



GUARDIANS OF PUBLIC SAFETY: SECURITY RISKS, CRIME PREVENTION PRACTICES AND INSTITUTIONAL SUPPORT SYSTEMS IN COMMUNITY MALLS IN THE PHILIPPINES

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ABSTRACT

This study explored the lived experiences of security personnel, mall administrators, and tenants regarding security risks, crime prevention practices, implementation challenges, and institutional support systems within selected community malls in Antipolo City and Rodriguez, Rizal. The study aimed to develop a framework for enhancing security governance in community mall environments. A qualitative descriptive phenomenological design was employed. Twenty two (22) participants were selected through purposive sampling. Data were gathered through semi-structured interviews and analyzed using Colaizzi's Seven-Step Phenomenological Method. The findings revealed that community malls face recurring property-related crimes, safety hazards, operational challenges, and resource constraints. Crime prevention practices include surveillance, access control, patrol operations, communication mechanisms, and preparedness activities. Institutional support is strengthened through collaboration among security personnel, mall administrators, tenants, public safety agencies, and local government units. Based on the findings, the Community Mall Security Governance Enhancement Framework (CMSGEF) was developed to strengthen security governance through risk management, crime prevention, stakeholder collaboration, capability enhancement, and continuous improvement. The framework promotes safe, secure, and resilient community mall environments.

KEYWORDS: Security Governance, Community Malls, Crime Prevention, Collaborative Governance, Phenomenology

INTRODUCTION

Community malls have become increasingly important components of contemporary commercial and social environments. Beyond serving as centers of retail and economic activity, these establishments function as accessible spaces where people engage in shopping, dining, recreation, financial transactions, and other routine activities. Their semi-public character, combined with high pedestrian movement and continuous interaction among customers, employees, tenants, suppliers, and service providers, creates complex security environments that require systematic and adaptive approaches to crime prevention and risk management. In the Philippines, community malls have likewise emerged as important centers of economic activity and social interaction, primarily serving nearby residential populations through retail stores, restaurants, financial services, healthcare facilities, and recreational spaces. Their expanding presence, however, exposes them to security risks associated with multiple access points, mixed-use facilities, and the continuous movement of diverse groups of people.

The security of commercial establishments has increasingly shifted from traditional, reactive approaches toward integrated and preventive systems. Contemporary security management incorporates strategies such as Crime Prevention Through Environmental Design (CPTED), Situational Crime Prevention (SCP), surveillance technologies, access control systems, intelligence sharing, emergency preparedness, and risk management. These measures, however, cannot operate

effectively in isolation. Their implementation requires competent security personnel, appropriate organizational policies, continuous professional development, adequate resources, and collaboration among private security providers, mall administrators, law enforcement agencies, local government units, tenants, and other stakeholders. Such collaborative approaches reflect the broader development of security governance, in which public safety is understood as a shared institutional responsibility.

International scholarship similarly recognizes the growing importance of public-private collaboration in crime prevention and commercial security. The United Nations Office on Drugs and Crime (UNODC, 2023) emphasized that crime prevention is most effective when implemented through integrated governance involving public institutions, private organizations, and community stakeholders. Collaborative governance enables institutions to share information, resources, expertise, and operational responsibilities in addressing increasingly complex security risks. Likewise, Howell, Gill, and Goldstraw-White (2024) found that partnerships between police agencies and private security organizations strengthen crime prevention through improved intelligence sharing, coordinated responses, and joint security planning in commercial establishments. These findings demonstrate that contemporary security governance increasingly depends on networks of institutions and stakeholders rather than on law enforcement agencies alone.



The expanding role of private security has further contributed to this transformation. Mutonyi et al. (2020) observed that the increasing role of private security has transformed contemporary security governance by integrating private security providers into broader national and local security systems. Similarly, Pazzona and Mongrain (2024) highlighted the importance of private security personnel as partners in maintaining public safety within commercial establishments, particularly through coordinated relationships with police agencies. These studies reinforce the view that effective security management requires cooperation among public law enforcement agencies, private security organizations, commercial establishments, and community stakeholders.

Despite these developments, commercial establishments continue to face challenges that may undermine the consistent implementation of security measures. These include shortages of qualified security personnel, financial constraints, inconsistent implementation of security policies, aging security infrastructure, rapid technological changes, evolving criminal threats, and varying levels of stakeholder participation. Security personnel must also balance customer service with the consistent enforcement of security protocols while responding to increasingly sophisticated forms of criminal activity. Consequently, maintaining effective security requires continuous institutional support through leadership commitment, adequate funding, professional development, technological investment, policy enforcement, and strong partnerships with public law enforcement agencies.

In the Philippines, private security personnel serve as important frontline actors in protecting persons, property, and commercial establishments. Their responsibilities include monitoring activities, conducting patrol operations, enforcing security protocols, managing access control measures, and responding to security incidents. Sicuan et al. (2025) found that security personnel play an important role in maintaining safety within commercial establishments through surveillance activities, checkpoint management, and coordination with law enforcement authorities. Similarly, Baluca et al. (2021) reported that adherence to established security policies and operational procedures contributes significantly to maintaining safety within mall environments. These findings highlight the central role of private security personnel in the day-to-day implementation of security measures in commercial establishments.

The professionalization and regulation of the Philippine private security industry have also been strengthened through Republic Act No. 11917, which establishes standards for training, licensing, supervision, and institutional oversight. The enactment of this legislation reflects the increasing recognition of private security personnel as important partners in maintaining public safety and protecting commercial establishments. Beyond private security operations, crime prevention in commercial environments increasingly relies on collaboration among law enforcement agencies, local government units, private security providers, and community stakeholders. Sumad-on (2025) emphasized the importance of collaborative partnerships in addressing crime-related concerns, while Pola et al. (2025) found

that cooperative relationships among safety stakeholders contribute to improved crime prevention outcomes and stronger public safety systems. Likewise, Binan, Dausan, and Echaure (2024) reported that coordinated policing strategies and community engagement significantly enhance crime prevention effectiveness.

Community malls present a particularly important context for examining these issues. Unlike large regional shopping centers, community malls primarily serve nearby residential populations and operate within localized social and economic environments. Their security conditions may therefore differ in terms of available resources, staffing, technological capacity, stakeholder relationships, and exposure to local security concerns. In Rizal Province, particularly in Antipolo City and the Municipality of Rodriguez, continued population growth and suburban expansion have increased the demand for accessible commercial establishments that provide retail, dining, recreational, and essential services. Population data from the Philippine Statistics Authority indicate continued demographic growth in these localities, reinforcing the increasing demand for commercial establishments that respond to the needs of expanding residential communities.

The localized nature of community malls presents distinct security considerations. The presence of valuable merchandise, continuous economic activity, and frequent public interaction creates opportunities for property-related incidents such as theft, shoplifting, and other security concerns. At the same time, community malls may operate with comparatively smaller security teams, limited technological resources, and varying levels of institutional support when compared with larger commercial establishments. These conditions can influence how security risks are identified, managed, and addressed during everyday operations. Security within these environments is maintained through the collective efforts of security personnel, mall administrators, tenants, local government units, and law enforcement agencies; however, the processes through which these actors coordinate, collaborate, and respond to security concerns remain insufficiently understood in the local context.

Although existing research has examined mall security, private security operations, and crime prevention practices, much of the literature has focused on measuring security effectiveness, evaluating specific preventive measures, or examining public perceptions of safety. Comparatively limited attention has been given to the lived experiences of security stakeholders regarding how security risks are identified and managed, how crime prevention practices are implemented in everyday operations, what challenges are encountered, and how institutional support influences security practices within community malls. Existing international research has likewise concentrated largely on large metropolitan shopping centers, advanced security technologies, and formal organizational security structures, with comparatively limited attention to community-oriented commercial environments where operational realities, resource capacities, and stakeholder relationships may differ considerably.

This research gap is particularly significant in the Philippine context, where community malls have become



increasingly embedded in the social and economic life of growing suburban communities. While existing studies provide valuable evidence regarding crime prevention, policing, and private security operations, they provide limited insight into how security governance is actually experienced and practiced by stakeholders within localized commercial settings. Examining these experiences can reveal operational practices, coordination mechanisms, resource limitations, and institutional support needs that may remain less visible in purely quantitative assessments. Such an inquiry can therefore contribute to a deeper understanding of how security governance is practiced, sustained, and strengthened within community-based commercial environments.

Understanding these experiences is important for developing security governance approaches that are responsive to the realities of community-based commercial environments. A stakeholder-centered examination can provide practical insights into the ways security risks are managed, crime prevention measures are operationalized, institutional challenges are addressed, and collaborative relationships are sustained. These insights may contribute to strengthening crime prevention, improving coordination among security stakeholders, and enhancing the capacity of community malls to maintain safe, resilient, and secure environments.

Against this backdrop, the study entitled “Guardians of Public Safety: Security Risks, Crime Prevention Practices and Institutional Support Systems in Community Malls in the Philippines” employs a qualitative phenomenological research design to explore the lived experiences of key security stakeholders involved in community mall security. Specifically, the study seeks to understand how security stakeholders address security risks, how crime prevention practices are implemented, the challenges encountered during implementation, and how institutional support systems influence security practices. By focusing on the experiences of those directly involved in maintaining safety and order, the study seeks to generate contextually grounded insights that may inform more collaborative, responsive, and sustainable approaches to security governance in Philippine community malls.

Theoretical Framework

This study is primarily anchored on Collaborative Governance Theory of Ansell and Gash (2008), which explains how multiple stakeholders coordinate decision-making, communication, resource sharing, and problem-solving to address complex concerns. This perspective is relevant to community mall security because safety is a shared responsibility involving mall administrators, tenants, security personnel, law enforcement, local government units, barangay officials, emergency responders, and other stakeholders. In this study, security governance refers to the coordinated processes of risk identification, crime prevention, institutional support, and stakeholder collaboration in maintaining safety within community malls.

Two criminological theories complement the primary framework. Routine Activity Theory of Cohen and Felson (1979)

explains that crime occurs when a motivated offender, suitable target, and absence of capable guardians converge. In community malls, customers, tenants, merchandise, vehicles, and other assets may become targets amid routine commercial activities. Security personnel, surveillance systems, access controls, and security protocols serve as capable guardians that reduce criminal opportunities.

Situational Crime Prevention Theory of Clarke (1997) complements this perspective by emphasizing the reduction of crime opportunities through environmental and operational measures. In community malls, surveillance, patrols, access control, visitor management, emergency preparedness, and security policies can increase the risks and effort associated with offending while reducing potential rewards. Together, these theories provide an integrated explanation of security governance: Collaborative Governance Theory emphasizes stakeholder coordination, Routine Activity Theory explains security risks and opportunities for crime, and Situational Crime Prevention Theory focuses on measures for reducing such opportunities.

The study is further supported by ISO 31000 Risk Management Framework (International Organization for Standardization, 2018), which provides a systematic approach to identifying, assessing, treating, monitoring, and reviewing risks. Applied to community malls, it supports the identification of security vulnerabilities and the implementation and evaluation of appropriate risk controls.

The Plan-Do-Check-Act (PDCA) Model (Deming, 1986) provides a complementary approach to continuous improvement. It guides organizations in planning security measures, implementing them, evaluating their effectiveness, and undertaking corrective actions. In this study, PDCA supports the continuous improvement of security practices, stakeholder coordination, institutional support, and crime prevention initiatives.

Overall, these theories and frameworks provide a comprehensive foundation for examining security governance in community malls. Collaborative Governance Theory establishes the overarching perspective, while Routine Activity Theory and Situational Crime Prevention Theory explain security risks and preventive measures. ISO 31000 and PDCA provide practical approaches to risk management and continuous improvement.

Statement of the Problem

This study examined how security risks are managed and how crime prevention practices are implemented within community malls in the Philippines, with particular focus on the perspectives of security stakeholders and the role of institutional support systems.

Specifically, this study sought answers to the following questions:

1. How do security stakeholders address security risks within community malls?
2. How are crime prevention practices implemented in managing security risks?



3. What challenges are encountered in the implementation of crime prevention practices?

4. How do institutional support systems influence the implementation of security practices?

5. What community mall security governance enhancement framework may be developed based on the findings of the study?

METHODOLOGY

This study employed a **qualitative phenomenological research design** to explore the lived experiences of security stakeholders in addressing security risks and implementing crime prevention practices within community malls. Phenomenology seeks to understand how individuals experience, interpret, and attribute meaning to a particular phenomenon (Creswell & Poth, 2018; Moustakas, 1994). In this study, the phenomenon examined was security management and crime prevention as experienced by mall administrators, security personnel, and tenants directly involved in maintaining safety and security.

The qualitative approach was appropriate because the study sought to obtain in-depth accounts of participants' experiences, perceptions, and practices rather than measure variables or test hypotheses. Data were collected through **in-depth, semi-structured interviews**, allowing participants to describe how they addressed security risks, implemented crime prevention measures, encountered operational challenges, and experienced institutional support.

The phenomenological design guided the analysis of participants' narratives to identify recurring patterns, meanings, and themes that reflected their shared experiences. This approach enabled the researcher to develop a deeper understanding of security governance within community malls and provided an

empirical basis for developing a community mall security governance enhancement framework.

The study involved 20 security stakeholders from two selected community malls, referred to as Community Mall A and Community Mall B, located in Antipolo City and Rodriguez, Rizal. Ten participants were selected from each mall, representing three stakeholder groups: security personnel, mall administrators, and tenants. These groups were included because of their direct involvement in, or experience with, security practices, crime prevention, and security governance within the mall environment.

Purposive sampling was employed to select information-rich participants who could provide relevant, experience-based accounts of security risks, crime prevention practices, implementation challenges, and institutional support. The participants comprised 10 security personnel (five per mall), four mall administrators (two per mall), and six tenants (three per mall).

Security personnel were included as frontline implementers directly involved in surveillance, patrol, access control, incident response, and enforcement of security protocols. Mall administrators represented the managerial and institutional perspective, particularly in security planning, policy implementation, resource allocation, coordination, and decision-making. Tenants were included as stakeholders whose business operations and daily interactions are directly affected by mall security measures, providing perspectives on safety, incident reporting, coordination, and the effectiveness of security practices.

The inclusion of these three stakeholder groups supported the study's multi-stakeholder perspective on security governance and enabled comparison of converging and differing experiences across roles. Their varied perspectives provided a more comprehensive understanding of security management and crime prevention within community mall environments.

Table 1. Distribution of Participants

Participant Category	Community Mall A	Community Mall B	Total
Security Personnel	5	5	10
Mall Administrators	2	2	4
Tenants	3	3	6
Total	10	10	20

The primary research instrument was a self-constructed semi-structured interview guide used for key informant interviews (KII). It was developed based on the study objectives, Statement of the Problem, and relevant concepts from criminology, security management, and security governance, particularly Routine Activity Theory, Situational Crime Prevention Theory, and Collaborative Governance Theory. The guide focused on five areas: (1) security risks, (2) crime prevention practices, (3) implementation challenges, (4) institutional support systems, and (5) recommendations for strengthening security governance. Open-ended questions were used to elicit participants' experiences, perceptions, and insights consistent with the phenomenological design.

The instrument underwent expert content validation by three experts in academic research, public safety, and commercial

security management. The validators assessed the questions for relevance, clarity, coherence, sequencing, and alignment with the study objectives. Their recommendations were incorporated to improve the wording, organization, and contextual appropriateness of the guide.

The revised instrument was subsequently pretested with individuals who had characteristics similar to the intended participants but were excluded from the actual study. Pretesting assessed the clarity, comprehensibility, sequencing, and flow of the questions. Feedback was used to refine the instrument before data collection.

Because the study was qualitative and phenomenological, statistical reliability testing was not applied. Instead, rigor was supported through expert validation, pretesting, theoretical alignment, and adherence to qualitative research



procedures. The final interview guide facilitated the collection of rich, context-specific accounts that informed the development of the Community Mall Security Governance Enhancement Framework (CMSGEF).

The qualitative data from the in-depth interviews were analyzed using Braun and Clarke's (2006, 2021) reflexive thematic analysis. This approach was appropriate for identifying and interpreting patterns of meaning across participants' accounts of security risks, crime prevention practices, implementation challenges, and institutional support within community malls. It also complemented the phenomenological design by capturing common meanings and shared experiences among security personnel, mall administrators, and tenants.

The analysis followed six phases:

Familiarization with the Data. Interview recordings were transcribed and repeatedly reviewed to develop familiarity with the data and identify significant statements and recurring ideas.

Generating Initial Codes. Meaningful segments of the transcripts were systematically coded based on concepts relevant to the research questions, such as surveillance, patrols, access control, emergency response, stakeholder coordination, resource constraints, and training.

Searching for Themes. Related codes were grouped to identify broader patterns of meaning and develop potential themes.

Reviewing Themes. Potential themes were examined against the transcripts to ensure coherence, distinctiveness, and sufficient supporting evidence. Themes were refined, merged, or removed as necessary.

Defining and Naming Themes. Final themes were clearly defined and named to capture the central meanings of participants' experiences regarding security management and governance.

Producing the Report. The final themes were presented with selected participant statements and interpreted in relation to the research questions and relevant literature. The resulting themes informed the development of the **Community Mall Security Governance Enhancement Framework (CMSGEF)**.

Overall, reflexive thematic analysis provided a systematic yet interpretive process for transforming participants' narratives into meaningful themes while recognizing the researcher's role in interpreting patterns within the data.

RESULTS AND DISCUSSIONS

This section presents presents, analyzes, and interprets the data gathered from the respondents.

Security Risk Management Within Community Malls

The qualitative phase examined the experiences of 20 informants, comprising four mall administrators, ten security personnel, and six tenants, regarding security risks and their management within community malls. Data were gathered through semi-structured interviews and analyzed using Braun and Clarke's (2006) six-phase thematic analysis, involving familiarization, initial coding, theme development, theme review, theme definition and naming, and report production.

The analysis identified recurring patterns across participants' narratives concerning the nature of security risks and the strategies used to address them. The findings reflected the perspectives of mall administrators, security personnel, and tenants on security practices, operational challenges, and organizational support. These themes provided the basis for interpreting how security stakeholders collectively address risks and informed the development of the proposed **Community Mall Security Governance Enhancement**

Framework (CMSGEF).

Types of Security Risks or Incidents Commonly Encountered in the Mall. The first interview question sought to determine the types of security risks or incidents commonly encountered in community malls. Analysis of the responses from mall administrators, security personnel, and tenants using Braun and Clarke's thematic analysis resulted in five major themes: (1) Theft and Property-Related Crimes, (2) Crowd-Related Safety Risks During Peak Shopping Periods, (3) Emergency Situations and Safety Hazards, (4) Unauthorized Access and Suspicious Activities, and (5) Customer Disturbances and Interpersonal Conflicts. These themes demonstrate that mall security extends beyond crime prevention to include maintaining public safety, managing emergencies, protecting property, and ensuring order within a dynamic commercial environment.

Theme 1: Theft and Property-Related Crimes. The findings identified **theft and property-related offenses** as the most frequently encountered security risks in community malls, including shoplifting, vehicle break-ins, lost belongings, and counterfeit payment incidents. Mall administrators, security personnel, and tenants consistently described these incidents as routine operational concerns requiring continuous monitoring and prompt intervention. As Mall Administrator 2 noted, theft-related incidents such as shoplifting and parking-area break-ins required strict monitoring to protect customer confidence and the mall's reputation. Security Personnel 1 similarly reported frequent shoplifting and lost-property cases, while Tenant 1 identified shoplifting as a common concern requiring immediate assistance from security personnel. These accounts demonstrate a shared recognition that property-related crimes require continuous surveillance, rapid response, and coordination among stakeholders. The findings underscore the importance of strengthening CCTV surveillance, access monitoring, targeted patrols, and tenant-security coordination, particularly in retail areas and parking facilities. This is consistent with Lallupersad and Govender (2024), who identified shoplifting, theft, parking-lot crimes, and related property offenses as common shopping-mall security threats and emphasized surveillance, visible patrols, access control, incident reporting, and stakeholder coordination. Similarly, Button (2022) highlighted the frontline role of private security personnel in commercial settings through preventive patrols, surveillance, access regulation, and prompt incident response. These perspectives support the participants' accounts and reinforce the importance of proactive security operations and



collaborative stakeholder involvement in preventing property-related crimes within community malls.

Theme 2: Crowd-Related Safety Risks During Peak Shopping Periods. Crowd-related safety risks emerged as a significant concern during weekends, holidays, promotional events, and sale seasons. Participants reported that increased visitor volume heightened the risk of accidents, congestion, theft, lost children, and customer conflicts, while making surveillance and incident monitoring more difficult. Effective management therefore required coordinated action among mall administrators, security personnel, and tenants to maintain orderly pedestrian flow and respond promptly to emerging incidents. These findings support Lallupersad (2024), who emphasized the importance of coordinated security among mall administrators, private security personnel, tenants, and other stakeholders in managing crowd-related and security risks. Similarly, Mugo and Odhiambo (2023) highlighted the role of trained personnel, surveillance systems, and coordinated protocols in improving safety in commercial establishments. The findings suggest that community malls should adopt proactive, event-based security planning, including additional personnel deployment, crowd marshals, enhanced surveillance, and pedestrian traffic management during periods of high customer activity.

Theme 3: Emergency Situations and Safety Hazards.

Emergency situations and safety hazards emerged as an important dimension of community mall security. Participants emphasized that security responsibilities extend beyond crime prevention to include medical emergencies, fire alarms, lost children, and other public safety concerns. Security personnel were often required to provide immediate assistance and coordinate with mall management, medical responders, tenants, and other stakeholders, highlighting their dual role as crime responders and first responders. The findings are supported by the World Economic Forum (2023), which emphasized the need for integrated emergency preparedness, trained personnel, established response procedures, and stakeholder coordination in addressing complex security threats. Similarly, the International Labour Organization (ILO, 2022) underscored the importance of rapid response mechanisms and coordinated safety procedures in protecting employees, customers, and visitors from emergencies and other hazards. These findings suggest that community malls should strengthen emergency preparedness through continuous training, first aid certification, regular fire and emergency drills, and effective coordination with relevant emergency response agencies.

Theme 4: Unauthorized Access and Suspicious Activities.

Unauthorized access and suspicious activities emerged as recurring security concerns requiring continuous monitoring and verification. Participants identified attempts to enter restricted areas, suspicious individuals, and abandoned items as potential threats that could escalate if not promptly addressed. Security personnel employed access verification, behavioral observation, surveillance monitoring, and coordination with tenants to prevent potential incidents. The findings support Lallupersad (2024), who

emphasized the importance of visitor screening, access control, CCTV monitoring, and rapid incident reporting in addressing mall security risks. Similarly, Iqbal and Nazir (2024) highlighted the contribution of surveillance systems, controlled access points, territorial reinforcement, and visible security personnel to improving safety in shopping malls. The findings suggest that effective prevention requires robust access-control procedures, continuous surveillance, proactive patrols, and behavioral detection training.

Theme 5: Customer Disturbances and Interpersonal Conflicts.

Customer disturbances, aggressive behavior, and interpersonal conflicts were also identified as common security concerns requiring immediate intervention. Participants emphasized that unresolved disputes could escalate and affect the safety and comfort of other mall users. These incidents require security personnel to apply effective communication, conflict management, and de-escalation skills in addition to traditional security functions. These findings are supported by Gill (2022), who emphasized the importance of trained personnel, clearly defined procedures, and coordinated responses in managing public safety incidents within retail environments. The findings suggest that continuous training in conflict resolution, crisis communication, customer relations, and de-escalation can strengthen the capacity of security personnel to manage disturbances professionally while maintaining a safe and welcoming environment.

Synthesis of the Themes. The five themes demonstrate that community mall security involves interconnected responsibilities extending beyond traditional crime prevention. Theft and property-related crimes, crowd-related risks, emergency situations, unauthorized access, suspicious activities, and customer disturbances require continuous surveillance, proactive planning, and coordinated responses among mall administrators, security personnel, and tenants. Overall, the findings indicate that effective community mall security depends on an integrated security governance approach that combines preventive measures, emergency preparedness, access control, crowd management, and stakeholder collaboration. Security personnel perform multidimensional roles as crime responders, first responders, and peacekeepers, highlighting the importance of continuous communication, situational awareness, and proactive risk management in maintaining public safety, customer confidence, and uninterrupted mall operations.

Actions Undertaken When Security Risks Occur. The second interview question explored the actions commonly undertaken by community mall stakeholders whenever a security risk or incident occurs. Analysis of the interview responses generated four major themes: (1) Immediate Security Response to Protect People and Secure the Area; (2) Implementation of Standard Operating Procedures and Emergency Protocols; (3) Coordination and Communication with Relevant Stakeholders; and (4) Incident Reporting, Documentation, and Post-Incident Assessment. These themes indicate that security risk management in community



malls follows a systematic process that prioritizes life safety, procedural compliance, stakeholder collaboration, and continuous operational improvement.

Theme 1: Immediate Security Response to Protect People and Secure the Area. The findings revealed that immediate protection of customers, tenants, employees, and visitors is the primary response to security incidents in community malls. Participants emphasized the rapid deployment of security personnel to assess situations, secure or isolate affected areas, prevent further harm, and coordinate with mall management, supervisors, law enforcement, or emergency responders when necessary. Tenants similarly prioritized the safety of employees and customers, including temporarily suspending operations when warranted. These practices demonstrate that timely intervention, coordinated communication, and effective area control are essential to minimizing harm, maintaining order, and sustaining operational continuity.

The findings are consistent with Lallupersad (2024), who found that shopping mall security is strengthened by rapid incident response, coordinated communication, visible security patrols, CCTV monitoring, and collaboration among mall administrators, private security personnel, tenants, and law enforcement. The study emphasized that prompt verification and deployment facilitate timely threat containment and protection of mall users. Accordingly, community malls should strengthen rapid-response capabilities through adequate staffing, clear

deployment protocols, regular emergency drills, and post-incident evaluation to improve preparedness and future security operations.

Theme 2: Implementation of Standard Operating Procedures and Emergency Protocols. The findings revealed that security personnel relied on established standard operating procedures (SOPs) and emergency protocols to manage security incidents systematically. Participants described prescribed responses to shoplifting, suspicious objects, and fire emergencies, including securing affected areas, reviewing CCTV footage, avoiding direct contact with suspicious objects, implementing evacuation procedures, and coordinating with mall administration and law enforcement. Tenants likewise reported promptly notifying security personnel and complying with established procedures during incidents. These findings indicate that procedural compliance promotes consistency, accountability, coordination, and safety while reducing unnecessary risks during incident management. Regular review and updating of SOPs, together with refresher training and scenario-based drills involving security personnel and tenants, may further strengthen emergency preparedness. The findings are consistent with Mugo and Odhiambo (2023), who emphasized that coordinated security protocols, trained personnel, and surveillance systems enhance safety in commercial establishments by supporting consistent responses to theft and emergencies and improving coordination among management, tenants, and security teams.

Table 2. Actions Usually Taken When a Security Risk Occurs

Interview Question	Actual Responses	Themes
What actions are usually taken when a security risk occurs? (Ano-ano ang mga hakbang na karaniwan ninyong isinasagawa kapag may nagaganap na panganib o insidente sa seguridad?)	Mall Administrator 1: "When a security risk is reported, our first priority is to ensure the safety of customers, tenants, and employees. Security personnel are immediately dispatched to assess the situation, isolate the affected area if necessary, and coordinate with mall management. Depending on the severity of the incident, we also notify local law enforcement or emergency responders and review CCTV footage to support the investigation." Mall Administrator 2: "Our standard procedure is to respond as quickly as possible. The security team verifies the report, manages the situation to prevent escalation, and documents all relevant details. We maintain constant communication with the concerned tenant or customer, and after the incident, we conduct a debriefing to determine whether additional preventive measures are needed." Mall Administrator 3: "Every security incident is handled according to our established emergency response protocols. Security officers secure the area, provide assistance to anyone involved, and coordinate with the appropriate departments. If criminal activity is suspected, evidence such as CCTV recordings and witness statements is preserved before the incident is formally reported to the authorities."	Theme 1. Immediate Security Response to Protect People and Secure the Area



	Mall Administrator 4: <i>"We immediately activate our incident response procedures whenever a security risk occurs. The priority is to contain the situation, protect the public, and minimize disruption to mall operations. After the incident has been resolved, we prepare an incident report, evaluate the effectiveness of our response, and recommend improvements to our security policies and operational procedures."</i> Security Personnel 1: <i>"Kapag may insidente, agad kaming pumupunta sa lugar upang alamin ang nangyari. Inuuna naming tiyakin ang kaligtasan ng mga customer at saka namin inaabisuhan ang supervisor."</i> Tenant 5: <i>"Kapag may kaguluhan malapit sa tindahan, inuuna naming tiyakin ang kaligtasan ng aming mga empleyado at customer bago isara pansamantala ang tindahan kung kinakailangan."</i>	
	Mall Administrator 1: <i>"When a security risk is reported, our first priority is to ensure the safety of customers, tenants, and employees. Security personnel are immediately dispatched to assess the situation, isolate the affected area if necessary, and coordinate with mall management. Depending on the severity of the incident, we also notify local law enforcement or emergency responders and review CCTV footage to support the investigation."</i> Mall Administrator 3: <i>"Every security incident is handled according to our established emergency response protocols. Security officers secure the area, provide assistance to anyone involved, and coordinate with the appropriate departments. If criminal activity is suspected, evidence such as CCTV recordings and witness statements is preserved before the incident is formally reported to the authorities."</i> Security Personnel 2: <i>"Kung may shoplifting o pagnanakaw, hinaharang namin ang suspek nang maayos at ayon sa aming standard operating procedure. Kasabay nito, nire-review din ang CCTV bilang bahagi ng imbestigasyon."</i> Security Personnel 5: <i>"Kung may kahina-hinalang bag o bagay, hindi namin ito hinahawakan. Sinusunod namin ang protocol, inilalayo ang mga tao sa lugar, at agad naming ipinapaalam sa mall administration at pulis kung kinakailangan."</i> Security Personnel 7: <i>"Kapag may sunog o fire alarm, sinusunod namin ang evacuation procedure. Tinutulungan naming mailabas ang mga tao nang maayos at ligtas papunta sa assembly area."</i> Tenant 2: <i>"Kung may shoplifting, hindi namin hinahabol ang suspek. Agad kaming tumatawag sa security at ibinibigay ang lahat ng impormasyong makakatulong sa"</i>	Theme 2. Implementation of Standard Operating Procedures and Emergency Protocols



	<i>kanila."</i> Tenant 4: <i>"Sa oras ng sunog o evacuation, sinusunod namin ang utos ng mall administration at security. Tinutulungan din naming mailabas nang maayos ang aming mga customer."</i>	
	Mall Administrator 1: <i>"When a security risk is reported, our first priority is to ensure the safety of customers, tenants, and employees. Security personnel are immediately dispatched to assess the situation, isolate the affected area if necessary, and coordinate with mall management. Depending on the severity of the incident, we also notify local law enforcement or emergency responders and review CCTV footage to support the investigation."</i> Mall Administrator 2: <i>"Our standard procedure is to respond as quickly as possible. The security team verifies the report, manages the situation to prevent escalation, and documents all relevant details. We maintain constant communication with the concerned tenant or customer, and after the incident, we conduct a debriefing to determine whether additional preventive measures are needed."</i> Mall Administrator 3: <i>"Every security incident is handled according to our established emergency response protocols. Security officers secure the area, provide assistance to anyone involved, and coordinate with the appropriate departments. If criminal activity is suspected, evidence such as CCTV recordings and witness statements is preserved before the incident is formally reported to the authorities."</i> Security Personnel 8: <i>"Kung may kahina-hinalang tao, minomonitor muna namin ang kanyang kilos at nakikipag-coordinate sa CCTV operator bago gumawa ng anumang aksyon."</i> Security Personnel 10: <i>"Palagi kaming nakikipag-coordinate sa mall management, mga tenant, at kung kinakailangan ay sa pulisya upang masigurong mabilis at maayos ang pagresponde sa anumang insidente."</i> Tenant 1: <i>"Kapag may kahina-hinalang customer, agad naming ipinapaalam sa pinakamalapit na security guard kaysa kami mismo ang humarap sa sitwasyon."</i> Tenant 3: <i>"Kapag may emergency gaya ng may nahimatay, tumatawag kami agad ng security at medical team habang tinutulungan naming bigyan ng espasyo ang pasyente."</i> Tenant 6: <i>"Pagkatapos ng insidente, nakikipag-usap kami sa security at mall administration upang makapagbigay ng impormasyon at makagawa ng incident report kung kinakailangan."</i>	Theme 3. Coordination and Communication with Relevant Stakeholders



	Mall Administrator 2: <i>"Our standard procedure is to respond as quickly as possible. The security team verifies the report, manages the situation to prevent escalation, and documents all relevant details. We maintain constant communication with the concerned tenant or customer, and after the incident, we conduct a debriefing to determine whether additional preventive measures are needed."</i> Mall Administrator 4: <i>"We immediately activate our incident response procedures whenever a security risk occurs. The priority is to contain the situation, protect the public, and minimize disruption to mall operations. After the incident has been resolved, we prepare an incident report, evaluate the effectiveness of our response, and recommend improvements to our security policies and operational procedures."</i> Security Personnel 9: <i>"Pagkatapos ng bawat insidente, gumagawa kami ng incident report na may kumpletong detalye para maging basehan ng imbestigasyon at mga susunod na hakbang."</i> Tenant 6: <i>"Pagkatapos ng insidente, nakikipag-usap kami sa security at mall administration upang makapagbigay ng impormasyon at makagawa ng incident report kung kinakailangan."</i>	Theme 4. Incident Reporting, Documentation and Post- Incident Assessment
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Theme 3: Coordination and Communication with Relevant Stakeholders. The findings revealed that effective security management in community malls depends on timely communication and coordination among mall administrators, security personnel, tenants, CCTV operators, medical responders, and law enforcement agencies. Participants emphasized the importance of promptly reporting suspicious activities and emergencies, verifying information through CCTV, coordinating response actions, and maintaining communication with relevant stakeholders. Tenants likewise recognized their role in immediately reporting threats and cooperating during emergencies and investigations. These practices facilitate timely decision-making, resource mobilization, and coordinated incident management. The findings are consistent with Howell, Gill, and Goldstraw-White (2024), who emphasized that crime prevention in commercial environments is strengthened through partnerships between police and private security organizations. Continuous communication, information sharing, and collaborative responses improve incident management and public safety. Accordingly, community malls should establish clear reporting channels, emergency communication protocols, regular coordination meetings, and joint training exercises to strengthen collaboration among security stakeholders.

Theme 4: Incident Reporting, Documentation, and Post-Incident Assessment. The findings revealed that security management extends beyond immediate response through systematic incident reporting, documentation, and post-incident assessment. Participants reported preparing detailed incident

reports, communicating with affected tenants and customers, conducting debriefings, and evaluating response effectiveness. These practices support investigations, promote accountability, identify recurring security concerns, and provide a basis for improving policies and operational procedures. The findings are consistent with Lallupersad (2024), who emphasized that effective shopping mall security includes incident documentation, continuous stakeholder communication, and post-incident evaluation. Such practices enable security managers to identify operational gaps, strengthen preventive measures, and improve organizational preparedness. Community malls should therefore institutionalize standardized reporting formats, digital incident management systems, and regular after-action reviews to support evidence-based decision-making and continuous security improvement.

Synthesis of the Themes. The thematic analysis revealed that security risk management in community malls follows an integrated process involving rapid response, procedural compliance, stakeholder coordination, and continuous improvement. Across mall administrators, security personnel, and tenants, effective security management was viewed as extending beyond immediate incident response to coordinated actions before, during, and after security events to protect people, maintain order, and strengthen future preparedness.

The first theme, **Immediate Security Response to Protect People and Secure the Area**, emphasized prioritizing the safety of customers, tenants, and employees through rapid assessment, area control, and harm reduction. The second theme,



Implementation of Standard Operating Procedures and Emergency Protocols, showed that established procedures guide responses to incidents such as theft, suspicious objects, fires, and evacuations, promoting consistency, accountability, and safety. The third theme, **Coordination and Communication with Relevant Stakeholders**, highlighted the importance of timely information sharing and collaboration among mall management, security personnel, tenants, CCTV operators, medical responders, and law enforcement. The fourth theme, **Incident Reporting, Documentation, and Post-Incident Assessment**, demonstrated that security management continues after an incident through documentation, debriefing, evaluation, and policy improvement.

Collectively, the themes depict community mall security as a continuous governance cycle in which stakeholders **respond, follow established procedures, coordinate, and learn from incidents**. This integrated approach strengthens preparedness, accountability, and operational effectiveness and provides a foundation for developing a **Community Mall Security Governance Enhancement Framework** that promotes proactive, coordinated, and sustainable security practices.

Implementation of Crime Prevention Practices in Managing Security Risks

Table 3 examined the specific crime prevention practices regularly implemented by community mall stakeholders to manage security risks. Thematic analysis of the interview responses generated five major themes: (1) Regular Security Patrols, Surveillance, and Access Control Deter Criminal Activities; (2) Effective Communication, Coordination, and Incident Reporting Enhance Crime Prevention; (3) Continuous Risk Assessment and Monitoring Strengthen Security Vigilance; (4) Continuous Training and Emergency Preparedness Improve Crime Prevention Readiness; and (5) Intensified Security Measures During High-Risk Periods and Special Events. These themes indicate that crime prevention in community malls is characterized by a proactive, collaborative, and adaptive security approach that integrates physical security measures, stakeholder participation, continuous monitoring, personnel development, and operational flexibility.

Table 3. Specific Crime Prevention Practices Regularly Implemented to Manage Security Risks

Interview Question	Actual Responses	Themes
What specific crime prevention practices do you regularly implement to manage security risks in the community mall? (Ano-anong partikular na mga hakbang sa pag-iwas sa krimen ang regular ninyong ipinatutupad upang mapamahalaan ang mga panganib sa seguridad sa community mall?)	Mall Administrator 1: <i>"We regularly implement visible security measures such as deploying uniformed security personnel in strategic locations, conducting routine foot and mobile patrols, and closely monitoring CCTV cameras. We also enforce strict access control in restricted areas by requiring identification and authorization."</i> Mall Administrator 2: <i>"One of our primary crime prevention practices is maintaining continuous surveillance through our CCTV system and ensuring that all cameras are functioning properly. We also require security personnel to conduct random inspections, monitor entrances and exits, and verify the identity of individuals entering service corridors."</i> Mall Administrator 3: <i>"Our crime prevention strategy focuses on proactive security rather than simply responding to incidents. We implement routine security inspections throughout the mall, conduct bag inspections whenever necessary, and assign additional security personnel during weekends, holidays, and special events when visitor volume is higher."</i> Security Personnel 1: <i>"Regular kaming nagpapatrolya sa loob at labas ng mall upang makita agad kung may kahina-hinalang kilos o posibleng paglabag sa seguridad."</i> Security Personnel 2: <i>"Mahigpit naming binabantayan ang lahat ng entrance at exit. Tinitiyak naming maayos ang pagpasok at paglabas ng mga tao at agad naming"</i>	Theme 1. Regular Security Patrols, Surveillance, and Access Control Deter Criminal Activities



	<i>kinakausap ang mga kahina-hinalang indibidwal."</i> Security Personnel 4: <i>"Nagsasagawa kami ng regular na inspeksyon sa parking area upang maiwasan ang pagnanakaw ng sasakyan o mga gamit sa loob nito."</i> Security Personnel 8: <i>"Mahigpit naming ipinatutupad ang pagpasok sa restricted areas. Tanging mga awtorisadong tao lamang ang pinapayagang makapasok."</i>	
	Mall Administrator 1: <i>"In addition, we conduct regular coordination meetings with our security team and tenants to discuss potential security concerns and preventive measures."</i> Mall Administrator 4: <i>"We consistently implement preventive measures by strictly enforcing security policies, maintaining effective communication with local law enforcement agencies... Security personnel are instructed to monitor suspicious behavior, immediately verify unauthorized individuals, and promptly report any unusual activity."</i> Security Personnel 3: <i>"Palagi kaming nakikipag-ugnayan sa CCTV operator para mabantayan ang mga lugar na madalas puntahan ng maraming tao at ang mga blind spots."</i> Security Personnel 10: <i>"Nakikipag-coordinate kami sa mall administration, mga tenant, at lokal na pulisya upang mabilis na makapagbahagi ng impormasyon tungkol sa anumang security concern."</i> Tenant 2: <i>"Agad naming ipinapaalam sa security guard kapag may kahina-hinalang customer o may kilos na maaaring magdulot ng problema."</i> Tenant 4: <i>"Sinusunod namin ang mga security policy ng mall, tulad ng tamang pagbubukas at pagsasara ng tindahan at pagre-report ng anumang insidente."</i>	Theme 2. Effective Communication, Coordination, and Incident Reporting Enhance Crime Prevention
	Mall Administrator 2: <i>"One of our primary crime prevention practices is maintaining continuous surveillance through our CCTV system and ensuring that all cameras are functioning properly."</i> Security Personnel 3: <i>"Palagi kaming nakikipag-ugnayan sa CCTV operator para mabantayan ang mga lugar na madalas puntahan ng maraming tao at ang mga blind spots."</i> Tenant 3: <i>"Regular naming tinitingnan ang CCTV monitor ng aming tindahan at sinisiguro naming gumagana ang lahat ng security devices."</i> Tenant 5: <i>"Tinitiyak naming sapat ang ilaw sa loob ng tindahan at maayos ang pagkakaayos ng mga paninda"</i>	Theme 3. Continuous Risk Assessment and Monitoring Strengthen Security Vigilance



	<i>upang madaling makita kung may kahina-hinalang kilos."</i>	
	Mall Administrator 3: <i>"We also provide crime prevention orientation and emergency preparedness briefings to tenants and mall employees to strengthen their awareness and participation in maintaining security."</i> Mall Administrator 4: <i>"We consistently implement preventive measures by... conducting regular emergency drills and security assessments... We also evaluate security incidents regularly to identify vulnerabilities and improve our crime prevention procedures."</i> Security Personnel 7: <i>"Regular naming sinusuri ang mga emergency exits, fire extinguishers, at iba pang safety equipment upang matiyak na handa ang mall sa anumang emergency."</i> Security Personnel 9: <i>"Madalas kaming nagsasagawa ng briefing bago magsimula ang duty upang ipaalala ang mga security protocols at mga bagong impormasyon tungkol sa mga posibleng banta."</i> Tenant 6: <i>"Nakikilahok kami sa mga security orientation at emergency drills ng mall upang malaman ang tamang gagawin sakaling magkaroon ng insidente."</i>	Theme 4. Continuous Training and Emergency Preparedness Improve Crime Prevention Readiness
	Mall Administrator 3: <i>"We... assign additional security personnel during weekends, holidays, and special events when visitor volume is higher."</i> Security Personnel 6: <i>"Kapag may malalaking events o sale, dinadagdagan namin ang bilang ng mga guwardiya at pinapalakas ang crowd control upang maiwasan ang kaguluhan."</i> Security Personnel 5: <i>"Nagbibigay kami ng paalala sa mga customer na bantayan ang kanilang mga gamit at agad na i-report kung may mapansing kahina-hinalang tao o pangyayari."</i>	Theme 5. Intensified Security Measures During High-Risk Periods and Special Events

Theme 1: Regular Security Patrols, Surveillance, and Access Control Deter Criminal Activities. The findings revealed that community malls primarily prevent crime through visible security patrols, continuous surveillance, and controlled access. Participants emphasized routine foot and mobile patrols, CCTV monitoring, security inspections, entrance and exit monitoring, and restricted-area access controls. Additional personnel were deployed during peak periods and special events. These practices increase visibility, limit opportunities for theft and unauthorized entry, facilitate early detection of suspicious behavior, and enhance customers' and tenants' sense of safety. The findings are consistent with Iqbal and Nazir (2024), who found that surveillance systems, territorial reinforcement, controlled access, and visible security personnel improve safety and public confidence in shopping malls. Mugo and Odhiambo (2023)

similarly reported that surveillance, trained personnel, and coordinated security protocols enhance safety in commercial establishments, while Lallupersad (2024) identified visible patrols, CCTV monitoring, visitor screening, parking surveillance, and access control as effective mall security measures. Community malls should therefore maintain adequate security deployment and integrate physical patrols with modern surveillance and access-control technologies.

Theme 2: Effective Communication, Coordination, and Incident Reporting Enhance Crime Prevention. The findings revealed that crime prevention is a shared responsibility requiring continuous communication and coordination among mall administrators, security personnel, tenants, CCTV operators, and law enforcement agencies. Participants emphasized regular



coordination meetings, prompt reporting of suspicious activities, information sharing, CCTV coordination, and compliance with mall security policies. Tenants likewise contributed by reporting suspicious behavior and security concerns. These practices strengthen situational awareness, facilitate timely intervention, and prevent potential incidents from escalating. The findings support Howell, Gill, and Goldstraw-White (2024), who found that partnerships between police and private security organizations strengthen crime prevention in commercial environments. Pazzona and Mongrain (2024) likewise emphasized public-private security cooperation, while Mutonyi et al. (2020) highlighted information sharing and governance mechanisms as important to effective collaboration between public law enforcement and private security actors. Accordingly, community malls should institutionalize coordination meetings, efficient reporting mechanisms, and strong partnerships with law enforcement while encouraging active tenant participation in security efforts.

Theme 3: Continuous Risk Assessment and Monitoring Strengthen Security Vigilance. The findings revealed that continuous risk assessment and monitoring strengthen crime prevention by enabling stakeholders to identify vulnerabilities, suspicious activities, and emerging threats before they escalate. Participants emphasized continuous CCTV surveillance, coordination with CCTV operators, monitoring of crowded areas and blind spots, and regular inspection of security devices. Tenants also contributed by monitoring in-store CCTV and maintaining adequate lighting and organized store layouts. These practices demonstrate that effective crime prevention requires ongoing surveillance and environmental management rather than reliance on incident response alone.

The findings are consistent with Ceccato et al., who found that crime mapping, field inspections, Building Information Modeling (BIM), and Crime Prevention Through Environmental Design (CPTED) help identify vulnerable areas and guide targeted preventive interventions. Abade et al. (2024) likewise emphasized the role of environmental design and natural surveillance in influencing crime patterns, while Kajalo and Lindblom highlighted the value of combining formal surveillance through guards and CCTV with informal surveillance by customers, tenants, and employees. Community malls should therefore conduct regular security audits, address surveillance blind spots, maintain adequate lighting, and integrate technological and environmental approaches to crime prevention.

Theme 4: Continuous Training and Emergency Preparedness Improve Crime Prevention Readiness. The findings revealed that continuous training, security briefings, emergency drills, and preparedness activities strengthen crime prevention readiness. Participants reported conducting security orientations, pre-duty briefings, emergency drills, equipment inspections, and security assessments to improve awareness and ensure consistent implementation of security procedures. Tenant participation in orientations and drills further demonstrated that preparedness is a

shared responsibility. These practices enhance stakeholder competence, organizational resilience, and readiness to respond to evolving security threats. The findings support Lallupersad (2024), who found that sustained management support through personnel training, security planning, and emergency preparedness strengthens crime prevention performance. Crowe and Fennelly (2020) likewise emphasized continuous environmental assessment, personnel development, and long-term security planning, while Son (2025) highlighted governance support, stakeholder collaboration, continuous evaluation, and institutional capacity-building as essential to effective crime prevention. Community malls should therefore institutionalize regular training and simulation exercises covering emergency response, crime prevention, first aid, fire safety, and threat recognition, with participation from security personnel, tenants, management, and emergency responders.

Theme 5: Intensified Security Measures During High-Risk Periods and Special Events. The findings revealed that community mall security operations are adaptive, with measures intensified during weekends, holidays, promotional sales, and special events when visitor volumes and security risks increase. Participants reported deploying additional security personnel, strengthening crowd control, increasing surveillance, and reminding customers to safeguard their belongings and report suspicious activities. These practices demonstrate the importance of adjusting security resources to changing risk conditions. The findings are consistent with Lallupersad (2024), who found that shopping malls enhance patrols, surveillance, and incident reporting during periods of increased activity. Savard, Webb, and Kennedy (2026) likewise highlighted that busy retail environments may create increased opportunities for offending, while Mugo and Odhiambo (2023) emphasized the value of coordinated security protocols and strategic deployment of trained personnel in commercial establishments. Community malls should therefore adopt risk-based security planning, including pre-event threat assessments, strategic personnel deployment, enhanced crowd management, and strengthened surveillance during high-risk periods.

Synthesis of the Themes. The thematic analysis revealed that crime prevention in community malls follows a proactive, multilayered, and collaborative approach combining visible deterrence, communication, continuous monitoring, preparedness, and adaptive security management. Across mall administrators, security personnel, and tenants, participants emphasized anticipating and mitigating threats rather than relying solely on incident response.

The first theme emphasized **visible patrols, surveillance, and access control** as foundational deterrence measures. The second highlighted **communication, coordination, and incident reporting** as mechanisms for strengthening situational awareness and collective responses. The third demonstrated that **continuous risk assessment and monitoring** enable stakeholders to identify vulnerabilities and



suspicious activities before they escalate. The fourth underscored **training and emergency preparedness** as essential for developing stakeholder competence and organizational readiness. Finally, the fifth showed that **adaptive security measures during high-risk periods and special events** allow resources and strategies to be adjusted according to changing levels of risk.

Collectively, the five themes depict community mall crime prevention as a dynamic security governance system in which visible deterrence is reinforced by stakeholder collaboration, continuous risk assessment, preparedness, and risk-based resource allocation. The findings indicate that sustainable crime prevention depends not on a single intervention but on the coordinated implementation of complementary strategies that promote vigilance, preparedness, collaboration, and continuous improvement.

Challenges Encountered in the Implementation of Crime Prevention Practices

Table 4 explored the specific challenges encountered by community mall stakeholders in implementing crime prevention practices. Analysis of the interview responses generated five major themes: (1) High Customer Volume During Peak Periods Complicates Security Monitoring and Crowd Control; (2) Customer Resistance and Non-Compliance Hinder the Implementation of Security Procedures; (3) Limited Resources and Operational Constraints Reduce Crime Prevention Effectiveness; (4) Communication and Coordination Challenges Affect Incident Prevention and Response; and (5) Detecting Suspicious Behavior and Emerging Security Threats Remains an Ongoing Challenge. These themes indicate that while community malls have established comprehensive crime prevention practices, their effective implementation is influenced by operational, human, organizational, and environmental factors that require continuous adaptation and improvement.

Theme 1: High Customer Volume During Peak Periods Complicates Security Monitoring and Crowd Control. The

findings revealed that high customer volume during weekends, holidays, promotional sales, and special events is a major challenge in implementing crime prevention practices. Participants reported that increased foot traffic makes it difficult to monitor all areas simultaneously and contributes to risks such as theft, crowd-related incidents, and emergency situations. Limited staffing during large events further increases the workload of security personnel and complicates crowd control. The findings are consistent with Lallupersad and Govender (2024), who found that high customer volumes place greater demands on security personnel, surveillance systems, and emergency response capabilities in shopping malls. Additional staffing, effective crowd management, and proactive security planning are therefore necessary during peak periods. Community malls should adopt scalable security deployment through risk-based staffing, dynamic patrols, real-time CCTV monitoring, and strengthened crowd management plans.

Theme 2: Customer Resistance and Non-Compliance Hinder the Implementation of Security Procedures. The findings revealed that customer resistance to security procedures can hinder the consistent implementation of crime prevention measures. Participants identified reluctance toward bag inspections, identity verification, access controls, and other security measures as recurring concerns. Security personnel emphasized the need to explain procedures professionally and respectfully to minimize misunderstandings while maintaining customer service. These findings are consistent with Escudero Gómez (2021), who noted that privately managed public spaces such as shopping malls must balance security measures with accessibility and customer convenience. While surveillance and access controls are necessary for crime prevention, their implementation should minimize negative effects on the customer experience. Community malls should therefore strengthen customer awareness initiatives and provide security personnel with continuous training in communication, conflict management, and customer relations to promote cooperation and voluntary compliance.

Table 4. Specific Challenges Experienced in Implementing Crime Prevention Practices in the Community Mall

Interview Question	Actual Responses	Themes
What specific challenges have you experienced when implementing crime prevention practices in the community mall?	Mall Administrator 1: <i>"One of our biggest challenges is maintaining effective security during weekends, holidays, and special events when customer volume is significantly higher. The increased foot traffic makes it more difficult for security personnel to closely monitor all areas of the mall, increasing the risk of shoplifting, crowd-related incidents, and other security concerns."</i> Security Personnel 1: <i>"Isa sa pinakamalaking hamon ay ang dami ng tao tuwing weekend at holiday. Dahil maraming pumapasok sa mall, mas mahirap mabantayan ang lahat ng lugar."</i> Security Personnel 3: <i>"May mga pagkakataon na kulang ang bilang ng security personnel lalo na kapag may malalaking event. Kaya kailangan naming magdoble ng pagbabantay sa iba't ibang bahagi ng mall."</i>	Theme 1. High Customer Volume During Peak Periods Complicates Security Monitoring and Crowd Control



(Ano-anong partikular na hamon ang inyong naranasan sa pagpapatupad ng mga hakbang sa pag-iwas sa krimen sa community mall?)	Security Personnel 7: <i>"Kapag may emergency, minsan mahirap kontrolin ang mga taong nagkakagulo o gustong lumapit sa pinangyarihan ng insidente."</i> Tenant 1: <i>"Minsan nahihirapan kaming bantayan ang lahat ng customer lalo na kapag maraming tao sa tindahan."</i> Tenant 5: <i>"Tuwing sale o holiday season, mas mahirap mapanatili ang kaayusan dahil sa dami ng mga mamimili."</i>	
	Mall Administrator 2: <i>"Another challenge is ensuring that security measures are implemented without negatively affecting the shopping experience. Some customers perceive bag inspections, access control, or identity verification as inconvenient, so we constantly remind our personnel to enforce security procedures professionally while maintaining good customer service."</i> Security Personnel 2: <i>"May mga customer na ayaw sumunod sa security procedures tulad ng bag inspection o identity verification. Kailangan naming ipaliwanag nang maayos ang dahilan ng mga patakaran upang maiwasan ang hindi pagkakaunawaan."</i> Tenant 2: <i>"May ilang customer na nagiging iritable kapag napapansin nilang binabantayan sila, kahit ginagawa lang namin ang aming trabaho."</i>	Theme 2. Customer Resistance and Non-Compliance Hinder the Implementation of Security Procedures
	Mall Administrator 3: <i>"Budget and resource limitations also affect the implementation of crime prevention practices. While we continuously invest in CCTV systems, communication equipment, and security training, there are instances when additional personnel or upgraded technology are needed, particularly during major events or peak shopping seasons."</i> Security Personnel 3: <i>"May mga pagkakataon na kulang ang bilang ng security personnel lalo na kapag may malalaking event. Kaya kailangan naming magdoble ng pagbabantay sa iba't ibang bahagi ng mall."</i> Security Personnel 6: <i>"May mga blind spots pa rin kahit maraming CCTV cameras. Kailangan pa ring regular ang pagpapatrolya upang mabantayan ang mga lugar na hindi gaanong kita."</i> Security Personnel 9: <i>"Isa ring hamon ang pagpapanatiling alerto sa buong duty lalo na kung mahaba ang oras ng trabaho at sunod-sunod ang mga insidente."</i> Security Personnel 10: <i>"May mga pagkakataon na limitado ang kagamitan o communication devices kaya nagiging mabagal ang koordinasyon sa ilang sitwasyon."</i>	Theme 3. Limited Resources and Operational Constraints Reduce Crime Prevention Effectiveness
	Mall Administrator 4: <i>"Coordination among tenants, security personnel, and mall management can sometimes be challenging. Not all tenants immediately report suspicious activities or follow established security protocols. Because of this, we regularly conduct meetings and security orientations to strengthen communication and ensure that everyone understands their role in maintaining a safe environment."</i> Security Personnel 5: <i>"Nagiging hamon din ang pakikipag-coordinate sa ilang tenant dahil may mga insidenteng hindi agad naiuulat sa security."</i> Tenant 4: <i>"Kapag may insidente, minsan nagkakaroon ng pagkaantala sa pagdating ng impormasyon sa pagitan ng tenant at security."</i> Tenant 6: <i>"Isa sa mga hamon ay ang pagsunod ng lahat ng empleyado sa security procedures dahil may mga bagong staff na kailangan pang sanayin."</i>	Theme 4. Communication and Coordination Challenges Affect Incident Prevention and Response
	Security Personnel 4: <i>"Minsan mahirap matukoy agad ang mga shoplifter dahil kumikilos sila na parang ordinaryong customer. Kailangan naming maging</i>	Theme 5. Detecting



	<i>mapagmatyag sa lahat ng oras."</i> Security Personnel 8: <i>"May mga kahina-hinalang tao na agad umaalis kapag napansin ang presensya ng security kaya mahirap silang maimbestigahan."</i> Tenant 3: <i>"Hindi agad namin napapansin ang mga kahina-hinalang kilos kapag abala kami sa pagseserbisyo sa ibang customer."</i>	Suspicious Behavior and Emerging Security Threats Remains an Ongoing Challenge
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Theme 3: Limited Resources and Operational Constraints Reduce Crime Prevention Effectiveness. The findings revealed that limited human, financial, and technological resources constrain crime prevention effectiveness. Participants identified insufficient personnel, CCTV blind spots, inadequate communication equipment, and personnel fatigue as factors affecting monitoring and response, particularly during peak periods and major events. These findings indicate that even well-designed security measures may be limited by resource constraints. The findings are consistent with Lallupersad (2022), who found that inadequate staffing, limited financial resources, insufficient technological upgrades, and inconsistent security implementation weaken shopping mall security. Community malls should therefore prioritize adequate staffing, reliable communication systems, surveillance upgrades, and appropriate shift management to reduce fatigue and sustain operational effectiveness.

Theme 4: Communication and Coordination Challenges Affect Incident Prevention and Response. The findings revealed that communication gaps and inconsistent coordination among mall administrators, security personnel, tenants, and employees can delay the reporting and management of security threats. Participants identified delayed reporting, inconsistent compliance with security procedures, and inadequate orientation of newly hired personnel as recurring challenges. These findings demonstrate that effective crime prevention depends on timely information sharing and active participation from all stakeholders. The findings support van Steden and Sarre (2020), who emphasized that collaborative security governance involving private security, businesses, and public law enforcement strengthens crime prevention through communication, information sharing, coordinated risk assessment, and clearly defined stakeholder roles. Community malls should therefore strengthen standardized reporting procedures, regular coordination meetings, and continuing orientations for tenants and new employees.

Theme 5: Detecting Suspicious Behavior and Emerging Security Threats Remains an Ongoing Challenge. The findings revealed that identifying suspicious behavior before an incident occurs remains challenging because potential offenders may blend into normal customer activity. Participants emphasized the need for continuous vigilance, behavioral observation, situational awareness, and proactive surveillance. Tenant workload also limits their ability to detect suspicious behavior consistently. The findings are consistent with Europol (2023), which highlighted

the increasing sophistication of organized retail crime and the need for intelligence-led security, enhanced surveillance, and stronger cooperation among retailers, private security providers, and law enforcement. Community malls should strengthen training in behavioral threat recognition and situational awareness while integrating advanced surveillance technologies and information sharing to improve early threat detection.

Synthesis of the Themes. The thematic analysis revealed that implementing crime prevention practices in community malls is influenced by operational, human, organizational, and environmental challenges. Across mall administrators, security personnel, and tenants, participants identified high customer volumes, customer resistance, resource limitations, communication gaps, and difficulties in detecting suspicious behavior as key barriers to effective security implementation.

The first theme emphasized that **high customer volumes** during peak periods increase monitoring and crowd-control demands. The second showed that **customer resistance and non-compliance** can complicate consistent enforcement of security procedures. The third highlighted how **limited personnel, technology, financial resources, and operational capacity** constrain security effectiveness. The fourth demonstrated that **communication and coordination gaps** may delay reporting and intervention, while the fifth showed that **detecting suspicious behavior and emerging threats** remains difficult because potential offenders can blend into normal customer activity.

Collectively, the themes indicate that effective crime prevention requires more than established policies and procedures. Community malls must continuously adapt to changing visitor volumes, stakeholder behavior, resource constraints, and evolving criminal tactics. Addressing these challenges requires an integrated security governance approach that combines strategic resource allocation, continuous training, effective communication, technological enhancement, stakeholder participation, and adaptive risk management to sustain effective and responsive crime prevention.

Influence of Institutional Support Systems on the Implementation of Security Practices

Table 5 explored the forms of organizational support that enabled community mall stakeholders to implement security practices effectively. Thematic analysis of the interview responses generated five major themes: (1) Continuous Training, Briefings, and Emergency Preparedness Build Security Competence; (2) Adequate Resources, Technology, and Personnel Support Strengthen Security Operations; (3) Clear Policies,



Standard Operating Procedures, and Security Guidelines Promote Consistent Practice; (4) Strong Coordination and Effective Communication Enhance Organizational Support; and (5) Leadership Commitment and Administrative Support Facilitate Effective Security Implementation. These themes demonstrate that organizational support extends beyond providing physical resources, encompassing leadership commitment, continuous professional development, clear operational policies, collaborative communication, and administrative guidance that collectively strengthen the implementation of security practices in community malls.

Theme 1: Continuous Training, Briefings, and Emergency Preparedness Build Security Competence. The findings revealed that continuous training, security briefings, emergency preparedness programs, and simulation exercises strengthen the competence and readiness of security personnel and tenants. Participants reported that these activities improved knowledge, confidence, decision-making, and familiarity with security protocols. Regular briefings and practical exercises also reinforced preparedness and promoted shared responsibility for security. The findings are consistent with Lallupersad and Govender (2024), who emphasized the value of continuous training, SOP adherence, and emergency preparedness in strengthening mall security. Sicuan et al. (2025) similarly found that competency-based training, routine briefings, and professional development improve the crime prevention and incident response capabilities of private security personnel. These findings also align with the ILO (2022), which emphasized continuous training and emergency preparedness as components of effective organizational safety systems. Community malls should therefore institutionalize refresher training, emergency simulations, tabletop exercises, and tenant orientations to sustain security competence and readiness.

Theme 2: Adequate Resources, Technology, and Personnel Support Strengthen Security Operations. The findings revealed that adequate organizational resources, modern technology, and sufficient personnel enhance security operations. Participants emphasized management support through funding for CCTV systems, access controls, alarms, communication equipment, facility maintenance, and additional personnel during

peak periods. These resources improve surveillance, communication, incident response, and overall crime prevention capacity. The findings support Gill (2022), who emphasized that effective security management requires the integration of trained personnel, surveillance technologies, communication systems, and organizational resources. Sicuan et al. (2025) likewise found that technological investment, adequate manpower, and institutional support strengthen crime prevention among private security personnel. The findings are also consistent with the Philippine National Police (2014) Mall Security Manual, which identifies surveillance systems, communication equipment, adequate staffing, and regular patrols as essential components of mall security. Community malls should therefore sustain investment in modern security technologies, reliable communication systems, regular infrastructure maintenance, and adequate personnel deployment, particularly during high-risk periods.

Theme 3: Clear Policies, Standard Operating Procedures, and Security Guidelines Promote Consistent Practice. The findings revealed that clear policies, standard operating procedures (SOPs), and security guidelines promote consistency and accountability in security operations. Participants reported that established procedures clarify roles and responsibilities, reduce uncertainty, and guide appropriate responses to security incidents. Regular policy reminders and coordination among management, security personnel, tenants, and law enforcement further strengthened compliance and preparedness. The findings support Button (2022), who emphasized that clearly defined organizational policies and procedures improve the effectiveness of private security operations. Sicuan et al. (2025) likewise found that adherence to SOPs and established security protocols promotes consistent crime prevention practices. These findings are also consistent with the Philippine National Police (2021) Revised PNP Operational Procedures Manual, which emphasizes standardized procedures for consistency, accountability, and effective incident response. Community malls should therefore regularly review and update SOPs, provide policy orientations, and ensure that accessible procedural guidelines are available to all relevant stakeholders.

Table 5. Forms of Organizational Support that Helped in the Effective Implementation of Security Practices

Interview Question	Actual Responses	Themes
What forms of support from your organization have helped you implement security practices effectively?	Mall Administrator 2: <i>"Our organization regularly conducts security training, emergency preparedness programs, and simulation exercises for both security personnel and mall employees. These activities enhance the competence and confidence of our staff in responding to different types of security incidents while ensuring that everyone understands their responsibilities."</i> Security Personnel 1: <i>"Malaking tulong ang regular na training at seminar na ibinibigay ng mall. Mas naging handa kami sa paghawak ng iba't ibang uri ng insidente at emergency."</i>	Theme 1. Continuous Training, Briefings, and Emergency Preparedness Build Security Competence



(Anu-anong uri ng suporta mula sa inyong organisasyon ang nakatulong sa inyo upang epektibong maipatupad ang mga hakbang sa seguridad?)	Security Personnel 5: <i>"Regular kaming nagkakaroon ng briefing bago ang duty kung saan ipinapaalala ang mga security protocols at mga dapat bantayan sa araw na iyon."</i>	
	Security Personnel 7: <i>"Nakakatulong ang mga emergency drills at simulation exercises dahil nasasanay kami sa tamang pagtugon sa iba't ibang sitwasyon."</i>	
	Tenant 2: <i>"Regular kaming iniimbitahan sa security orientation at emergency drills kaya alam namin ang tamang proseso kapag may insidente."</i>	
	Mall Administrator 1: <i>"One of the most valuable forms of support is the commitment of top management to security. The organization provides adequate funding for CCTV systems, communication equipment, and regular maintenance of security facilities. We also receive full support whenever additional personnel or security resources are needed during peak seasons and special events."</i>	Theme 2. Adequate Resources, Technology, and Personnel Support Strengthen Security Operations
	Mall Administrator 4: <i>"The organization continuously invests in technology such as high-definition CCTV cameras, access control systems, alarm systems, and two-way communication devices."</i>	
	Security Personnel 2: <i>"May sapat kaming communication equipment tulad ng handheld radios kaya mabilis kaming nakakapagbigay ng impormasyon at nakakapagresponde sa anumang insidente."</i>	
	Security Personnel 4: <i>"Malaking tulong ang CCTV system ng mall dahil mas madali naming natutukoy ang mga kahina-hinalang kilos at mas mabilis kaming nakakakilos."</i>	
	Security Personnel 6: <i>"Kapag may malalaking event, dinaragdagan ng management ang bilang ng security personnel kaya mas nagiging maayos ang pagpapatupad ng seguridad."</i>	
	Tenant 5: <i>"Nakakatulong ang CCTV at ang regular na pagpapatrolya ng mga guwardiya dahil mas kampante kaming mag-operate ng aming negosyo."</i>	
	Mall Administrator 3: <i>"Clear policies and standard operating procedures have greatly helped us implement security practices consistently. Management also encourages regular coordination meetings among administrators, security personnel, tenants, and local law enforcement agencies. This collaborative approach strengthens communication and improves our overall preparedness."</i>	Theme 3. Clear Policies, Standard Operating Procedures, and Security Guidelines Promote Consistent Practice
	Security Personnel 8: <i>"May malinaw kaming standard operating procedures kaya alam ng bawat guwardiya ang kanyang tungkulin kapag may insidente."</i>	
	Tenant 4: <i>"Patuloy na nagpapaalala ang mall administration tungkol sa mga security policies kaya mas nagiging maingat ang lahat ng tenant."</i>	
	Mall Administrator 3: <i>"Management also encourages regular coordination meetings among administrators, security personnel, tenants, and local law enforcement agencies. This collaborative approach strengthens communication and improves our overall preparedness."</i>	Theme 4. Strong Coordination and Effective Communication Enhance Organizational Support
	Security Personnel 9: <i>"Maganda ang koordinasyon namin sa mall administration at mga tenant. Kapag may security concern, mabilis ang palitan ng impormasyon."</i>	
	Tenant 3: <i>"May malinaw na communication channel kami sa security office kaya madali kaming makapag-report ng anumang concern."</i>	



	Tenant 6: <i>"Kapag may nangyayaring insidente, agad kaming tinutulungan ng mall management at security personnel sa pagproseso ng report at pagresolba ng problema."</i>	
	Mall Administrator 1: <i>"One of the most valuable forms of support is the commitment of top management to security."</i> Mall Administrator 4: <i>"We also receive strong administrative support in reviewing incident reports, evaluating security performance, and implementing improvements whenever necessary."</i> Security Personnel 3: <i>"Suportado kami ng aming mga supervisor. Kapag may problema o mahirap na sitwasyon, madali kaming nakakahingi ng gabay at desisyon."</i> Security Personnel 10: <i>"Pinapakinggan ng management ang aming mga rekomendasyon tungkol sa seguridad at nagsasagawa sila ng mga pagbabago kapag kinakailangan."</i> Tenant 1: <i>"Malaking tulong ang mabilis na pagresponde ng mga security guard tuwing may kahina-hinalang pangyayari sa aming tindahan."</i>	Theme 5. Leadership Commitment and Administrative Support Facilitate Effective Security Implementation

Theme 4: Strong Coordination and Effective Communication Enhance Organizational Support. The findings revealed that effective communication and coordination among mall management, security personnel, tenants, and external partners strengthen organizational support for security operations. Participants emphasized regular coordination meetings, clear communication channels, timely information sharing, and collaborative incident reporting. These practices facilitate faster decision-making, strengthen trust, and enable stakeholders to respond collectively to emerging security concerns. The findings are consistent with INTERPOL (2023), which emphasized partnerships, information sharing, and coordinated responses among private security organizations, law enforcement, and other stakeholders. Van Steden and Sarre (2020) likewise highlighted collaborative security governance and information sharing as important mechanisms for strengthening crime prevention and emergency preparedness. Maraggun (2024) similarly emphasized collaboration between private security personnel, local police, and community stakeholders in improving public safety and incident response. Community malls should therefore strengthen formal communication channels through regular coordination meetings, standardized reporting systems, and integrated communication platforms.

Theme 5: Leadership Commitment and Administrative Support Facilitate Effective Security Implementation. The findings revealed that leadership commitment and administrative support are essential to sustaining effective security implementation. Participants emphasized management's role in providing resources and guidance, reviewing security performance, responding to operational concerns, and considering recommendations from security personnel. Such support strengthens employee confidence, accountability, and continuous improvement in security practices. The findings are consistent with Nicor-Mangilimutan et al. (2020), who found that

institutional leadership, organizational commitment, resource allocation, and policy support strengthen public safety initiatives. Domingo (2021) likewise emphasized committed leadership, institutional support, and stakeholder coordination as essential to effective security governance. Sicuan et al. (2025) similarly reported that management support, supervision, and continuous improvement enhance the effectiveness of private security personnel. Community mall management should therefore maintain active leadership involvement through security planning, performance evaluation, responsive decision-making, and participatory mechanisms that incorporate feedback from security personnel and tenants.

Synthesis of the Themes. The thematic analysis revealed that institutional support strengthens the implementation of security practices in community malls through **continuous capacity building, adequate resources, clear policies, effective communication, and committed leadership**. Across mall administrators, security personnel, and tenants, participants emphasized that organizational support extends beyond providing equipment and personnel to creating an environment where stakeholders are equipped, guided, and empowered to fulfill their security responsibilities.

The first theme highlighted **continuous training and emergency preparedness** as foundations for competence, confidence, and readiness. The second demonstrated that **adequate resources, technology, and personnel** enhance surveillance, communication, and response capabilities. The third showed that **clear policies and SOPs** promote consistent, accountable, and coordinated security practices. The fourth emphasized that **effective communication and coordination** strengthen information sharing, situational awareness, and collective responses. Finally, the fifth demonstrated that **leadership commitment and administrative support** sustain



resource provision, performance evaluation, responsive decision-making, and continuous improvement.

Collectively, the five themes portray institutional support as an integrated organizational system that strengthens the competence, preparedness, coordination, and resilience of security stakeholders. The findings indicate that effective security implementation depends not only on frontline personnel but also on sustained organizational commitment to developing people, providing resources and technology, establishing clear procedures, strengthening collaboration, and exercising responsive leadership. This integrated support system provides a foundation for consistent and sustainable security governance in community malls.

Output of the Study

This study explored the lived experiences of security personnel, mall administrators, and tenants regarding security risks, crime prevention practices, implementation challenges, institutional support systems, and strategic improvements within community malls in the Philippines. Through Braun and Clarke's six steps, significant statements were extracted, meanings were

formulated, and themes were developed to capture the essence of participants' experiences. The findings revealed that community mall security is influenced by multiple interrelated factors, including security risks, crime prevention measures, operational challenges, institutional support mechanisms, and stakeholder-driven improvement strategies.

Based on the emergent themes generated from the study, the researcher developed the **Community Mall Security Governance Enhancement Framework (CMSGEF)**. The framework serves as a context-specific governance model designed to strengthen security management, stakeholder collaboration, institutional support, and continuous improvement within community mall environments. It provides a structured approach for addressing security concerns while promoting safe, secure, and resilient commercial spaces.

The framework was developed through the integration of findings generated from the five statements of the problem. It represents a synthesis of the lived experiences and recommendations of participants and serves as a practical guide for enhancing security governance within Philippine community mall environments.



Figure 1. Community Mall Security Governance Enhancement Framework

Theoretical Foundation of the Framework

The **Community Mall Security Governance Enhancement Framework (CMSGEF)** is grounded in the study findings and anchored primarily on **Collaborative Governance Theory** of Ansell and Gash (2008), which emphasizes stakeholder participation, shared responsibility, cooperation, and collective decision-making in addressing complex governance concerns. The findings indicate that effective mall security depends on coordinated efforts among mall administrators,

security personnel, tenants, law enforcement, barangay officials, emergency responders, and private security providers. Collaborative Governance Theory therefore provides the overarching foundation of the framework.

The framework is further supported by **Routine Activity Theory**, which emphasizes capable guardianship in reducing criminal opportunities, and **Situational Crime Prevention Theory**, which focuses on environmental and procedural measures that limit opportunities for crime. These perspectives



support practices identified in the study, including surveillance, patrols, access control, visitor screening, and security inspections. **ISO 31000 Risk Management** and the **Plan-Do-Check-Act (PDCA) model** further guide systematic risk assessment, treatment, monitoring, evaluation, and continuous improvement.

Description of the Framework

The CMSGEF consists of **five interrelated governance domains** designed to promote a safe, secure, and resilient community mall environment. It integrates risk management, crime prevention, organizational capability, stakeholder collaboration, and continuous improvement. The framework begins with identified security risks and implementation challenges, which guide the application of the five governance domains.

Governance Domain 1: Security Risk Management.

This domain involves the identification, assessment, monitoring, and management of security risks, including property-related crimes, safety hazards, environmental threats, and operational vulnerabilities. It enables stakeholders to anticipate emerging threats and implement appropriate preventive and corrective measures.

Governance Domain 2: Crime Prevention and Security Operations. This domain focuses on proactive security measures such as surveillance, patrols, access control, inspections, communication systems, and emergency preparedness. It strengthens capable guardianship and supports the prevention and timely management of security incidents.

Governance Domain 3: Security Resources, Infrastructure, and Capability Enhancement. This domain addresses the provision of adequate manpower, CCTV coverage, communication equipment, emergency resources, and continuous training. Strengthening human and technological capabilities improves operational readiness, responsiveness, and security effectiveness.

Governance Domain 4: Institutional Support, Stakeholder Partnerships, and Collaborative Governance.

This domain serves as the central governance mechanism by promoting coordination among mall management, security personnel, tenants, the Philippine National Police, barangay officials, Bureau of Fire Protection, local government units, private security agencies, and emergency responders. It emphasizes information sharing, stakeholder participation, inter-agency coordination, and collective decision-making.

Governance Domain 5: Continuous Improvement, Evaluation, and Security Sustainability. This domain promotes continuous monitoring, performance evaluation, policy review, stakeholder consultation, refresher training, and organizational learning. These mechanisms ensure that security practices remain adaptive and responsive to evolving risks.

Alignment with National and International Development Goals

The CMSGEF supports **United Nations Sustainable Development Goal 11 (Sustainable Cities and Communities)** by promoting safer, more inclusive, resilient, and sustainable

community environments through strengthened security governance and stakeholder collaboration.

The framework also aligns with the **Philippine Development Plan 2023–2028**, particularly its priorities on public order and safety, institutional strengthening, community resilience, collaborative governance, and sustainable development. Through strengthened public–private coordination and participatory security governance, the framework contributes to national efforts to improve public safety and community well-being.

Conclusions

Based on the findings of the study, the following conclusions are drawn:

On the security stakeholders' management of security risks within community malls, effective management of security risks in community malls depends on a coordinated, proactive, and collaborative security governance approach. Through immediate response, strict implementation of security protocols, inter-agency coordination, and continuous incident assessment, security stakeholders are able to address diverse security risks and maintain a safe environment for customers, tenants, employees, and mall property.

On the implementation of crime prevention practices in managing security risks, crime prevention practices are most effective when implemented proactively through integrated security measures, including surveillance, patrols, access control, communication, continuous monitoring, training, and emergency preparedness. The combined efforts of mall administrators, security personnel, tenants, and external agencies strengthen the prevention of crime and enable timely responses to security incidents.

On the challenges encountered in implementing crime prevention practices, although community malls face challenges such as overcrowding, limited resources, customer resistance, coordination issues, and evolving security threats, these obstacles can be effectively managed through adaptive security strategies, teamwork, continuous training, proactive communication, and collaborative problem-solving. These measures help sustain the effectiveness of crime prevention despite operational constraints.

On the influence of institutional support systems on the implementation of security practices, institutional support is a critical factor in the successful implementation of security practices. Continuous training, adequate resources, clear policies, effective leadership, and strong stakeholder coordination enhance the competence, preparedness, and operational effectiveness of security personnel, resulting in more efficient security management and stronger collaborative governance within community malls.

On community mall security governance enhancement framework, the proposed Community Mall Security Governance Enhancement Framework (CMSGEF) provides a comprehensive, evidence-based, and context-specific model for strengthening security governance in Philippine community malls. By integrating risk management, crime prevention, capability enhancement, collaborative governance, and continuous



improvement, the framework offers a practical guide for improving stakeholder coordination, institutional support, operational effectiveness, and long-term security resilience.

Recommendations

Based on the findings and the conclusions drawn, the following are hereby recommended:

1. Mall administrators should strengthen security governance by adopting the proposed Community Mall Security Governance Enhancement Framework (CMSGEF) as a guide for planning, implementing, monitoring, and continuously improving security operations. They should regularly review security policies, conduct comprehensive risk assessments, increase the deployment of security personnel during peak shopping periods, and invest in additional CCTV coverage, communication equipment, and other security technologies to address operational vulnerabilities.

2. Security personnel and private security agencies should continuously enhance their operational competence through regular refresher training, emergency response drills, scenario-based exercises, and customer relations training. They should also strengthen patrol operations, surveillance, access control, incident documentation, and intelligence gathering while maintaining professionalism and strict adherence to standard operating procedures during security operations.

3. Mall tenants should actively participate in security governance by complying with established security policies, attending security orientations and emergency preparedness programs, and promptly reporting suspicious activities or security incidents. Establishing stronger communication and coordination with security personnel and mall management will further improve crime prevention and emergency response.

4. The PNP, BFP, LGUs, and barangay officials should strengthen their partnerships with community malls through regular joint security meetings, emergency simulations, intelligence sharing, crime prevention campaigns, and coordinated contingency planning. These collaborative initiatives will enhance preparedness, improve emergency response, and promote safer community mall environments.

5. Mall owners and corporate management should allocate sufficient financial and organizational support for security operations by ensuring adequate manpower, upgrading surveillance systems and emergency response equipment, improving communication infrastructure, and sustaining investments in personnel development. Strong leadership commitment is essential for maintaining effective and resilient security operations.

6. Government agencies responsible for regulating private security and commercial establishments, such as the Department of the Interior and Local Government (DILG), the Philippine National Police–Supervisory Office for Security and Investigation Agencies (PNP-SOSIA), and local government units, should develop or strengthen policies and guidelines that promote collaborative security governance, standardized security protocols, periodic security audits, and mandatory emergency preparedness programs for community malls.

7. Higher education institutions offering Criminology and security management programs, together with professional training providers, should integrate collaborative governance, risk management, emergency preparedness, crime prevention strategies, and security technology into their curricula and extension programs to prepare future security practitioners for the evolving security needs of commercial establishments.

8. Future researchers are encouraged to validate and evaluate the effectiveness of the proposed Community Mall Security Governance Enhancement Framework (CMSGEF) through quantitative, mixed-methods, or longitudinal studies conducted in different types of malls and commercial establishments. They may also investigate the influence of emerging technologies, artificial intelligence, smart surveillance systems, cybersecurity, and predictive analytics on enhancing community mall security governance and crime prevention.

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Research Instrument

Title: GUARDIANS OF PUBLIC SAFETY: SECURITY RISKS, CRIME PREVENTION PRACTICES AND INSTITUTIONAL SUPPORT SYSTEMS IN COMMUNITY MALLS IN THE PHILIPPINES

Researcher: Bryan F Rivera

I. INTRODUCTORY STATEMENT

Good day.

I am currently undertaking a doctoral-level study examining security risks, crime prevention practices, and institutional support systems in semi-public commercial spaces. The primary objective of this research is to develop a standardized framework for institutional support that can serve as a reference for enhancing safety, security governance, and crime prevention in similar environments.

In this regard, the community mall has been selected as the primary case setting for this study, serving as a representative model of semi-public commercial spaces. Your insights and professional experiences are highly valuable in establishing evidence-based standards and best practices that may inform policy development, security management strategies, and institutional coordination mechanisms.

Your participation in this interview is entirely voluntary. All information you provide will be treated with strict confidentiality and will be used solely for academic and research purposes. With your permission, this interview will be recorded to ensure the accuracy and integrity of the data collected.

Thank you for your time and contribution to this study.

II. PROFILE OF THE INFORMANT

Type of Informant:

- ☐ Security Personnel
- ☐ Security Supervisor/Manager
- ☐ Mall Administrator/Operations Manager
- ☐ Tenant Representative

Length of Experience in the Mall: _____

Position/Role: _____

III. INTERVIEW QUESTIONS

SOP 1: Security Risks

Main Question: How are security risks identified, assessed, and managed within the community mall?

Probing Questions:

- 1.1 What types of security risks or incidents are commonly encountered in the mall?
- 1.2 What actions are usually taken when a security risk occurs?

SOP 2: Crime Prevention Practices

Main Question: How are crime prevention practices operationalized in managing identified security risks?

Probing Questions:

- 2.1 What specific security measures or procedures are regularly implemented?
- 2.2 Based on your experience, how effective are these practices in preventing incidents?

SOP 3: Challenges Encountered

Main Question: What challenges are encountered in the implementation of crime prevention practices?

Probing Questions:

- 3.1 What difficulties do you experience in maintaining security within the mall?



3.2 How do these challenges affect your ability to perform security-related tasks?

SOP 4: Institutional Support Systems

Main Question: How do institutional support systems shape and influence the implementation of security practices within the mall?

Probing Questions:

- 4.1 What laws, policies, or guidelines support your security operations?
- 4.2 What forms of support (e.g., training, supervision, policies) are most helpful in your role?
- 4.3 How adequate are existing institutional support systems in addressing current or emerging security concerns?

SOP 5: Security Enhancement Program

Main Question: What strategic improvements or institutional frameworks can be proposed to enhance security in community malls?

Probing Questions:

- 5.1 What changes or improvements would strengthen current security practices?
- 5.2 What additional support or resources are needed to improve security?
- 5.3 What recommendations can you suggest to improve coordination among stakeholders?

Synthesis Question: Based on your overall experience, how would you assess the current state of security and institutional support in the community mall?

IV. CLOSING STATEMENT

Thank you very much for your time and for sharing your valuable insights. Your responses will significantly contribute to this study, particularly in enhancing security practices and strengthening institutional support systems within community malls and similar semi-public spaces. Your participation is sincerely appreciated.