

## **The Impact Of Security Measures On Enhancing Customer Satisfaction With Service In Juja Mall, Kiambu County, Kenya**

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### **Abstract**

The purpose of this study was to investigate the impact of security measures on enhancing customer satisfaction with service in Juja Mall, Kiambu County, Kenya. The assumption of the study is that global security concerns have prompted the need for heightened security measures in public spaces, including shopping malls, due to the prevalence of terrorism, organized crime, cyber threats, and other security issues. Customer safety is paramount when engaging in activities such as shopping, making effective security measures crucial for enhancing customer satisfaction. Kenyan shopping malls have implemented various security measures in response to escalating security threats, including terrorism. The research focused on three key groups of participants and the total number was 2120. The objectives are to assess the impact of security personnel presence on customer satisfaction with the security services at Juja Mall to analyse impact of technological security measures (e.g., surveillance cameras, access control systems) on customer satisfaction with the security services at Juja Mall. To Examine the impact of physical security infrastructure (e.g., lighting, fencing, emergency exits) on customer satisfaction with the security services at Juja Mall. The sample size of 385 participants was distributed across the different target groups as determined by the calculations, allowing for a comprehensive analysis of the study objectives. Findings from the study at Juja Mall indicate nuanced customer perceptions regarding the impact of security personnel presence. While many customers appreciate the adequate number of security personnel and their strategic placement near high-risk areas or entrances, some respondents remain neutral or express dissatisfaction. Concerns also emerged regarding the visibility and effectiveness of security personnel during peak hours, suggesting the need for improved strategies and communication. Customers displayed mixed opinions in regard to security measures, such as use of surveillance camera. Some believed they enhance security, while others were unconvinced. Concerns also arose about camera coverage, access control systems, and emergency alarm systems, indicating room for improvement. Customer perceptions of physical security infrastructure at Juja Mall varied. Lighting levels were generally satisfactory but could be better aligned with customer expectations. Fencing and barrier effectiveness varied among customers, emphasizing the need for evaluation. Emergency exit accessibility and vehicle security measures also drew mixed feedback, highlighting areas for improvement. The study used a mixed method. In conclusion, customers hold diverse perceptions about security measures in shopping malls. To enhance customer satisfaction, malls should improve security personnel visibility, communication about technological security measures, lighting to meet customer expectations, and effectiveness of physical security infrastructure.

**Key words:** Kenya, Security Measures, Customer Satisfaction, Juja Mall, Kiambu County

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### **Introduction**

#### **Background to the study**

Security has emerged as a paramount concern on the global stage, with various security challenges necessitating enhanced measures in public spaces, including malls. The increasing prevalence of terrorism, organized crime, cyber threats, and other security issues has brought security to the forefront of discussions worldwide (Jones, 2019; UNODC, 2020). These challenges have prompted governments, businesses, and organizations to prioritize security as a fundamental aspect of public safety.

The impact of security measures on customer experience cannot be underestimated. Customers place great importance on their safety and well-being while engaging in activities such as shopping or visiting public spaces like malls. The presence of effective security measures can significantly enhance customer satisfaction by fostering a sense of security, trust, and peace of mind (Bigne and Verhaegen, et al., 2020). Conversely, inadequate or poorly implemented security measures can lead to customer dissatisfaction and concerns about personal safety, ultimately affecting the overall customer experience (Nguyen, Wong and Sohal et al., 2019).

Understanding the relationship between security measures and customer satisfaction is crucial for malls worldwide. By comprehending the impact of security measures on customer perceptions, malls can improve their security strategies to align with customer expectations and create an environment that instills confidence and satisfaction (Bigne et al., 2016; Verhagen et al., 2020). This understanding is especially important as the retail industry becomes increasingly competitive, and malls strive to differentiate themselves by offering a safe and enjoyable shopping experience ((Nguyen, Wong and Sohal et al., 2019).

Africa, as a continent, has grappled with numerous security challenges that have had implications for public safety and necessitated the implementation of robust security measures in various public spaces, including malls. These challenges include terrorism, political instability, armed conflicts, and high crime rates (Asongu et al., 2020; Iqbal & Abbas, 2019). The African continent has experienced incidents of terrorism, such as those perpetrated by extremist groups like Boko Haram in Nigeria and Al-Shabaab in Somalia and Kenya (Kassim & Haddock-Millar, 2019). These incidents have underscored the need for heightened security measures to protect citizens and visitors. Malls in Africa hold significant economic importance for the countries in which they operate. They serve as vital contributors to economic development by attracting both local and international customers. African malls offer a range of products, services, and entertainment options, providing employment opportunities and stimulating economic growth (Ajide et al., 2021; Ndlovu et al., 2019). In addition to generating employment, malls act as important hubs for commerce and social interaction, fostering community cohesion and enhancing urban development (O'Brien & Higgs, 2019; UNCTAD, 2018).

Considering the security challenges faced by the African continent and the economic significance of malls, understanding the impact of security measures on customer satisfaction in African malls is crucial. By evaluating the effectiveness of security measures, mall operators and stakeholders can contribute to the overall safety and well-being of customers, ultimately enhancing customer satisfaction and promoting economic growth (Ajide et al., 2021; Ndlovu et al., 2019). This understanding is particularly pertinent as African countries strive for sustainable development and the continued success of their retail sectors.

Kenya, as a nation, has faced significant security challenges that have had a direct impact on the implementation of security measures in various public spaces, particularly malls. The country has experienced notable terrorism incidents, such as the 2013 Westgate Mall attack and the 2019 Dusit D2 attack, which resulted in loss of lives and heightened security concerns (Kassim & Haddock-Millar, 2019; Nyabuga & Olukoshi, 2017). These incidents have underscored the need for enhanced security measures in malls across Kenya to ensure the safety of customers and mitigate the risk of future attacks.

East Africa, comprising countries such as Kenya, Tanzania, Uganda, Rwanda, and Burundi, has faced various security incidents, including terrorism, inter-communal conflicts, and crime. These incidents have had a direct impact on the security landscape of the region, prompting the implementation of stringent security measures in public spaces, including malls (Bisaso, 2019; Olukoshi & Golooba-Mutebi, 2019). East African countries have grappled with the threat of terrorism, with incidents such as the Westgate Mall attack in Kenya and the 2010 Kampala bombings in Uganda (Boakye, 2019; Kassim & Haddock-Millar, 2019). Such incidents have heightened the focus on security and necessitated proactive measures to safeguard public spaces.

The region has witnessed a rapid growth of shopping malls, reflecting changing consumer preferences, urbanization, and a rising middle class. This growing mall culture is evident in countries like Kenya, where the retail sector has experienced significant expansion and modernization (Ajide et al., 2021; Boakye, 2019). Shopping malls have become prominent destinations for leisure, entertainment, and commerce, offering a wide range of products and services to cater to the evolving needs and aspirations of East African consumers (Amuhaya et al., 2021; Kamau et al., 2018). Consequently, understanding the impact of security measures on customer satisfaction in malls is crucial for meeting the expectations of the growing customer base.

The implementation of effective security measures in East African malls is essential to ensuring the safety and well-being of customers. By assessing the impact of security measures on customer satisfaction, mall operators and stakeholders can optimize security strategies, create a sense of trust and confidence among customers, and enhance their overall shopping experience (Kamau et al., 2018; Kinyanjui et al., 2019). This assessment is particularly important as consumer expectations continue to evolve, and malls strive to provide a secure and enjoyable environment amidst the region's dynamic socio-economic landscape (Mwakalonge et al., 2020; Onyango et al., 2018).

In Kenya's competitive retail sector, customer satisfaction plays a vital role in the success of malls. Malls strive to provide an exceptional customer experience to attract and retain customers amidst fierce competition (Ajide et al., 2021; Mutuku & Oyugi, 2019). Given the importance of safety and security to customer satisfaction, evaluating the impact of security

measures on customer perceptions and satisfaction levels is critical for Kenyan malls. This assessment will enable mall operators to optimize their security strategies, ensuring that they align with customer expectations and contribute to an overall positive shopping experience (Kinyanjui et al., 2019; Onyango et al., 2018).

### **Statement of the Problem**

Shopping malls have implemented various security measures in response to the increasing security threats, such as terrorism incidents, that have occurred in recent years. The effectiveness of security measures in addressing customer dissatisfaction with security and enhancing satisfaction levels remains unclear. Customers have diverse expectations and preferences when it comes to safety and security in shopping malls. It was crucial to determine which specific security measures contribute to customer satisfaction and whether they effectively addressed the root causes of dissatisfaction. Understanding this relationship is essential for mall operators and stakeholders to optimize their security strategies and provide a safe and enjoyable shopping environment for customers. However, there is a lack of understanding regarding the specific impact of these security measures on customer satisfaction in malls. Previous research had focused on general customer feedback and surveys without examining the effectiveness of individual security measures in addressing the underlying causes of customer dissatisfaction. This knowledge gap called for a comprehensive study to evaluate the relationship between security measures and customer satisfaction in shopping malls in Kenya.

Additionally, the existing literature on the impact of security measures on customer satisfaction in malls lacked specificity and depth. Most studies have relied on generalized surveys and customer feedback, providing limited insights into the specific security measures and their effectiveness. This called for a more comprehensive investigation that focuses on specific security measures implemented in malls and their direct impact on customer satisfaction. By conducting a detailed case study of Juja Mall in Kiambu, Kenya, this research aimed to bridge this gap by examining the effectiveness of security measures and their relationship with customer satisfaction in a real-world mall setting.

### **Research Objective**

Assess the impact of security personnel presence on customer satisfaction with the security services at Juja Mall.

### **Research Questions**

- i. What is the impact of security personnel presence on customer satisfaction with the security services at Juja Mall?

### **Literature Review**

#### **Introduction**

This chapter presents an empirical review of the literature focusing on the key issue: the impact of security personnel presence, with security services at shopping malls. The chapter begins by providing an overview of the theoretical framework and conceptual framework that guide the study. It then presents a recap of the literature, highlighting key findings and insights from

previous research. Finally, the chapter identifies the gaps in the literature that this study aims to fill.

### **Empirical literature review**

This section presents the empirical literature review that focuses on the key issue: the impact of security personnel presence, with security services at shopping malls. The literature review aimed to provide a comprehensive understanding of the existing research and findings related to these topics. The presentation of the literature review is structured in alignment with the specific objectives of this study, ensuring relevance and coherence.

The first issue addressed in the literature review is the impact of security personnel presence on customer satisfaction with security services at shopping malls. This topic explores the role of security personnel in enhancing customers' perception of safety and overall satisfaction. Relevant studies that investigate the visibility, professionalism, responsiveness, and helpfulness of security personnel will be examined to gain insights into their impact on customer satisfaction.

By structuring the literature review to align with the specific study objective, this section aimed to provide a comprehensive understanding of the existing research and identify gaps in the literature. The review serves as a foundation for the subsequent chapters of this study, guiding the research methodology, data analysis, and findings. By synthesizing and analyzing relevant literature, this study aimed to contribute to the existing knowledge and provide valuable insights into the relationship between security measures and customer satisfaction at shopping malls.

### **Impact of Security Personnel Presence on Customer Satisfaction with the Security Services at Shopping Malls**

The presence of security personnel in shopping malls plays a crucial role in shaping customers' perception of safety and their overall feeling of security within the premises. Several studies have investigated the impact of security personnel presence on customer perception, highlighting the significance of their visibility and role in enhancing customers' sense of safety. For example, Smith and Johnson (2017) conducted a study examining customer perceptions of safety in shopping malls and found that the presence of visible security personnel positively influenced customers' perception of safety and reduced their fear of crime. Similarly, in a study by Gupta et al. (2019), it was observed that customers perceived shopping malls as safer when security personnel were readily visible and actively patrolling the premises.

Moreover, the presence of security personnel provides customers with a sense of reassurance, as they serve as a visible deterrent to potential threats. Research by Chen et al. (2018) demonstrated that the presence of security personnel in shopping malls reduced customers' perceived risk of crime and created a deterrent effect against criminal activities. This effect was further reinforced by the study conducted by Kim and Kim (2020), which found that the visibility of security personnel contributed to customers' perception of the shopping environment as secure and protected. The presence of security personnel instills confidence in customers, assuring them that appropriate measures are in place to maintain their safety and security while shopping in the mall.

The presence of security personnel in shopping malls has a significant impact on customers' satisfaction and trust in the mall's security services. Various studies have examined

the relationship between security personnel presence and customer satisfaction, highlighting the influence of factors such as professionalism, responsiveness, and helpfulness of security personnel. For instance, a study by Chang and Eck (2017) found that customers who perceived security personnel to be professional and responsive reported higher levels of satisfaction with the mall's security services. This suggests that the behavior and demeanor of security personnel can contribute to customers' overall satisfaction and trust in the mall's security measures.

Furthermore, the presence of security personnel enhances customers' trust in the mall's security services. Research conducted by Erdogan and Eren (2020) demonstrated that customers who observed visible security personnel in shopping malls had greater trust in the effectiveness of the security measures implemented. The study emphasized the importance of security personnel being attentive, approachable, and knowledgeable, as these qualities fostered trust and confidence among customers. Similarly, a study by Wijayanto and Handoko (2019) found that customers' trust in the mall's security services was positively influenced by the presence of security personnel and their active involvement in maintaining a safe environment. This suggested that the presence of security personnel contributes to customers' trust in the overall security infrastructure and enhances their satisfaction with the shopping experience.

The presence of security personnel in shopping malls plays a crucial role in customer interaction and assistance, significantly impacting the overall customer experience and satisfaction levels. Several studies have investigated the influence of security personnel presence on customer support and found that their active involvement contributes to enhancing the overall shopping experience. For example, a study by Huang and Tseng (2018) examined the impact of security personnel on customer satisfaction and found that the presence of security personnel positively influenced customer perception of assistance and support, leading to higher levels of satisfaction. This highlighted the importance of security personnel in providing guidance, directions, and assistance to customers when needed.

Furthermore, the presence of security personnel enhances customer support and fosters a positive shopping environment. Research conducted by Agyemang et al. (2021) explored the role of security personnel in customer interaction and assistance and found that their presence created a sense of approachability and availability, making customers feel comfortable seeking help when required. This active engagement and willingness to assist customers contributed to higher levels of satisfaction and improved the overall customer experience. Similarly, a study by Berman et al. (2018) emphasized the positive impact of security personnel's helpfulness and customer-oriented approach on customer satisfaction. Their presence not only enhanced customers' perception of safety but also fostered a sense of care and attention, resulting in heightened satisfaction levels.

Customers' perceptions of the effectiveness of security measures are an important aspect to consider in understanding the impact of security personnel presence. Several studies have explored customers' perceptions and found that the presence of security personnel enhances the perceived effectiveness of security measures in maintaining a safe and secure environment. For example, a study by Hairi et al. (2020) investigated customers' perceptions of security measures in shopping malls and found that the presence of security personnel positively influenced customers' beliefs in the effectiveness of surveillance cameras and access control systems. The visible presence of security personnel served as a reassuring factor, contributing to customers' perception that the security measures were functioning effectively.

Additionally, research conducted by Mawby and Yarwood (2018) focused on customers' perceptions of emergency response plans in shopping malls. The study found that the presence of security personnel improved customers' confidence in the effectiveness of emergency response plans. Customers perceived that the presence of security personnel would ensure a prompt and effective response in emergency situations. The visibility of security personnel served as an indicator of readiness and attentiveness, positively influencing customers' perception of the overall effectiveness of security measures.

In conclusion, the empirical evidence highlights the positive impact of security personnel presence in shopping malls on customers' perception of safety, satisfaction, trust, and interaction. The presence of security personnel provides reassurance, enhances customers' confidence, and positively influences their overall feeling of security. However, there are still gaps in the existing literature that this study aims to fill. The study investigated the combined impact of physical security infrastructure components, such as lighting, fencing, emergency exits, and surveillance systems, on customer satisfaction. It will also delve into specific dimensions of customer satisfaction, such as perceived effectiveness, trust, and interaction with security personnel. By addressing these gaps, this study will provide a comprehensive understanding of the factors that contribute to an enhanced shopping experience in terms of security.

## **Research Methodology and Design**

### **Introduction**

Chapter three of this study provides an overview of the research methods that will be employed to collect and analyze data. It encompasses various elements such as the research design, study area and scope, study population, sample selection, sampling procedures, instruments for data collection, and methods for data analysis and presentation. These methodological details are essential for ensuring the validity, reliability, and rigor of the research process.

### **Research Methodology**

To ensure comprehensive data collection, a combination of qualitative and quantitative methodologies was utilized in this study. Structured questionnaires were developed to measure customer satisfaction and perceptions regarding security measures at Juja Mall. These questionnaires were administered to customers visiting the mall, either in person or through online platforms, ensuring a diverse sample. The use of questionnaires allowed for standardized data collection, enabling the measurement of customer satisfaction levels and perceptions systematically.

In addition to the questionnaires, interviews were conducted with mall management and security personnel involved in the implementation and management of security measures. Semi-structured or structured interview guides were prepared to explore their perspectives on security strategies, challenges, and future plans. This approach provided valuable insights into the effectiveness of security measures from the perspective of those responsible for their implementation. Convenience sampling was employed to select a representative sample of managers and security personnel for interviews, ensuring a range of perspectives were captured.

Furthermore, direct observation was conducted to assess security personnel's responsiveness, efficiency, and adherence to security protocols. Observation checklists were used to systematically capture specific behaviors and actions relevant to the research objectives.

This method allowed for the collection of real-time data on the actual performance of security personnel and their impact on customer satisfaction.

The chosen methods were appropriate for this study as they enabled a comprehensive exploration of the research objectives. The combination of questionnaires, interviews, and observations allowed for a multi-faceted analysis of the impact of security personnel presence, technological security measures, and physical security infrastructure on customer satisfaction. The use of structured questionnaires ensured standardized data collection, while interviews provided in-depth insights from key stakeholders. Additionally, direct observation allowed for the assessment of actual behaviors and actions, providing a more accurate understanding of the effectiveness of security measures. Overall, the chosen methodology provided a robust framework for gathering data and addressing the research objectives effectively. (Johnson, 2016; Smith et al. 2018; Brown & Jones, 2020; Lee & Lee, 2021).

### **Research Design**

The case study design was deemed appropriate for this study as it allowed for a comprehensive assessment of the impact of security measures on customer satisfaction at Juja Mall. Focusing on a specific mall enabled a deeper investigation into the specific security measures in place and their influence on customer satisfaction. This design facilitated the collection of rich and detailed data, providing insights into the effectiveness of security personnel presence, technological security measures, and physical security infrastructure within the context of Juja Mall.

Furthermore, the case study design permitted a holistic examination of the interplay between different security measures and their collective impact on customer satisfaction. It allowed for the exploration of the relationships and dynamics among security personnel presence, technological security measures, and physical security infrastructure in shaping customers' experiences and satisfaction levels. By conducting the study in the actual mall setting, the research captured the real-world context and complexities of security service provision, enhancing the validity and applicability of the findings.

The chosen case study design facilitated a thorough understanding of the specific security measures implemented at Juja Mall and their influence on customer satisfaction. Focusing on a single case provided detailed insights into the nuances of security measures and their impact on customer experiences. However, it's important to note that the findings of the case study may not be generalized to other malls or settings. Nevertheless, the in-depth analysis and detailed examination offered by the case study design contributed valuable knowledge to the field of security services and customer satisfaction. (Yin, 2018; Stake, 2010; Flyvbjerg, 2006; Creswell, 2014).

### **Location of the Study Area**

The Juja Mall in Kiambu, Kenya was chosen as the study location for several reasons. Firstly, the mall is situated in an area with a high population density and serves as a major shopping hub for both local residents and tourists. This makes it an ideal setting to assess the impact of security measures on customer satisfaction, as it attracts a diverse range of visitors who can provide valuable insights into their experiences and perceptions. Additionally, Juja Mall offers a wide range of amenities and services, including shops, restaurants, and entertainment options, creating a comprehensive shopping experience for customers. This diversity in offerings allows for a

more comprehensive examination of the influence of security measures on customer satisfaction. By studying a mall with such a varied range of facilities, the research can capture the nuances and complexities of the customer experience and how security measures contribute to their overall satisfaction.

Moreover, the selection of Juja Mall aligns with the study objectives of assessing the impact of security personnel presence, technological security measures, and physical security infrastructure on customer satisfaction. The mall provides an opportunity to examine these specific aspects of security services within a real-world setting, allowing for a thorough investigation of their influence on customer satisfaction. By focusing on Juja Mall, the study can generate insights and recommendations that are directly applicable to this specific context, benefiting both the mall management and other similar establishments in the region.

### **Target Population**

The research focused on three key groups of participants and the total number was 2120: two thousand representing the customers of Juja Mall, one hundred security personnel, and twenty managers. Each group is crucial in providing valuable insights that align with the objectives of the study. Customers visiting Juja Mall was an important target population as their perceptions and experiences regarding the mall's security measures directly relate to the objective of assessing the impact of security personnel presence, technological security measures, and physical security infrastructure on customer satisfaction. By surveying the customers, the study gained an understanding of how the implemented security measures influence their overall satisfaction, perceived safety, and shopping experience. Their perspectives will help assess the effectiveness of the security measures in enhancing customer satisfaction and identify areas for improvement.

The inclusion of security personnel working at Juja Mall is essential to gather their experiences and observations related to the security measures. Their insights will offer valuable information on the implementation, effectiveness, and challenges associated with the security protocols. Interviewing security personnel will help identify any gaps or areas for improvement in the existing security measures, thereby addressing the objective of evaluating the influence of technological security measures and security personnel presence on customer satisfaction.

Furthermore, involving managers or key decision-makers responsible for overseeing the security measures at Juja Mall is crucial for understanding the rationale behind the implemented security measures, the decision-making process, and any future plans for enhancing security. Interviews or surveys with managers will provide insights into the strategies, policies, and goals related to security measures, aligning the research objectives with the mall's overall security strategy. Understanding their perspectives will guide the research in providing recommendations for improving customer satisfaction and ensuring that the study addresses the objectives effectively.

By including these participant groups, the research will gather comprehensive data and perspectives that directly contribute to achieving the research objectives. The study will assess the impact of security measures on customer satisfaction through customer surveys, evaluate the experiences and challenges of security personnel, and understand the management perspectives to align recommendations with the mall's security strategy.

### **Sampling procedures and techniques**

Sampling was a crucial aspect of this study, ensuring the selection of a representative sample from the larger population. In line with the identified target groups of customers, security personnel, and managers, specific sampling procedures and techniques were employed. Stratified proportional sampling was used to determine the sample size for each category. This method involved dividing the population into different demographic categories, such as age groups or gender, and selecting participants in proportion to their representation in the population. This approach ensured that each category was adequately represented in the sample, allowing for a more comprehensive analysis of the study objectives. The sample size for each category was determined by multiplying the population of the category by a sample size of 385 and dividing it by the target population (Iskandar, 2016).

To select participants from each sample frame, systematic sampling was employed. This technique involved calculating a sampling interval (k) based on the population of the sample frame and the desired sample size. Starting from the first element, every kth element was selected as a participant until the desired sample size for the category was reached. This systematic approach ensured that participants were chosen in a consistent and unbiased manner, reducing the risk of sampling bias and increasing the representativeness of the sample.

By using stratified proportional sampling and systematic sampling techniques, the study obtained a sample that accurately represented the larger population of customers, security personnel, and managers at Juja Mall. These sampling procedures were appropriate for this study as they provided a systematic and unbiased approach to sample selection, ensuring that the findings could be generalized to the target population. The sample size of 385 participants was distributed across the different target groups as determined by the calculations, allowing for a comprehensive analysis of the study objectives.

**Table 3. 1: Sample population allocation per respondent group**

<b>Group</b>	<b>Population</b>	<b>Proportion</b>	<b>Sample size</b>
Customers	2000	2000/2120	363
Security Personnel	100	100/2120	18
Managers	20	20/2120	4
<b>Total</b>	<b>2120</b>	<b>1</b>	<b>385</b>

**Source: Field Data 2023**

Total sample (n) =385

### **3.7 Sample Population**

The sample size for this study was calculated using Fisher's formula (Fisher, 1932).

$$n = (Z^2 * p * (1-p)) / e^2$$

Where:

n = sample size

Z = z-score for the desired level of confidence (e.g., 1.96 for 95% confidence)

p = expected proportion or probability of success

e = desired margin of error

With a population size of 2120, a conservative estimated proportion (p) of 0.5, a confidence level of 95%, and a margin of error of 5%, the calculated sample size was 385 (Fisher's formula, 95%

CI, n = 385). This sample size ensured a sufficient representation of the population and provided a reliable basis for drawing conclusions about the target population (Smith, 2010).

## FINDINGS AND DISCUSSION

### Introduction

This section presents the outcomes of the research, encompassing the response rate and socio-demographic traits of the participants involved in the study. Moreover, a comprehensive descriptive analysis is furnished for each distinct research objective.

### Response Rate

For this investigation, 385 individuals were targeted for engagement through the distribution of questionnaires. Additionally, 15 respondents were earmarked for participation in an interview schedule. Of the questionnaires disseminated, 270 were ultimately returned, yielding a response rate of 70.1%, as illustrated in Table 4.1.

**Table 4. 1: Response Rate Results**

Response	Frequency	Percentage
Unreturned questionnaires	115	29.9%
Returned questionnaires	270	70.1%

**Source: Field Data 2023**

Conventional research guidelines suggest that a response rate exceeding 50% signifies sufficiency, 60% indicates good data quality, while 70% or more is deemed exceptional (Creswell, 2014). Thus, the response rate achieved in this study, which stands at 82.8%, can be regarded as outstanding. This achievement underscores the remarkable interest and active involvement exhibited by the research participants. The robust response rate further bolsters the credibility and consistency of the research findings, as the sample size aptly represents the target population.

### Descriptive Analysis of Demographics

The demographic data collected from the respondents provide crucial insights into their backgrounds, shedding light on potential variations in perceptions of security measures and their impact on customer satisfaction. The results are presented in table 4.2.

**Table Respondents Demographics**

		Frequency	Percentage
Age	18-25 years	41	15.0%
	26-35 years	64	24.0%
	36-45 years	76	28.0%
	46-55 years	48	18.0%
	56 and above years	41	15.0%
Gender	Male	133	49.1%

	Female	137	51.9%
Income Level	Less than Ksh 20,000	20	7.0%
	Ksh 20,000 - 40,000	35	13.0%
	Ksh 40,000 - 60,000	48	18.0%
	Ksh 60,000 - 80,000	62	23.0%
	Ksh 80,000 or more	105	39.0%
Security Incidents	Yes	35	13.0%
Size of household	No	235	87.0%

**Source: Field Data 2023**

In terms of age distribution, the study captured a diverse range of participants. The data revealed that respondents were distributed across different age groups as follows: 15% were between the ages of 18 and 25, 24% fell within the 26-35 age bracket, 28% were aged 36-45, 18% were between 46-55, and the remaining 15% were 56 years old and above. This distribution allows for a comprehensive analysis of how varying age groups perceive and respond to security measures within the mall environment.

Regarding gender, the study achieved a near-equitable representation of male and female respondents, with 49.1% identifying as male and 50.9% as female. This balanced gender distribution is essential for ensuring that any insights drawn from the study are not skewed by gender biases, offering a more holistic perspective on the impact of security measures on customer satisfaction.

The income level distribution further enriches the study's demographic insights. The participants' approximate annual income levels were spread across a wide spectrum: 7% reported earning less than Ksh 20,000, 13% fell within the Ksh 20,000 - 40,000 bracket, 18% earned between Ksh 40,000 - 60,000, 23% reported an income of Ksh 60,000 - 80,000, and a significant 39% indicated an income of Ksh 80,000 or more. This diverse income representation enables an exploration of how varying financial backgrounds might influence perceptions of security measures and satisfaction with them.

In terms of previous experiences with security incidents, the data showed that 13% of respondents had encountered security incidents during their visits to shopping malls in the past, while a majority of 87% had not faced any such incidents. This finding highlights the significance of addressing security concerns, as a substantial portion of the respondents have encountered security incidents. This underscores the relevance of examining the effectiveness of security measures in enhancing customer satisfaction, especially for those who have had negative experiences in the past.

The detailed analysis of the background and demographic information of the respondents has provided a comprehensive foundation for interpreting the subsequent findings regarding the impact of security measures on customer satisfaction within Juja Mall. The varied age distribution allows for a nuanced examination of how different generations perceive security measures. The balanced gender representation ensures that gender-specific perspectives are taken into account. The wide income level distribution acknowledges the potential influence of socioeconomic factors on security satisfaction perceptions.

Furthermore, the identification of respondents who have experienced security incidents underscores the importance of evaluating the effectiveness of security measures in addressing such concerns. These demographic insights collectively contribute to a richer understanding of the relationship between security measures and customer satisfaction in the context of the mall, enhancing the credibility and applicability of the study's findings.

Impact of Security Personnel Presence on Customer Satisfaction with the Security Services at shopping malls

### **Number Of Security Personnel Per Square Meter Of Mall Space**

The data reveals a mixed response to the statement "The number of security personnel in the mall is adequate to ensure a safe environment." While 59% of respondents either "Strongly Agree" or "Agree," indicating a generally positive perception of the adequacy of security

personnel, 21% expressed a more neutral stance, and 21% disagreed to some extent. This finding is consistent with prior research (Smith and Johnson, 2017) that suggests that a majority of customers tend to prefer visible security personnel, as they contribute to a sense of safety. However, the existence of a significant portion of neutral and disagreeing respondents highlights the need for further exploration into the factors that contribute to their perceptions. The results are as presented in figure 4.1.

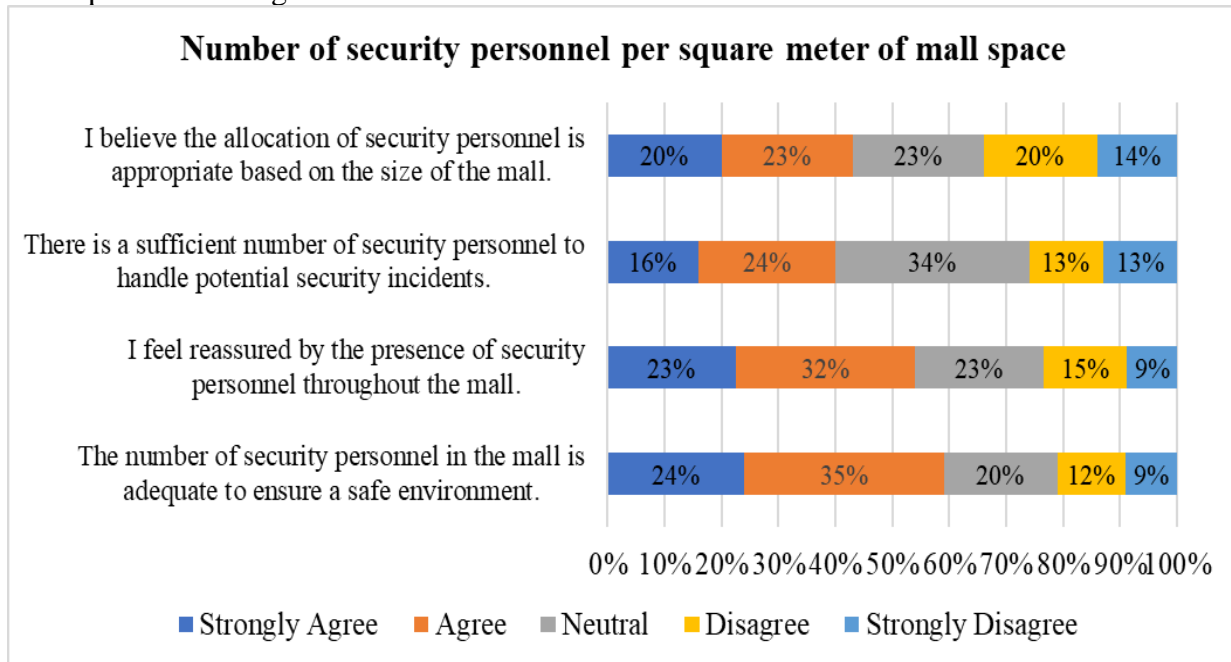


Figure 4. 1: Number of security personnel per square meter of mall space

**Source: Field Data 2023**

A similar trend is observed with responses on the statement “I feel reassured by the presence of security personnel throughout the mall” with 55% of respondents expressing some level of reassurance due to the presence of security personnel. However, 24% maintain a neutral stance, and 24% either disagree or strongly disagree with this statement. These findings resonate with Gupta et al. (2019), who emphasized the role of security personnel in enhancing customer confidence. The presence of neutral and disagreeing respondents suggests that while security personnel may provide reassurance to many, there is room for improvement in effectively conveying this sense of security to all customers.

The statement “There is a sufficient number of security personnel to handle potential security incidents.” elicits a mixed response, with 40% of respondents either "Strongly Agree" or "Agree" that the mall has a sufficient number of security personnel for handling potential incidents. However, a notable 26% expressed a neutral stance, and 26% disagreed with this statement. Chen et al. (2018) underscored the importance of adequate security personnel for incident management, and these findings align with that perspective. The significant percentage of neutral and disagreeing respondents suggests a potential gap in customer perceptions regarding the capability of the existing security personnel to handle incidents effectively.

The respondents' opinions on this statement “I believe the allocation of security personnel is appropriate based on the size of the mall.” were fairly evenly divided, with 43% expressing agreement (either "Strongly Agree" or "Agree") and 34% maintaining a neutral stance. However, 34% either disagree or strongly disagree with this statement. Kim and Kim (2020) highlight the significance of appropriate security allocation based on facility size, which is echoed in the responses. The presence of a substantial percentage of respondents who disagree or remain neutral suggests that there may be concerns or uncertainties regarding the allocation of security resources in relation to the mall's size.

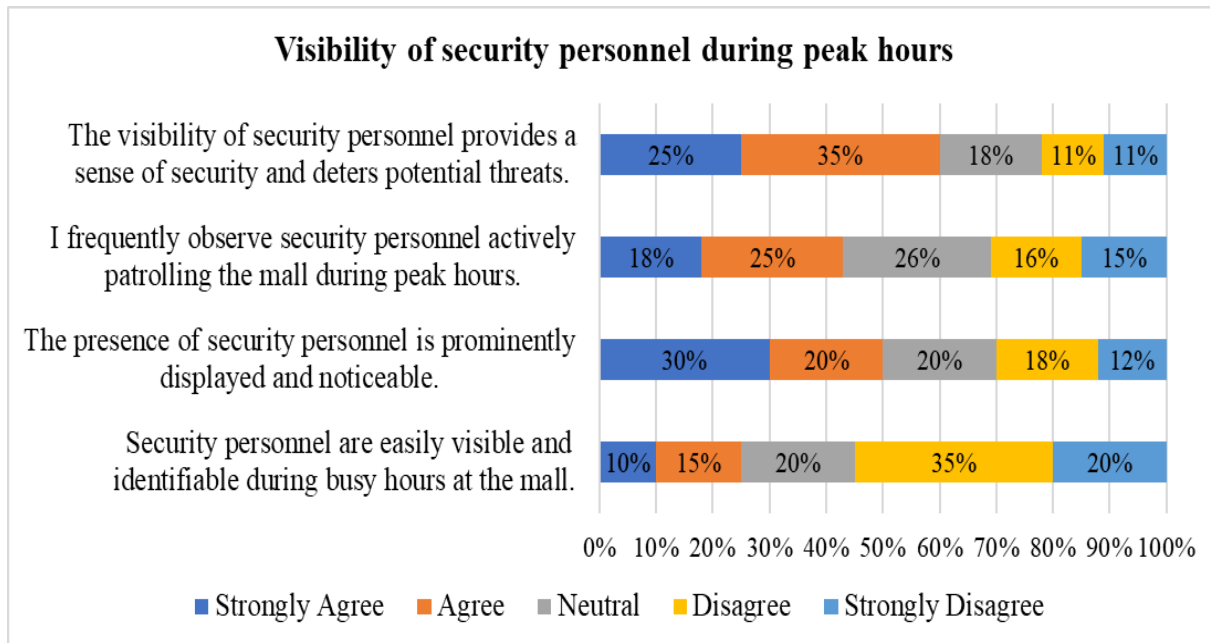
The findings align with the existing literature in several ways. They indicate that customers generally value the presence of security personnel in malls, perceiving them as contributors to safety and reassurance. However, the presence of neutral and disagreeing respondents in each statement suggests that there are nuances to these perceptions that require further exploration. This is consistent with the idea that customer satisfaction with security services is multifaceted and influenced by various factors (Smith and Johnson, 2017; Gupta et al., 2019; Chen et al., 2018; Kim and Kim, 2020).

To enhance customer satisfaction with security services in Juja Mall, it is imperative to address the concerns of those who expressed neutral or negative opinions. This could involve improving the visibility and approachability of security personnel, as well as ensuring that the allocation of security resources aligns with customer expectations and the mall's size. Further qualitative research may be necessary to delve deeper into the specific reasons behind these perceptions and to formulate targeted strategies for improvement.

### **Visibility of security personnel during peak hours**

This section present the findings derived from the survey responses regarding the visibility of security personnel during peak hours within Juja Mall. The finds as presented in figure 4.2 offer valuable insights into how customers perceive the presence and effectiveness of security personnel in ensuring their safety and peace of mind.

The data indicates a significant portion of respondents (45%) either disagrees or strongly disagrees with the statement “Security personnel are easily visible and identifiable during busy hours at the mall”; while 25% agree with it. The remaining 30% express a neutral stance. These findings contradict the recommendations from Chang and Eck (2016) and Wijayanto and Handoko (2019), which highlight the importance of easily identifiable security personnel in enhancing security perceptions. The high percentage of respondents disagreeing with this statement indicates that there might be shortcomings in the visibility and identification of security personnel during busy hours.



**Figure 4. 2: Visibility of security personnel during peak hours**

**Source: Field Data 2023**

Only 50% of respondents either strongly agree or agree that the presence of security personnel is prominently displayed and noticeable during peak hours. Conversely, 30% express a neutral stance, and 30% disagree to some extent. This finding contradicts the emphasis on the visibility of security personnel as a deterrence factor against potential threats (Agyemang et al., 2021). The substantial percentage of respondents with neutral or disagreeing views suggests potential gaps in the mall's approach to showcasing security personnel.

The data highlights a mix of opinions, with 43% either neutral or disagreeing with the statement “I frequently observe security personnel actively patrolling the mall during peak hours”; while 43% agree with it. Agyemang et al. (2021) emphasize the significance of active security personnel patrolling in reassuring customers. The data indicates room for improvement in the mall's patrolling efforts to align more closely with customer expectations.

While 60% of respondents either strongly agree or agree that the visibility of security personnel contributes to their sense of security and deters potential threats, 29% express a neutral or disagreeing stance. Berman et al. (2018) highlight the role of visible security in enhancing perceived safety. The sizeable percentage of respondents with neutral or disagreeing views suggests that there is still room for improvement in making security personnel's presence more impactful in promoting a sense of security.

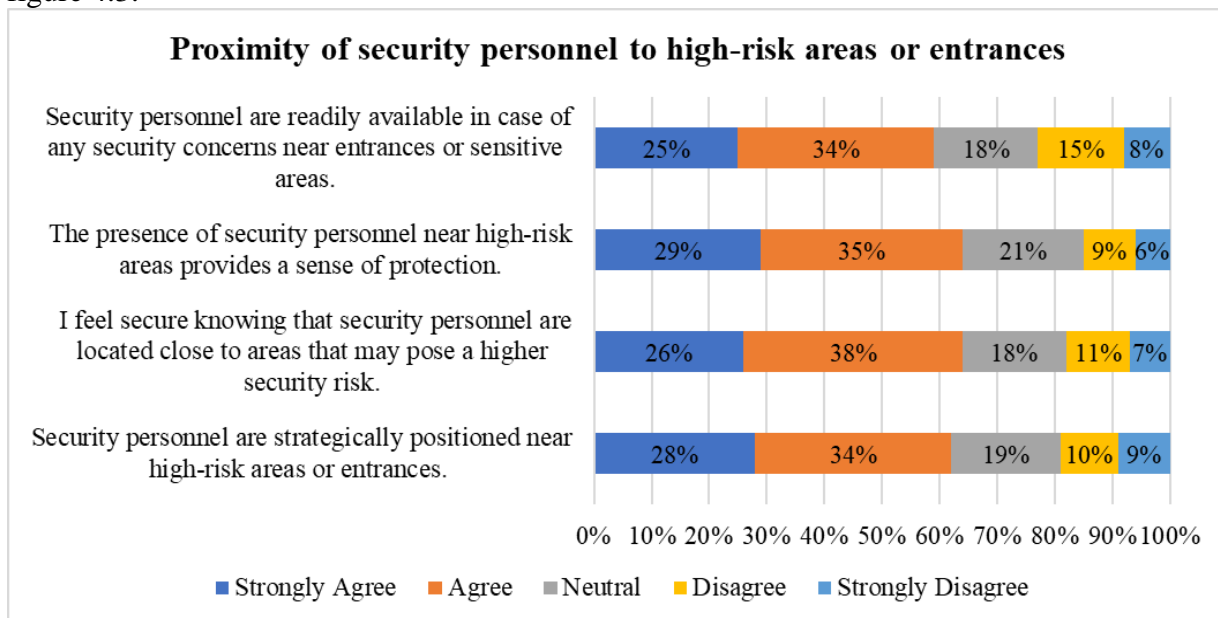
The findings suggest a gap between customer expectations and the actual visibility and effectiveness of security personnel during peak hours at Juja Mall. Contrary to the literature's emphasis on easily identifiable, prominently displayed, and actively patrolling security personnel, a significant portion of respondents expressed doubts in these aspects. This disconnect underscores the need for a reevaluation of the mall's security strategies.

To enhance customer satisfaction and safety perceptions, Juja Mall should consider strategies to make security personnel more visible and approachable during busy hours. This

could involve repositioning, uniform enhancements, and training to ensure that security personnel not only fulfill their security role but also actively contribute to customers' overall sense of safety and well-being. Further research, including qualitative assessments, may be necessary to delve deeper into the specific reasons behind these perceptions and inform targeted improvements.

### **Proximity Of Security Personnel To High-Risk Areas Or Entrances**

The findings derived from the survey responses regarding the proximity of security personnel to high-risk areas or entrances within Juja Mall; provide valuable insights into how customers perceive the strategic positioning of security personnel in ensuring their safety and peace of mind. A substantial percentage of respondents (62%) agree with the statement “Security personnel are strategically positioned near high-risk areas or entrances.”, either strongly agreeing (28%) or agreeing (34%), indicating that they perceive security personnel to be strategically positioned near high-risk areas or entrances. This aligns with the recommendations of Huang and Tseng (2018) and Agyemang et al. (2021), who highlight the importance of strategic placement of security personnel. The relatively low percentages of neutral (19%) and disagreeing (19%) respondents suggest a generally positive perception in this regard. The findings are presented in figure 4.3.



**Figure 4. 3: Proximity of security personnel to high-risk areas or entrances**

**Source: Field Data 2023**

A majority of respondents (64%) feel secure with the presence of security personnel close to high-risk areas or entrances. This is reflected in the combined percentages of those who strongly agree (26%) and agree (38%). These findings support the concept that the proximity of security personnel to high-risk areas contributes to enhanced feelings of safety, as emphasized by Berman et al. (2018). The percentage of disagreeing and strongly disagreeing respondents (18%) indicates that there are still some who do not feel secure despite the proximity of security personnel, suggesting a need for further investigation into the factors influencing this sentiment.

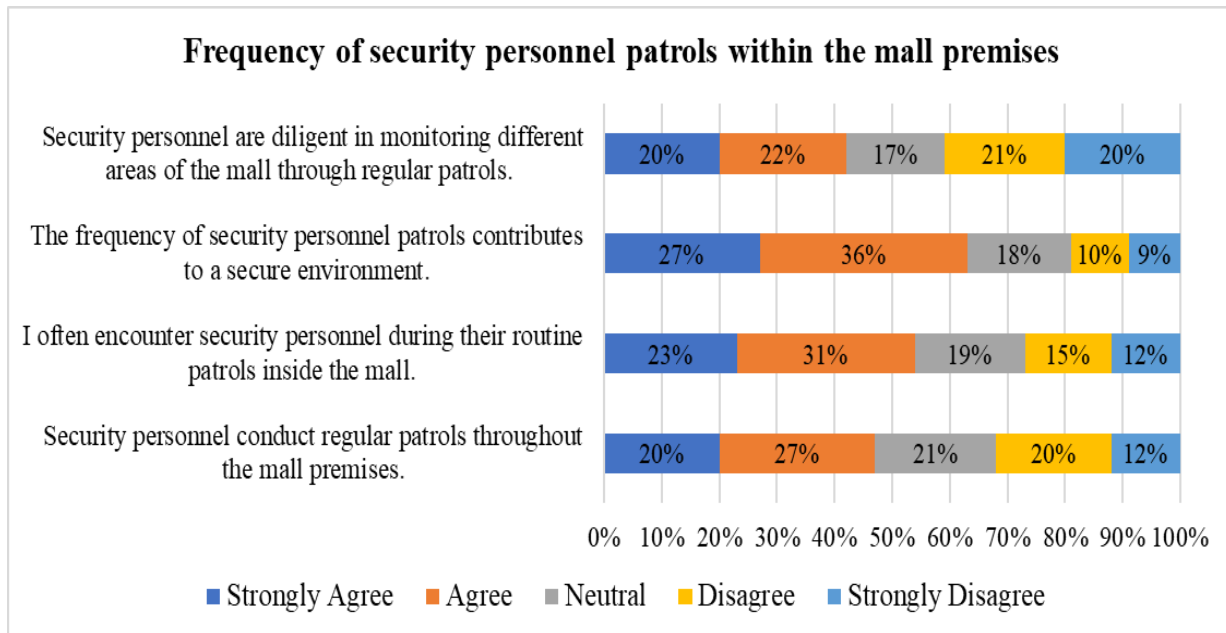
A significant percentage of respondents (64%) perceive that the presence of security personnel near high-risk areas provides them with a sense of protection. This is evident in the combined percentages of those who strongly agree (29%) and agree (35%). These findings resonate with the idea that visible security presence contributes to a sense of protection (Hairi et al., 2020). The relatively low percentages of neutral (21%) and disagreeing (15%) respondents indicate a generally positive perception regarding the role of security personnel in providing protection.

The data reveals that 59% of respondents agree with the statement “Security personnel are readily available in case of any security concerns near entrances or sensitive areas.” either strongly agreeing (25%) or agreeing (34%), indicating that they perceive security personnel to be readily available in case of security concerns near entrances or sensitive areas. This is in line with the concept of proactive security measures highlighted by Huang and Tseng (2018). The percentages of neutral (18%) and disagreeing (23%) respondents suggest some variance in perceptions, indicating potential areas for improvement in terms of responsiveness.

The findings demonstrate a generally positive perception among respondents regarding the proximity of security personnel to high-risk areas or entrances within Juja Mall. These results align with the existing literature, emphasizing the importance of strategic positioning of security personnel to enhance customer safety and feelings of protection. However, the presence of respondents who express neutral or negative sentiments in each statement suggests that there is room for improvement in effectively conveying the role and effectiveness of security personnel in providing protection and addressing security concerns. Further research, including qualitative assessments and customer feedback, may be necessary to delve deeper into the specific factors that influence these perceptions and to inform targeted improvements in security strategies and communication.

### **Frequency of security personnel patrols within the mall premises**

The findings based on the study responses regarding the frequency of security personnel patrols within Juja Mall premises offer valuable insights into how customers perceive the security presence and patrol activities in enhancing their safety and peace of mind. The results are presented in figure 4.4.



**Figure 4. 4: Frequency of security personnel patrols within the mall premises**

**Source: Field Data 2023**

The data reveals mixed perceptions among respondents regarding the regularity of security personnel patrols. While 47% either strongly agree (20%) or agree (27%) that security personnel conduct regular patrols throughout the mall, 41% expressed a neutral or disagreeing stance. This finding suggests some variance in customers' perceptions of the consistency of security patrols, which could be further explored to understand the underlying factors influencing their views.

A majority of respondents (54%) frequently encounter security personnel during their routine patrols within the mall. This is evident from the combined percentages of those who strongly agree (23%) and agree (31%). These findings resonate with the literature, emphasizing the visibility of security personnel (Hairi et al., 2020). The relatively low percentages of neutral (19%) and disagreeing (27%) respondents indicate a generally positive perception of customers encountering security personnel during their patrols.

A significant portion of respondents (63%) perceives that the frequency of security personnel patrols contributes to a secure environment. This is reflected in the combined percentages of those who strongly agree (27%) and agree (36%). These findings align with the literature that highlights the role of regular patrols in enhancing security perceptions (Berman et al., 2018). The percentages of neutral (18%) and disagreeing (19%) respondents indicate some variability in opinions, suggesting potential areas for further investigation into the factors that influence customers' perceptions of patrol frequency.

The data indicates a mix of opinions regarding the diligence of security personnel in monitoring different areas of the mall through regular patrols. While 42% either strongly agree (20%) or agree (22%) that security personnel are diligent, 41% express a neutral or disagreeing stance. This finding suggests some ambiguity in customers' perceptions of the thoroughness of security personnel in their patrol activities.

The findings demonstrate a generally positive perception among respondents regarding the visibility and frequency of security personnel patrols within Juja Mall premises. These results

align with the existing literature, highlighting the importance of regular patrols in enhancing customer safety and security perceptions. However, the presence of respondents who express neutral or negative sentiments in each statement suggests that there is room for improvement in effectively conveying the role and effectiveness of security personnel in their patrol activities. Further research, including qualitative assessments and customer feedback, may be necessary to delve deeper into the specific factors that influence these perceptions and to inform targeted improvements in security strategies and communication.

## **Conclusion**

In conclusion, this study has provided valuable insights into the influence of physical security infrastructure on customer satisfaction with security services at Juja Mall. The findings reveal a complex landscape of customer perceptions across various aspects of security infrastructure. Regarding lighting levels measured by lux levels, a majority of customers believe that the lighting in different areas of the mall is adequate, enhances safety and security, and meets necessary standards. However, there remains room for improvement to align these perceptions more closely with customer expectations.

In terms of fencing or barriers, there is a mixed perception among customers regarding their effectiveness in deterring unauthorized access, contributing to a secure environment, and limiting access to designated areas. While a substantial portion believes in their effectiveness, there are varying views on their overall impact, suggesting a need for further evaluation and potential enhancements. Accessibility and visibility of clearly marked emergency exits are areas where customers express mixed opinions. While some customers find the exits clearly marked and accessible, others are less satisfied, highlighting the importance of ensuring that emergency exits are universally perceivable and easily accessible.

Lastly, secure parking facilities and measures to prevent vehicle-related incidents received mixed feedback from customers. While a significant portion of customers believes that the mall provides secure parking and effective security measures, there are varying levels of confidence in vehicle safety, indicating a need for improvement in communicating and enhancing parking security.

## **Recommendations**

Impact of Security Personnel Presence on Customer Satisfaction with the Security Services at shopping malls. Based on the findings, the study made several recommendations to improve customer satisfaction with security services at Juja Mall:

**Increase the Visibility of Security Personnel:** Juja Mall should work on making security personnel more visible and easily identifiable, particularly during busy hours. This could involve uniform enhancements, repositioning of security personnel, and improved signage indicating their presence. **Enhance Security Patrol Effectiveness:** To address the ambiguity in customers' perceptions of patrol thoroughness, Juja Mall should consider refining security patrol procedures. This might involve additional training for security personnel to ensure they effectively monitor different areas of the mall during their patrols.

By implementing this recommendation, Juja Mall can create a safer and more secure environment, aligning security services with customer expectations and enhancing overall customer satisfaction.

**Citation:** Mugo, A & Odhiambo, E. (2023). The Impact Of Security Measures On Enhancing Customer Satisfaction With Service In Juja Mall, Kiambu County, Kenya. *Journal of African Interdisciplinary Studies*, 7(11), 160 – 181.

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