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Role of Customer Experience on Performance of Retail Supermarkets in Kajiado County, Kenya

Dennis Simiyu[1], Dr. Harley Mutisya[2], Dr. Moses Owino[3]
[1,2,3] Africa Nazarene University, Nairobi, Kenya
[1] dennissimiyu04@gmail.com; [2]hmutisya@anu.ac.ke;[3] mowino@anu.ac.ke
Correspondence Email: [1] dennissimiyu04@gmail.com

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Abstract

Customer experience has recently emerged as a prominent concept in the current literature on retailing, particularly within the digitally facilitated consumption environment. Although the effect of customer experience on the performance of retail supermarkets is widely researched, it remains a grey area in the context of large retail supermarkets in Kenya. The purpose of this study was to examine the influence of customer experience on the performance of large retail supermarkets in Kajiado County, Kenya. The study was guided by customer journey theory. The explanatory research design guided the study, with the target population involving 1045 employees working in 45 retail supermarkets in the main urban centres of Kajiado County. Considering that the target population was high, a sample of 278 respondents, including branch managers, IT managers, customer care and procurement managers, was selected through stratified random sampling techniques. Data was collected using a questionnaire. The research instrument was validated and tested for reliability before administration in the field. Data analysis was performed using descriptive and inferential statistics with the help of Statistical Product and Services Solution

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(Version 28) computer software. The study established that customer service experience had a 15.7% influence on the performance of large retail supermarkets in Kajiado County. In addition, correlation statistics showed that an increase in customer experience measures would result in an increase in the performance of large retail supermarkets ($p<0.05$). The study established that customer experience had a statistically significant influence on the performance of large retail supermarkets in Kajiado County, Kenya. In the context of large retail supermarkets, customer experience is important because it relates to performance outcomes such as customer satisfaction, loyalty, retention, sales, operational performance, and overall organizational performance. Consistent with the study findings, it is concluded that large retail supermarkets that invest in improving digital customer touchpoints are more likely to achieve higher operational efficiency, customer satisfaction, and financial performance. The study recommends that managers of large retail supermarkets prioritize comprehensive customer experience strategies that integrate digital and in-store interactions by incorporating the study findings on customer experience into their existing customer-service, marketing, operational, and strategic management activities.

Keywords: *customer experience, retail, supermarket, performance, digital, channel*

1.0 Introduction

Organizational performance refers to the extent to which an organization achieves its strategic and operational goals, and it is commonly assessed through financial, operational, market, and customer-related dimensions. Financial performance relates to profitability, sales growth, and return on investment; operational performance relates to efficiency, productivity, and service quality; market performance relates to market share, competitiveness, and reputation; and customer-related performance relates to customer satisfaction, loyalty, retention, and citizenship behaviors. In retailing, and particularly among large retail supermarkets, these dimensions are closely interconnected because large retail supermarkets operate in a distinctive competitive environment characterized by high customer volumes, multiple branches, thin profit margins, strong price and service competition, and increasing reliance on both digital and in-store interactions. Large retail supermarkets therefore depend on positive customer experiences to sustain customer traffic, repeat purchases, loyalty, sales, operational performance, and overall organizational performance.

In today's retail service environment, where customers have greater control, Customer Experience (CX) has become a critical means for firms to differentiate and enhance engagement. CX encompasses every aspect of a company's offering, including customer care, advertising, packaging, product features, ease of use, and reliability (Manyanga, Makanyeza & Muranda, 2022). Early work by Schmitt (2021) identified five experiential dimensions: sensory, affective, cognitive, physical, and social-identity experiences, while Mejia and Curras-Perez (2024) emphasized the influence of retail environmental factors on consumers' emotional responses. Customer experience reflects the cumulative interactions before, during, and after purchase,

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shaped jointly by firms and customers (Lemon & Verhoef, 2021). Around the world, retailers are deploying AI-powered platforms, real-time payment systems, and live digital support to engender customer engagement; 66% of customers now expect proactive service, and many report changing their purchasing behaviour following poor digital interactions (Salesforce, 2022).

In Africa, it is no different, with digital business transformation a key driver of competitiveness. Indeed, AfDB (2023), cites that 62% of retailers cite efficiency gains through digital adoption, against a backdrop of significant infrastructural and financial constraints. In the Kenyan context, the reduction of inefficiencies using technologies like M-Pesa for payments, WhatsApp for placing orders, and hybrid support systems has resulted in increasing loyalty for this traditionally inefficient large retail supermarket sector (Kimathi, Mwangi & Mutiso, 2025). Research highlights that retaining customers through positive experiences is more important than merely making sales (Grewal et al., 2022). Customer experience is a multidimensional construct involving leisure, joy, distinctiveness, and mood (Bagdare & Jain, 2023), with service delivery being a key determinant (Turkson, Amoah, & van Eyk, 2022). Scholars argue that no single model exists for managing CX, though various frameworks guide practice (Siebert et al., 2020).

For large retail supermarkets, CX is linked to performance because positive experiences across digital and in-store touchpoints can increase customer satisfaction, strengthen loyalty, improve retention, and encourage repeat purchases, which in turn support sales, operational efficiency, market competitiveness, and overall organizational performance. Conversely, poor digital interactions can alter purchasing behaviour and weaken customer retention. Modern competition therefore requires large retail supermarkets to move beyond products and prices by orchestrating memorable experiences that create customer delight. Specifically, this study contends that when customers experience positive consumption interactions over time with the retailer, they feel obliged to reward the retailer with customer citizenship behaviour. This discussion provides the conceptual basis for examining how customer experience influences the performance of large retail supermarkets.

1.1 Statement of the Problem

Organizational performance, particularly among retail supermarkets, is reflected in financial viability, market competitiveness, operational excellence, and employee productivity. Empirical evidence has identified a strong nexus between strategic digital transformation and improved organizational performance. In an ideal state, if retail firms successfully and deliberately align digital technologies with business strategy, substantial gains are realized in key performance indicators. Digitalization influences customer experience by enabling integrated systems such as automated inventory management, electronic payment, customer relationship management software, and other digital touchpoints that shape customer satisfaction, engagement, loyalty, and repeat purchase behaviour. These improvements can translate into core supermarket performance metrics: improved net profit margin due to cost efficiency, higher customer satisfaction score and net promoter score owing to enhanced customer engagement, optimized stock turnover ratio,

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reduced stock-out rate due to efficient inventory management, and increased task efficiency through streamlined processes. The result is holistic enhancement in financial viability, market competitiveness, and operational excellence.

For instance, Mauki, Odari and Ndeto (2025) affirm that retailers in Kenya that adopted integrated systems such as automated inventory management, electronic means of payment, and customer relationship management software recorded a 15% cost reduction and 22% workflow efficiency. However, despite these benefits, a persistent adoption gap characterizes supermarkets in Kajiado County and other peri-urban African contexts. The performance gap and its macro-economic significance convey the direct negative impact of this misalignment on supermarket results and broader economic growth. Inefficient checkout operations curtail customer loyalty by as much as 20% (ACSI, 2022) while suppressing market share and customer satisfaction. Misaligned or ad-hoc digital investments increase operating costs, restrain revenue growth, and dilute net profit margins. Evidence from KNBS (2023) indicates that counties with low digital uptake, like Kajiado, record 18–25% lower growth in revenue and stock-turn cycles than their digitally advanced county counterparts. Thus, inefficiency within the retail sector, considering that 98% of Kenyan enterprises are retailers but only account for about 30% of national gross domestic product (KNBS, 2022), assumes macro-economic ramifications.

Although digitalization can influence customer experience and supermarket performance, the adoption and effective use of digitization in Kajiado supermarkets remains the research problem. Empirical literature has also evidenced a lack of empirical studies focusing on Kajiado County, which leaves critical barriers unaddressed. Specifically, there is limited empirical evidence linking digital business transformation, customer experience, and supermarket performance in Kajiado County. This study, therefore, investigates how customer experience impacts supermarket performance in Kajiado County, especially on financial, market, operational, and employee productivity metrics. These indicators are appropriate because they capture the core dimensions through which digitalization and customer experience affect supermarkets: financial viability, market competitiveness, operational efficiency, and workforce productivity. The study is justified by the need to address this gap and provide evidence to guide the effective adoption and use of digital business transformation in Kajiado County supermarkets.

1.2 Objective of the Study

To establish the influence of customer experience on performance of retail supermarkets in Kajiado county Kenya.

1.3 Research Hypothesis

From the conceptual framework above, the following null hypothesis was drawn.
H_{01}: Customer experience has no significant effect on performance of retail supermarkets.

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2.0 Literature Review

This section reviews conceptual and theoretical literature on customer experience and its influence on performance of retail supermarkets in Kajiado county Kenya, online shopping, a, digital payment systems online delivery orders, and customer support metrics.

2.1 Review of Conceptual Literature

Customer experience has developed as a critical determinant of institutional success in contemporary retail environments. Customer experience is the overall perceptions, responses, and evaluations of customers arising from interactions with an organisation's products, services, employees, and technological systems throughout the customer journey (Lemon & Verhoef, 2016; Pires, et al., 2024). As competition intensifies and customers become increasingly technologically connected, retailers are concentration on developing seamless and memorable experiences across various touchpoints to improve customer satisfaction and strengthen competitive advantage (Pires, et al., 2025). Research show that positive customer experiences enhance customer satisfaction, loyalty, retention, and purchase intentions, all of which contribute considerably to institutional performance (Becker & Jaakkola, 2020; Verhoef et al., 2021). The quick growth of information communication technology has changed the way in which customers interact with retail supermarkets. Digital customer experience involves digital payment systems, online shopping platforms, online delivery services, website functionality, and customer support systems which facilitate customer interactions before, during, and after purchase (Pires et al., 2025b). According to Lemon and Verhoef (2016), institutions which successfully manage these touchpoints are more likely to develop higher customer experiences that result in enhanced customer satisfaction and business outcomes. Digital platforms not only offer convenience and accessibility but also allow retailers to personalise services, improve responsiveness, and strengthen customer relationships, hence improving institutional performance (Shankar et al., 2021).

Online shopping has become an essential dimension of customer experience in the retail sector. Customers increasingly value accessibility, convenience, product variety, and the capacity to compare products and prices through online channels (Nderitu, 2023). Studies show that efficient online shopping platforms increase customer satisfaction through reducing search costs and enhancing purchasing convenience, which successively increases sales volumes and customer retention rates (Verhoef et al., 2021). Accordingly, supermarkets which invest in effective online shopping systems are likely to attained increased market performance and financial outcomes through repeat purchases and increased customer engagement. Digital payment systems are another critical component of customer experience. Modern consumers expect secure, fast, and convenient payment options that minimize transaction time and improve shopping efficiency (Islam, & Ferrer, 2025). The adoption of digital payment technologies like mobile money, electronic banking, and contactless payment systems has been associated with enhanced service delivery and operational efficiency in retail businesses (Humbani & Wiese, 2019). Efficient payment systems reduce customer waiting time, enhance transaction convenience, and improve

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customer satisfaction, hence contributing positively to firm performance through increased sales and customer loyalty (Kumar, C & Agrawal, 2024).

Online delivery services have increasingly become an important feature of customer experience, especially in the digital retail environment. Customers expect convenient timely, and reliable delivery of purchased products (Nguyen, Azmat & Hadeed, 2026). Research reveal that delivery reliability considerably affects customer satisfaction and repurchase intentions because customers recognise timely deliveries as an indicator of service quality and firm reliability (Vakulenko et al., 2019). Effective delivery systems therefore would improve customer trust, strengthen loyalty, and improve the financial and market performance of retail supermarkets. Customer support services perform an important role in determining customer perceptions and experiences. Effective customer support allows firms to address customer complaints, inquiries, and service problems promptly and professionally. Responsive customer support increases customer trust and satisfaction while strengthening long-term customer relationships (Becker & Jaakkola, 2020). In the retail sector, customers who receive timely assistance are more likely to remain loyal and recommend the business to others. Therefore, customer support contributes considerably to positive brand image, customer retention, and overall institutional performance.

Omnichannel strategies have become increasingly important in enhancing customer experience by integrating physical and digital shopping channels (Hsia, et al., 2020). Omnichannel retailing enables customers to interact with retailers through multiple platforms while receiving a consistent and seamless experience across all touchpoints (Thaichon, et al., 2024). Research show that institutions implementing effective omnichannel strategies attain higher customer satisfaction, improved customer loyalty, increased sales, and enhanced operational efficiency than companies depending on isolated channels (Juaneda-Ayensa et al., 2016; Verhoef et al., 2021). The integration of online and offline channels therefore contributes largely to firm performance by enhancing customer engagement and creating additional revenue opportunities (Sigore, 2024). Organisation performance in retail supermarkets is mainly determined through operational efficiency, market performance, financial performance, and customer-related outcomes (Mutia, 2025). Operational efficiency relates to the effective utilization of resources and service delivery processes. Financial performance reflects profitability, revenue growth, and return on investment, while market performance focuses on customer acquisition, retention, and market share. Existing literature frequently reveal that positive customer experiences result to enhanced performance across these dimensions by improving customer satisfaction, encouraging repeat purchases, increasing operational efficiency, and strengthening competitive advantage (Becker & Jaakkola, 2020; Verhoef et al., 2021). Therefore, customer experience remains a strategic resource through which retail supermarkets can improve performance and achieve sustainable growth in increasingly competitive markets.

2.2 Theoretical Foundation

The paper is informed by customer journey theory, advanced by Lemon and Verhoef (2016), to explain how customer experience drives the performance of retail supermarkets. The theory emerged from recognition that customer experience is shaped by interactions before, during, and

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after a purchase rather than by a single transaction (Mele et al., 2025). Customers interact with organizations through touchpoints such as physical stores, customer support channels, delivery systems, payment platforms, mobile applications, and websites. The theory extends the conventional notion of customer satisfaction by focusing on the whole customer journey and cross-channel engagement.

The theory holds that customer experience is multidimensional, touchpoint-driven, and cumulative. Customers form views from all engagements with an organization; satisfaction and loyalty depend on the quality and consistency of experiences across touchpoints; and firms that manage the entire journey are likely to achieve repeat purchases, customer retention, positive reviews, and enhanced organizational performance. Seamless integration of physical and digital channels improves customer value and lasting relationships (Harris, Pol, & Van Der Veen, 2020).

The theory has been applied in banking, retail, e-commerce, hospitality, and the service sector. In the supermarket sector, Nzuve (2018) examined consumer preference for large supermarkets in Nairobi; Ngana (2022) showed how Naivas Supermarket used customer journey management to build loyalty; and Njenga (2022) found that mobile payments positively and significantly influenced supermarket performance in Nairobi City County. These studies confirm the theory's relevance to Kenyan supermarket outcomes.

Empirical evidence supports customer journey and customer experience outcomes. Ngana (2022) found that excellent customer service improved emotional connection and loyalty in Kenyan supermarkets. Grewal et al. (2022) emphasis that retaining customers through positive experiences is more important than merely making sales. Customer experience is multidimensional, involving leisure, joy, distinctiveness, and mood (Bagdare & Jain, 2023), with service delivery as a key determinant (Turkson, Amoah, & van Eyk, 2022). Omnichannel integration has been linked to a 30–35 percent lift in customer lifetime value (Retail Gazette, 2026), while mobile payment adoption has improved consumer welfare and firm performance (Hassani, Huang & Silva, 2018; Njenga, 2022).

The indicators used to measure customer experience in this paper are website platforms, customer support metrics, omnichannel strategies, digital payment systems, and online shopping. These represent key touchpoints in the customer journey. Websites serve as digital storefronts, and poor design or speed can harm engagement and retention (Chandrana Supermarket case study, 2026). Customer support affects loyalty (Turkson et al., 2022). Omnichannel strategies integrate online and physical channels; Naivas' online purchases exceed 10% of sales (Business Insider Africa, 2025), while Carrefour Kenya uses e-commerce and data analytics (University of Nairobi repository). Digital payments such as M-Pesa improve revenue collection and performance (Njenga, 2022; Strathmore University study). Online shopping is growing, with 52% of consumers using grocers' digital channels (Barchart, 2025).

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Customer journey theory is relevant because these indicators are critical touchpoints affecting loyalty, satisfaction, market performance, financial performance, and operational efficiency of retail supermarkets in Kajiado County. Evidence shows that satisfaction and loyalty improve with consistent, high-quality touchpoints (Ngana, 2022); retention improves through emotional connections (Grewal et al., 2022); sales strengthen through integrated digital and physical channels, with online purchases exceeding 10% of sales at Kenya's leading supermarket (Business Insider Africa, 2025); and operational efficiency improves through digital payment systems (Njenga, 2022; Hassani, Huang & Silva, 2018). Mauki, Odari and Ndeto (2025) found that integrated systems yielded a 15% cost reduction and 22% workflow efficiency, linking digital touchpoint experiences to operational and financial performance. These findings align with the conceptual framework positioning customer experience indicators as independent variables influencing the performance of large retail supermarkets in Kajiado County.

2.3 Conceptual Framework

The conceptual framework is grounded in customer journey theory (Lemon & Verhoef, 2016), which holds that customer experience is cumulative across pre-purchase, purchase, and post-purchase touchpoints. Customer experience, the independent variable, is operationalized through digital systems: online shopping, digital payment systems, online delivery orders, and customer support metrics, shaping satisfaction, loyalty, retention, and repeat purchases (Mele et al., 2025; Ngana, 2022; Njenga, 2022). Digital systems influence customer experience by reducing friction, increasing convenience, and enabling consistent service across channels (Grewal et al., 2022; Turkson, Amoah, & van Eyk, 2022). Performance of large retail supermarkets, the dependent variable, refers to achieving financial, market, operational, and employee-related goals in competitive, low-margin, multi-branch environments with digital/in-store reliance. It is operationalized through financial performance (profitability, sales growth, cost efficiency), market performance (market share, competitiveness, reputation), operational efficiency (inventory turnover, checkout speed, stock-out reduction, workflow efficiency), and employee productivity (task efficiency, service delivery, output per employee) (Mauki, Odari & Ndeto, 2025; Grewal et al., 2022). The framework posits that positive digital touchpoint experiences increase satisfaction, loyalty, retention, and repeat purchases, supporting sales, competitiveness, operational efficiency, and overall performance, while poor interactions weaken them. This aligns with customer journey theory, Kenyan supermarket evidence, study variables, and Kajiado County context. Figure 1 depicts relationships.

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Conceptual Framework.

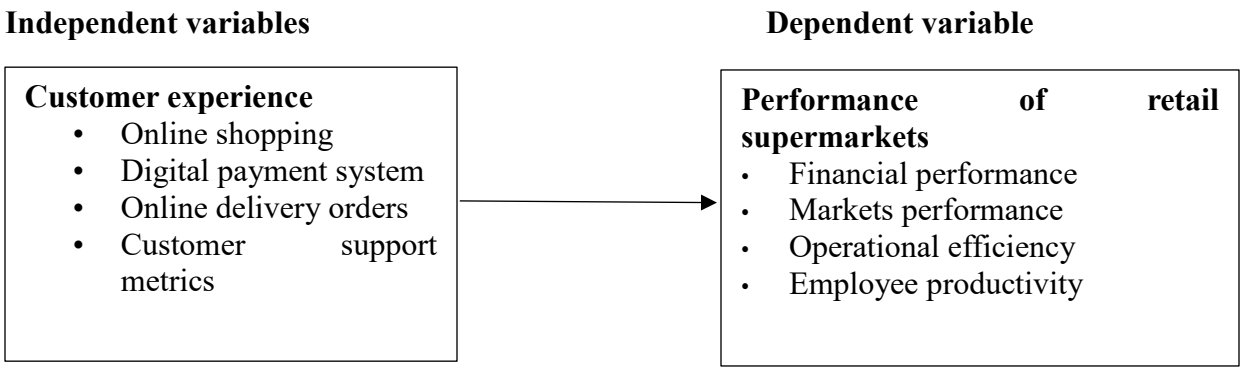


Figure 1: Conceptual Model

3.0 Research Methodology

The study adopted an explanatory research design, with the population comprising all retail supermarkets in Kajiado County, Kenya. Based on Kajiado County Economic and Commercial Reports (2025), approximately 45 supermarkets operate there, including large chains and local outlets in Kitengela, Ongata Rongai, Ngong, Kiserian, and Kajiado town. Digital adoption is relevant because it shapes customer experience and supermarket performance. Kajiado has low internet usage (37.0%) and computer use (11.6%); although national chains centralise systems, Kajiado branches face slow digital adoption, limited IT infrastructure, and unreliable connectivity, creating disparities with Nairobi outlets. Since customer experience is operationalized through digital systems online shopping, digital payments, delivery orders, and customer support metrics this gap is directly relevant. One hundred samples were selected comprising about 1,045 workers. Due to the large population, a sample size was calculated using the Krejcie and Morgan (1970) table, yielding 278 respondents. Stratified random sampling was justified because supermarkets vary in size, ensuring proportional representation unlike simple random sampling. National chains include Naivas (12,000 staff, 110 outlets) and Quick Mart (>6,000 staff, 67 branches). For example, 53 respondents were selected from Quick Mart (population 200) via simple random sampling. Respondents were branch, IT, customer care, and procurement managers because they oversee operations, digital systems, service, and inventory. Specifically, branch managers oversee store operations, profitability, and customer satisfaction; IT managers implement and maintain digital systems; customer care managers manage service interactions and satisfaction metrics; and procurement managers oversee inventory and supplier relationships. Proportions ensured knowledgeable respondents, each with an equal chance of selection (Creswell & Plano-Clark, 2023). Table 2 shows the distribution.

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Table 2 Sample Size

Category of Supermarket	Target (N)	Sample (n)
Quick Mart	200	53
Naivas	250	67
Carrefour	30	8
East Mart	95	25
Clean shelf	93	25
Gravity	87	23
Gilmart	10	3
Power star	10	3
Food market	8	2
Maasai stores	5	1
Sweet world	4	1
Set light.	3	1
Others	250	67
Total	**1045**	**278**

Source: Researcher (2026)

Primary data was collected using questionnaires, applying both physical and online modes of data collection. The research instrument was checked for validity through content validation method with the help of the research supervisors, and further through exploratory factor analysis which yielded a Kaiser-Meyer-Olkin measure of 0.842 and a significant Bartlett's test of sphericity (χ^2 = 1,847.6, df = 276, $p < 0.001$), confirming construct validity. Reliability of the questionnaire was established through internal consistency technique where a Cronbach's alpha coefficient value of 0.765 was obtained for the research instrument. According to Cohen, Manion and Morrison (2018), a reliability value of 0.7 and above is considered adequate. Minor corrections were done on the items in the questionnaire before they were administered to the field. The data analysis process involved applying descriptive measures (frequencies, percentages, means and standard deviation) and inferential statistics (Karl Pearson correlation and linear regression analysis). The linear regression analysis was performed after establishing that the data followed normal distribution, the existed linearity between independent and dependent variable and multi-collinearity did not exist. Statistical Product and Service Solution (SPSS Version 28) computer software aided in data coding, entry and analysis. The results are presented in tables.

4.0 Findings and Discussion

The significance of customer experience in influencing the performance of retail supermarkets has been acknowledged especially amid digital business transformation. Accordingly, the study looked at customer experience and performance of retail supermarkets. Several dimensions of customer experience were put together in questions that were asked by the respondents in order to gather their views on a Likert scale of Strongly Disagree (1) to Strongly Agree (5). The findings of Table 2 show the results of customer experience and supermarket performance individually prior to their

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interrelationship analysis. In this regard, the descriptive statistics and measurement results of customer experience are provided individually, and the descriptive statistics and measurement results of supermarket performance are provided individually.

Table 3: Customer Experience and Performance of Retail Supermarkets

Statement	SD	D	N	A	SA	Mean	Std. Deviation
Online payments improved efficiency in terms of shortening the transaction time.	0 (0)	33 (13.3)	42 (16.9)	123 (49.6)	50 (20.2)	3.77	0.92
Convenient, on-time delivery made the customers repeat and loyal buyers.	8 (3.2)	10 (4.2)	57 (23.0)	116 (46.8)	57 (22.8)	3.82	0.94
Effective customer support boosts brand image and Net Promoter Score (NPS).	0	41 (16.5)	89 (35.9)	60 (24.2.)	58 (23.4)	3.54	1.03
Merging online buying, delivery, and payments has boosted average order value.	0 (0)	24 (9.7)	49 (19.8)	100 (40.3)	75 (30.2)	3.91	0.94
Omnichannel strategies have brought good Return on investment and boosted profitability.	0 (0)	8 (3.2)	65 (26.3)	100 (40.3)	75 (30.2)	3.91	0.89
The presence of website platforms has increased sales revenue and market share.	6 (2.4)	8 (3.2)	59 (23.8)	73 (29.4)	102 (41.2)	3.5.2	1.22
Composite values						**3.75**	**0.99**

The first statement examined whether online payments improve efficiency by reducing transaction time. The results show that most respondents agreed or strongly agreed. Specifically, 123 respondents 50 (20.2%) strongly agreed, (49.6%) agreed and 42 (16.9%) were neutral and 33 (13.3%) disagreed. The statement recorded a mean score of M = 3.77 and SD = 0.92 which shows that respondents agreed that online payment systems are key towards enhancing operational efficiency by shortening transaction times and reducing queues at checkout points. Therefore, digital payment technologies contribute to smoother customer experience and faster service delivery, which can improve customer satisfaction and ultimately enhance the competitiveness and operational performance of retail supermarkets.

On whether convenient and timely delivery encourages customers to become repeat and loyal buyers, 57 (22.8%) respondents strongly agreed, 116 (46.8%) agreed, 57 (23.0%) neutral, 10 (4.2%) disagreeing and 8 (3.2%) strongly disagreeing. This shows that most respondents agreed with the statement (M = 3.82 and SD = 0.94). This suggests that delivery services are generally

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seen as enhancing customer loyalty, though some variation in experience exists. While many supermarkets have successfully implemented reliable delivery systems that foster repeat purchases, others may still face challenges related to delivery speed, reliability, or logistics. Improving delivery infrastructure and service reliability could therefore be essential for strengthening customer loyalty and improving supermarket performance.

Thirdly results show that a total of 58 (23.4%) respondents strongly agreed that effective customer support enhanced brand image and the Net Promoter Score (NPS), 60 (24.2%) agreed, 89 (35.9%) were neutral and 41 (16.5%) disagreed. The result show that at least half of the respondents concurred with the statement (M = 3.54 with SD = 1.03) although the higher standard deviation values shows that respondents had varied opinions. Nevertheless, findings imply that while customer support contributes positively to brand perception and customer advocacy for some, a substantial portion of respondents remain neutral or dissatisfied. When customers receive prompt and effective assistance, they are more likely to develop trust in the brand and recommend the supermarket to others. However, the relatively lower mean suggests that customer support systems in many supermarkets may not yet be consistently effective, highlighting an area for improvement to enhance retention and reputation.

The fourth statement investigated whether integrating online purchasing, delivery, and payment platforms increases the average order value, 75 (30.2%) respondents strongly agreed, 100 (40.3%) agreed, 49 (19.8%) were neutral and 24 (9.7%) disagreed. The descriptive statistics (M = 3.91 and SD = 0.94) respondents agreed that integrated digital platforms create a seamless and convenient shopping experience that encourages customers to purchase more products in a single transaction. This means that supermarkets that effectively integrate their digital systems such as online ordering, payment processing, and delivery logistics are more likely to increase customer spending and improve their overall revenue performance.

Fifthly, when asked as whether omnichannel strategies contributed to improved return on investment and profitability, 75 (30.2%) strongly agreed, 100 (40.3%) respondents agreed, 65 (26.3%) were neutral and 8 (3.2%) disagreed. The descriptive statistics shows that most respondents tended to agree with the statement (M = 3.91 and SD = 0.89). This suggests that omnichannel strategies are generally perceived to improve profitability and returns on investment. The implication is that successful implementation of omnichannel systems such as integrating physical stores, online platforms, and mobile applications can yield tangible financial benefits, if supermarkets have the necessary technological and managerial capabilities.

Further results show that 102 (41.2%) strongly agreed ,73 (29.4%) of respondents agreed and that website platforms contributed to increasing sales revenue and expanding market share in retail supermarkets. Meanwhile, 59 (23.8%) of respondents were neutral, 8 (3.2%) disagreed, and 6 (2.4%) strongly disagreed. The descriptive statistics (M = 3.52 with SD = 1.22) suggests that while website platforms can help supermarkets reach a wider customer base, the benefits are not uniformly experienced, possibly due to differences in website quality, usability, or digital marketing effectiveness. Therefore, a well-designed and functional website platform can increase sales revenue and market share, but supermarkets must invest in user-friendly design, reliable

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performance, and effective online visibility to fully realize these advantages in an increasingly digital retail environment.

Results from the composite (M=3.75, SD=0.99) indicate the significant effect played by customer experience through digital transformation on improving the performance of retail supermarkets. The productivity of employees as an indicator of performance was rated by using Likert scale questions on how much each employee produces, their effectiveness in performing tasks, and their general performance in contributing to supermarket performance. Customer support, digital platforms, and website platforms showed the highest mean score, indicating their significance in making customers satisfied and generating revenue. Delivery service received the lowest mean score, which indicates the need for more improvements in the logistics and delivery process for consistency in customer experience. In conclusion, the results indicate that retail supermarkets that consider digital customer experience through effective payment systems, delivery services, customer support, integrated platforms, omnichannel approaches, and website platforms can benefit significantly.

4.1 Correlation of Customer Experience and Performance of Retail Supermarkets

A correlation analysis was computed between ordinal variables of customer experienced and organisation performance. The results are presented in Table 4.

Table 4.: Correlation of Customer Experience and Performance of Retail Supermarkets

Variables		Customer experience	Performance
Customer experience	Pearson correlation	1	0.396**
	Sig. (2-tailed)		0.000
	N	248	248
Performance of retail supermarkets	Pearson Correlation	0.396**	1
	Sig. (2-tailed)	0.000	
	N	248	248

**. Correlation is significant at 0.01 level (2-tailed).

According to Table 3, the correlation coefficient between customer experience and performance was positive and significant (r = 0.396, p=0.001). however, the correlation was positive weak suggesting that supermarkets need to do a lot in improving customer experience. Nevertheless, the correlation statistics suggests that increase in customer experience would result to increase in performance of retail supermarkets.

4.2 Regression of Customer Experience and Performance of Retail Supermarkets

Furthermore, a linear regression analysis was performed to measure the relationship that exists between customer experience and the performance of retail supermarkets. Results are provided in Table 5.

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Table 5. Model Output

Model	R	R Square	Adjusted Squared	RStd. Error of the Estimate	Change statistics				
					R Squared Change	F Change	df1	df2	Sig. F Change
1	0.396[a]	0.157	0.154	0.50342	0.157	45.792	1	246	.000

a. Predictors: (Constant), customer experience

The regression analysis conducted on the general independent variable (customer experience) against the general dependent variable (performance of retail supermarkets) is in line with the conceptual framework and the proposed hypotheses. In other words, the regression model did not consider the relationships between individual customer experience and individual performance indicators, because there was no need to do so within the proposed methodology. Correlation coefficient (R = 0.396) indicates that there is a weak positive relationship between the general customer experience and the performance of retail supermarkets. Also, R-squared (R^2 = 0.157) means that 15.7% of the variation in the performance of retail supermarkets in Kajiado can be attributed to the general customer experience, while 84.3% is attributed to other factors that were not taken into consideration within the research. Finally, the change statistics (ANOVA) revealed that the overall customer experience may be a good predictor of the performance of retail supermarkets (F (1, 246) = 45.792; p = 0.000). The regression coefficient results for the general independent and dependent variables are shown in Table 6.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.995	0.160		18.754	0.000
	Customer experience	0.301	0.045	0.396	6.767	0.000

Dependent variable: Performance of retail supermarkets.

The linear regression equation can be written as

$$y = 2.995 + 0.396x_1$$

The above results show that there exists significant positive relationship (β=0.396, p=0.000) between customer experience and performance of retail supermarket. The beta coefficient result suggests that unit change in customer experience, performance of retail supermarket changes by 0.396.

The hypotheses stated that:

H01: Customer experience has no significant effect on performance of retail supermarkets.
From the result, the computed p-value of 0.000 is lower than the critical p-value of 0.05 resulting

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to the rejection of the study null hypothesis ($p<0.05$). hence, it is concluded that customer experience has statistically significant positive effect with performance of retail supermarkets. Therefore, customer experience serves as a significant predictor of organisational performance, underscoring its strategic importance in driving both financial and non-financial performance. The results align with Schmitt (2015) who found out that effective customer service systems characterised by responsiveness, personalisation, and reliability substantially enhanced financial returns and market positioning, especially within retail contexts. By reinforcing the link between experiential metrics and performance outcomes, the result contributes to the growing body of evidence that prioritizing customer experience is not merely a tactical differentiator but a fundamental driver of sustainable competitive advantage.

In conclusion, the study proves that the creation of customer experience is a key factor for the performance of retail supermarkets and a strategic driver for the improvement of customer support systems. Retail supermarkets can boost customer satisfaction, loyalty and operational efficiency by coupling human resource development with focused omnichannel technology investment. The dual approach guarantees that the increasing demands of shoppers are met without sacrificing performance, showing that the synergy between skilled personnel and advanced technology is key to the ongoing modernization of Kenya's retail sector.

5.0 Conclusion, Recommendation & Implication

The study measured customer experience strategies as an independent variable using Likert-scale items that captured both digital and physical customer touchpoints. The dimensions operationalized included personalized services, such as tailored promotions and loyalty programs; efficient payment systems, such as mobile money, contactless payments, and self-checkout kiosks; responsive support, including timely complaint resolution and multi-channel assistance; and integrated omnichannel platforms that enable seamless online-to-offline shopping, click-and-collect options, and synchronized inventory. These measures aligned with the conceptual framework, operationalization, and research objectives. The dependent variable performance of retail supermarkets, was also measured using Likert-scale items assessing overall supermarket performance. Its indicators were financial performance, increased sales through market performance, operation efficiency, employee productivity and more frequent visits, and sustainable competitive advantage by standing out beyond just price and promotions, consistent with the study's conceptual framework and objectives.

The relationship analysis, using the overall independent and dependent variables, found that customer experience strategies significantly influence the performance of retail supermarkets in Kajiado County, although the correlation was positive but weak ($r = 0.396$). This means that while better customer experiences often lead to better performance, the connection is not strong. The regression analysis gave an adjusted R-square value of 0.157, suggesting that only 15.7% of the differences in supermarket performance can be linked to the customer experience strategies in place, while other factors such as pricing, location, product variety, or supply chain efficiency make up the remaining 84.3%. Despite the weak correlation and limited explanatory power, the study concludes that retail supermarkets investing in both digital and physical customer touchpoints are more likely to see improved performance than those that neglect or undervalue

customer experience strategies. Important investments include personalized services, efficient payment systems, responsive support, and integrated omnichannel platforms, which together lead to smoother and more satisfying customer journeys.

The study suggests that supermarket managers should focus on customer experience strategies that blend digital and in-store interactions instead of treating them as separate channels. By doing so, supermarkets that successfully improve customer experience will be better positioned to achieve better customer retention, increased sales, and sustainable competitive advantage. Therefore, even with a limited statistical explanation, investing in customer experience remains crucial for retail supermarkets in Kajiado County.

This research emphasizes that enhancing customer experience is key to improving supermarket performance. Supermarkets can enhance responsiveness, efficiency, and readiness to meet changing customer expectations by combining workforce development with strategic customer experience adoption. Further research is recommended to explore the interaction between complementary factors such as change management practices, organizational culture, regulatory frameworks, and interdepartmental collaboration with customer experience strategies to further enhance supermarket performance and achieve long-term competitive advantage.

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