

**EFFECTIVENESS OF PRIVATE SECURITY COMPANIES IN THE  
PROVISION OF SECURITY TO COMMERCIAL ENTERPRISES IN JUBA  
CITY, SOUTH SUDAN**

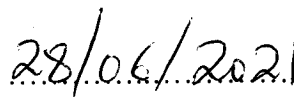
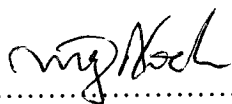
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**A Thesis Presented in Partial Fulfilment of the Requirements for the Award of  
The Degree of Master of Science in Governance Peace and Security in the  
Department of Governance Peace and Security Studies, School Humanities and  
Social Sciences of Africa Nazarene University**

**APRIL 2021**

**DECLARATION**

I declare that this document and the research that it describes are my original work and that they have not been presented in any other university for academic work.

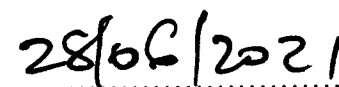
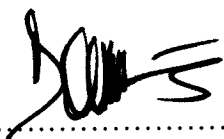


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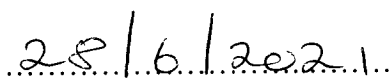
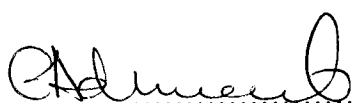
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This research was conducted under our supervision and is submitted with our approval as university supervisors.



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**DEDICATION**

I dedicate this work to my wife Christine Joy.

## ACKNOWLEDGEMENTS

My appreciation and gratitude goes to all those that gave their input towards completion of this thesis. This thesis could not have been made possible without the advice and support of my supervisors. Firstly, I am very grateful to my University supervisors Dr. Duncan Ochieng and Dr. Emily Okuto for their tireless assistance, high quality, invaluable support and keenness on details, experience and initiatives which guided me in enriching and completing this thesis. I will always be thankful to Dr. Duncan Ochieng for his assistance in developing conceptual ideas of this thesis and in teaching and mentoring me on how to think past the obvious. His attention to detail is something I can only aspire to be. From Dr. Emily Okuto, I gained an enthusiasm for conducting meaningful research and learned to manage seemingly unmanageable master's thesis.

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## ABSTRACT

Security has been vital to humanity since the ancient times and its importance cannot be over emphasized. Attacks on businesses and individuals have adversely affected business viability, economic stability and community stability. The study sought to assess the effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan. The specific objectives of the study were to analyze the effect of the private security firms' employee capability; evaluate influence of technology adoption; evaluate influence of regulatory framework and the influence of customer satisfaction on provision of security to commercial enterprises in Juba City, South Sudan. This study adopted descriptive survey research design. The study employed primary data which is quantitative and qualitative in nature. Data was collected by use of a questionnaire and key informant interview guide. This study was guided by Industrial Organization Theory and Social control Theory. The target population of the study was 12,345 commercial enterprises in Juba City. The study used Neuman formula for determining a sample of 384 respondents, subsequently a combination of stratified random sampling and simple random sampling was used to access the respondents. Quantitative Data analysis involved the use of descriptive and inferential statistics. Qualitative data was analyzed using thematic analysis. The quantitative data are presented in tables while the qualitative data are presented in verbatim. The study findings revealed that employee capability (M=4.29, S.D.= 0.74), technology adoption (M=4.25, S.D.= 0.80), customer satisfaction (M=4.24, S.D.= 0.59) and regulatory framework (M=4.47, S.D.= 0.5) significantly influence provision of private security to commercial enterprises in Juba City South Sudan. Firstly, the study concluded that employee capability should always be reinforced by training. Secondly, the study concludes that dissatisfied customers gives the private security companies in providing security to commercial enterprises to identify areas of improvement. Thirdly, the study concluded that despite the fact that technology has been significantly adopted; private security companies in providing security to commercial enterprises do not have a statistically influence on effectiveness of outsourced private security services. Fourthly, the study concluded that the private security industry lacked a comprehensive regulatory framework. The study recommended that private security companies should invest in employee training in order to enhance employee capacity. The study recommends that customer satisfaction should be improved by investing in the current technological systems such as customer relationship management. The study recommends that the private security firms should integrate surveillance systems and fire systems alarms. The study recommends the government of South Sudan should develop national policies that regulate private security companies that can build a rapport with the government security providers as well. The policies should be formulated to uphold the high standards of regulations and legislation. The study may be a key contribution to the existing literature and discourse in provision of security among commercial enterprises in Juba City, South Sudan. Among those who may benefit from findings in the present study include the policy makers, security firms, managers of Private Security Companies and commercial enterprises.

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## **DEFINITION OF TERMS**

- Customer Satisfaction:** In this study customer satisfaction is operationalized as customers ‘experience with a firm, its products its services exceeds specified satisfaction goals (Hill, Brierley & MacDougall, 2003).
- Employee Capability:** In this study employee capability refers to employees’ competence to handle tasks assigned to them in the right time and manner (Palmer, 2008).
- Technology Adoption:** In this study technology adoption refers to the use of automated systems for storing, processing and distributing information (Akers, 2012).
- Regulatory Framework** In this study regulatory framework implies to the rules and laws that govern the running of a Private Security Company (Abrahamsen & Williams, 2005).
- Private Security Firm:** In this study a private security firm refers to private organization that run the business of security provision (Dempsey, 2008).
- Facility:** In this study facility is operationalized as a place, or amenity provided for a particular purpose (Ostensen, 2015).
- Commercial Enterprise** The activity of providing goods and services involving financial, commercial and industrial aspects (Palmer, 2008).
- Security Firm** A firm which provides guards for buildings, and other security service and personnel (Abrahamsen &

Williams, 2005).

**Effectiveness**

The degree to which a security firm is successful in producing a desired result; success (Abrahamsen, 2006).

**ABBREVIATIONS AND ACRONYMS**

<b>CCTV</b>	Closed-Circuit Television
<b>GIS</b>	Geographic Information Systems
<b>IT</b>	Information Technology
<b>KSIA</b>	Kenya Security Industry Association
<b>PMSC</b>	Private Military and Security Company
<b>PSC</b>	Private Security Company
<b>PSCs</b>	Private Security Companies
<b>PSFs</b>	Private Security Firms
<b>SIA</b>	Security Industry Authority
<b>SPSS</b>	Statistical Package for Social Scientists
<b>SSR</b>	Security Sector Reforms
<b>TQM</b>	Total Quality Management
<b>UK</b>	United Kingdom
<b>USA</b>	United States of America

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

The study focused on the effectiveness of private security companies in providing security to commercial enterprises in Juba City of South Sudan. The study identified various services delivered by the private security and find solution to the challenges facing security officers in their operations. This chapter therefore presents the background to the study, statement of the problem, the purpose, objective and research questions of the study, the justification, significance, scope, limitations and delimitations assumptions, theoretical framework and the conceptual framework of the study.

#### **1.2 Background of the Study**

Security has been vital to humanity since the ancient times and its importance cannot be over emphasized. Dempsey (2008) notes that, people have had the right to protect themselves against any threat since time immemorial. According to Fischer and Green (2010) governments have limited resources and thus cannot provide one hundred percent security for its people hence a dire need for the Private Security Firms (PSF) to complement efforts of governments in crime mitigation. This argument is further supported by Ekhomu (2010) who, further notes that there is no single government that has the capacity to provide one hundred percent security to its people. Additionally, Mayah (2011) argues that the need for PSF may be as a result of citizen's fear of crime, and awareness that the public police cannot effectively control crime by themselves. Therefore, this mandates greater cooperation with the private

sector and its resources to jointly forge a partnership for crime prevention and reduction.

A security system for a business provides greater peace of mind, lower insurance rates, and a safer working environment for you and your employees. Commercial security systems encompass a range of standalone or integrated configurations that perform one or more of these functions: premises access control, video surveillance, fire, heat, water, and/or entry alarms (Fischer & Green, 2004).

According to Fischer and Green (2004), most governments have limited resources and thus cannot provide one hundred percent security for her people. This has resulted to the need for the private security companies (PSC) to complement efforts of state actors in crime prevention. The whole idea of PSC started first in the developed world and later in the developing world (Dempsey, 2008).

According to Abrahamsen and William (2005) the size and role of the private security industry in crime prevention have grown dramatically across the globe in recent years. In spite of how accurate statistics and data are and what should be counted as private security industry, the substantial growth in most countries is not contested. Robert and Gion (2003) observed that some of the sectors in which private security operate around the globe include patrolling public streets, transporting valuables, protecting critical infrastructures, providing security at the airports and other major transport hubs, responding to alarms activations, conducting surveillance, securing order and dealing with crowds at large public events and investigating crimes.

For instance, in Australia, outsourcing security services by private businesses is common. Australian businesses outsource security services to save on cost, access superior technology and expertise, and all-day support (Quelin& Duhamel, 2013).

Running an in-house security team means hiring and paying salaries and benefits, creating office space and overall operational costs. By outsourcing security, private business only pays for services. In United Kingdom (UK), McIvor (2014) observed that many commercial banks prefer outsourcing non-core services like security rather than having a department that caters for such (McIvor, 2014). This is seen both as a strategic and operational tactic to save costs and focus on their core business of providing financial services.

Fan (2013) argued that the practice of outsourcing security services by financial institutions has been in Nigeria for long. There are various reasons put forward which have contributed to the popularity of security outsourcing in that country. For instance, it is risk transfer: - when commercial banks outsource security guard services, they transfer some of the liability risk to the security guard company. In South Africa, there is not adequate public security to cater for private businesses effectively and therefore, these businesses like commercial banks turn to private security companies for security services (Gilley & Rashid, 2010). In that respect therefore, these authors observed that outsourcing security by commercial banks frees up plenty of time and thus, allowing the banks to focus on other pressing business matters.

Kirunda (2007) maintains that an examination of all the circumstances relating to the growth of the private security industry in Uganda reveals that private security in that country has only benefited wealthy people and businesses that can afford to pay the hefty bills of the companies providing security. In Kenya, the homes of wealthy citizens in urban areas throughout the country have become fortresses under the protection of PSCs and strongly built walls lined with electric wires. It is clear that the commercialization of security neglects the need for the provision of security for rural



and poor communities while concentrating on the more affluent urban areas(Wairagu,Kamenju, &Singo, 2004).In Tanzania, most businesses in the country are looking to cut costs and increase returns and outsourcing security goes a long way in achieving this. Although outsourcing tasks such as call handling or cleaning is easy, outsourcing security can be a risk or costly if not done properly (Jaba, 2012).

In South Sudan, the private security emerged as a way of accommodating the security gaps that were existing and has attracted the investment of international security markets. Private security in South Sudan has emerged from the mere guarding to the incorporation of modern devices so as to enhance their services. Like other countries, the PSCs have been accused of engaging in criminal activities as well as remunerating their employees poorly. In addition, most companies are not registered and hence operate illegally (Molomo, 2014).

### **1.3 Statement of the Problem**

According to Deng (2014) the increase in the number of crime incidents reported in Juba City, South Sudan and the serious negative effects to the residents is a reason enough for necessary and immediate action to be taken. Despite having one of their core function as detection and prevention of crime, the government through the police service has not been able to fully prevent crime. Therefore, PSCs have responded by providing private security services, with the aim of helping the affected residents to improve their own security.

However, this has not been the case; crimes such as robberies, car thefts and burglaries, have continued to thrive even with their heavy presence of private security there (Molomo, 2014).Attacks on businesses and individuals have adversely affected business viability, economic stability and community stability. It is a fact that even after the local residents of Juba City, South Sudan having engaged the services of

PSCs to enhance their individual safety, continue to experience major challenges, it seems the availability of the private security services in the area of study has not managed to control crime(Keku, 2013).

Despite various measures that have been taken by commercial enterprises in Juba City, South Sudan, to enhance their individual internal security, commercial enterprises continue to experience major security shortcomings which expose them in terms of their protection (Molomo, 2014). In spite of all these realizations and the growing demand for private security services, limited studies have been carried out on effectiveness of PSCsin the provision of security to commercial enterprises in Juba City, South Sudan. This study therefore sought to address these gaps associated to the challenges.

#### **1.4 Purpose of the Study**

Purpose of the study was to find out whether private security companies are effective in provision of private security in Juba City, South Sudan.

#### **1.5 Objective of the Study**

##### ***1.5.1 General Objective***

The main objective of the study was to assess the effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan.

##### ***1.5.2 Specific Objectives***

The specific objectives of the study were to:

- i) Analyze the effect of private security firms' employee capability in provision of security to commercial enterprises in Juba City, South Sudan.
- ii) Evaluate influence of technology adoption by PSCs on provision of security to commercial enterprises in Juba City, South Sudan.

- iii) Assess the influence of customer satisfaction on provision of security to commercial enterprises by PSCs in Juba City, South Sudan.
- iv) Evaluate influence of regulatory framework on the provision of security by PSCs to commercial enterprises in Juba City, South Sudan.

### **1.6 Research Questions**

The study was guided by the following research questions.

- i) To what extent does private security firms' employee capability influence provision of security to commercial enterprises in Juba City, South Sudan?
- ii) How does technology adoption influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?
- iii) In what ways does customer satisfaction influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?
- iv) In what ways does regulatory framework influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?

### **1.7 Significance of the Study**

Significance of the study provides details to the reader on how the study will contribute such as what the study will contribute and who will benefit from it. It also includes an explanation of the work's importance as well as its potential benefits (Orodho, 2009). The findings of this study may be of significance in that it may enable the government policy makers to formulate better policies concerning private security organizations not only in Juba City but across the country. This may enable individuals to properly plan for the safety of their premises. The study may also help PSCs in devising comprehensive security curriculums to provide proper training to PSCs. The findings may help commercial enterprises benefit by getting the right security firms. This study may also offer an insight to the scholars and academicians

in South Sudan and other countries who may be interested in understanding the contribution of private security enterprises to the success/failure of business enterprises.

### **1.8 Scope of the Study**

Scope of the study defines clearly the extent of content that will be covered by the means of the research in order to come to more logical conclusions and give conclusive and satisfactory answers to the research (Leedy&Ormord, 2010). This study focused on the effectiveness of PSCs in the provision of security to commercial enterprises in Juba city of South Sudan. Juba is the capital city of South Sudan which is located in the Southern part of the Country. It has a population of 450,000 (GeoNames, 2019). The target group included the registered PSCs and their members of staff in the City. The research was carried out starting from February 2020 to July 2020. The researcher used questionnaires and interviews to gather information.

### **1.9 Delimitation of the Study**

The researcher focused only on the PSCs in Juba City and not all over the whole country because the only area of interest is in the heart of the City. This is where many commercial enterprises are operating their businesses. The researcher did not focus on the police or national security. The researcher also did not focus on the other cities of South Sudan such as Wau, Malakal, Yambio, Warrap and Torit among others.

### **1.10 Limitations of the Study**

Limitations are challenges that the researcher is likely to encounter in the field and how the researcher will address them (Kothari, 2012). The study projects that most of the respondents were likely to be engaged in their duties and may not have time to participate in the study. The researcher concentrated in Juba City because it

was not practicable to cover the whole country due to a wider geographical coverage, and the unpredictable security in the country side. It also allowed the researcher to get data within the time frame. The researcher ensured that those who were unable to participate in the interview during hours of active duty were contacted during their free time using to arrange for an interview after work.

### **1.11 Assumptions of the Study**

The study assumed that the private security guards provide better services to commercial enterprises in Juba City and that the respondents would cooperate during interviews. The study further assumed that there would be no language barriers during interviews that would be done in English. The study also assumed that PSCs in Juba City would allow easy access into their premises during data collection.

### **1.12 Theoretical Framework**

Industrial Organization Theory (Corley, 1990) and Social Control Theory (Hirchi, 1969) were applied in this study. According to Social Control Theory, it posits that presence of an influential guardian, the target and the offender motivates the occurrence of a criminal activity. Industrial Organization's Theory proposition encompasses both internal and external environment that an organization interacts with. The external environment being mainly characterized with industry competition, while the internal environment is explained by the level of employee competence that enhances organizational effectiveness. Industry mentioned in industrial organization theory refers to a collection of companies producing homogeneous products or services. The theory relates with this study in that, the aim of the study is to assess effectiveness of private security companies in provision of security to commercial enterprises of which effective provision of security depends on how a company in the industry adopts technology to gain competitive advantage. In addition to, an

organization needs to enhance customer satisfaction and employee competence in order to remain competitive in the market.

### ***1.12.1 Industry Organization Theory***

Economist Alfred Marshall presented the first ideas about Industrial Organization Theory at the end of the 18th Century. The idea was on the firm, positioned around competition and described as a process of interactions between firms in the industry (Corley, 1990). Furthermore the entrepreneurial aspect was included into the analysis of value of a company, as being the ability to adapt to changing circumstances, due to the imperfect market of information in the real world (Corley, 1990).

The industrial organization theory puts a focus on the market a company operates in, rather than the company itself (Ramsey, 2001). It is reflected in the structure-conduct-performance model, which claims that there is a “causal link between the structure of a market in which a company operates, the organization’s conduct and in turn the organization’s performance in terms of profitability” (Ramsey, 2001). Thus the industrial organization theory focuses on the whole industry and market conditions of a company (Ramsey, 2001) and the central analytical aspect can be used to identify strategic choices, which firms have in their respective industry (Porter, 1981, Teceet al. 1997).

Industrial organization builds on the theory of the firm, a set of economic theories that describe, explain and attempt to predict the nature of a firm in terms of its existence, behavior, structure and its relationship to the market. It is about organizational designs and organizational structures, relationship of organizations with their external environment, and the behavior of managers and technocrats within organizations.

The industrial organization theory supports the five forces of model such as threat of new entrants, threat of substitutes, bargaining power of buyers, bargaining power of suppliers and rivalry among existing competitors which gives an organization a bargaining power within the market, (Porters, 1985). The industrial model allows the organizations to compete within the production of goods and supply of services. According to Hitt et al, 2005, firm's managers have the responsibility to make sound strategies which will make the organization competitive at all times. The organization lines of management who report direct to the departmental managers to the directors. The theory suggests that every organization must run and operate in a stable market and maximize on the available resources to manage the industry objective (Bain, 1968).

Effective use of the five forces and rule of competition gives the organization bargaining power to its suppliers, buyers and high level competitive strategies among the market participates. The model gives a confidence of high returns when the forces are implemented within the market and the competitor's environments, (Hitt et al., 2005).

The limitations of the Industrial Organization Theory arise from the occurrence of the four underlying assumptions of the theory. First, the external environment is assumed to determine the strategic options of firms. Second, resources are assumed to be similar for all firms. Third, firms are in possession of similar strategic capabilities that lead to similar strategic actions. Fourth, decision makers are rational and are likely to choose similar strategic action based on similar resources. The assumptions of industrial organization theory model have been challenged by the opposing view of strategy, the resource-based view of the firm.

The PSFs can be viewed as industrial organization since by the end of the day they are in business. The PSFs therefore need to ensure that their systematic management models are geared toward their external market with an aim of winning a competitive advantage. Adoption of quality oriented strategies can therefore be a key to the competitive advantage of PSFs.

The security company models have several assumption within the organization in which external market environment have a lot of pressures and constraints that affects the strategic decision making which may result to increased income to the companies. Organizations within the same market niche have exposed all available resources that include human and financial resources, when developing and implementing the strategic decision that enhance effectiveness in service provision.

Adoption of technology by the PSFs is one of the strategic options that can enhance their effectiveness in services delivery that subsequently buttresses their competitive advantage in the industry. Secondly, the PSFs effectiveness depends on to what extent their customers are satisfied with the goods and services they offer to their clientele. Customer satisfaction guarantees business continuity. Thirdly, to remain competitive in the market and organization depends on employee capacity to deliver service that in turn enhances customer satisfaction. Based on the third objective of the study, the study concluded that despite the fact that technology has been significantly adopted; private security companies in providing security to commercial enterprises do not have a statistically influence on effectiveness of outsourced private security services. It is integral to note that based on the industrial organization theory private security firms need to adequately adopt emerging technologies to enable them survive in the volatile competitive market.



### ***1.12.2 Social Control Theory***

Propositions of Social Control theory was first coined by Travis Hirschi (1969) observed that individual engage in criminal activity when their attachment to the society is weakened. However, this attachment is dependent on how the social bonds are strong in holding people in the society. The four social bonds were classified by Hirschi (1969) as belief, attachment, involvement and commitment.

As proposed by the theory the breakage of the law depends on the peoples relationships, in terms of norms, values as well as beliefs that encourage them to break the law. When individuals are tied to moral codes it controls their affinity to engage in deviant behaviors.

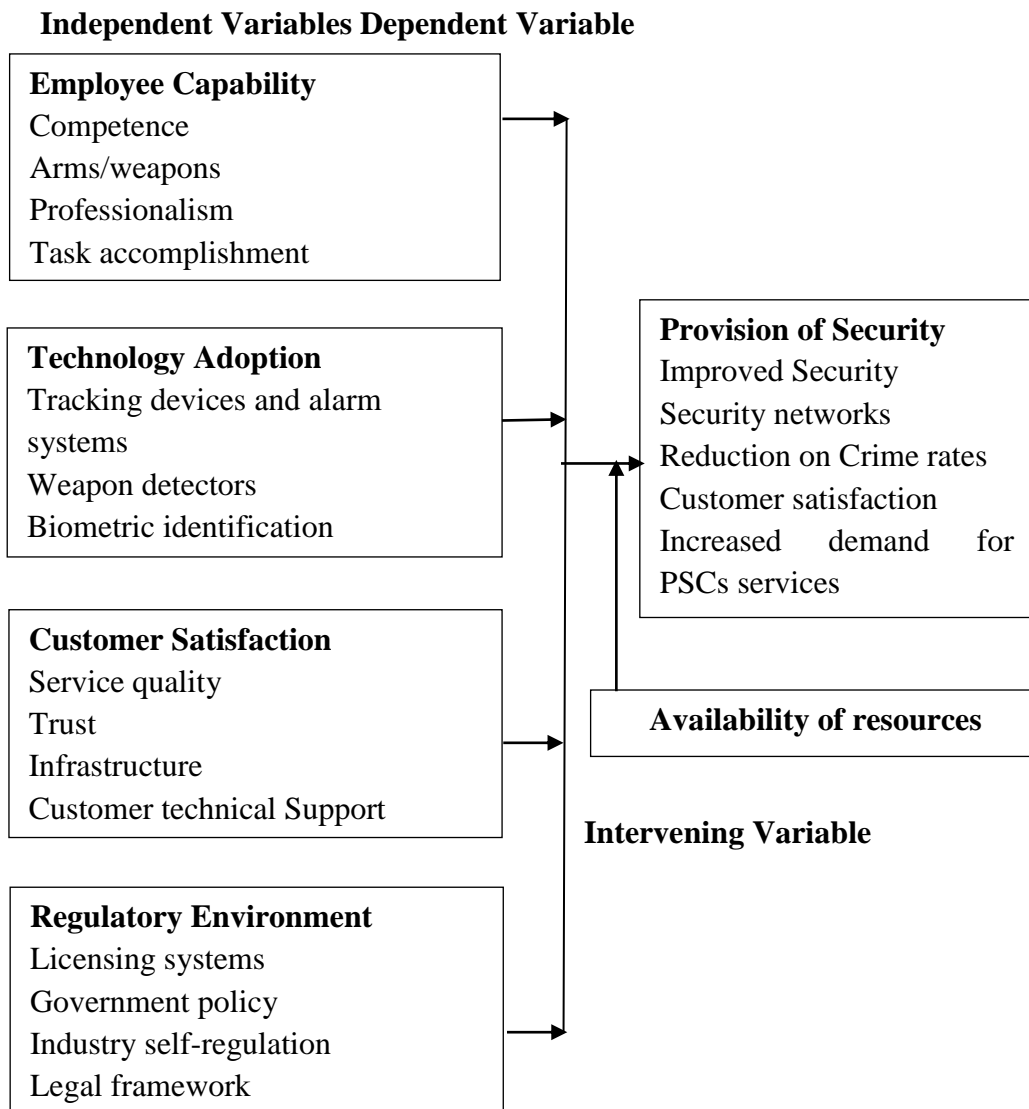
Irrespective of scholarly support of this theory it is not left scot free of criticisms. Firstly, Gibbons (1994) noted that Hirschi (1969) propositions can account for serious criminal offences, in this regard critics argue that the theory is only applicable to minor offenders. Secondly, it is also argued that some crime can only be committed by criminals with lots of corporate connections in the corporate fraternity. Thirdly, the deficit of parental guidance does not readily lead to their children to engage in crime.

This theory assists security provision companies to understand varied aspects of criminology that makes them to become viable on the strategies to undertake in their service provision. This theory informs the nature of employee training to improve employee capacity; technology adoption to avert techno savvy crimes; customer satisfaction by being able to forestall criminal activities; regulatory framework in order to comply to regulatory environment in the private security provision sector. Based on the first objective the study concluded that employee capability is a

continuous process that should always be reinforced by training. This will enhance employee competence in order to understand contexts of criminology.

### **1.13 Conceptual Framework**

According to Kothari (2004) the conceptual framework explains the relationship between the independent variables and the dependent variable. The former is presumed to be the cause of the changes while the former influences the latter. Mugenda and Mugenda (2003), advances that a conceptual framework is a graphical or diagrammatic presentation of the relationship between variables in a study. It helps the researcher see the proposed relationship between the variables easily and quickly. Figure 1.1 presents a diagrammatic conceptualization of the independent and dependent variables. From the diagram, the independent variables, employee capability as indicated by competence, security level of education, professionalism, task accomplishment; technology adoption as indicated by tracking devices and alarm system, weapon detectors, biometric identification and electric fence / gate; customer satisfaction, indicated by service quality, trust, infrastructure, customer technical; regulatory framework is indicated by licensing systems, government policy, industry self-regulation and legal framework, support of security firms is conceptualized as provision of security, indicated by increased security, security networks, reduction on crime rates, business performance, customer satisfaction, which forms the dependent variable. This association is further conceptualized as being affected by other factors including availability of resources which form the intervening variable. The following diagrammatic framework illustrates the associations among the study variables.



**Figure 1.1: Conceptual Framework.**

**Source: Researcher (2020).**

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents literature review, derived from existing theoretical literature, critique existing literature about challenges in provision of security, influence of employee capacity, technology adoption and customer satisfaction on provision of security. Research gaps and critical literature review summary is also presented.

#### **2.2 Literature Review**

This section presents empirical studies on the independent variables of the study which includes employee capacity, technology adoption and customer satisfaction.

##### ***2.2.1 Employee Capability and Provision of Security***

To grow and maintain a workforce that is customer-oriented and focused on delivering quality service requires the organization to develop and invest in the right employee through frequent training. Training and development are significant essentials in ensuring the effective and beneficial performance of employees. This ensures that they render efficient and quality service to their customers whilst improving on their competencies (Palmer, 2008).

Highly skilled employees are critical in producing high-quality outcomes and effective quality improvement for organizational growth. Hence there is a need for selective hiring of qualified staff. Successful recruitment and retention of staff is tied to empowerment of staff by treating them as full partners in management and giving them opportunities for advancement. In order to facilitate service quality and growth, organizations must implement effective human resource strategies which involve

selective hiring and retention of employees by monitoring and ensuring that they meet performance and practice standards to retain credentials (Argote & Ingram, 2000).

A survey of managers of security services companies reported that guarding (35% unarmed guards and 11% armed guards) represents nearly half of the services provided by security firms (La Vigne, Hetrick, & Palmer, 2008). According to the National Association of Security Companies (Security Solutions, 2006), between 11,000 and 15,000 PSCs employ more than 1 million guards in the USA. Although some guards may be armed, in 1985 Cunningham and colleagues noted that the number of armed guards was following a downward trend (La Vigne, et, al., 2008). Guards are used in a variety of sectors to protect people and property (e.g., critical infrastructure, commercial, institutional, and residential) and have increasingly been used to support law enforcement and emergency personnel as well as to protect military bases throughout the world (Security Solutions, 2006).

In fact, employing guards to protect executives is becoming more popular among companies in the USA, as top executives are viewed as valuable assets (Lerer, 2007). Some companies, such as Oracle and Ford Motor, spend more than \$1 million annually to provide security services for top executives. Executive protection typically involves screening visitors at gatehouses, guarding the perimeter of executives' personal homes, providing 24-hour protection, and accompanying them out of town trips (Lerer, 2007).

Mkutu and Sabala (2007) reveal that most guards indicated that majority of burglaries in urban towns were committed with the collusion of security guards since low pay is an incentive for crime. Mkutu and Sabala (2007) state that the roles performed by security guards require education and training. However, most PSCs still employ uneducated persons, giving them a few hours to know how to march then

assign them guarding duties. The reason for this is mainly because an uneducated guard is easier to command and control, has little bargaining power, easily fired and does not have the capacity to take the employer to court (Mkutu and Sabala, 2007).

Proper training is probably the most problematic part of private security in Europe and Africa since good training is a pre-condition for well-executed tasks (Sotlar, 2009).PSCs vary greatly in terms of the level of initial training required for a career as private guard. The requirements for guards are simple such as a high school certificate and a certificate of good conduct granted in the absence of criminal records (Alain & Crete, 2009).

Tornow and Wiley (2004) found a positive correlation between the capacity of employees and service quality. They also found that employee capacity is directly related to the attitude and perceptions of employees, which relates to the organization and its management practices. To improve effectiveness in service quality, organizations must build the capacity to retain, attract and employ an adequate number of high-quality employees' in order to adapt to circumstances that are constantly changing. However, their study did not ascertain how service quality enhances effectiveness of service provision in PSFs that the present study sought to establish.

According to a study by Schneider et al. (2003), to provide high quality service, employees need to get enough training in the necessary technical skills and knowledge and interactive skills. Interactive skills help employees to provide courteous, caring, responsive and empathetic service. Successful companies invest heavily in training and make sure that the training fits their business goals and strategies.

According to Luecke (2006), discontent is unlikely to be derived solely from remuneration or working hours and that work enhancement is required for essential motivation and that it is a constant process for the management to ensure that the work should have an adequate assessment to exploit the full capability of employees. Additionally, certain factors such as opportunity for advancement, gaining recognition, responsibility, challenging or stimulating work, sense of personal achievement ought to be taken into consideration in order for employees to render efficient services to attain customer satisfaction and loyalty.

In a study carried in Rwanda, Machogu (2012) suggests that since highly educated workers are more likely to adopt and implement employee training, the adoption of continuous training solutions can play an important role in increasing the awareness of the huge potentialities of technological innovations for concrete situations and continues that in these way employees and managers can acquire a learning culture, integrating the training in their work activities and understanding in depth the potentialities of technological innovation tools.

A survey by Wairagu et al. (2004) cited that employees of the PSCs are often young, incompetent, inadequately trained and equipped, and lack the motivation to deliver quality services additionally the majority of the workforce in the private security industry comprises young school leavers aged between 18 and 30 years. As part of their effort to ensure higher quality and standards, Kenya Security Industry Association requires all its members to subscribe to Staff check, a database that contains information on employees. This survey was done in Kenya and may not be generalized in South Sudan's context; therefore present study seeks to establish the effectiveness of security guards in South Sudan.

The PSF in South Sudan, particularly Juba, include G4S, KASS, Afex Security, and Warrior Security. In addition to the work conducted in Juba, there are also reports that indicate more risky and labour intensive services, such as the \$7 million contract that the United Nations awarded to Armor Group/G4S in 2006 for the mapping and clearing of mine fields (Ostensen, 2015). The major challenge in South Sudan regarding the PMS Cindustry concerns the ownership of the companies and the type of clients. During an interview conducted with a humanitarian aid worker in Juba, (Ostensen, 2015) stated that these companies “are absolutely everywhere in Juba”. (Ostensen, 2015) further highlighted that they are “fuelled by the international community” and are not employing locals, and therefore play a key role in consolidating the socio-economic differences (Østensen, 2015).

Currently there are three types of PSCs that operate in conflict and post-conflict areas, such as South Sudan: internationally owned companies (Stoddard, Harmer & DiDomenico, 2008), domestic companies that tend to be more informal and primarily recruit local staff and state security forces that “moonlight” a private capacity on the side (Stoddard, Harmer & DiDomenico, 2008). The state security forces refers to state security personnel such as police officers or military soldiers who provide security services (primarily guarding) to clients for an additional income.

### ***2.2.2 Technology Adoption and Provision of Security***

Akers(2012) notes that technologies are combinations of tools, techniques, innovations and ideas ranging from simple-to-complex in their design, materials, construction and manufacturing processes, adoption, social implementation, technical system integration and applications. Criminals, police and security professionals employ a full range of technologies that are available to them for similar and countervailing purposes.



Information technology (IT) refers to automated systems for storing, processing and distributing information. Typically, this involves the use of computers and communication networks. The amount of information that can be stored or processed in an information system depends on the technology used. The capacity of the technology has increased rapidly over the past decades in accordance with Moore's law. This holds for storage capacity, processing capacity and communication bandwidth (Floridi, 2008).

These developments have fundamentally changed our practices of information provisioning. The rapid changes have increased the need for careful consideration of the desirability of effects. Some even speak of a digital revolution as a technological leap similar to the industrial revolution, or a digital revolution as a revolution in understanding human nature and the world, similar to the revolutions of Copernicus, Darwin and Freud (Floridi, 2008).

Information technology is used for all kinds of surveillance tasks. It can be used to augment and extend traditional surveillance systems such as Close-Circuit Television (CCTV) and other camera systems, for example to identify specific individuals in crowds, using face recognition techniques, or to monitor specific places for unwanted behaviour. Such approaches become even more powerful when combined with other techniques, such as monitoring of Internet-of-Things devices (Motlagh et al. 2017).

The almost universal use of good encryption techniques in communication systems makes it also harder to gather effective surveillance information, leading to more and more calls for "back doors" that can exclusively be used by government in communication systems. From a privacy standpoint this could be evaluated as unwanted, not only because it gives government access to private conversations, but

also because it lowers the overall security of communication systems that employ this technique (Abelson et al. 2015).

According to Robinson (2012), relative advantage of an innovation is the degree to which an innovation is perceived as better than the idea it supersedes by a particular group of users, measured in terms that matter to those users, like economic advantage, social prestige, convenience or satisfaction. Robinson (2012) opines that the greater the perceived relative advantage of an innovation, the more rapid its rate of adoption is likely to be.

The general assumption according to Mndzebele (2013) is that organizations must recognize that the adoption of innovation will either offer solutions to existing problems or present new production opportunities, such as increased productivity and improved operational efficiency. This is in line with arguments by Al-Jabri and Sohail (2012) who indicated that relative advantage results in increased efficiency, economic benefits and enhanced status hence relative advantage of an innovation is positively related to the rate of adoption. Contextually, the present study sought to establish how technology adoption influences provision of private security in South Sudan.

Mndzebele (2013) explains that technological innovation adoption process involves a rational decision in an organization, which requires that one assess the potential benefits of the new technology to the business. Therefore, organizations adopt a technology when they see a need for that technology, believing it will either take advantage of a business opportunity or close a suspected performance gap. This means that when a user perceives relative advantage or usefulness of a new technology over an old one, they tend to adopt it (Al-Jabri&Sohail, 2012).

Empirically, an earlier study by Fishbein and Ajzen (2005) which evaluated the adoption of information communication technology in Malaysian SMEs, showed a

link between employee training and technology adoption rate. The study found out that in more than 70 percent of the companies which did not have formal information communication technology training for their employees, adoption for information communication technologies was at its lowest. Lack of formal training in this case resulted in lack of trained personnel in information communication technology, which further hindered the adoption of the technology.

In a study of 347 municipal police departments in New Jersey, Chamard (2003) found that departments that are smaller, less urban and with lower levels of crime were more likely to discontinue crime mapping. Agency size has not only been linked to whether crime-mapping software is used but also who uses it within an agency. Mamalian (1999) found that crime analysis staff performs the majority of queries in large departments, whereas Geographic Information Systems (GIS) tasks are more likely to be shared among several staff positions in smaller agencies. Although not as widely documented, Mamalian (1999) also found geographic region was an influential factor, in that GIS and computerized crime mapping diffused quicker throughout agencies in the Pacific, South Atlantic, and Mountain regions than it did in New England (Chamard, 2006).

Research by Norris and Armstrong (1999) and McCahill (2002) on the operational practices of (CCTV) camera, operators in municipal CCTV schemes in the UK, shows how people are vetted for observation, increasing queries into the ethics of procedures which target known offenders and people engaging in non-criminal anti-social behaviour; those emerging or behaving in a different way in relation to area or temporal standards or those who seem to query the existence of cameras by gesture or behaviour in each case before someone has committed the offence.

Te, et al., (2016) sought to explore the contribution of technology in private security patrol and crime prevention information system on crime level and safety perception in Turkey. The study was informed by the fact that crime reduction had become one of the major issues of the modern society. In order to achieve public reassurance, police forces and PSCs all over the world are undertaking actions to involve citizens in crime prevention through community policing. In parallel, technological platforms are deployed in order to share crime-related information with the public and to support the development of problem-solving strategies. However, the authors noted that the impact of these initiatives in terms of quality of security services, crime reduction and perception had not been sufficiently investigated yet. The study results showed that though adoption of technology had been significant in private as well as public security providers, the effect it has on quality of services and perception of security was minimal.

In a study by Abdullahi et al., (2019) aimed to determine the impact of information communication technology on organizational productivity in the Nigeria banking industry. Questionnaire was employed as a method of data collection of the study, while multiple regression analysis was used to test the hypotheses under study. The result of the study indicates that hardware component, software component and network have significant and positive impact on organizational productivity in the Nigeria banking industry. The study recommends that banks should acquire or make use of modernized and 21<sup>st</sup> century software, hardware and network in order to increase organizational productivity and customer satisfaction which will eventually resulted to diversification of the organization

Since that 2009 the number of PSCs has been increasing and today there are about 556 companies in Tanzania as opposed to only 2 companies which were

available in the 1980s. These companies include Group 4 Securicor, Knight Support, Mint Master Security, KK Security Company, Security Group and Ultimate Security Company. Recently, PSCs in Tanzania employed about 1 million workers to offer security services countrywide. These companies cover almost all the regions and provide services to businesses and householders. Some of these companies have modern system of technology like CCTV to ensure provision of quality security services in Tanzania (Mkilindi, 2014).

Abrahamsen and Williams (2005) put an emphasis on the notion that there is a move towards increasingly great, business and professionally-managed companies and is likely to have a significant force on the growth of the industry and the services it comes up with, mainly by forming economies of scale and by creating improved access to capital. There is also a universal agreement that the upper-end of the security market in Kenya is fast moving toward technological solutions and that the future may well be largely dominated by alarmed response services as opposed to the traditional manned guarding.

In a study by Gatoto, Wachira and Mwenda (2014) on service quality strategies by PSFs in Kenya, the authors established that technology was a key factor that determined the quality of security service provided by these security firms. The authors observed that, in the ever-changing world of private security, protection officers' roles and responsibilities are quickly adapting to a heightened security environment. Protection officer suppliers are turning to advanced training in everything from the latest high-tech CCTV system to anti-terrorism in order for their officers to be ready for whatever corporate security assignments come their way. Security companies that are quick to adopt innovative ways and current technology are perceived to provide quality security services to their clients.

In South Sudan, the PMSC industry is primarily engaged in the protection of individuals working in the humanitarian sector and thus focuses on guarding, logistical support, evacuation and emergency response, access control, and the installation of CCTVs, alarm systems and perimeters, (Østensen, 2015). Duffield (2011) described Juba as “a series of privately guarded gated-communities that provide refuge for its plural elites” and that “it is rare to find international Non-Governmental Organization (NGO) for example RedR, Armadillo, etc., that do not employ a PSC to guard their gates.

### ***2.2.3 Customer Satisfaction and Provision of Security***

Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time (Fornell et al., 1996). With marketing, customer satisfaction also comes along with it which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customers further satisfied is therefore, a crucial outcome (Oliver, 1999).

Customer satisfaction is determined by the attributes of the product, the purchasing process and the feelings of the buyer. Customer requirements fulfillment and his perception of good's quality is a natural base of satisfaction. Perception of quality and value of product, its full compliance with customer requirements and the positive emotions associated with purchasing are the main determinants of satisfaction. However, exceeding the client's requirements contrary to some opinions does not seem to be indispensable for achieving satisfaction (Tao, 2014).

Over the past three decades, the number of personnel employed in the private security industry has grown significantly, from 10,000 in 1980 to over 32,000 nowadays. In particular, within the industry, the growth in employment of security

guards is noticeable relative to staff numbers in public police (around 53,000). These increases in contract guards suggest a greater likelihood of citizen contact with agents of private security. Though much has been written about citizen perceptions of police services and satisfaction with police services (for example, Skogan, 2005), very little research has addressed this important question in the private sector.

Measuring customer satisfaction is a very important aspect in the functioning of any enterprise, especially in the changing market conditions. Well-designed customer satisfaction measuring provides an answer to the question: Are customers satisfied? An important role in the customer satisfaction measuring is to identify the factors influencing on the lack of it. The most valuable information for a company can be provided especially by those customers who are particularly dissatisfied. These dissatisfied people have information which would enable find the reason for which the product, the service have not fulfilled expectations, contributing to a lack of satisfaction (Hill, Brierley & MacDougall 2003).

Customer satisfaction information (both positive and negative) can help guide the organization to address issues related to meeting stated customer's requirements. It can also help the organization to understand and address the customer's expectations, or issues related to the customer's perception of the delivered product or the organization and thereby enhance customer satisfaction (Reichheld, 2000).

Customers often look for a value in the total service which requires internal collaboration among the department that is responsible for different elements of the offering, such as the core product (goods or services) delivering the product, product documentation etc. Moreover, from profitability and productivity perspectives only activities that produce value for customers should be carried out. Hence, firms have to get to know their customers much better than has normally been. However, the

company should be able to build trust with the customer so it is easy to get the feedback from the customer. This is how customer oriented product or service could be developed (Hill, Brierley & MacDougall 2003.)

Customer satisfaction is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer's emotional responses, their attributions and their perception of equity (Zeithal & Bitner. 2003). Increased customer satisfaction can provide company benefits like customer loyalty, extending the life cycle of a customer expanding the life of merchandise the customer purchase and increases customers positive word of mouth communication. When the customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential customers. It is impossible for a business organization to grow up in case the company ignores or disregards the needs of customers (Tao, 2014).

Rucci, Kirn and Quinn (2008) argue that the factors that affect employee attitudes influence employee retention which in turn, affects customer satisfaction and ultimately financial performance of the firm. Reichheld (2000) also makes the business case for employee retention, suggesting that it is a key component of loyalty-based management, a strategy which argues is "at the heart of every company with an enduring record of productivity.

Parasuraman et al., (1985) argued that evaluation of service quality is difficult as compared to physical goods. Physical existence of goods facilitates the customer to buy them due to its aesthetic characteristics, services are considered as intangible because we are unable to see, touch or feel them (Hoffiman & Bateson, 2002). Hanson (2000) suggested that services quality shows the organization's ability to meet customers' desires and needs. So organization must improve their services to meet the



customers' wants and requirements. It is found that customers' perception of service quality is very important for managers to compete in the market (Hoffman & Bateson 2002).

More et al., (2007) identified that concentration on services quality leads to differentiation that enhance the competitive position of the organization for long term benefits. Service quality and customer satisfaction became core issues for the successful survival of any services organization. Service quality is considered very important indicator towards customer satisfaction (Spreng and Machoy, 1996). Service quality got popularity among professionals and academia due to increased competition. It contributes a lot to gain competitive advantage to maintain long-term relationship with customers (Zeithmal et al., 2003).

According to Goldstein et al., 2002), service process leads to an outcome resulting in the customer being either satisfied or dissatisfied with the service experience. It is of paramount importance that service organizations pay attention to designing the system by which service concepts are produced and delivered to customers. It is the role of delivery to ensure that the expected service outcome is received by the customer. A study by Zhu and Nakata (2007) argued that customer orientation is driven by service quality and impacts significantly on business performance. Further-more, the study argued that the relationship between customer orientation and business performance can be positively influenced by (IT) capability.

Research study by Guo et al., (2008) on the impact of process variation on financial performance in financial service institutions sheds further light on the dynamics of the impact of process orientation on customer satisfaction. They identify lack of rigorous policies and processes as one important factor that contributes to the substantial variation in service delivery. Process orientation like employee

management, supports a firm's customer orientation and has a direct effect on customer satisfaction. A study by Guo, Duff and Hair (2008) indicates that companies with an excellent customer service record reported a 72% increase in profit per employee compared to similar organizations that have demonstrated poor customer service. It is also very costly to attract new customers than retain existing customers; therefore achieving high levels of service is one method to keep customers both satisfied and loyal. The present study seeks to establish whether customer satisfaction influences provision of private security to commercial enterprises.

Over the past decade (before and after independence), South Sudan has been a major recipient of humanitarian assistance. In 2012, South Sudan received US\$865 million in international humanitarian assistance, making it the world's second largest recipient. Humanitarian assistance peaked at US\$949 million in 2013 (Global Humanitarian Assistance, 2015). This humanitarian assistance has come from bilateral donors, various UN organizations and smaller NGOs. Considering the continuing volatile situation in South Sudan, the protection of staff has been one of the key concerns and one of the driving reasons for employing PMSC, which is similar to other parts of the world (Keku, 2013).

#### ***2.2.4 Regulatory Framework and Provision of Security***

Private security entails different forms of security provided by individuals, companies and other organizations to a client at a fee as opposed to public security which is a public good provided by the state (Wairagu et al., 2004). The industry fills the gaps that governments may be unable to bridge using their conventional security architecture which typically includes policing, military, and intelligence institutions. Governments also contract private security firms where the option is cost-effective.

A comprehensive regulatory framework at the national level is essential for both achieving public oversight and control over the private security sector. Many states have portrayed an increasing tendency toward the establishment of comprehensive legislation to govern and control the work of PSCs (Button & George, 2006). However, there are still many states where such a framework is either flawed or lacking. According to Button and George (2006), all states should develop a national policy on the regulation of the private security sector as well as its rapport with the state security providers. The policy should be designed to ensure the highest possible standards in both spheres and be supplemented with appropriate primary legislation and regulations. Locally operating companies and those operating beyond the country should be regulated by national legislation (Button & George, 2006).

In some countries, such as the United States of America (USA) Canada and Australia, in which the state or province is responsible for regulating private security, their systems tend to be relatively minimal, the lowest category, in terms of the classification of regulatory systems developed by Button and George (2006). In the USA, the training hour's necessary to become a security officer varies by state from none to 16 hours (North Dakota) to 40 hours (California). In Canada, mandatory training standards have only recently been introduced and there are many provinces that still do not have a mandatory training course. In the case of Australia, the employers and employees are required to meet the standards based upon the character of the services they provide, including the absence of a criminal record as a basic requirement for all cases (Button & George, 2006).

On the other hand, Europe has maintained a quite high level of regulation in the industry. The (UK) standard is relatively low compared with other European countries and this was probably one of the main reasons the UK introduced the

Private Security Industry Act in 2001 in order to regulate and improve the quality of private security (Button & George 2007). The regulation of private security in the UK was significantly enhanced with this Act. The Act sought to shift the industry into the mainstream of UK policing services and introduced licensing schemes such as Compulsory Licensing and Approved Contractor Scheme to regulate the personnel and companies in this industry. The Act also established the Security Industry Authority (SIA) in 2003 to license and regulates all 'contract' private security providers by encouraging a higher degree of standards and professionalism (Crawford & Lister, 2004).

There are numerous forms of regulation in Africa, such as Angola (the Law of 30 July 2014 on Private Security Companies); Cameroon (the Decree of 2005 Implementing the 1997 Law on Private Guarding Services); the Democratic Republic of the Congo (1998 Ordinance on Private Security Companies); Lesotho (the Private Security Officers Act of 2002); Mozambique (the Constitutional Accord on Regulating Private Security Companies); Namibia (the 2002 Security Officers and Security Enterprises Act); Swaziland (the Regulation of Wages of the Security Services Industry, Order 2011); Uganda (the Police Act of 1994); and Zimbabwe (the Private Investigators and Security Guards (Control) Act of 2001, Chapter 27:10)(Private Security Monitor, 2012).

Abrahamsen and Williams (2005) suggested self-regulation as a possible way of introducing minimum standards in the private security industry in Sierra Leone but they concede that it would not solve all its problems, in particular as far as the enforcement of labour laws is concerned. One of their key demands was therefore that the private security sector be incorporated into ongoing security sector reform (SSR)

programmes, not least because PSCs could potentially have a major impact on the improvement of Sierra Leone's security situation.

South Sudan also highlights the blurring of lines between public and private security, as many local companies are regarded to have direct connections with the state or other armed actors. Humanitarian and development organizations want to recruit local companies as a means of boosting the local economy, but also regard these companies as potential security risks, precisely due to their alleged links with the South Sudanese government. This further highlights the need for more elaborate state regulation that can provide a coherent and legal framework in order to restrict such direct connections between Private Military and Security Companies and the state armed forces (Ethiopia Regional Conference on Private Military and Security Companies, 2015). The present study sought to establish whether current regulations in South Sudan influence the provision of private security in South Sudan.

Despite the size of the private security sector, there are no specific regulations or requirements in terms of the training and vetting of guards and the quality of training and services vary considerably from company to company. Most companies provide some training for their guard force but some PSCs place guards on duty with little or no knowledge of basic security provision, while others provide fairly extensive courses. Given the unevenness of training and standards, concerns are frequently raised about the quality and integrity of security staff, with allegations that guards are in collusion with criminals (Thuranira&Munanye, 2013).

### **2.3 Summary of Review of Literature and Research Gap(s)**

From the literature review it is evident that numerous studies have been conducted outside South Sudan, particularly concerning effectiveness of private security companies in the provision of security to commercial enterprises. It is also

important to note that a lot of research in this area has been conducted in many countries. Contextually, this study sought to determine the effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan.

Most recent study sought to explore the contribution of technology in private security patrol and crime prevention information system on crime level and safety perception. Since strategic challenges in the provision of private security to commercial enterprises in developing countries are under researched, they therefore recommended future studies should focus various countries (Te at el., 2016). A study by Sesi (2014) on the implementation of outsourcing strategies by commercial banks in Kenya established that outsourcing by commercial banks had resulted in various benefits, which does not represent other commercial enterprises.

It is important to note that, recent studies about the effectiveness of private security companies in the provision of security to commercial enterprises have focused on commercial banks in other countries in East Africa countries but not in South Sudan. There are few studies that have been carried in South Sudan; and thus this study sought to determine the effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan.

It is evident that challenges in effectiveness of PSCs in the provision of security to commercial enterprises are of concern to managers and policy makers seeking to understand how to effectively provide security to their clients. Globalization and competition for productive human resources has made managers to seek understanding of strategic challenges in the implementation effective workforce. It is against this back drop that this study sought to bridge this knowledge gap.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The methodology presents a description of how the study was approached. It presents the plan of the research, that is, the research design, how data was collected and from whom and the data analysis technique that was adopted to analyze the data in order to generate the findings of the study.

#### **3.2 Research Design**

Orodho (2004) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. The study was carried out through a descriptive research design. A descriptive survey research design is a research design that describes a phenomenon or characteristics associated with a subject population, estimate the proportion of a population that has these characteristics and discover associations among different variables (Cooper & Schindler, 2003). Best and Kahn (2012) confirmed that descriptive survey is an appropriate design for assessing management matters for it uses both qualitative and quantitative information to identify, analyze and interpret conditions that exist in relation to set standards.

According to Schreiber and Asner–Self (2011) descriptive design method is capable of collecting background information and that the researcher has little opportunity to motivate or influence respondents' responses. The strength of the design is its ability to study, describe, explore and analyze relationships among the respondents included in this study. The design helped the researcher obtain precise information on effectiveness of PSCs in the provision of security to commercial enterprises in Juba City, South Sudan. The choice of this method is ideal as the study was carried out in a limited geographical scope.

### 3.3 Research Site

Juba is the capital and largest city of the Republic of South Sudan. It also serves as the capital of Central Equatorial state which is one of the ten states of the Republic of South Sudan. The city is situated along the White Nile River and functions as the seat and metropolis of Juba County (Appendix 4).

Prior to its 2011 independence, South Sudan was part of the Sudan. In 1947, when the Sudan was still a colonial holding under joint British and Egyptian administration, Juba was the site of a conference where representatives of the northern and southern parts of the Sudan agreed to unify, thus dashing Britain's hopes of adding the southern part to Uganda. Unification did not go smoothly however, Juba, as the chief city of southern Sudan, became the spearhead of southern resistance to northern domination (Mckena, 2014).

Juba has been described as undergoing an economic boom, especially in the past five years and since independence. The prospect of an economic boom has brought thousands of merchants to Juba, mostly from Northern Sudan and from East Africa. According to Molomo (2014) the increase in the number of crime incidents reported in Juba City, South Sudan and the serious negative effects to the residents is a reason enough for necessary and immediate action to be taken. As conditions of insecurity continue to challenge international humanitarian operations in South Sudan, aid organisations have adopted a number of different measures in response. Among the most controversial of these measures has been the contracting of commercial entities to provide security services for operations and personnel in South Sudan. It is against this back drop that this study sought to determine the effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan.



### **3.4 Target Population**

According to South Sudan Chamber of commerce (2018) there are 12,345 commercial businesses having six security services (Radar Security Company, Insight Security firm, Warrior Security Company, KASS Security firm, VSS security professionals, and G4S) from PSFs, these commercial businesses form the target population of this study. The target population of the study included; Commercial Business Managers; Commercial Business Owners; Commercial Business Employees; Owners of private security firms; PMSC Managers; Ministry of labour and Ministry of legal affairs.

### **3.5 Determination of Study Sample**

#### ***3.5.1 Sampling Procedure***

According to Kothari (2004) sampling is the process by which a relatively small number of individuals, object or event selected and analyzed in order to find out something about the entire population from which it will be selected. A combination of stratified random sampling and simple random sampling was used in this study. The first stage of sampling was stratified sampling which was used to ensure representation from the different respondents, business owners, managers and employees from all the businesses in Juba City. The advantage of stratified sampling is that by selecting a part of the subject on which measurement is being taken in a population, conclusions may be drawn about the entire population. This method is also economical and time saving. Individual respondents were obtained using simple random sampling.

According to Mugenda and Mugenda (2003) sampling is a statistical determination of the appropriate sample size to enable the researcher generalize the results of the target population. Maxwell (1996) defined purposive sampling as a type

of sampling in which, “particular settings, persons, or events are deliberately selected for the important information they can provide that cannot be gotten as well from other choices”.

### 3.5.2 Study Sample Size

The study used Neuman (2011) formula for determining sample sizes in large populations, normally above 10,000, to arrive at the sample size of 384 business owners, managers and employees. The formula below was used to obtain the sample size.

$$n = \frac{Z^2 pq}{d^2}$$

Z = is standard normal deviation at the required confidence level, 0.05, which gives 1.96

p = is the proportion of the target population estimated to have the characteristics being measured when one is not sure, so one takes middle ground (0.5)

$$q = 1-p (1 - 0.5 = 0.5)$$

d is the level of statistical significance, which is a standard set at 0.05

$$\text{Therefore } n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2} = 384$$

The study obtained a sample of 384 respondents from a population of 1234 businesses that have contracted PSFs in Juba City.

**Table 1:***Sample Size*

Category	Population	Proportion	Sample Size	Sampling Technique
Commercial Business Managers	451	$451/12345 \times 384 = 5.01$	140	Simple Random
Commercial Business Owners	11	$11/12345 \times 384 = 3.4$	3	Simple Random
Commercial Business Employees	724	$728/12345 \times 384 = 26.5$	223	Simple Random
Owners of private security firms	12	$12/12345 \times 384 = 3.7$	4	Purposive
PMSC Managers	32	$32/12345 \times 384 = 9.9$	10	Simple Random
Ministry of labour	2		2	Purposive
Ministry of legal affairs	2		2	Purposive
<b>Total</b>	<b>1,234</b>	<b>-</b>	<b>384</b>	

*Source: HR records Private security firms and Ministry of labour records (2020)*

### 3.6 Data Collection Measures

#### 3.6.1 Development of Research Instruments

The study used both quantitative and qualitative data. Primary data was collected using self-administered questionnaires. The questionnaire was made up of structured questions using Likert scale. The questionnaire had four parts; first part collected the respondents' demographics and the other parts gathered information with respect to the research questions.

Questionnaires were administered to business owners, business managers, security firms and commercial business employees. Key informant interview (structured individual interviews) was also used to find in-depth information on the

crime in Juba city in order to corroborate the findings from the questionnaire (Appendix 3).

### ***3.6.2 Pilot Testing of Research Instruments***

Pretesting of the data collection instruments was performed in order to ascertain both data reliability and validity. Piloting of research data gathering tools helps the researcher assess the efficiency and the clarity of the instruments and its ease of use (Mugenda&Mugenda 2003). This method allowed errors to be identified and acts as a tool for training the research team before actual data collection begins (Sekaran, 2003).

To conduct the pretest, the researcher prepared and administered questionnaires to a total of 38 respondents (10% of sample) who are not part of the sample and the findings from the pilot study were not be included in the final report write up but were used to prepare the final questionnaire for the study.

The pretest respondents were requested to go through the draft questionnaire and answer as the real respondents would. Afterwards the researcher sought their views on whether the questions elicited the kind of responses required, and use their feedback in order to help in making adjustments in the questionnaire and approve it for distribution to the study respondents for data collection. This assisted the researcher to identify areas of concern or grey areas that may not have been properly captured in the questionnaires for example the time taken to understand the questions and fill the questionnaire, ambiguity of questions etc.

### ***3.6.3 Reliability of Research Instruments***

The researcher conducted a pilot test on a total of 38 respondents (10% of sample) from businesses in Bor city. The scores from both tests were correlated to indicate the reliability of the instruments. The results obtained in piloting were

calculated using Pearson's Product Moment Correlation Co-Efficient Formula. The reliability co-efficient (r) should fall within the recommended range of 0.7 and above to be deemed reliable. Cronbach alpha, which is a measure of internal consistency was used to test the internal reliability of the measurement instrument.

The higher the score, the more reliable the instrument, according to Nunnally (1978) 0.7 score is an acceptable reliability. The study adopted this statistic as its baseline for reliability. Based on the feedback from the pilot test, the questionnaire was modified and a final one developed.

#### ***3.6.4 Validity of Research Instruments***

Validity is the extent to which differences found with a measuring tool reflect true differences among respondents being tested (Copper & Schindler, 2003). Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. Validity can be measured by the extent the data obtained accurately reflects the theoretical or conceptual concepts; that is if the measurements gotten are consistent with the expectations.

Tichapondwa (2013) recommends that supervisors scrutinize items formulated to check if they match the requested criteria (clarity, intelligibility, neutrality among others). This is in line with suggestions by Cohen and Manion (1994) who argued that supervisors can be used to give objective opinions on contents of research instruments to ensure content and construct validity.

Validity means the degree to which evidence and theory support the interpretation of test scores entailed in proposed uses of tests. The validity of the instruments was checked by supervisors. In this study, content validity (item validity and sampling validity) of the instrument was established before conducting the actual study. Content validity is the degree to which the test measured events as per

objectives and research questions. Item validity is the relevance of items used in measurement of content. Sampling validity ensured that the items sampled the total content area chosen for measurement. Validity answers the question am I measuring what I intended to measure.

The content validity of the instrument was realized by seeking the expert opinion of the assigned University supervisor on the content of the questionnaires. The experts therefore peer reviewed the items and suggest ways of improving the items so that more accurate and meaningful data is obtained (Matula, 2018).

### **3.7 Data Processing and Analysis**

Data collected was standardized using various control measures, including checking for completeness and consistency before the data entry process. Questionnaires were coded and each questionnaire given a unique identification number before data entry. These numbers were entered and used as a check out for any inconsistencies in the data. The data was checked by the researcher to ascertain their completeness and internal consistency. The data analysis was done by the help of SPSS version 23 (Statistical package for social scientist). Mean and standard deviation was used to measure central tendency and dispersion respectively. After data analysis, the data was presented using frequency tables. Qualitative data was analyzed into themes and presented in verbatim.

### **3.8 Legal and Ethical Considerations**

Ethics elements commonly considered important when researchers involve human subjects in their research is addressed (Bruce & Howard, 2014). Participants' welfare took precedence over the interests of science or society. Participants were treated with courtesy and respect, and they were requested to participate in the research voluntarily and with adequate information (Monique, Hutter & Bailey,

2011).Saunders et al., (2007) assert that research ethics is important when relating to questions about a research topic, research design, research access, data collection and analysis. In this study, a research permit was obtained from Post Graduate School of Africa Nazarene University and South Sudan National Research Council (Appendix 5).

Ethics in research refers to the norms for conduct that distinguish between acceptable and unacceptable behavior while conducting research (Kothari 2004).Therefore, in the analysis of the data that was collected by the researcher, the participants were referred to as respondents, or by gender to ensure anonymity for ethical considerations. Respondents' names and identity were not disclosed.

The researcher conformed to the principle of voluntary consent where only willing respondents participated in the study. Informed consent was based on the information regarding: the purpose of the research study, identification of the researcher, any benefits that may be received (Appendix 1). The researcher communicated this to the respondents before the start of the study. To avoid plagiarism, all work obtained from other scholars were acknowledged.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

The purpose of the study was to determine the effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan. This chapter presents the outcome of data analysis based on the specific objectives. Section one presents the demographic characteristics of the respondents, section two present the findings based on the first specific objective of employee capability on provision of security, section three present the findings based on the second specific objective of technology adoption on provision of security, section four the findings based on the third specific objective of regulatory framework on provision of security, section five the findings based on the fourth specific objective of customer satisfaction on provision of security to commercial enterprises in Juba City, South Sudan.

#### **4.2 Demographic Characteristics of the Respondents**

This section presents respondents demographics including gender, age, work experience and highest level of education.

##### ***4.2.1 Response Rate***

Three hundred and eighty four (384) questionnaires were administered to business owners, business managers, security firms and commercial business employees. A total of 311 questionnaires were returned, yielding 80.9 % (311) response rate.



#### 4.2.2 Respondents' Gender

The researcher sought to evaluate gender distributions of the respondents. The results are tabulated in Table 2.

**Table 2**

*Gender of the Respondents*

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	193	62.1
Female	118	37.9
<b>Total</b>	<b>311</b>	<b>100</b>

*Source: Research Data (2020)*

The study findings show that male respondents were 62.1 % while female respondents were 37.9 %.

#### 4.2.3 Respondents' Age

The study sought to establish the age distribution of the respondents. Results are summarized below in Table 3.

**Table 3***Age brackets of the Respondents*

<b>Age brackets</b>	<b>Frequency</b>	<b>Percentage</b>
24-29 years	134	43.1
30-34 years	82	26.3
35-39 years	52	16.7
40-44 years	26	8.4
45 and above years	17	5.5
<b>Total</b>	<b>311</b>	<b>100.00</b>

*Source: Research Data (2020)*

Majority (43.1%) of the respondents are in the age bracket of 24-29 years. Those in the age of bracket 30-34 years are 26.3% while those in age bracket 35-39 years are 16.7%. Age bracket between 40 and 44 years are 8.4%, and 5.5% are 45 years and above.

#### ***4.2.4 Respondents' Work Experience***

The respondents were requested to indicate the duration of time they have worked for the company. The responses are shown in the Table 4.

**Table 4***Working Experience in the Company*

<b>Duration</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5 years	21	7.14
6-10 years	166	53.58
11-15 years	103	32.14
16-20 years	21	7.14
<b>Total</b>	<b>311</b>	<b>100.0</b>

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*Source: Research Data (2020)*

From the findings in table 4, 53.58% of the respondents have worked in their respective companies between 6 and 10 years, 32.14% have worked for their respective companies between 11-15 years while 7.14% have worked for their respective companies between 16-20 years, 7.14% have worked for their respective companies less than 5 years.

#### ***4.2.5 Respondents' Level of Education***

The study sought to establish the level of education of the respondents. Results are summarized below in Table 5.

**Table 5***Education level*

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	27	8.7
Undergraduate	186	59.8
Masters	96	30.9
PHD	2	0.6
<b>Total</b>	<b>311</b>	<b>100.00</b>

*Source: Research Data (2020)*

Findings indicate that 59.8% of the respondents have university degree, 30.9% have post Master's degree, and 8.7% have either a diploma while 0.6% of the respondents have doctorate degree.

### **4.3 Presentation of Research Analysis, and Findings**

This section presents descriptive analysis findings on the independent (employee capability, technology adoption, regulatory framework, customer satisfaction) and dependent variables (provision of security to commercial enterprises) of the study.

### 4.3.1 Employee Capability on Provision of Security

The respondents were requested to show their level of agreement with the statements in relation to influence of employee capability on provision of security to commercial enterprises. The results are as shown in Table 6.

**Table 6**

*Employee Capability on Provision of Security*

<b>Employee Capability</b>	<b>Mean</b>	<b>Standard deviation</b>
The security guards assigned to our organization are competent enough to manage security matters.	4.24	.597
Level of education of security personnel is a key element that should be considered while hiring guards from private security companies.	4.21	.545
Security guards assigned to our shop exhibit utmost level of professionalism in managing security provision task.	4.25	.805
Our current private security provider has been able to adhere to our contractual task accomplishment.	3.49	1.012
There is need for periodic training of security guards to improve their service delivery.	4.29	.744

*Source: Research Data (2020)*

Employee capability has been acknowledged to be one of the factors that influence provision of commercial security in Juba. The study wanted to establish the claim. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. The analysis in table 6 shows that the majority who scored the highest mean of 4.29 and a standard deviation of 0.744 agreed that there is need for periodic training of security guards to improve their service delivery. This was closely

followed by those who too agreed that security guards assigned to their shop exhibit utmost level of professionalism in managing security provision task mean of (4.25) and a standard deviation of (0.80). Further more respondents agreed that the security guards assigned to their organization are competent enough to manage security matters with a mean of (4.24) and a standard deviation of (0.59), Level of education of security personnel is a key element that should be considered while hiring at a mean of (4.21) and a standard deviation of (0.54). Their current private security provider has been able to adhere to our contractual task accomplishment at a mean of (3.49) and a standard deviation of (1.012). The findings imply that periodic training improves employee capability because majority of the respondents has the highest mean (M=4.29, S.D.= 0.74). Lowest mean of (M=3.49, S.D.= 1.012) indicates that most of the respondents are of the opinion that private security providers has been able to adhere to contractual task accomplishment adequately.

In the open ended questions in the questionnaire majority of the respondents upon being asked to suggest their view how employee capability can be improved. Firstly, majority of the respondents were of the opinion that continuous training will improve employee capability. Secondly, some respondents suggested that provision of working equipments and orientation will improve employee capability.

The respondents were also requested to describe their experience concerning employee capability of private security providers. Majority of the respondents revealed that the security guards have an average level of professionalism that should be improved. Moreover, the respondents suggested the need of capacity building among the security personnel in order to enhance employee capability.

Respondent 001 from the ministry of labor was asked to give opinion on the extent employee capability influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

In different commercial enterprises, a security officer faces varied security risks such as hostage and shooting scenario. This implies that correct skills of hired security personnel are paramount in risk mitigation, property evacuation as well as assisting in law enforcement when property is damaged. Selecting an applicant that does not try to be a hero but is focused in task accomplishment is inevitable because this enhances security provision by the PSCs and subsequent business performance by the commercial enterprises. Therefore the security personnel recruited must know how important it is in a crisis to work as a team with local law enforcement” (Respondent 001)

Respondent 002 from the ministry of labor was asked to give opinion on the extent to which employee capability influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

Since security personnel face risky situations in their workplace, regular training is important to the security personnel when faced with a dangerous employee. Hiring employees who are able to follow and are able to maintain adequate control over situation can improve provision of security by PSCs to commercial enterprises”.( Respondent 002)

Respondent 003 from the ministry of legal affairs was asked to give opinion on the extent to which employee capability influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

A suitable applicant for security personnel should be no younger than eighteen years and has at least secondary level of education. They should be able to understand and obey the law in every circumstance. Hiring an employee who maintains professional rapport and gets along with law enforcement officers is crucial. Potential candidates should be able to understand the significance of your staff and property security”( Respondent 003)

Respondent 004 from the ministry of legal affairs was asked to give opinion on the extent to which employee capability influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

A Security personnel who has worked in different industries that include shipping companies, hotels and banks, is the most suitable employee. This is because the diverse experience enables the employee to understand all situations and how to mitigate risk (Respondent 004)

#### ***4.3.2 Technology Adoption on Provision of Security***

The respondents were requested to show their level of agreement with the statements in relation to influence of technology adoption on provision of security to commercial enterprises. The results are as shown in Table 7.

**Table 7**

*Technology Adoption on Provision of Security*

	<b>Mean</b>	<b>Standard Deviation</b>
The security guards deployed to our organization are able to use the latest technology in security work for example, weapon detectors.	4.42	.495
The security company provides the guards in our enterprise with the latest security equipment e.g. tracking devices.	4.42	.495
The security company guards are trained on emerging technological risks affecting the physical security of enterprises and other alternate channels they are assigned to secure (e.g. CCTVs)	4.56	.497
The security company advises the client on technological changes that it should adopt to mitigate physical security risks	4.42	.495
The security technology used by the security company aligns seamlessly with the technology in the market	4.21	.773
The security company uses up to date technology in providing security for enterprises e.g. biometric identification equipment's.	4.49	.501

***Source: Research Data (2020)***



Technology adoption has been acknowledged to be one of the factors that influence provision of commercial security in Juba. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. The analysis in Table 7 shows that the security company guards are trained on emerging technological risks affecting the physical security of enterprises and other alternate channels they are assigned to secure (e.g. CCTVs), at a mean of (4.56) and a standard deviation of (0.497). The security company uses up to date technology in providing security for enterprises e.g. biometric identification equipment's. at a mean of (4.49) and a standard deviation of (0.5), The security guards deployed to our organization are able to use the latest technology in security work for example, weapon detectors with a mean of (4.42) and a standard deviation of (0.49), and The security company provides the guards in our enterprise with the latest security equipment e.g. tracking devices a mean of (4.42) and a standard deviation of (.49) same as The security company advises the client on technological changes that it should adopt to mitigate physical security risks at a mean of (4.42) and a standard deviation of (0.49). The security technology used by the security company aligns seamlessly with the technology in the market at a mean of 4.21 and a standard deviation of (0.77). The findings imply that the security company guards are trained on emerging technological risks affecting the physical security of enterprises and other alternate channels they are assigned to secure (e.g. CCTVs) has the highest mean (M=4.56, S.D.= 0.49). Lowest mean of (M=4.21,S.D= 0.773) indicates the security technology used by the security company aligns seamlessly with the technology in the market. This is an indication that the security firms have not adequately aligned seamlessly with the technology in the market.

Moreover, open ended questions responses investigating some of the technologies used by private security providers indicates used by the private security providers include CCTV, biometric identification, weapon detectors and wireless communication. In addition, to when the respondents were asked their opinion on how technology adoption has contributed to business safety most of the respondents indicated that technology adoption has ensured physical security of the enterprises by averting criminal attempts.

Respondent 001 from the ministry of labour was asked to give opinion on how technology adoption influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

Adoption of law enforcement technology is rather ad hoc than anticipated. Implementation and purchase of the technology when having clear strategic plan defining how and why the technology will be used results to integration and use of technology constructively by the security firms. The private security firms that have adopted these technologies have significantly improved their services to their customers (Respondent 001)

Respondent 003 from the ministry of legal affairs was asked to give opinion on the extent to which technology adoption influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

Community factors have the capacity of influencing the kind of technology that should be adopted as well as how technology can be utilized to enable key outcomes. Therefore community factors have a significant influence from local laws and national sentiment (Respondent 003)

Respondent 004 from the ministry of legal affairs was asked to give opinion on the extent technology adoption influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

Technology has positive influence in many industries in terms of efficiency improvement, analytical and informational capacities, provision of information sharing and communication practices

amongst other benefits. However, it's not yet had a game changer effect on provision of security by PSCs to commercial enterprises in terms of crime mitigation and provision of public safety”( Respondent 004)

### ***4.3.3 Customer Satisfaction on Provision of Security***

The respondents were requested to show their level of agreement with the statements in relation to influence of customer satisfaction on provision of security to commercial enterprises. The results are as shown in Table 8.

**Table 8**

*Customer Satisfaction on Provision of Security*

	<b>Mean</b>	<b>Standard Deviation</b>
The company providing our organization with private security has excellent customer technical support.	4.48	.500
We enjoy the service quality from our private security provider.	4.53	.500
Our private security provider has invested in customer care infrastructure such as Customer Relationship Management.	4.33	.636
Trust is the virtue that has ensured cordial relationship between our enterprise and security provider.	4.60	.564
We are generally satisfied with the variety of services provide by our security provider.	4.35	.623

***Source: Research Data (2020)***

Customer satisfaction has been acknowledged to be one of the factors that influence provision of commercial security in Juba. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. The analysis in Table 8 shows most of the respondents agreed that trust is the virtue that has ensured cordial relationship

between our enterprise and security provider at a mean of (4.6) and a standard deviation of (0.56), they enjoy the service quality from our private security provider., at a mean of (4.53) and a standard deviation of (0.5), the company providing our organization with private security has excellent customer technical support, at a mean of (4.48) and a standard deviation of (0.5), we are generally satisfied with the variety of services provide by our security provider at a mean of (4.35) and a standard deviation of (0.62), and our private security provider has invested in customer care infrastructure such as Customer Relationship Management., at a mean of (4.33) and a standard deviation of (0. 636).

The findings imply that trust is the virtue that has ensured cordial relationship between our enterprise and security provider has the highest mean ( $M=4.60$ ,  $S.D.=0.56$ ), implying that trust is a central virtue when it comes customer satisfaction. Lowest mean of ( $M=4.33$ ,  $S.D=0.636$ ) indicates private security providers have invested in customer care infrastructure such as Customer Relationship Management. This is an indication that the security firms have not adequately invested adequately in customer relationship management to enhance customer satisfaction.

Furthermore, open ended questions investigated what makes the customers satisfied with reference to the services offered by private security companies. Majority of the respondents indicated services variety, technology adoption, and employee professionalism. The respondents were further asked to indicate what can be done to enhance customer satisfaction. Majority of the respondents indicated that adoption of customer relationship management infrastructure, quality services, technical support in the services offered and cultivation of the virtue of trust.

Respondent 002 from the ministry of labour was asked to give opinion on the ways customer satisfaction influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan. In response:

Given the fact that customer satisfaction in the commercial enterprise sector is a main concern, problems of satisfaction is a concern of stakeholders in the business environment. Customer remains the main character in business operations because there is always variation in satisfaction of customers. In the event that the private security firms are able to satisfy customers' needs this will considerably improve provision of security to commercial enterprises. However, customer satisfaction also gives the organization opportunity for improvement. (Respondent 002)

#### ***4.3.4 Regulatory Framework on provision of Security***

The respondents were requested to show their level of agreement with the statements in relation to influence of regulatory framework on provision of security to commercial enterprises. The results are as shown in Table 9.

**Table 9**

*Regulatory Framework on Provision of Security*

	<b>Mean</b>	<b>Standard Deviation</b>
Legislation enshrined PSCs employees' roles and responsibilities within the legal framework agreements between the police and the company.	4.38	.485
Licensing systems clearly defining the type of services PSCs may be allowed to provide.	4.35	.542
Government policy that ensures that all PSCs employees are individually licensed to work within the private security sector and trained to high standards.	4.38	.487
There is need of strong system of industry self-regulation to complement to national legislation.	4.42	.494
Legislation state minimum requirements for transparency and accountability of PSCs	4.47	.500

***Source: Research Data (2020)***

Regulatory framework has been acknowledged to be one of the factors that influence provision of commercial security in Juba. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. The analysis in Table 9 shows that majority of the respondents agreed Legislation stating minimum requirements for transparency and accountability of PSCs, at a mean of (4.47) and a standard deviation of (0.5), there is need of strong system of industry self-regulation to complement to national legislation with a mean of (4.42) and a standard deviation of (0.49), Government policy that ensures that all PSCs employees are individually licensed to work within the private security sector and trained to high standards., at a mean of (4.38) and a standard deviation of (0.49), and Legislation enshrined PSCs employees' roles and responsibilities within the legal framework agreements between the police and the company, at a mean of (4.38) and a standard deviation of (0.48),same as Licensing systems clearly defining the type of services PSCs may be allowed to provide., at a mean of (4.35) and a standard deviation of (0.542).

The findings imply that legislation states minimum requirements for transparency and accountability of PSCs has the highest mean (M=4.47, S.D.= 0.5), implying that legislations that regulate private security firms. Lowest mean of (M=4.35, S.D=0.54) licensing systems clearly defining the type of services PSCs may be allowed to provide. This is an indication that the security firms licensing do not clearly define type of services PSCs may be allowed to provide. Hence, majority of the respondents were of the opinion that there is need of strong system of industry self-regulation to complement to national legislation (M=4.42, S.D=0.49).

Moreover, findings from open ended questions enquired respondents opinion concerning how regulatory framework influence provision of security by private

security firms. Majority of the respondents were of the opinion that regulations provides a legal framework of private security provision. The respondents were indicated that legislations define minimum requirements that ensure accountability and transparency of the PSCs.

#### ***4.3.5 Response on Dependent Variable-Provision of Security***

The study respondents were requested to show their level of agreement with the statements in relation to Provision of Security. The results are shown in Table 10

**Table 10**

*Provision of Security*

	Mean	Std. Deviation
The organization has faced litigation from third parties as a result of the actions of the company that provides security to our enterprise	4.29	.866
There have been minimal security breaches after our organization outsourced security	4.69	.464
The organization has been able to reduce its costs after outsourcing security services	4.10	1.186
The security company employees do not relate well with the employees of our organization	4.35	.615
Our business performance has significantly improved as a result of outsourcing of security services	4.57	.496

***Source: Research Data (2020).***

The analysis in Table 10 shows that the majority who scored the highest mean of 4.69 and a standard deviation of 0.46 agreed that there have been minimal security breaches after our organization outsourced security. This was closely followed by those who too agreed that our business performance has significantly improved as a result of outsourcing of security services a mean of (4.57) and a standard deviation of

(0.49). Further more respondents agreed the security company employees do not relate well with the employees of our organization with a mean of (4.35) and a standard deviation of (0.61), The organization has faced litigation from third parties as a result of the actions of the company that provides security to our enterprise at a mean of (4.29) and a standard deviation of (0.86), and The organization has been able to reduce its costs after outsourcing security services(4.10) and a standard deviation of (1.18).

The findings imply that there has been minimal security breaches after the security organization outsourced security services (M=4.47, S.D.= 0.5), implying private security firms have performed well regarding contractual performance. Lowest mean of (M=4.69, S.D=0.46) the organization has been able to reduce its costs after outsourcing security services. This is an indication contracting private security is an additional cost to commercial enterprises. However, business performance has significantly improved as a result of outsourcing of security services (M=4.57, S.D=0.49).



## CHAPTER FIVE

### SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents a discussion of the findings based on the objectives of the study as well as the available literature. The section discussed: demographic data findings; influence of employee capability on provision of security; influence of technology adoption on provision of security; influence of regulatory framework on provision of security; influence of customer satisfaction on provision of security to commercial enterprises in Juba City, South Sudan. In addition to, the chapter presents recommendations, conclusion and suggestion for further studies.

#### 5.2 Discussion

Three hundred and eighty four (384) questionnaires were administered to business owners, business managers, security firms and commercial business employees. A total of 311 questionnaires were returned, yielding 81.84 % (311) response rate. Two officials from ministry of labor and two ministries of legal affairs were interviewed. The overall response rate was therefore 82.03(315) %. Nachmias and Nachmias (2004) have pointed that survey researches face a challenge of low response rate that rarely goes above 50%. They further suggest that a response rate of 50% and above is satisfactory and represents a good basis for data analysis.

The study findings show that male respondents were 62.1% (193) while female respondents were 37.9 % (118). This implies that in PSCs provision of security to commercial enterprises in Juba City, South Sudan considers gender equality even though male employees remain dominant. The results showed majority of the respondents were in the age bracket of below 30years were 43.1 % (134).These

findings imply that the majority of employees are young adults; it is from this group of employees where physical activity is supposed to be concentrated in their roles as security personnel.

From the findings 53.58% (166) of the respondents have worked in their respective companies between 6 and 10 years, 32.14%(103) have worked for their respective companies between 11-15 years while 7.14%(21) have worked for their respective companies between 16-20 years, 7.14% (21) have worked for their respective companies less than 5years. The implications of these findings show that the respondents have worked a long time enough and were conversant with effectiveness of private security companies in the provision of security to commercial enterprises in Juba City, South Sudan; therefore, they gave in valuable information for the study.

Findings indicate that 59.8 %( 186) of the respondents had university degree, 30.9 %( 96) had post master's degree, and 8.7 %( 27) had either a diploma while 0.6% (2) of the respondents had doctoral degree. This implies that the respondents were literate enough to interpreted and respond to the objectives of the study conclusively.

### **5.3 Summary of Main Findings:**

The study's first objective was to analyze the effect of private security firms' employee capability in provision of security to commercial enterprises in Juba City, South Sudan. The findings indicated that employee capability in provision of security to commercial enterprises. The finding is also supported by Tornow and Wiley (2004) found a positive correlation between the capacity of employees and service quality. They also found that employee capacity is directly related to the attitude and perceptions of employees, which relates to the organization and its management

practices. To improve effectiveness in service quality, organizations must build the capacity to retain, attract and employ an adequate number of high-quality employees' in order to adapt to circumstances that are constantly changing.

The study's second objective was to evaluate influence of technology adoption by PSCs in provision of security to commercial enterprises in Juba City, South Sudan. The findings indicated that technology adoption influence provision of security to commercial enterprises. However, it's not yet had a game changer effect on provision of security by PSCs to commercial enterprises in terms of crime mitigation and provision of public safety. This is in line with arguments by Al-Jabri and Sohail (2012) who indicated that relative advantage results in increased efficiency, economic benefits and enhanced status hence relative advantage of an innovation is positively related to the rate of adoption.

The study's third objective was to assess the influence of customer satisfaction on provision of security to commercial enterprises by PSCs in Juba City, South Sudan. The findings indicated that customer satisfaction influence provision of security to commercial enterprises by PSCs. However, the study established that customer dissatisfaction also presents opportunity for improvement. The finding is in tandem with customer satisfaction information (both positive and negative) can help guide the organization to address issues related to meeting stated customer's requirements. It can also help the organization to understand and address the customer's expectations, or issues related to the customer's perception of the delivered product or the organization and thereby enhance customer satisfaction (Reichheld, 2000).

The study's fourth objective was to evaluate influence of regulatory framework in the provision of security by PSCs to commercial enterprises in Juba

City, South Sudan. The findings indicated that regulatory framework influence provision of security to commercial enterprises by PSCs. However, licensing systems clearly defining the type of services PSCs may be allowed to provide. The findings concur with Abrahamsen and Williams (2005) suggested self-regulation as a possible way of introducing minimum standards in the private security industry in Sierra Leone but they concede that it would not solve all its problems, in particular as far as the enforcement of labour laws is concerned.

### ***5.2.1 Employee Capability on Provision of Security***

The study's first research question was: To what extent does private security firms' employee capability influence provision of security to commercial enterprises in Juba City, South Sudan? The study findings indicate that employee capacity influence provision of security to commercial enterprises positively. Specifically, the respondents were of the opinion that that periodic training improves employee capability because majority of the respondents has the highest mean ( $M=4.29$ ,  $S.D.=0.74$ ). According to a study by Schneider et al. (2003), to provide high quality service, employees need to get enough training in the necessary technical skills and knowledge and interactive skills. Interactive skills help employees to provide courteous, caring, responsive and empathetic service. Successful companies invest heavily in training and make sure that the training fits their business goals and strategies.

Secondly, security guards assigned to our shop exhibit utmost level of professionalism in managing security provision task ( $M=4.25$ ,  $S.D.=0.80$ ). This implies that utmost level of professionalism that employees exhibit means that employee capacity is adequate. Moreover, the security guards assigned to our organization are competent enough to manage security matters ( $M=4.24$ ,  $S.D.=0.59$ ).

In a study carried in Rwanda, Machogu (2012) suggests that since highly educated workers are more likely to adopt and implement employee training, the adoption of continuous training solutions can play an important role in increasing the awareness of the huge potentialities of technological innovations. This is an indication that employee capacity can be enhanced by periodic training; continuous training will enable employees to adjust to technological changes as well as task demand.

### ***5.2.2 Technology Adoption on Provision of Security***

The study's first research question was: How does technology adoption influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan? The

study findings established that technology adoption has positive influence in many industries in terms of efficiency improvement, analytical and informational capacities, provision of information sharing and communication practices amongst other benefits. However, it's not yet had a game changer effect on provision of security by PSCs to commercial enterprises in terms of crime mitigation and provision of public safety. The findings is buttressed by the fact that security company guards are trained on emerging technological risks affecting the physical security of enterprises and other alternate channels they are assigned to secure (e.g. CCTVs) has the highest mean (M=4.56, S.D.= 0.49).

Information technology is used for all kinds of surveillance tasks. It can be used to augment and extend traditional surveillance systems such as Close-Circuit Television (CCTV) and other camera systems, for example to identify specific individuals in crowds, using face recognition techniques, or to monitor specific places for unwanted behaviour. Such approaches become even more powerful when

combined with other techniques, such as monitoring of Internet-of-Things devices (Motlagh et al., 2017).

The almost universal use of good encryption techniques in communication systems makes it also harder to gather effective surveillance information, leading to more and more calls for “back doors” that can exclusively be used by government in communication systems. From a privacy standpoint this could be evaluated as unwanted, not only because it gives government access to private conversations, but also because it lowers the overall security of communication systems that employ this technique (Abelson et al. 2015).

The findings is also in line with Robinson (2012), relative advantage of an innovation is the degree to which an innovation is perceived as better than the idea it supersedes by a particular group of users, measured in terms that matter to those users, like economic advantage, social prestige, convenience or satisfaction. Robinson (2012) opines that the greater the perceived relative advantage of an innovation, the more rapid its rate of adoption is likely to be. Adoption of technology is therefore an important factor in information and service management in provision of security. Technology is important in data generation and technological applications especially in Geographical Information Systems (GIS).

### ***5.2.3 Customer Satisfaction on Provision of Security***

The study’s first research question was: In what ways does customer satisfaction influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan? Customer satisfaction in the commercial enterprise sector is a main concern, problems of satisfaction is a concern of stakeholders in the business environment. Customer remains the main character in business operations because there is always variation in satisfaction of customers.

Majority of the respondents indicated services variety, technology adoption, and employee professionalism. The respondents were further asked to indicate what can be done to enhance customer satisfaction. Majority of the respondents indicated that adoption of customer relationship management infrastructure, quality services, technical support in the services offered and cultivation of the virtue of trust. The findings imply that trust is the virtue that has ensured cordial relationship between our enterprise and security provider has the highest mean ( $M=4.60$ ,  $S.D.= 0.56$ ), implying that trust is a central virtue when it comes customer satisfaction.

Physical existence of goods facilitates the customer to buy them due to its aesthetic characteristics services are considered as intangible because we are unable to see, touch or feel them (Hoffiman & Bateson, 2002). Hanson (2000) suggested that services quality shows the organization's ability to meet customers' desires and needs. So organization must improve their services to meet the customers' wants and requirements. It is found that customers' perception of service quality is very important for managers to compete in the market (Hoffiman & Bateson 2002).

More et al.,(2007) identified that concentration on services quality leads to differentiation that enhance the competitive position of the organization for long term benefits. Service quality and customer satisfaction became core issues for the successful survival of any services organization. Service quality is considered very important indicator towards customer satisfaction (Spreng and Machoy, 1996). Service quality got popularity among professionals and academia due to increased competition. It contributes a lot to gain competitive advantage to maintain long-term relationship with customers (Zeithmal et al., 2003).

#### ***5.2.4 Regulatory Framework on Provision of Security***

The study's first research question was: In what ways does regulatory framework influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan? Majority of the respondents were of the opinion that regulatory provides a legal framework of private security provision. The respondents were indicated that legislations define minimum requirements that ensure accountability and transparency of the PSCs.

A suitable applicant for security personnel should be no younger than eighteen years and has at least secondary level of education. They should able to understand and obey the law in every circumstance. Hiring an employee who maintains professional rapport and gets along with law enforcement is crucial. Potential candidates should be able to understand the significance of your staff and property security.

The findings imply that legislation states minimum requirements for transparency and accountability of PSCs has the highest mean ( $M=4.47$ ,  $S.D.= 0.5$ ), implying that legislations that regulate private security firms. Lowest mean of ( $M=4.35$ ,  $S.D=0.54$ ) licensing systems clearly defining the type of services PSCs may be allowed to provide. This is an indication that the security firms licensing do not clearly define type of services PSCs may be allowed to provide. Hence, majority of the respondents were of the opinion that there is need of strong system of industry self-regulation to complement to national legislation ( $M=4.42$ ,  $S.D=0.49$ ).

A comprehensive regulatory framework at the national level is essential for both achieving public oversight and control over the private security sector. Many states have portrayed an increasing tendency toward the establishment of comprehensive legislation to govern and control the work of PSCs (Button & George,



2006). However, there are still many states where such a framework is either flawed or lacking.

According to Button and George (2006), all states should develop a national policy on the regulation of the private security sector as well as its rapport with the state security providers. The policy should be designed to ensure the highest possible standards in both spheres and be supplemented with appropriate primary legislation and regulations. Locally operating companies and those operating beyond the country should be regulated by national legislation (Button & George, 2006).

#### **5.4 Conclusions**

Firstly, the study concludes that employee capacity significantly influences provision of private security by the commercial enterprises. However, employee capability is a continuous process that should always be reinforced by training. This suggests that some of the private security companies have not been carrying out regular employee training. Especially when it comes improving employee capacity in using the current technological innovations. On the job and off the job training approaches will steadily make the employees alert concerning task accomplishment.

Secondly, the study concludes that customer satisfaction is one of the study variable that has significantly influenced private security companies in providing security to commercial enterprises. However, a satisfied customer becomes an evangelist while a dissatisfied customer becomes a terrorist. The study concludes that dissatisfied customers gives the private security companies in providing security to commercial enterprises to identify areas of improvement. Moreover, customer satisfaction is relative and requires provisions whereby customers are able to give feedback. The private security companies should also continue to differentiate their products to align with ever-changing customer preferences.

Thirdly, the study concludes that despite the fact that technology has been significantly adopted; private security companies in providing security to commercial enterprises do not have a statistically significant influence on the effectiveness of outsourced private security services by commercial enterprises. Given the fact that some security firms have adopted up-to-date technology in providing security services to the commercial enterprises, the provision of advisory services to the commercial enterprises is inevitable in order to safeguard commercial enterprises against physical security risks. However, the study concludes that technological training gaps of the security personnel should be aligned seamlessly between the security companies' technology and the commercial enterprises' technology.

Fourthly, the study concludes that the private security industry lacks a comprehensive regulatory framework and private security policy makers in South Sudan should develop a PSC regulatory framework since the absence of a regulatory framework affects the performance of PSCs negatively. The study also concludes that a comprehensive regulatory framework or system at the national level is important in achieving public control and oversight in the private security sector. Stringent regulations are significant in enhancing and putting a clear comprehension of association between the public and private security sectors. The study also concludes that a regulatory framework influences the effectiveness of the provision of private security to commercial enterprises.

## **5.5 Recommendations**

Firstly, the study recommends that private security companies should invest in employee training in order to enhance employee capacity. Moreover, competitive remuneration for their security personnel will in turn ensure employee morale.

The private security companies should also have effective and efficient human resource plans that will ensure that private security personnel handle predicament of security guards as well as disciplinary procedure to manage dishonest employees who collude to commit fraud.

Secondly, the study recommends that customer satisfaction should be improve by investing in the current technological systems such as customer relationship management. This will assist the private security firms in identifying best practices in serving their clientele base. In addition to, the private security should invest in consumer surveys that will enable them identify their strengths and weaknesses. Subsequently they will be able to explore avenues of improving in their weaknesses.

Thirdly, the study recommends that the private security firms should integrate surveillance systems and fire systems be alarms. Furthermore, systems that detect fire should be fitted with body scanners of high quality, mobile communications and closed circuit communication. Additionally, redundancies should be incorporated by GPRS and radio system installation that are well integrated to fire panels, so that the customer is able to get automated response in case of any intrusion. Private security companies should invest in comprehensive maintenance plans that will ensure that repairs of security equipment do not delay. Moreover, private security company technology should be consistent with technological evolutions.

Fourthly, the study recommends the government of South Sudan should develop national policies that regulate private security companies that can build a rapport with the government security providers as well. The policies should be formulated to uphold the high standards of regulations and legislation. Domestically, operating private security companies beyond republic of South Sudan should be regulated by national legislation. A private security industry that is efficiently could

possibly improve security conditions in South Sudan other than employment creation opportunities.

The study further recommends that professional associations should be formed where by security operators can be represented in official committees in order to voice their concerns.

Comprehensive licensing systems that clearly defines the type of services that PSCs may be allowed to provide and providing for the revocation of licenses in certain cases should be established. The legislation should establish a clear set of criteria against which license applications are assessed on a case-by-case basis.

#### **5.6 Areas of Further Research.**

It is recommended that research is conducted to find out the other study variables other than (employee capacity, customer satisfaction, information technology and regulatory framework) not explained by the present study.

The current study was a case of private security companies in Juba City; further studies need to be carried out on the entire South Sudan to enable generalization of findings.

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## APPENDICES

### Appendix 1: Introduction Letter

Dear Respondent,

#### RE: QUESTIONNAIRE FILLING

My name is Joseph Malong Akoch. Currently a student in Africa Nazarene University, Nairobi Kenya. I am conducting a research on “**EFFECTIVENESS OF PRIVATE SECURITY COMPANIES IN THE PROVISION OF SECURITY TO COMMERCIAL ENTERPRISES IN JUBA CITY, SOUTH SUDAN**”. This study will be used purely for academic purposes and for the partial fulfillment of a post graduate degree course. Please note that responses given will be treated with confidentiality and strictly for the purposes of this study. Kindly, respond to these questions as honestly and as precisely as possible.

Thank you for your time



**Joseph Malong Akoch**

## Appendix 2: Questionnaire

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated confidential.

### SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your gender (Tick one)          Male [  ]          Female [  ]
  
2. By use of a tick (  ), please indicate the age category that applies for you.
  - a) Below 30 years                                  [  ]
  - b) 30 – 34 years                                    [  ]
  - c) 35 – 39 years                                   [  ]
  - d) 40 – 44 years                                  [  ]
  - e) 45 years and above                            [  ]
  
3. Working experience
 

5 years and below	[ <input type="checkbox"/> ]
6- 10 years	[ <input type="checkbox"/> ]
11-15 years	[ <input type="checkbox"/> ]
16- 20 years	[ <input type="checkbox"/> ]
21 years and over	[ <input type="checkbox"/> ]
  
4. Highest level of education
 

Diploma	[ <input type="checkbox"/> ]
Undergraduate	[ <input type="checkbox"/> ]
Masters	[ <input type="checkbox"/> ]
PHD	[ <input type="checkbox"/> ]

### SECTION B: EMPLOYEE CAPABILITY

5. Kindly rate to what extent do you agree with the following statements influence of employee capability in provision of security (in a scale of 1 to 5).Whereby: 5 strongly agree, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

<b>Employee Capability</b>	1	2	3	4	5
The security guards assigned to our organization are competent enough to manage security matters.					
Level of education of security personnel is a key element that should be considered while hiring guards from private security companies.					
Security guards assigned to our shop exhibit utmost level of professionalism in managing security provision task.					
Our current private security provider has been able to adhere to our contractual task accomplishment.					
There is need for periodic training of security guards to improve their service delivery.					

6.In your view how can private security firms improve their employee capability?

.....

.....

.....

.....

7. Describe your experience concerning employee capability of your private security provider.

.....

.....

.....  
 .....

**SECTION C: TECHNOLOGY ADOPTION**

8. Kindly rate to what extent do you agree with the following statements influence of employee capacity in provision of security (in a scale of 1 to 5).Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

<b>Technology Adoption</b>	1	2	3	4	5
The security guards deployed to our organization are able to use the latest technology in security work for example, weapon detectors.					
The security company guards are trained on emerging technological risks affecting the physical security of enterprises and other alternate channels they are assigned to secure (e.g. CCTVs)					
The security company provides the guards in our enterprise with the latest security equipment .e.g. tracking devices.					
The security company advises the client on technological changes that it should adopt to mitigate physical security risks					
The security company uses up to date technology in providing security for enterprises e.g. biometric identification equipment's.					
The security technology used by the security company aligns seamlessly with the technology in the market.					

9. What are some of the technologies used by your private security provider?

.....  
 .....

.....  
 .....

10. How has technology adoption by your private security provider contribute to your business safety?

.....  
 .....  
 .....

**SECTION D: CUSTOMER SATISFACTION**

11. Kindly rate to what extent do you agree with the following statements influence of employee capacity in provision of security (in a scale of 1 to 5).Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

<b>Customer Satisfaction</b>	1	2	3	4	5
The company providing our organization with private security has excellent customer technical support.					
We enjoy the service quality from our private security provider					
Our private security provider has invested in customer care infrastructure such as Customer Relationship Management.					
Trust is the virtue that has ensured cordial relationship between our enterprise and security provider.					
We are generally satisfied with the variety of services provide by our security provider					

12. What makes your satisfied with reference to the private security service that you consume?

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 .....  
 .....

13. Suggest ways that can enhance customer satisfaction

.....  
 .....  
 .....

**SECTION E: REGULATORY ENVIRONMENT**

14. Kindly rate to what extent do you agree with the following statements influence of employee capacity in provision of security (in a scale of 1 to 5).Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

<b>Regulatory Environment</b>	1	2	3	4	5
Legislation enshrined PSCs employees’ roles and responsibilities within the legal framework agreements between the police and the company.					
Licensing systems clearly defining the type of services PSCs may be allowed to provide.					
Government policy that ensures that all PSCs employees are individually licensed to work within the private security sector and trained to high standards.					
A strong system of industry self-regulation to complement to national legislation.					
Legislation stating minimum requirements for transparency and accountability of PSCs					



15. How does regulatory framework influence provision of private security firms?

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**SECTION F: PROVISION OF INSTITUTIONAL SECURITY**

16. Kindly rate to what extent do you agree with the following statements influence of employee capacity in provision of security (in a scale of 1 to 5).Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

<b>Provision of Institutional Security</b>	1	2	3	4	5
The organization has faced litigation from third parties as a result of the actions of the company that provides security to our enterprise					
There have been minimal security breaches after our organization outsourced security					
The organization has been able to reduce its costs after outsourcing security services					
The security company employees do not relate well with the employees of our organization					
Our business performance has significantly improved as a result of outsourcing of security services					

17. What are the other factors that influence provision of private security?

.....

.....

**Thank you for your participation**

### **Appendix 3: Key Informant Interview Guide**

- i. To what extent does employee capability influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?
- ii. How does technology adoption influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?
- iii. In what ways does customer satisfaction influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?
- iv. In what ways does regulatory framework influence provision of security by PSCs to commercial enterprises in Juba City, South Sudan?

**Appendix 4: Map of the Study Area**

**Source: South Sudan Chamber of commerce (2018).**

## Appendix 5: Authorization letters

**THE REPUBLIC OF SOUTH SUDAN**  
**Ministry of Higher Education, Science & Technology**  
*Office of the Undersecretary*



RSS/MoHEST/USO/J/33

Date: 8<sup>th</sup> September 2020

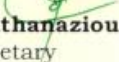
**To Whom It May Concern**

**Subject: *Joseph Malong Akoch***

I am very delighted to introduce to your esteemed office; Joseph Malong Akoch, a postgraduate student (M.A) of Africa Nazarene University and has defended his proposal titled \* *Effectiveness of Private Security Companies in the Provision of Security to Commercial Enterprises in Juba City; South Sudan.*”

The above- mentioned scholar intends to collect his data for academic purposes only, in **Juba**.

Hence, the Ministry of Higher Education, Science & Technology/ RSS will appreciate very much if your esteemed institution could allow this scholar to access information/ data which is relevant to his research work.

  
**Dr. Adil Athanaziou Surur**  
 Undersecretary



Cc: Hon. Minister  
 Cc: Director General for Training & External Relations  
 Cc: File



**AFRICA NAZARENE**  
UNIVERSITY

4<sup>th</sup> March 2020

**RE: TO WHOM IT MAY CONCERN**

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Joseph Malong Akoch (18M03DMGP042) is a bonafide student at Africa Nazarene University. He has finished his course work and has defended his thesis proposal entitled: - *“Effectiveness of Private Security Companies in The Provision of Security to Commercial Enterprises in Juba City, South Sudan”*.

Any assistance accorded to him to facilitate data collection and finish his thesis is highly welcomed.

**Rodney Reed, PhD.**  
**DVC Academic and Student Affairs.**