6% equivalent to one respondent strongly disagreed that the Brand Manager should do checking during the routing process. A Brand manager acts as a leader in the organization and takes responsibility on the product that is made and ensures it follows the specifications needed according to the project paper.

Figure 8 shows Q.8 stands for “Check colour and the design and change if needed during process of colour packages.” in the questionnaire. The highest percentage that is 60.3% or 94 respondents agreed that the Brand Manager should do checking during the design packaging. A percentage of 0.6 which equals to 1 respondent strongly disagreed to the statement given. This is very crucial that the Brand Manager ensures the accuracy of the designs and colours to avoid mistakes when the product is produced.

Finally, Q.9 stands for “Check the claims, trademarks, art design and the entire package during the press proof process (Test print)” from the questionnaire. The highest percentage of 57.1% or 89 respondents agreed that the Brand Manager does the checking of

the design during press proof process. The lowest percentage of 0% or no respondents disagreed the Brand Manager does the checking of the design during press proof process.

6.5 Section C: Creative Department Manager

Section C consists of four questions related to job responsibilities of Creative Department Manager but only two questions which are Q.11 and Q.14 selected to be analyzed consequently. For Q.12 and Q.13 have been excluded from being analyzed as they are not the main job responsibility for Creative Department Manager.

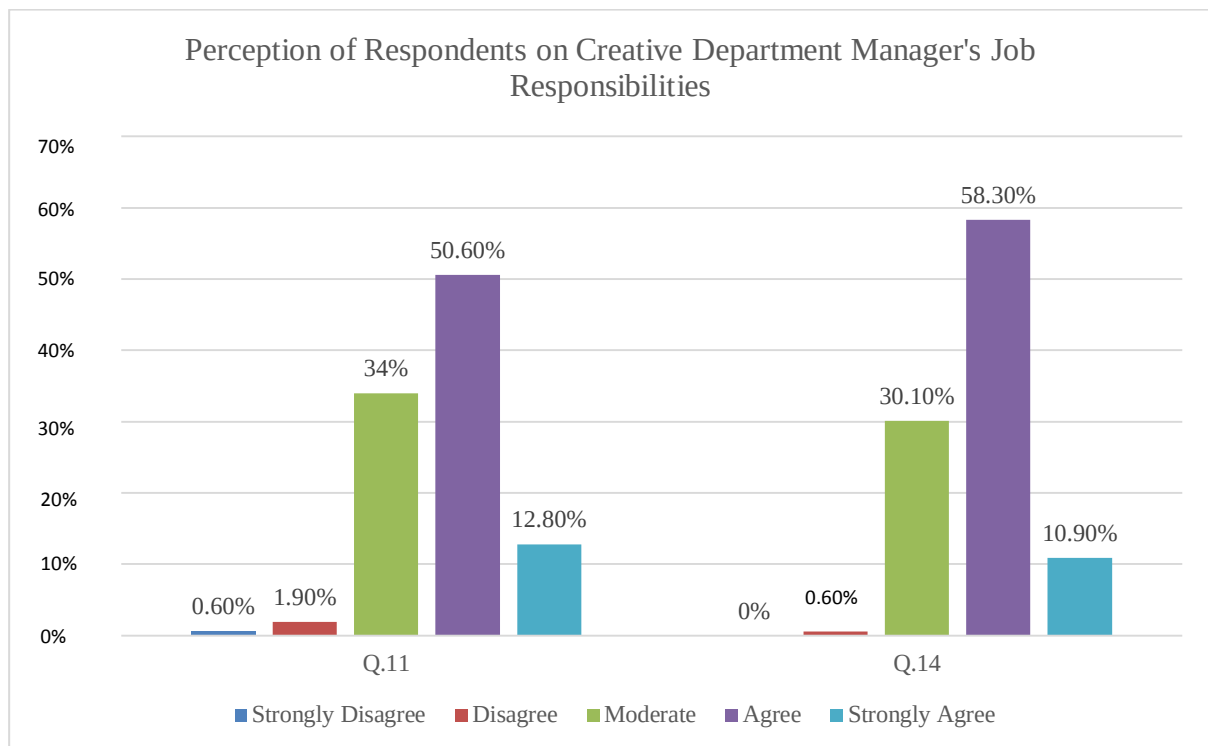


Figure 9: Respondents perception on Creative Department Manager’s job responsibility

Figure 9 shows Q.11 stands for “Deliver event project to the art director and develop timeline during design process.” from the questionnaire. Perception from respondents regarding the role of the Creative Department Manager that is to submit the project paper and develop the timeline showed the highest percentage which was 50.6% equivalent or 79

respondents agreed that the Creative Department Manager submits the project paper to the Art Director and develops the timeline. The lowest percentage of 0% or no respondent strongly disagreed that Creative Department Manager submits project and develops timeline. Submitting project paper and developing timeline for art director is important in order to understand the needs and requirements for the task needed to be carried out. With the results shown, it can be said that majority of the respondents understand the importance of abiding the timeline as a requirement to ensure that the art work is produced within the timeframe which will avoid delay in submitting the project.

Then from Figure 9 shows Q.14 is “Receives press proof and check the design if accurate and request copies of press proof (Test print)” from the questionnaire. It shows the perception of respondents regarding the role of the Creative Department Manager which is to receive press proof (test print) for design-checking and copy-requests. The highest percentage showed 58.3% or 91 respondents agreed that the Creative Department Manager receives press proof (test print) for checking the design and requests copies design sketches. The lowest percentage of 0% or no respondent strongly disagreed that the Creative Department Manager checks design and requests copies. The Creative Department Manager needs to check the press proofs (test print) to ensure that the design is accurate with the layout and art work produced. The press proof will be delivered to Brand Manager before being distributed to other departments in the organization.

6.6 Section D: Art Director

Section D consists of seven questions related to job responsibilities of Art Director but only four questions are analyzed consequently. Three questions were excluded which are Q.16, Q.18, and Q.19 due to not the main responsibility for the Art Director.

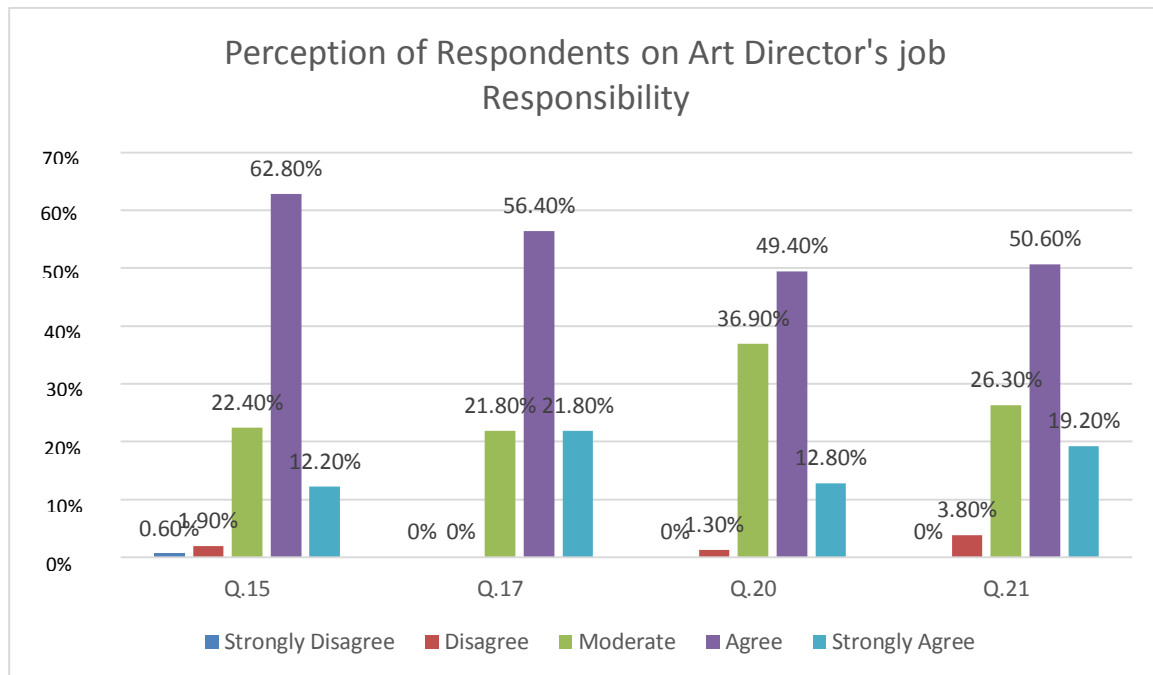


Figure 10: Respondents perception on Art Director’s job responsibility

Figure 10 shows Q.15 stands for “Research and explores the project, produce layout during design process.” in the questionnaire. The data shows the perception of respondents on job responsibilities for Art Director to explore and produce layouts during design process. The highest percentage showed that when 62.8% equivalent to 98 respondents agreed on Art Director exploring suitable materials to be used for the event and producing layouts during the design process. The lowest percentage of 0.6% or 1 respondent strongly disagreed on Art Director exploring materials and producing the layouts. Exploring material is a process for the Art Director to find the most suitable material to produce the art work because different materials will produce different kind of effect on the art work.

Figure 10 shows Q.17 stands for “Follow the timeline and work with graphic designer.” from the questionnaire. The perception of respondents regarding Art Director works by following timeline and works together with Graphic Designer. The highest

percentage showed 56.4% or 88 respondents agreed that Art Director must deliver the work by following the timeline and cooperate with the Graphic Designer. Furthermore, 21.8% or 34 respondents selected moderate and the other 21.8% or 34 respondents selected strongly agree. Thus, this result shows majority of the respondents strongly agreed that Art Director needs to produce the artwork according to the timeline and fulfils the task given by Creative Department Manager.

Following timeline is important for Art Director to establish the given task. Art Director also works together with Graphic Designer in producing the layout and art work. Graphic Designer will act as an advisor in selecting the materials within the budget provided by the organization.

Then, in Figure 10 shows Q. 20 stands for “Request colour and element if needed during press proof (test print)” from the questionnaire. Data shows the perception of respondents regarding Art Director to request colour and element if needed during press proof (test print). The highest percentage stated that is 49.4% or 77 respondents agreed that the Art Director needs to request colours if needed during press proof. The lowest percentage of 1.3% or 2 respondents disagreed that Art Director should check during press proof. The Art Director needs to focus on the colours on the art work to ensure that the art work is presentable upon display. If the colours are not accurate or suitable then changes will be made on the art work.

Finally the Figure 10 shows Q.21 stands for “Dispose unwanted materials and keep useful materials for the next event” from the questionnaire. Data showed the perception of respondents regarding Art Director disposing unwanted materials and keeps useful materials for the next event. The highest percentage shows 50.6% or 79 respondents agreed that the Art Director should dispose unwanted materials and keep useful materials for the next event. The

lowest percentage of 3.8% equivalent to 6 respondents disagreed that materials should be disposed and kept for the next event. Useful material will be salvage at the end of an event. The materials collected will be used for next event. This process is important for saving budget of the company and materials salvaged can be improvised to become other type of artworks

6.7 Section E: Overall Statement

In this section, a question has been answered by respondents related to the overall statement and data analysis was conducted.

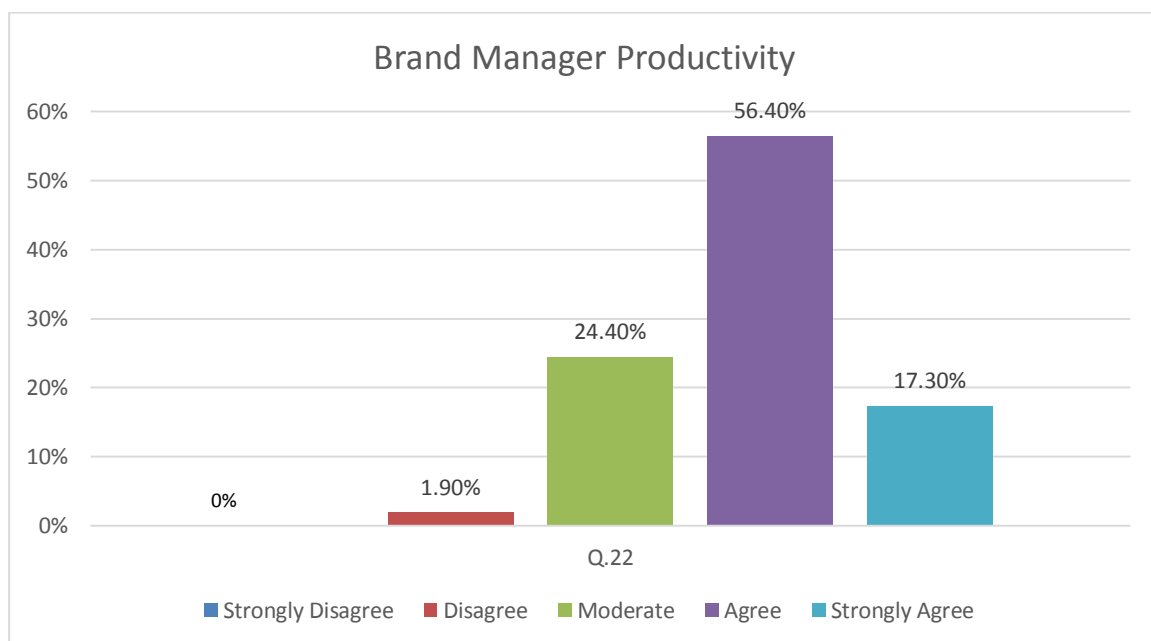


Figure 11: Productivity performance influence of Brand Manager towards Creative Department and Art Director

Figure 11 shows Q.22 stands for “The increase of productivity of brand manager will Create high impact on working efficiency of creative department manager that leads high to positive outcome for the art director.” from the questionnaire. Data showed the perception of respondents regarding the Brand Manager’s performance which can influence the Creative

Department Manager and the Art Director's productivity performance. The highest percentage showed 56.4% or 88 respondents agreed that Brand Manager increases productivity and influences both the Creative Department Manager and the Art Director. The lowest percentage of 0% or no respondent disagreed that Brand Manager Increase's productivity will bring impact to both the departments.

6.8 Types of Analysis and Measure

To determine the measurement of scales and items for this study, factor analysis was applied to evaluate the items of variable. This study also utilizes the Principle Component Factor Analysis with Varimax rotation to distinguish a set of the underlying dimension of the construct. According to Hunter and Tan (2010), explaining the items with higher loadings than 0.50 on one factor are retained for further analysis, however, items with a loading of 0.4 and above are logical and sufficient.

6.8.1 Factor Analysis

In this study, the independent variable and dependent variables were identified using Varimax rotation in the Principle Component Analysis. The application of the factor analysis was to identify the factor in the items. According to Ho (2006), factor analysis is used to find patterns in the correlations among variables. The pattern is used to cluster the variables into groups, called factors. The factor can then be treated as new composite variables.

The values of measure of Kaiser–Meyer–Olkin (KMO) and Barlett's test of Sphericity were investigated to determine the appropriateness of the items. The KMO for overall item was set to be 0.60 and above as well Barlett's test of Sphericity should be statistically significant at ($p < .05$) for the factor analysis to be considered appropriate (Pallant, 2005).

This study performs one factor analysis for understanding the relationship of the variables in the SOP framework. Then variables will be determined by the numbers of the factor and then will be further elaborated on the underlying relationship among the variables (Pallant, 2013). Then, it will go through the factor extraction to determine the smallest number of the factor by identification using Kaiser's criterion and Scree test.

6.9 Variables in the SOP

The SOP has been assessed its validity using Exploratory Factor Analysis. There were 16 items for the proposed SOP. These items are divided into three sections: five items for the Brand Manager, four items for the Creative Department Manager, and seven items for the Art Director.

As shown in Table 4, the KMO measure of sampling adequacy for the SOP was .688 which was 0.6 and above, indicating that the items are interrelated. Barlett's Test of Sphericity showed significant value of ($p=.000$) which was statically significant at ($p<0.5$), indicating the factor analysis is appropriate.

Table 4: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	441.431
	df	120
	Sig.	.000

6.10 SOP Element

The results of factor analysis in Table 5 revealed the existence of five components with initial Eigen values greater than one. The items which have high cross loading (the loading difference is less than 0.1) are excluded.

The first component accounted for 21.97% of total variance and these factors were with the loadings ranging from .425 to .631. Unfortunately, 5 items were dropped from the component due to high cross loading (the loading difference is less than 0.1) and the dropped items were 3 items from the Art Director that was ‘Q.20 Requests colour and element if needed during press proof (test print)’, ‘Q.17 Follows the timeline and works together with graphic designer.’ and, ‘Q.18 The artwork design is finalized in routing process’. For the Brand manager, 2 items were dropped which were ‘Q.7 Responsible in checking any change and updates from the Creative Department in the routing process’, and ‘Q.8 Checks colour and the design and changes if needed during process of colour packages.’ The result shown in Table 2 revealed the first component is maintained and comprised of the total of 7 items that include 3 items related to the Brand Manager, 4 items that related to the Creative Department Manager, and 1 item related to the Art Director.

The second component accounted for 9.87% of the total variance with loadings ranged from .524 to -.497. In this component 5 items were dropped due to the high cross loading (loading difference is less than 0.1). The items dropped were 2 items related to the Brand Manager which were ‘Q.6 Submits creative project requests to the Creative Department for event planning during design process.’ And ‘Q.8 Checks colour and the design and changes if needed during process of colour packages’. One item related to the Creative Department Manager that was ‘Q.12 Asking any change requested and updating the changes in decoration

during design process.’, and 2 items from the Art Director were ‘Q.21 Dispose unwanted materials and keep useful materials for the next event’ and ‘Q.16 Produces artwork according to layout.’. In component 2, only 2 items consisting 1 item from Art Director and 1 item from Brand Manager.

The third component consisted of 5 items related to the Art Director and the Creative Department Manager and accounted for 8.38% of total variance in the data with the loadings ranged from .407 to .504. In this component, 2 items were dropped from the component due to high cross loading related to the Art Director which are ‘Q.15 Researches and explores the project, produces layout during design process.’ and ‘Q.20 Requests colour and element if needed during press proof (test print)’. The result shown in Table 2 showed that only 3 items maintained were related to the Art Director.

The fourth component with 6 items related to the Brand Manager, the Creative Department Manager, and the Art Director accounted 8.16% of total variance in the data with the loadings ranged from -.327 to .462. In this component, 3 items were retained related to the Brand Manager and 1 item from the Art Director was maintained. The items dropped due to high cross loading were 2 items from the Creative Department Manager, ‘Q.13 Checking all colour and design and notifying the Brand Manager and the Art Director in the process of colour package.’ and ‘Q.11 Delivers event project to the Art Director and develops timeline during design process.’ For the Art Director, 2 items were dropped which were ‘Q.15 Researches and explores on the project, produces layout during design process.’ and ‘Q.16 Produces artwork according to layout.

The fifth component was accounted for 7.35% of the total variance with loadings ranged from -.311 to .651. The component consisted of 5 items related to the Brand Manager, the Creative Department Manager, and the Art Director. Only 1 item was retained related to the

Art Director. Four items were dropped due to high cross loading, 2 items from the Brand Manager which were 'Q.6 Submits creative project request to the Creative Department planning an event during design process.' and 'Q.9 Checks the claims, trademarks, art design and the entire package during press proof process. (test print)', 1 item from the Creative Department which was 'Q.12 Asking any change requested and updating the changes in decoration during design process.', and 1 item from the Art Director which was 'Q.19 Checks design in process of colour package and prints out hard copy.'

Table 5: Factor analysis of Dependant Variable: SOP framework

Items	Component				
	1	2	3	4	5
Q.10 Signs approval form or does copy during press proof process. (test print)	.631				
Q.14 Receives press proof and checks the design if accurate, and requests copies of press proof. (test print)	.616				
Q.13 Checking all colour and design accurately and notifying the Brand Manager and the Art Director in the process of colour package.	.567				
Q.11 Delivers event project to the Art Director and develops timeline during design process.	.520				
Q.6 Submits creative project request to the Creative Department planning an event during design process.	.509				
Q.9 Check the claims, trademarks, art design and the entire package during press proof process.(test print)	.508				
Q.12 Asking any change requested and updating the changes in decoration during design process.	.467				
Q.15 Researches and explores on the project, produces layout during design process.	.425				
Q.20 Requests colour and element if needed during press proof.(test print)		.524			
Q.7 Responsible in checking any change and updating from the Creative Department during routing process		-.497			
Q.21 Disposes unwanted materials and keeps useful materials for the next event			.515		
Q.17 Follows the timeline and works together with the Graphic Designer.			.513		
Q.16 Produces art work according to layout.			.504		

Table 5 continued

Q.8 Checks colour, design and changes if needed during process of colour package.				.462	
Q.19 Checks design during process of colour package and prints out hard copy.				-.417	
Q.18 The artwork design is finalized in routing process.					.651

6.11 Scree Plot

The scree plot test was performed to understand the extracted component. Based on the Figure 12, the scree plot revealed a clear break after the second component using Catell's (1966) scree test. It was then decided the first and the second component to be retained for further investigation. Furthermore, it was supported by the result of Parallel Analysis that showed only two components with Eigen values exceeding the corresponding criterion values for a randomly generated data matrix of the same size (16 variables x 156 respondents). According to Pallant (2005), the component that needed to be retained is when there is a change (or elbow) in the shape of the plot.

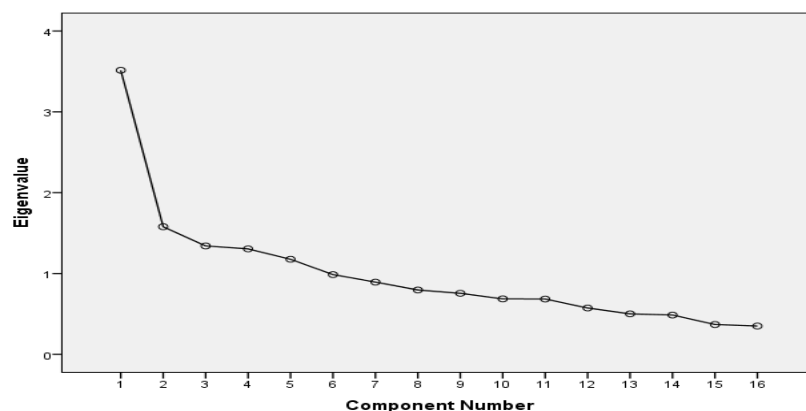


Figure 12: Scree Plot

Table 6: Factor analysis using Varimas method for Dependant Variables: SOP frame

ITEM	COMPONENT 1	COMPONENT 2
Q.7 Responsible in checking any change and updates from the Creative Department during routing process	.700	
Q.6 Submits creative project request to the Creative Department planning an event during design process.	.649	
Q.8 Checks colour, design and changes if needed during process of colour packages.	.595	
Q.12 Asking any change requested and updating the changes in decoration during design process.	.587	
Q.11 Delivers event project to the Art Director and develops timeline during design process.	.488	
Q.9 Checks the claims, trademarks, art design and the entire package during press proof process.(test print)	.430	
Q.18 The artwork design is finalized during routing process.	.391	
Q.20 Requests colour and element if needed during press proof.(test print)		.643
Q.14 Receives press proof and checks the design if accurate and requests copies of press proof. (test print)		.557
Q.10 Signs approval form or does copy during press proof process. (test print)		.546
Q.16 Produces art work according to layout.		.534
Q.13 Checking all colour and design and notifying Brand Manager and Art Director during process of colour package.		.485
Q.17 Follows the timeline and works together with Graphic Designer.		.476

Table 6 continued

Q.15 Researches and explores the project, produces layout during design process.		.475
Q.21 Disposes unwanted materials and keeps useful materials for the next event.		.466
Q.19 Checks design during process of colour package and prints out hard copy.		.319

6.12 Varimax Rotation

Table 6 shows the result of analysis with Varimax rotation which revealed the existence of component. The first component comprises of 7 listed items. The factor had items loadings ranged from .391 to .700 accounted for 16.39 % of total variance in the data. Meanwhile, the second component comprises of 9 listed items. The factor had item loadings ranged from .319 to .643 accounted for 15.44 % of total variance in the data.

Furthermore, based on the original result, there were 3 items excluded in the analysis. Based on the original questionnaire, items number 14, number 10, and number 13 were dropped out due to lower loadings values in the first component listed as values of .324, .355, and .323 compared to component 2 which had higher loadings values listed as values of .557, .546, and 485. As a conclusion, the component with higher loadings values was chosen. According to Pallant (2005), identifying the highest loading variables on each of the component can identify the nature of the underlying latent variables in each component.

The arrangement of the items in Table 6 will be used as reference to build up a new SOP framework.

6.13 Correlation

Correlation analysis is used to describe the strength and direction of the linear relationship between two variables (Pallant, 2013). In this study, Pearson product-moment correlation coefficient (r) was used to analyze the interval level variables or continuous variables. According to Coder and Foreman (2009), a value close to 1.0 or -1.0 indicates a perfect relationship. While a value that is close to 0 indicates a weak or trivial relationship. Cohen (1988) suggested the following guidelines to interpret the strength of relationship:

$R = .10$ to $.29$ or $r = -.10$ to -0.29 (relationship strength is small)

$R = .30$ to $.49$ or $r = -.30$ to -0.49 (relationship strength is medium)

$R = .50$ to $.10$ or $r = -.50$ to -1.0 (relationship strength is large)

The outcome of the correlation analysis is displayed in Table 6. The correlation is dependent on the SOP framework intersection relationship. The result shows the intersection of a number of questions. The intersection of number of questions represents the intersection of SOP framework. Wang and Park (2008) suggested that a significant correlation or significance level which is smaller than .05 indicates a statistically significant relationship that has a high correlation. The significance level was listed as Sig. 2 tailed. Furthermore, coefficient of determination displays the variance between two variables. The question number represents the items that had been correlated and the descriptions for the question numbers were shown in Table 7.

Table 7: Number of questions and description

Questions	Descriptions
SECTION B	BRAND MANAGER
Q.6	Submits creative project request to the Creative Department planning an event during design process.
Q.7	Responsible in checking any change and updates from the Creative Department during routing process.
Q.8	Checks colour, design and changes if needed during process of colour packages.
Q.9	Checks the claims, trademarks, art design and the entire package during press proof process.(test print)
Q.10	Signs approval form or does copy during press proof process. (test print)
SECTION C	CREATIVE DEPARTMENT MANAGER
Q.11	Delivers event project to the Art Director and develops timeline during design process.
Q.12	Asking any change requested and updating the changes in decoration during design process.
Q.13	Checking all colour and design and notifying the Brand Manager and the Art Director during process of colour package.
Q.14	Receives press proof and checks the design if accurate and requests copies of press proof. (test print)
SECTION D	ART DIRECTOR
Q.15	Researches and explores on the project, produces layout during design process.
Q.16	Produces artwork according to layout.
Q.17	Follows the timeline and works together with the Graphic Designer.
Q.18	The artwork design is finalized in routing process
Q.19	Checks design in process of colour package and prints out hard copy.
Q.20	Requests colour and element if needed during press proof. (test print)
Q.21	Disposes unwanted materials and keeps useful materials for the next event.

Table 8: Correlated questions with the correlation result

Items	Strength of Correlation Score (r)	Coefficient of Determination (%)	Sig. (2-tailed)	Scale
Q.6 – Q.7	0.38	14.44	0	MEDIUM
Q.7 – Q.8	0.392	15.37	0	MEDIUM
Q.8 – Q.9	0.342	11.7	0	MEDIUM
Q.9 – Q.10	0.237	5.62	0.003	SMALL
Q.6 – Q.11	0.245	6	0.002	SMALL
Q.7 – Q.12	0.232	5.38	0.004	SMALL
Q.8 – Q.13	0.137	1.88	0.088	NOT SIG
Q.9 – Q.14	0.172	2.96	0.032	SMALL
Q.10 – Q.14	0.432	18.66	0	MEDIUM
Q.11 – Q.12	0.258	6.66	0.001	SMALL
Q.12 – Q.13	0.165	2.72	0.04	SMALL
Q.13 – Q.14	0.397	15.76	0	MEDIUM
Q.11 – Q.15	0.069	0.48	0.394	NOT SIG
Q.11 – Q.16	-0.065	-0.42	0.423	NOT SIG
Q.11 – Q.17	0.253	6.4	0.001	SMALL
Q.12 – Q.18	0.275	7.56	0	SMALL
Q.13 – Q.19	0.193	3.72	0.016	SMALL
Q.14 – Q.20	0.231	5.34	0.004	SMALL
Q.14 – Q.21	0.15	2.25	0.061	NOT SIG
Q.15 – Q.16	0.327	10.69	0	MEDIUM
Q.16 – Q.17	0.365	13.32	0	MEDIUM
Q.17 – Q.18	0.218	4.75	0.006	SMALL
Q.18 – Q.19	0.208	4.33	0.009	SMALL
Q.19 – Q.20	0.188	3.53	0.019	SMALL
Q.20 – Q.21	0.388	15.05	0	MEDIUM

Table 8 shows the correlation of the items and the results based on the strength of correlation score (r), coefficient of determination (%), significant value or sig (2- tailed), and scale.

The highest correlation items were found between Q.8 and Q.13 that are ‘check colour, design and change if needed during process of colour package’ and ‘checking all colour and design and notifying the Brand Manager and the Art Director during process of colour package.’ Table 9 shows the value strength of correlation score 0.432 (r) or 18.66% that states a significant value of $P < .0$ with a medium scale referring to Cohen (1988) scales guidelines.

The lowest correlations items were found between Q.12 and Q.13 that are ‘Asking any change requested and updating the changes in decoration during design process. ’and‘ Checking all colour and design, and notifying the Brand Manager and the Art Director during process of colour package Show the value strength of correlation score 2.72 (r) or 2.72% that states a significant value $P < .04$ with a small scale referring to Cohen (1988) scales guidelines.

Furthermore, the table showed 4 items that will be excluded in this SOP framework due to the violation of significant values of more than 0.05. The items were Q.8 and Q.13, Q.11 and Q.15, Q.11 and Q.16, Q.14 and Q.21 which presented violation significant value of 0.088, 0.394, 0.423, and 0.061.

As a conclusion, the number of items that correlates with a significant value ($P < .05$) will be accepted and maintained in the SOP framework. All the items with medium and small scales indicating each item has interaction relationship.

6.14 Formation of New SOP Framework

The new formation was done based on the Rotation Method: Varimax with Kaiser Normalization and correlation analysis. The items were placed according to the Rotation Method: Varimax with Kaiser Normalization analysis arrangements and the items which were not significant in the correlation analysis will be excluded. Apart from that, some of the original sentences were changed in order to suit the new SOP framework.

Table 9 shows the list of the new formation of SOP framework and the original sentences have been changed in terms of adding the work position in each statement. The original meaning of the sentences did not change. Apart from that, the meaning of BM, CDM, and AD is Brand Manager, Creative Department Manager, and Art Director.

Table 9: The alteration of statements

No.	Original statements	Changed statements
6	Submits creative project request to the Creative Department planning an event during design process.	BM submits creative project request to CDM for event planning during design process.
7	Responsible in checking any change and updates from the Creative Department during the routing process.	BM is responsible for checking the changes and get updates from CDM during the routing process.
8	Checks colour, design and changes if needed during process of colour packages.	BM checks the colour and design, and makes changes during colour package process.

Table 9 continued

9	Checks the claims, trademarks, art design and the entire package during press proof process. (test print)	BM checks the claims, trademark, art design and entire package during press proof process.
10	Signs approval form or does copy during press proof process. (test print)	BM signs approval form and makes copy for the press proof (test print).
11	Delivers event project to the Art Director and develops timeline during design process.	CDM delivers event project and develops timeline to AD during design process.
12	Asking any change requested and updating the changes in decoration during design process.	CDM asks request and updates the changes in the decoration during design process.
13	Checking all colour and design and notifying the Brand Manager and Art Director during process of colour package.	CDM checks all the colour and design, and notifies BM and AD during process of colour.
14	Receives press proof and checks the design if accurate and requests copies of press proof. (test print)	CDM receives the press proof and checks the design, and requests copies of press proof.
15	Researches and explores the project, produces layout during design process.	AD does research and explores on the project, and produces layout during design process.
16	Produces art work according to layout.	AD produces the artwork according the layout.
17	Follows the timeline and works together with Graphic Designer.	AD produces the artwork by following timeline and works together Graphic Designer.

Table 9 continued

18	The artwork design is finalized in routing process.	AD finalizes the artwork during routing process.
19	Checks design in process of colour package and prints out hard copy.	AD designs during process of colour package and prints out hard copy.
20	Requests colour and element if needed during press proof.(test print)	AD requests colour and element if needed during press proof.
21	Disposes unwanted materials and keeps useful materials for the next event.	AD disposes unwanted materials and keeps useful materials for the next event.

6.15 Data Interpretation

Data collected from qualitative and quantitative were discussed to understand the findings and the research conducted. Data findings from the qualitative method in Chapter 3 were aimed to be identified for developing a proposed SOP and questionnaire. The data findings from quantitative were gained from respondents' perception on answering the questionnaire and aims to produce a new SOP for the creative department. Each interpretation contains a theme to represent the data by referring to Stange, Crabtree, and Miller (2006) on the ways to interpret and report qualitative and quantitative data by using weaving approach by producing theme - by- theme or concept - by - concept basic.

The first theme is 'Interaction', whereby the qualitative findings show the code 'Relationship' and 'Link'. Both codes have the same meaning in terms of interaction among

the departments or working personnel which means interaction occurs between working personnel for Brand Manager, Creative Department Manager, and Art Director in each stage or process in the line of art work production. By referring to the data analysis, the result shows the respondents' perception for interaction between Brand Manager, Creative Department Manager, and Art Director. Respondents' perception for Brand Manager with majority agreed of 64.10% for checking any change in the product and interacts with Creative Department Manager. Brand Manager is the leader with the responsibility for checking the art work production and maintains good relationship with other colleagues. Creative Department Manager also deals with Brand Manager for updating the art work production and works together with Art Director. According to the quantitative data of respondents' perception, 50.60% agree for Creative Department Manager to submit event project and develop timeline for Art Director. The result shows respondents perception on Creative Department Manager needs to help Art Director as the middle person for updating the art work progress with Brand Manager and helping Art Director in line of art work production. Interaction between Art Director with Creative Department Manager and Graphic Designer occur in art work production process. By referring the quantitative data, from respondent's perception total 54.40% agree for Art director for following the timeline developed by Creative Department Manager and working together Graphic Designer. During this process, Art Director will consult the Creative Department Manager on the layout produced, address problem from Brand Manager, and discuss the timeline needed to finish the task given also working together with Graphic Designer for producing the layout for the art work which needed to be discussed with Creative Department Manager. Three working positions such as Brand Manager, Creative Department Manager, and Art director have 'Relationship' by interaction with each

other in each process. The 'Relationship' helps each working position to work more efficiently and reduces errors.

The second theme is 'Person – Job Fit', meaning each working position has its suitable responsibility. The qualitative data shows the code 'Role' and 'Task' whereby both code means working position and the responsibility needed to be done. The Quantitative data shows the main task needed for Brand Manager, Creative Department Manager, and Art Director. Perception from respondent for Brand Manager shows the total of 57.10% agree for checking the claims, trademarks, and art design. Brand Manager is the leader in the organization, the working position which holds the responsibility such as understand the art work or product production process, having good communication skills and maintain good relationship with staffs in the organization. For Creative Department Manager, this working position act as the middle person between the leader and working staff in the organization and total 58.3% of respondents perception agreed that Creative Department Manager are responsible for receiving press proof and checking the design and requesting copies of press proof. Creative Department Manager hold the responsibility to check and alert the leader in the organization for updating information and finding solution if any problem occur in the line of art work or product production. The Art Director holds an important position for producing the art work from visualize to producing. The perception from respondents show total of 62.80% agrees for Art Director to explore material and produce layout for the art work. The Art Director is responsible for visualizing the art works with the selected material, given budget, and following the timeline developed. The line of art work production need different skills set from different types of working personnel. Each working position must have the skills set and fit for the task given such as from planning, producing, and finishing.

The analysis from qualitative and quantitative data was grouped into theme in this section for better understanding in this study. Both theme ‘interaction’ and ‘Person - Job Fit’ the findings were arranged by the codes in the qualitative data and supported by the quantitative data gained in each subcategory. It was found the proposed SOP need to have the correct working position with the suitable working responsibility.

6.16 Summary

Data analysis was conducted to understand the questionnaire regarding the items and connection in each working position. This data that has been processed to show the function and relationship related to the Brand Manager, the Creative Department Manager, and the Art Director. The statement in the proposed SOP is changed due to suitability and function in the new proposed SOP. In the next chapter, conclusions will be discussed for better understanding of the objective in this study along with the data analysis result.

CHAPTER 7

DISCUSSION AND CONCLUSION

7.1 Introduction

Chapter 7 is the final chapter in this study. This chapter contains recapitulation of research findings, research contributions and recommendations are based on the findings and conclusion in this study.

7.2 Recapitulation of Research Findings

The purpose of this study was to determine the proposed SOP framework function for the shopping malls Creative Departments in Kuching. It is important to develop a model of SOP framework for the purpose of having a guideline for the Creative Department in the shopping malls to maintain efficiency in the line of work.

Mix method were used in this study, qualitative method were used to produce instrument for the quantitative method. The interview was first conducted with the selected informants that are working in the Creative Department in shopping malls in Kuching to understand the problem occurred in the organization. After the interview, content analysis by using manual coding was used to identify the elements needed to produce a proposed SOP and questionnaire. Information involving SOP used in their department were also gathered for this study. The elements from content analysis and Remington Creative Department SOP were used as a reference to build up a new proposed SOP framework.

Then all respondents from the shopping malls management in Kuching were given questionnaires related to the proposed SOP in this study. Through the collected

questionnaires, data were produced to address the research questions and research objectives posed in the first chapter. The collected data were also used to produce a new proposed SOP framework from the previously proposed SOP framework.

7.3 Implication

The research has two significant implications such as a guideline on how to develop a SOP and the practice for the new SOP.

7.3.1 Implication for the guideline for developing a SOP

This study provides knowledge and guides for developing a SOP which can be a reference for organization not only for creative industry only. The research shows the step to create a SOP by referring to different types of existing SOPs. All suitable SOPs steps or processes were listed down according to the needs for an organization or institutions. Information such as process needed to be carried out, working position, and responsibility. The writing style for an SOP should use active voice or present tense for easy understanding. Then the way for presenting a developed SOP needs to be easy –to- read format by using flow chart. By understanding ways to develop a SOP it will help the organizational management to develop a suitable SOPs in their line of work.

7.3.2 Implication for future practice

This study provides a new SOP for the Creative Department in Shopping Malls in Kuching. The new SOP developed shown in Figure 13 can be used as a future practice in shopping malls Creative Department. The new SOP contains information such as position, process, and responsibility and can be changed depending on the organization management.

The new SOP also can be use as quality control for art work production and reduce errors because art work produced needs to fulfill all characteristics before display to public.

7.4 Limitation

This research attempts to study the formation for building up a new SOP framework and to identify the role and responsibility in the proposed SOP framework. Limitations of the study are identified.

7.4.1 Limitation of access

In this study, limitation for accessing certain people or organization in the shopping malls was limited. This limitation occurs during preliminary study when gaining information by using qualitative methods.

A total of 20 shopping malls have been approached but only 2 shopping malls have agreed to give cooperation to be interviewed for gaining information related to their art department and SOP framework used by both organizations. Total of 18 shopping malls management declined the interview due to private and confidential purpose.

According to Katz and Caspi (2003), access limitation refers to be the limitation of physical access for a person to gain particular information. The limitation of access to gain information from an interview with shopping malls management limits the study from gaining information regarding the SOP used in the management.

The limitation of access to interview limits this study for gaining more SOP framework for building up a new structured SOP framework for the Art Department in shopping malls. The limitation of a structured SOP in the Art Department will affect the

working personnel performance. According to Verma (2013), by developing a Standard Operating Procedure, it can enhance the consistency in a service.

7.4.2 Limitation of available prior research studies on the topic

Availability of past researches related to the study is limited. This results in the restricted sources to find and identify suitable methods in building a new SOP framework for Creative Department in shopping malls.

The past researches are important to guide and lay foundations to understand the research problem. Current studies towards shopping malls organizations are limited towards Creative Department in shopping malls in Kuching Sarawak.

7.5 Research Contribution

This study has contributed in producing new knowledge and information. This sub topic is divided into theoretical contribution and knowledge contribution. The first part of contribution consisting analysis of data in regards to shopping malls Art Department. The second part explicates the finding for improving the current Creative Department responsibility management area in shopping malls managements in Kuching.

7.5.1 Theoretical Contribution

The study incorporates two shopping malls SOPs and four Remington Creative Department SOP, and elements from content analysis as a principle to the formation of the proposed SOP framework. Based on the data analysis, the results of factor analysis form the proposed SOP framework signified that a few items in the proposed framework needed to be rearranged accordingly and new statement to propose a new SOP framework. The results of the factor analysis by using Varimax rotation revealed the existence of 2 components with

initial Eigen values greater than 1 after the completion from data analysis in chapter 5. It was discovered that the first component comprised mixture of 7 items were related to the brand manager from these results. The Brand Manager holds the responsibility for checking and submitting project request, monitoring, updating the project from the Creative Department Manager. Besides the Brand Manager, another 2 items from the Creative Department Manager holds responsibility such as updating the working process to the Brand Manager and develops timelines for the Art Director. 1 item related to the Art Director was revealed that the Art director holds the responsibility for finalizing the art work. Therefore, the responsibility for each position was changed by its statement but not the meaning for the new proposed SOP framework that is reconstructed.

The second component consist of 9 items, a mixture of 6 items from the Art Director, 2 items from the Creative Department Manager, and 1 item from the Brand Manager. Based on the results, the 6 items from the Art Director's main responsibilities comprises of updating working progress, follow timeline, research and explore the project material, and salvages material after display art work. The Art Director is mostly related in producing the art work and works closely to the Creative Department Manager. Additionally, another 2 items from Creative Department Manager related to checking the press proof or test print for the art work and updating progress information to the Brand Manager and the Art Director. Finally, 1 item from the Brand Manager on the responsibility on signing approvals document related to producing the art work.

From this research, the responsibilities and relationship between the Brand Manager, the Creative Department Manager, and Art Director have been identified. New theories from 2 component items were used to establish a new SOP framework for the Shopping malls art

department. The new SOP framework is established to enhance the management area in the Art Department to work efficiently when it is applies on a real practical situation.

Figure 13 shows the new proposed SOP framework that are connected with original two shopping malls art department in Kuching SOP and Remington Creative Department SOP model as sub reconstructed frameworks for the shopping malls Creative Department.

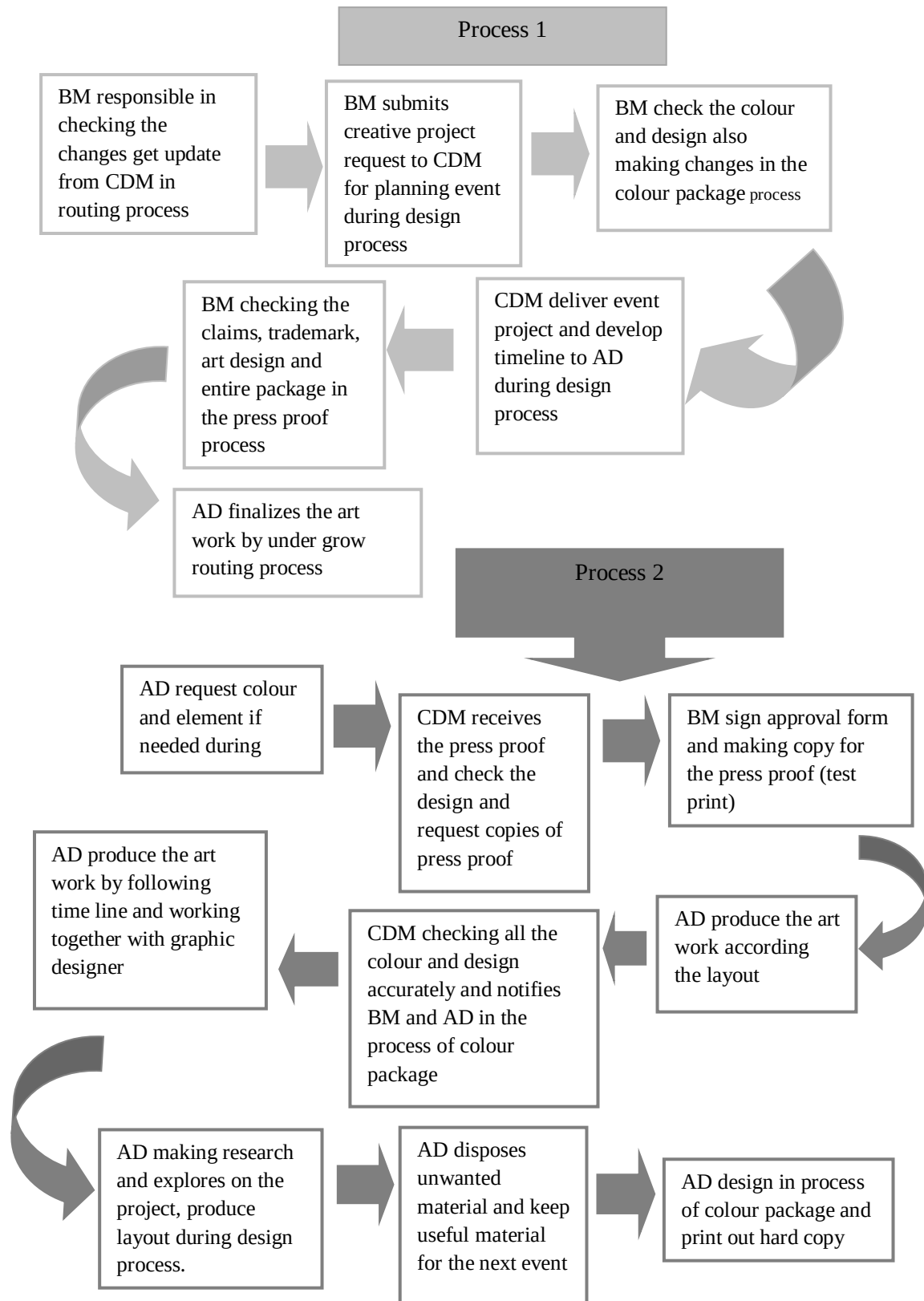


Figure 13: New Proposed SOP framework

7.5.2 Knowledge Contributions

The findings in the data analysis can contribute knowledge for practitioner to establish and apply the SOP framework. Practitioners from the Creative Department in the shopping malls can use this SOP as a guideline in their line of work. This study contributes knowledge for the working personnel in the Creative Department not only in the shopping malls but also can be applied and used by the advertising organization and newly-established working organization related in producing art work organization.

Formation for a new department such as art department needs SOP to maintain the line of work. A basic understanding for building up a new SOP framework is to identify the existence of SOP as guideline or reference to construct new SOP that suits the department for their daily use. The study will be able to contribute and enhance the current SOP use in Creative Department with the name and position build up in the previous chapter. Name for the positions and responsibilities can be changed based on the type of personnel s' position and their responsibilities.

The SOP framework revealed positions and responsibilities from a leader is important to other department working personnel to maintain efficiency. Data analysis result from Figure 11 revealed 56.4% equivalent to 88 respondents agreed that Brand manager play an importance role to increase its own performances in the line of works to influence other working personnel such as the Creative Department Manager and the Art Director to increase their working performance.

7.6 Recommendation

This study shows the following recommendation for potential use.

7.6.1 Recommendation for a new proposed SOP framework for shopping malls Creative Department

In this study a new proposed SOP has been produced as shown in Figure 13. The new produce proposed SOP framework can be used as a guideline for art related field. This new proposed SOP is useful for new art organization that is interested to produce a new SOP. An art field related organization that needs to produce a new SOP can use this study as a reference to produce a new SOP. By building up a new SOP an organization can work smoothly and efficiently.

7.6.2 Recommendation for future research

Several areas of information were lacking related to literature review. Information related to literature review is important to support the formation and creation of a SOP framework. The new proposed SOP framework may still contain invalid information or unnecessary instructions that need to be corrected or changed in future study. The new SOP framework should be examined by the shopping malls Creative Department or related art field organization. This is important in order to identify how realistic the new SOP framework and the characteristic of the Brand Manager, the Creative Department Manager, and the Art Department position and responsibility in improvement of real establish art related field organization.

There are also several areas for development including the techniques for finding more respondent and not restrict in one location only compare to this study. This would give a

better impression for the new SOP framework performance and allow the comparison with results in this study when different methods were used.

7.7 Conclusion

This study aims to investigate the main objectives in producing and describing a new framework for the Creative Department and to identify the role, responsibility and accountability for individuals or team member in cross section in the SOP framework. By constructing a new SOP framework, the art department will have a guideline to follow and work efficiently.

As a result, a new proposed SOP framework is constructed based on the data analysis. The new proposed framework is shown in recommendation section in Figure 13. The new SOP framework is developed based from the previous SOP framework in Figure 7. The new proposed framework contains two types of flow related guidelines for Brand Manager, Creative Department, and Art Director. The new propose SOP framework have been simplified and specific guidelines in each process.

This finding will serve as a supplement for the shopping malls Creative Department existing SOP as additional guideline and knowledge for the shopping malls management team in Kuching Sarawak.

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APPENDICES

TRANSCRIPT

Appendix I : Interview with unknown informant I

Question 1: Does a Standard Operating Procedure (SOP) important to a company ?

Answer 1: Yes, SOP is very importance for the organisation. The use of SOP is for guiding a new staff working in the organization.

Question 2: Who or which department create SOP for the art department/ Visual Merchandising Department (VMD)?

Answer 2: The Human Resource Department or (HRD) create the SOP for our department. The SOP they created will be send to our department for checking. This is because the SOP produce needed to be check weather is suitable or not to be use in our department. If the SOP is not suitable it will send back to HRD for correction. During this process we will inform the HRD what need to be change and correction need in the SOP.

Question 3: What effect of the SOP to the VMD or art department?

Answer 3:The SOP produced helps our department to run smooth and ensure we done our project work on time.

Question 4: What type of SOP created for the art department/VMD?

Answer 4: The SOP we created for our Department have different department working together. The SOP consist department and position such as Organization Director, Marketing Department, Event Department, Graphic Designer,

Artist, HRD, Consultant, and Account Department. Each position and department is linked with each other during producing the artwork.

Question 5: The SOP created will be use for long term or when doing a decoration?

Answer 5: The SOP created is used for the production of artwork and will be change or update if the SOP are unable to be use.

Appendix II: Interview with unknown informant II

Question 1: Does a Standard Operating Procedure (SOP) important to a company ?

Answer 1: Yes, SOP work as a guideline for the working staff especially for the new staff starting working in the organization. Even experience staffs also need to use SOP as a guideline in carrying project task.

Question 2: Who or which department create SOP for the art department/ Visual Merchandising Department (VMD)?

Answer 2: We do not have SOP for our department but we follow a procedure when producing art work for. The produce was made by Managing Director. All departments use the producer during producing art work and during festival season. All departments are linked in this process.

Question 3: What effect of the SOP to the VMD or art department?

Answer 3: I am not sure, but I believe it will bring efficiency to the art department. Like our department do not have SOP. But our management have procedure for us to follow to maintain efficiency and each department will not confuse during the in process.

Question 4: What type of SOP created for the art department/VMD?

Answer 4: As I repeat statement “our Department do not have SOP” because each department is linked together in the production of art work and conducting event. The department and position that linked during art work production were Managing Director, General Manager, Event , Financial Department,

Maintenance Department, Security Department, and Cleaning Department. Each department have it contribution in this process.

Question 5: The SOP created will be use for long term or when doing a decoration?

Answer 5: ok, the current procedures we using now are apply in every time in the production of art work and event. But it will change if the Managing Director think is not suitable to follow anymore and new procedure will be produce to be follow.

Appendix III : Questionnaire

Section A: Demographic

Please tick (✓) the appropriate box

1. Gender : Male ☐ Female ☐
2. Race : Malay ☐ Chinese ☐ India ☐ Other ☐
3. Education: SPM ☐ STPM ☐ Diploma ☐ Degree ☐ Other ☐
4. Working position: _____ (please specific)
5. Working experience : < 5 years ☐ 5 years ☐ > 5years ☐

Section B: Brand Manager

Please circle the number that corresponds accurately to your level of agreement

1: Strongly Disagree 2: Disagree 3: Moderate 4: Agree 5: Strongly Agree

NO	ITEM	SCALE
6.	Submit creative project request to the Creative Department planning an event during design process.	1 2 3 4 5
7.	Responsible in checking any changes and update from the Creative Department in the routing process.	1 2 3 4 5
8.	Check colour and the design and change if needed during process of colour packages.	1 2 3 4 5
9.	Check the claims, trademarks, art design and the entire package during when press proof process.(test print)	1 2 3 4 5
10.	Sign approval form or do copy during press proof process. (test print)	1 2 3 4 5

Section C: Creative Department Manager

11.	Deliver event project to the art director and develop timeline during design process.	1 2 3 4 5
12.	Asking any changes requested and update the changes in decoration of the design process.	1 2 3 4 5
13.	Checking all colour and design accurately and notifies brand manager and art director in the process of colour package.	1 2 3 4 5
14.	Receives press proof and check the design if accurate and request copies of press proof. (test print)	1 2 3 4 5

Section D: Art Director

15.	Research and explores on the project, produce layout during design process.	1	2	3	4	5
16.	Produce art work according to layout.	1	2	3	4	5
17.	Follow the timeline and work with graphic designer.	1	2	3	4	5
18.	The art work design is finalizes in routing process	1	2	3	4	5
19.	Check design in process of colour package and print out hard copy .	1	2	3	4	5
20.	Request colour and element if needed during press proof.(test print)	1	2	3	4	5
21.	Disposes unwanted material and keep useful material for the next event	1	2	3	4	5

Section E: Overall Statement

22.	The increase of productivity of brand manager will Create high impact on working efficiency of creative department manger that lead high to positive outcome for the art director.	1	2	3	4	5
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Section F: General View

Please write down any opinion to make the SOP more efficient in delivering Creative Department task

Thank you

Appendix IV : Permission letter for gaining information

Fakulti Seni Gunaan dan Kreatif
Faculty of Applied and Creative Arts

UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Sarawak Plaza Shopping Mall Management
Jalan Tunku Abdul Rahman
93100 Kuching
Sarawak

Tuan /Puan

Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni – Chong Yee Yang (15020087)

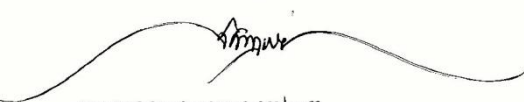
Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.



Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-30/04-18 Jld 11 (39)

07 Oktober 2015

Green Heights Mall
PSB Properties
Green Heights Mall Management Office
Level 1, Green Heights Mall 129
Lorong Lapangan Terbang
293250 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni –
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

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Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Easter Mall Shopping Mall Management
Jalan Kuching-Serian
94200 Siburan
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni – Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

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Sekian, harap maklum dan terima kasih.

Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Wisma Hopoh Shopping Center Management
Jalan P. Ramlee
93400 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni - Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.

Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ji





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

ST3 Shopping Mall Management
Jalan Simpang Tiga
Kenyalang Park
93300 Kuching
Sarawak

Tuan /Puan

**Pemohonan Kebenaran Merupakan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni – Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu **Dr. Qistina Donna Lee Abdullah** dari Fakulti Seni Gunaan dan Kreatif di talian **082 581402**.

Sekian, harap maklum dan terima kasih.


Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Electra House Sdn Bhd
Jalan Power
93000 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni - Chong Yee Yang (15020087)**

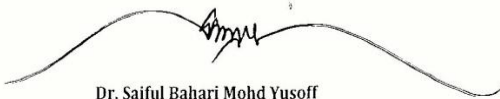
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"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.


Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Crown Square Shopping Mall Management
Jalan Datuk Abang Abdul Rahim
93450 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni - Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.

Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Tun Jugah Shopping Center Management
18, Jalan Tunku Abdul Rahman
93100 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni - Chong Yee Yang (15020087)**

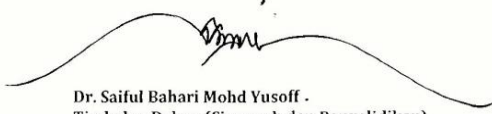
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"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.


Dr. Saiful Bahari Mohd Yusoff .
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Riverside Shopping Complex Mall Management
Jalan Tunku Abdul Rahman
93100 Kuching
Sarawak

Tuan /Puan

**Pemohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni – Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.

Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Wisma Hopoh Mall Management
Jalan P. Ramlee
93400 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni – Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

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Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.


Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii



UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

Wisma Satok Shopping Mall Management
Jalan Satok
93400 Kuching
Sarawak

Tuan /Puan

**Pemohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seri - Chong Yee Yang (15020087)**

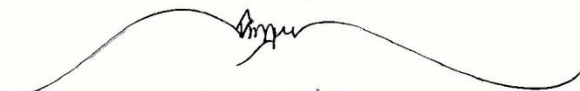
Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.



Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-20.02/03-01 Jld 1 (92)

06 November 2015

One Jaya Shopping Mall Management Sdn Bhd
Tabuan Heights
Kuching
Sarawak

Tuan /Puan

**Pemohonan Kebenaran Mendapatkan Maklumat-Maklumat Berkaitan Penyelidikan Ilmiah
Untuk Calon Sarjana Seni – Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

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Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr. Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.

Dr. Saiful Bahari Mohd Yusoff
Timbalan Dekan (Siswazah dan Penyelidikan)

SBMY/ii





UNIMAS/NC-30/04-18 Jld 11 (40)

07 Oktober 2015

The Summer Shopping Mall Management Sdn Bhd
Lot 7455, Block 1
Samarahan Land District
Jalan Dato Mohd Musa
94300 Kota Samarahan
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni –
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

"The Importance of Standard Operating Procedures of Art Department Implemented in Selected Shopping Mall in Kuching, Sarawak"

Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar





UNIMAS/NC-30/04-18 Jld 11 (42)

07 Oktober 2015

Hock Lee Group of Company
Hock Lee Centre, Level15, Tower A
Jalan Datuk Abang Abdul Rahim
93450 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni -
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

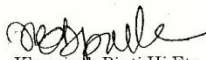
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Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar





UNIMAS/NC-30/04-18 Jld 11 (4)

07 Oktober 2015

Wisma Saberka Management Corporation
Lot 4.04-44.05A, 4th Floor Wisma Saberka
Jalan Tun Abang Haji Openg
93100 Kuching,
Sarawak

Tuan /Puan

**Pemohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni -
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

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Sehubungan itu, saya memohon kerjasama dari pihak tuan/puan untuk memberi kebenaran dan bantuan kepada beliau bagi mendapatkan maklumat berkaitan penyelidikan tersebut di organisasi tuan/puan. Sekiranya terdapat sebarang kemusykilan, mohon menghubungi penyelia beliau iaitu Dr Qistina Donna Lee Abdullah dari Fakulti Seni Gunaan dan Kreatif di talian 082 581402.

Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar





UNIMAS/NC-30/04-18 Jld 11 (43)

07 Oktober 2015

CityONE MC Sdn Bhd
Mall Management Office
#T20, 3rd Floor, Mall 2, CityONE Megamall
No.1, Jalan Song
93350 Kuching
Sarawak

Tuan/Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni –
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

Dimaklumkan bahawa penama di atas merupakan pelajar bagi program Sarjana Seni dalam bidang Pengurusan Seni di Fakulti Seni Gunaan dan Kreatif, Universiti Malaysia Sarawak. Beliau telah mendaftar pada 03 September 2014 dan dijangka menamatkan pengajian pada 02 September 2018. Beliau sedang menjalankan penyelidikan bertajuk:

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Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar





UNIMAS/NC-30/04-18 Jld 11 (44)

07 Oktober 2015

Boulevard Shopping Mall Management
3rd Floor, Boulevard Shopping Mall
Jalan Datuk Tawi Sli
93250 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni -
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

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Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar





UNIMAS/NC-30/04-18 Jld 11 (46)

07 Oktober 2015

The Spring Centre Management Office
3rd Floor, The Spring Shopping Mall
Persiaran Spring
93300 Kuching
Sarawak

Tuan /Puan

**Permohonan Kebenaran Mendapatkan Maklumat-Maklumat
Berkaitan Penyelidikan Ilmiah Untuk Calon Sarjana Seni -
Chong Yee Yang (15020087)**

Dengan hormatnya perkara di atas adalah dirujuk.

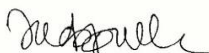
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Sekian, harap maklum dan terima kasih.

Yang benar


Khamisah Binti Hj Ete
Penolong Pendaftar

