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**MA IN PEACE STUDIES & CONFLICTS TRANSFORMATION**

**DETERMINANTS AFFECTING PERFORMANCE OF  
PRIVATE SECURITY SERVICE PROVIDERS IN  
KIGALI, RWANDA: A STUDY OF TOPSEC  
INVESTMENT LTD**

**A Thesis submitted to University of Rwanda in partial fulfillment of the requirement  
for the award of a Master's degree of Arts in Peace studies and Conflict  
Transformation.**

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**Musanze on 20<sup>th</sup> June, 2021**

## **DECLARATION**

I, Jean Bosco KAGAME hereby declare that this research entitled “The determinants affecting performance of private security service providers in Kigali, Rwanda: A study of TOPSEC Investment Ltd” is my authentic work. To the best of my knowledge, it contains no materials previously published or written by another person, no material which to a substantial extent has been accepted for the award of any other degree or diploma at university of Rwanda or any other Higher Learning Institution. Where other people’s work has been used, due acknowledged has been made in the research proposal.

Jean Bosco KAGAME

Signed .....

Date: ...../ ...../2021

## **CERTIFICATION**

This is to certify that the Research Project titled “The determinants affecting performance of private security service providers in Kigali, Rwanda: A study of TOPSEC Investment Ltd” was done by Jean Bosco KAGAME under my supervision.

Signature .....

Dr. Innocent NDAHIRIWE

(Supervisor)

Date: ...../...../2021

## **DEDICATION**

To Almighty God

To my adored family,

To all my relatives and friends

## **ACKNOWLEDGEMENT**

I am great full to all might God for is love, protection, strength, courage, health and for having gradated me this opportunity to do this master's degree of Arts in peace and conflict transformation.

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>CERTIFICATION</b> .....	<b>iii</b>
<b>DEDICATION</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>ix</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>xi</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Overview .....	1
1.2 Background of the Study .....	1
1.3 Statement of the Problem.....	4
1.4 General Objective of the Study.....	5
1.5 Specific Objectives of the Study.....	5
1.6 Research Questions .....	6
1.7 Significance of the Study .....	6
1.8 Scope of the Study .....	7
1.9 Organization of the Study .....	7
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>8</b>
2.1 Introduction.....	8
2.2 Empirical Literature Review .....	8
2.2.1 The effect of technology on performance of private security service providers .....	8
2.2.2 The effect of capacity building on performance of private security service providers ....	9
2.2.3 The effect of regulations on performance of private security service providers .....	11
2.3 Performance of private security service providers.....	13
2.4 Theoretical Literature Review .....	14
2.4.1 Securitization Theory.....	14
2.4.2 Industrial Organization Theory.....	15
2.5 Conceptual Framework.....	16
2.6 Identification of Research Gaps.....	17
2.7 Summary of Literature Review.....	17
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	<b>18</b>
3.1 Introduction.....	18
3.2 Research Design.....	18

3.3 Study Location .....	18
3.4 Target Population.....	19
3.5 Sample size and Sampling Procedure .....	19
3.6 Methods of Data Collection .....	21
3.6.1 Interview Guide .....	21
3.6.2 Questionnaire .....	21
3.7 Data Collection Procedures.....	21
3.8 Validity and Reliability of the Study .....	22
3.9 Data Analysis Methods .....	23
3.10 Ethical Review .....	23
3.11 Limitations of the Study.....	23
3.12 Summary of Chapter Three.....	24
<b>CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS .....</b>	<b>25</b>
4.1 Introduction.....	25
4.2 Questionnaire and Interview Guide Response Rate.....	25
4.3 Demographic Information of Respondents .....	25
4.4 Descriptive Analysis .....	27
4.4.1 Descriptive statistics on Technology Adoption .....	27
4.4.2 Descriptive Statistics on Capacity Building .....	29
4.4.3 Descriptive Statistics on Regulations.....	30
4.4.4 Descriptive Statistics for Performance of PSSP .....	31
4.5 Thematic Analysis .....	32
4.5.1 Technology adoption .....	32
4.5.2 Capacity Building .....	33
4.5.3 Regulations .....	35
4.5.4 Performance of PSSP.....	36
4.6 Univariate Analysis.....	38
4.6.1 Technology adoption and Performance of PSSP .....	38
4.6.2 Capacity Building and Performance of PSSP.....	39
4.6.3 Regulations and Performance of PSSP .....	41
4.7 Multiple Regression Analysis .....	42
4.8 Discussion of Research Findings .....	43
4.8.1 What is the effect technology on performance of private security service providers in Kigali Rwanda?.....	43

4.8.2 What is the effect of capacity building on performance of private security service providers in Kigali Rwanda? .....	45
4.8.3 How has the current regulations improved performance of private security service providers in Kigali Rwanda? .....	46
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>47</b>
5.1 Introduction.....	47
5.2 Summary of Study Findings .....	47
5.3 Conclusions.....	48
5.4 Recommendations for practice .....	49
5.5 Recommendations for further research .....	49
<b>REFERENCES.....</b>	<b>50</b>
<b>APPENDICES .....</b>	<b>56</b>
<b>Appendix I: Introduction Letter.....</b>	<b>56</b>
<b>Appendix II: Interview Guide for TOPSEC Managers and RNP Personnel.....</b>	<b>57</b>
<b>Appendix III: Questionnaire for Security guards and TOPSEC clients .....</b>	<b>59</b>
<b>Appendix IV: To whom it my .....</b>	<b>64</b>
<b>Appendix V: Request for Data Collection .....</b>	<b>65</b>



## LIST OF TABLES

Table 1: Target Population.....	19
Table 2: Sample Size .....	20
Table 3: Reliability Results.....	22
Table 4: Descriptive Statistics on Technology adoption .....	28
Table 5: Descriptive Statistics on Capacity Building .....	29
Table 6: Descriptive Statistics on Regulations .....	30
Table 7: Descriptive Statistics on Performance of PSSP.....	31
Table 8: Regression Results on Technology adoption.....	38
Table 9: Regression Results on Capacity Building.....	40
Table 10: Regression Results on Regulations.....	41
Table 11: Multiple Regression Results for Technology adoption, Capacity Building and Regulations .....	42

## **LIST OF FIGURES**

Figure 1: Conceptual Framework .....	16
Figure 2: Concurrent Triangulation Research Design .....	18
Figure 3: Gender of the respondents .....	25
Figure 4: Age of the respondents .....	26
Figure 5: Education Level.....	27

## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CCTV</b>	Closed-Circuit Television
<b>GOK</b>	Government Of Kenya
<b>ICT</b>	Information Communication Technology
<b>KSEZ</b>	Kigali Special Economic Zone
<b>PSSP</b>	Private Security Service Providers
<b>RNP</b>	Rwanda National Police
<b>SAPS</b>	South African Police Service
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNCEPA</b>	United Nations Committee of Experts on Public Administration
<b>UNODC</b>	United Nations Office on Drugs and Crime

## ABSTRACT

The private security industry in Rwanda is facing a number of challenges, which hinders performance of private security service providers. The current study therefore, sought to investigate the determinants affecting performance of private security service providers in Kigali, Rwanda: A study of Topsec Investment Ltd. The specific objectives included; to determine the effect of technology, capacity building and regulations on performance of private security service providers. The securitization theory is the anchor supported by the industrial organization theory. Mixed methodology and concurrent triangulation design were adopted. The target population was 3,320 respondents including managers of Topsec, Topsec security guards, Topsec clients, and Rwanda National Police Officers. A sample of 357 respondents was selected using simple random sampling. In this study, qualitative data were collected using interview guidelines and quantitative data using a structured questionnaire. Qualitative data were analyzed using thematic analysis. Quantitative data were analyzed using descriptive statistics in the form of percentage, mean and standard deviation. In addition, Pearson correlation and regression analysis were used to examine the relationship between the study variables. The results show that the use of technology, capacity building and regulation has a positive and significant effect on the efficiency of private security service providers. The findings further indicated that a combination of technology adoption, capacity building, and regulations explained sixty two percent of total variations in the performance of PSSP. The study concluded that technology, capacity building, and regulation contributed significantly to the effectiveness of PSSPs. The study recommends the need for private security firms' management to improve quality of technology devices by adopting modern equipment; should improve capacity building through quality training programs, regular training, and regular review of training standards. RNP should streamline regulations relating to PSSP. The study makes significant contribution to security sector by providing empirical evidence on the impact of technology, capacity building and regulations to performance of private security service providers.

**Keywords:** *Private security service providers (PSSP), Determinants affecting performance, TOPSEC Investment Ltd and Rwanda.*

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Overview**

This thesis is trying to understand how the link of the following determinants; technology, capacity building, and regulations affect the performance of private security service providers in Kigali, Rwanda. It is increasingly recognized that the private security industry in Rwanda plays an important role in promoting conditions that promote development, investment and growth. The growth of the private security industry in Rwanda is driven by persistent challenges such as population growth, poverty and unemployment, which lead to both increases and variations in crime rates. With state security agencies still in place, these companies provide complementary roles, strategies and mechanisms for security management. This chapter includes research background, problem explanation, research objectives, research questions, significance of the study, research scope, literature review, research methodology and ethics. This chapter makes it unique to be at the opening of all other chapters and give them the scope to flow in an organized manner.

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

Security of lives and property has been a subject of major importance globally. Security issues become inevitable wherever individuals live together as a group. The security of life and property has always been of paramount importance in every culture, whether established or developing, basic or complex (Achumba, Ighomereho & Akpor-Robaro, 2015). Different initiatives are taken in contemporary and traditional societies in an attempt to reduce the rate of crime or discourage crime and ensure the protection and safety of society. For example, in public places, the installation of security cameras, man guarding an access control, patrolling guards, vigilante team, among others, underground cult (Chinwokwu, 2018).

Protection against violence, fear and victimization is a significant pillar for economic and social growth at the national, local and personal level. As stated in the United Nations Crime Prevention Guidelines, while states play a primary role, government or public law enforcement is not exclusively responsible for public safety and crime prevention. Indeed, people, governments, NGOs, civil society and the private sector all play a role in improving security and the protection of the environment. The private sector also plays a vital role in improving the protection of the community and crime reduction. This requires coordination

and collaborations with the private sector and intervention to improve the probability of arrest of criminals (United Nations Office on Drugs and Crime [UNODC], 2014).

In China, private security is one of the biggest contingent security guards in the world and is one of the booming companies (Huang & Zhao, 2016). The business has exploded as a result of an increase in violence that has considerably outpaced the amount of public money injected into the public security system. Spearin (2020) states that there are more private security guards in China than police. Private security companies perform a variety of tasks including protecting, monitoring private and public areas, escorting hazardous materials such as explosives, acting as private security guards, and providing advice.

There are relatively limited private security sectors in Denmark, Finland and Sweden (Saarikkomäki, 2017). In Scandinavian countries, this is attributed to the historically low crime rates officially reported. Moreover, the Danish police have traditionally not entered into public-private partnerships, and it is unlikely that the Danish government will collaborate with the security forces, even though two of Europe's largest multinational security firms (Falck and Securitas) were founded in Denmark and Sweden, respectively. It also estimates that in Denmark there could be over 5,000 private security employees.

In Africa, the private security market has risen tremendously. When the South African police withdrew from their core policing tasks to protect political power in the late 1970s and 1980s, the private security sector rose significantly (Young, 2017). The government has approved private protection to fill the vacuum left by the police. In addition, allegations of incompetence and inefficiency have understaffed, underpaid, overworked and dogged the South African Police Service (SAPS). As a result, the majority of individuals, land owners and company owners sought private companies for security services. Guarding, cash in transit, armed response, and private investigations are just some of the services provided by these companies.

Owusu et al. (2016) in Nigeria noted that, because some companies are registered and some are not, the number of security companies in the country is difficult to accurately estimate. In addition, they note that between 1500 and 2000 defense firms are estimated to currently employ more than 100,000 people in Nigeria, while some firms are still working illegally. The companies include both local and multinational companies such as the Securicor Private Security Group, which has developed significantly in Nigeria, due to the petroleum wealth, high crime rate and increasing inequality in the population.

Private security has emerged in Botswana as a way of solving emerging security vulnerabilities,

and has drawn investment from foreign security markets (Berg & Howell, 2017). In order to improve their services, the private security industry has grown from mere guarding to the implementation of modern devices. However, some of the private security firms have been accused of engaging in illegal activities as well as unfairly remunerating their workers. Additionally, most of the security firms are not licensed and therefore operate illegally.

The ability of an organisation to accomplish its mission through sound management, good governance, and a constant rededication to achieving results is referred to as organizational performance (Agola, 2016). It is the organization's success in achieving its goals, and it may refer to something that has been achieved, something that is currently taking place, or activities that are preparing for future needs. When all aspects of a company work together to produce excellent results, the effect is calculated in terms of the value they provide to stakeholders (Islam, 2014). Quantitative or qualitative metrics may be used to assess an organization's efficiency. According to Berberoglu (2018), an organization performance is described as its ability to meet pre-determined objectives such as a wide market share margin, appealing financial performance, high returns, and survival at a pre-determined period using a significant operational framework. According to Al Hammadi and Hussain (2019), performance can be classified as influential, cognitive, and communication with organization stakeholders' expectations.

Performance can be measured in terms of quality service and products, satisfied customers, market performance, service innovation, and employee relationships (Valmohammadi, 2014). According to Gunsayan and Guhao Jr (2020), organization performance is based on metrics such as return on investment, revenue, and profit per share. However, an organization has many other facets, including the individuals who work for it the procedures they use to accomplish its goals, and the atmosphere in which the organization grows. Acar and Acar (2014) operationalized organization performance in terms of number of employees, level of satisfaction of employees, number of clients, clients complaints, service quality, and financial success. Omondi (2016) operationalized organizational performance in terms of quality, affordability, accessibility, and acceptability. In this study, the performance of private security service providers will be measured in terms crime mitigation, improved personnel & property security, customer satisfaction and retention of employees.

The Private Security Service Providers (PSSPs) in Rwanda are governed by the Law n° 16Bis/2020 of 07/09/2020. The purpose of the law is to govern the activities of the PSSP in the Country. The law clearly defines the meaning of private security service provider (PSSP) as a company or cooperative registered in accordance with relevant legislation. This law also describes the registration process and the functioning of the PSSP, Private security services, trainings of PSSP. Currently, there are a total of 17 registered PSSP in Rwanda with a cumulative of 22,111 personnel. A broad range of security services are provided in Rwanda by PSSP. Services include: - Armed and unarmed security guards, VIP executive protection, bodyguards and security protection services, administrative and security reception systems, video surveillance systems with cameras, monitored alarm systems with fast response support, parking barrier access control, remittances, money cash, transport accounting, sorting and packing, fire and suppression alarm systems, rapid response surveillance and support, logistics services and dog safety (Rwandan National Police [RNP], 2019). Topsec Investment Ltd was established in the year 2004, At 17 years since foundation, Topsec is among the leading security service providers in Rwanda, with over 3,000 employees. TOPSEC Investment Ltd offers professional organizations such as banks, research institutions, hotels and telecommunication firms with a variety of security equipment and services. The current study sought to investigate the determinants affecting performance of private security service providers in Kigali, Rwanda: A study of TOPSEC Investment Ltd.

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

The private security service providers are viewed as the eyes and ears of crime and are on the frontline in crime prevention in Europe (Nalla, 2015). Their role is evolving as they take up more and more responsibilities that were predominantly performed by the public police force. Moreira et al. (2015) observed that the growth of private security firms has been slow but steady in Portugal. In Russia, the global threat of terrorism and growing crime rates has increased the demand for private security guards (Nalla, Gurinskya & Rafailovac 2017). In Africa, the proliferation of private security firms is attributed to the inability of the state to provide adequate security to its citizens (Portada, Riley, & Gambone, 2014). Van Steden et al. (2015) noted that private security firms need successful crime prevention strategies in order to remain relevant. Chinwokwu (2018) pointed out the importance of collaborative relationship between private security companies and the police. Privatization of security in Rwanda has evolved with the establishment of the PSSP, whose primary goal is to complement the public security service provided by the RNP. The PSSP are force multipliers



to security of people and their properties in the country. Private security companies provide a variety of security services in the country and overseas, including armed and unarmed security guards, VIP law enforcement agencies, bodyguards and indoor security, administrative and security receptions, video surveillance systems, and transit funds (Rwandan National Police [RNP]) . 2019).

Despite the establishment, performance of the private security firms in Rwanda is still a problem. Most of the private security providers are unarmed, yet they work in a heavily armed world where weapons are readily available to criminals and gangs (Kole & Masiloane, 2017). There are also concerns that the private security firms have become a source of danger, as poorly paid guards collaborate with criminals and conspire against clients. The security stakeholders in Rwanda have also raised concerns in regard to unprofessional conduct of some private security firms or their personnel, which are contrary to the standard operating procedures set by laws as well as internal rules and regulations. The RNP (2018) report indicated that 50% of PSSP in Rwanda operate below the set professional standards. The above is a clear indication that there is a serious performance problem facing the PSSPs.

Previous studies have been conducted on determinants affecting the performance of private security service providers (Kirschenbaum & Rapaport, 2014; Malek, Kline & DiPietro, 2018; Desai et al., 2020). However, most of these studies were conducted in developed countries, suggesting that they may not reflect the reality in a developing country like Rwanda. Local studies such as (Nzeyimana, 2019, Murenzi, 2020) show conceptual gaps because they examined concepts that are different from those under study. Therefore, the aim of this study was to fill the existing knowledge gap by examining the determinants affecting performance of private security service providers in Kigali, Rwanda: A study of TOPSEC Investment Ltd.

#### **1.4 General Objective of the Study**

The main objective of the study was to investigate the determinants affecting performance of private security service providers in Kigali, Rwanda.

#### **1.5 Specific Objectives of the Study**

- i. To determine the effect of technology on performance of private security service providers in Kigali, Rwanda.
- ii. To assess the effect of capacity building on performance of private security service providers in Kigali, Rwanda.

- iii. To establish the effect of regulations on performance of private security service providers in Kigali, Rwanda.

## **1.6 Research Questions**

The study sought to answer the following research questions:

- i. What is the effect technology on performance of private security service providers in Kigali Rwanda?
- ii. What is the effect of capacity building on performance of private security service providers in Kigali Rwanda?
- iii. How do the current regulations improve performance of private security service providers in Kigali Rwanda?

## **1.7 Significance of the Study**

Rwanda's private security sector is increasingly being acknowledged as having a critical role in nurturing conditions favorable to development, investment, and growth. Continued challenges and extreme police constraints, rising population, poverty and unemployment have necessitated the growth of the private security industry in Rwanda, resulting in increased and varied levels of crime. With the state security organ still present, these companies provide complementary roles, strategies and mechanisms in security management. It is common to spot private security personnel in residential areas; state-owned buildings and mostly in corporate organisations who form their largest market share as compared to state security actors. Despite the role played by private security companies in providing security, they are faced with difficult challenges that impede their success.

This research may also contribute to a better theoretical knowledge and appreciation of the complexity surrounding the overall performance of private security organizations. Researcher can earn a master's degree of arts in peace studies and conflict transformation as a result of this research.

The findings of this study may also provide suggestions and influence proper management of private security companies on efficient service delivery. To the literature already published in this field, the knowledge produced through this study may be added. In addition, the results

of this study are expected to create interest in a bid to advance research in this field among other researchers.

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

The study investigated determinants affecting performance of private security service providers in Kigali, Rwanda. It particularly focused on Topsec Investment Ltd. The study evaluated three determinants: technology, capacity building and regulations. The study target population included – managers of Topsec, security guards, Topsec clients, and RNP officers. The study was conducted from 2020 - 2021.

### **1.9 Organization of the Study**

The research comprised of five chapters. The first chapter described the general introduction which was the core subject matter under study. The second chapter discussed literature review in line with the study topic and objectives. It specifically looked at theoretical review, empirical review, and conceptual framework. The third chapter presents the methodology of this research. The fourth chapter presents the results of the research and discussion. Finally, Chapter 5 summarizes the results, conclusions, and recommendations.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter discusses the literature relevant to the research objectives. In particular, it presents a theoretical review, an empirical review and a conceptual framework.

### **2.2 Empirical Literature Review**

The literature review is significant because it describes how the research project relates to previous studies. It explains the research question's uniqueness and importance, as well as how this study differs from others (Long, 2014). This segment discusses studies that are applicable to the research objectives.

#### **2.2.1 The effect of technology on performance of private security service providers**

Abbas et al. (2017) observed that technology investment allows companies to get closer to their consumers, recognize distinct consumer volumes from different industries, and helps to develop goods according to the needs of different industries. The new technology allows workers to provide quality work. The quality of a good information system is that it allows the user with less input to produce more and more detailed output. Customers still concentrate on comfort and delivery consistency. They want job protection. Consistency in quality output is required to satisfy these demands. Technology is characterized in this study as the implementation by private security service providers of systems such as biometric identification, CCTV, tracking devices and metal detectors in the provision of security services.

Abrahamsen (2016) specified that improved security networks contribute to the coordination of quality crime mitigation services between private security companies. The study highlighted the importance of implementing technology, but it was not clear to what extent private security firms' adoption of technology has led to their success. As a result, the purpose of this study is to close this gap by emphasizing the importance of technology adoption to the success of private security firms.

Te, Kadar, Brüngger and Cvijikj (2016) investigated the contribution of technology to the crime-level and security perception of the private security patrol and crime prevention information system. The study was informed by the fact that reducing crime had become one of modern society's main problems.

Police forces and private security companies all over the world are taking action to involve citizens in crime prevention through community policing in order to achieve public reassurance. At the same time, technological platforms are deployed to share information related to crime with the public and to promote the development of problem-solving strategies. The authors noted, however, that the effect of these measures has not yet been thoroughly examined in terms of the quality of security services, crime prevention and perception. While technology adoption was critical for both private and public security providers, the impact on service quality and security perception was marginal.

Githae, Theuri, and Kaguta (2018) investigate the factors that influence the determinants of private security services in Kenya, which are effectively outsourced by commercial banks. The goal of this research is to determine how important it is to consider factors, technology, relationships between suppliers and other security players, and problems when delivering private security services to commercial banks. This study employs a descriptive research design. The findings revealed that commercial banks' considerations before outsourcing private security services had a favorable and significant impact on the effectiveness of commercial banks' outsourcing to private security services. The use of technology by private security firms to ensure the security of commercial banks, on the other hand, has had minimal impact on the efficiency with which commercial banks provide private security services. The findings also demonstrate that collaboration between private security companies and other security actors improves the efficiency of outsourcing private security services to commercial banks. Furthermore, the study's findings show that difficulties resulting from private security services have a negative and considerable impact on security services entrusted to commercial banks. However, the study indicates a contextual difference since it was carried out in Kenya and not Rwanda.

### **2.2.2 The effect of capacity building on performance of private security service providers**

Capacity building, according to Shiel et al. (2016), is the process by which individuals and organizations acquire, develop, and retain the skills, knowledge, tools, equipment, and other resources needed to do their responsibilities competently. Individuals and businesses can now achieve greater success.

According to Yamoah (2014), capacity building is the process of individuals and groups of people developing the experiences, abilities, and attitudes required for the design,

development, administration, and maintenance of locally relevant infrastructure and institutional and operational procedures.

Capacity is built on three levels, viz. at individual, institutional and social levels (UNCEPA Committee of Experts on Public Administration). Individual capacity development involves developing conditions that allow people to expand and improve their existing knowledge and skills. At the institutional level, resource planning should include modernizing existing institutions and helping them implement sound strategies, operational structures and effective approaches to revenue management and control. The aim of building capacity at the societal level is to create a strong digital public administration framework that receives input from the community and makes public administrations more responsible and responsive.

A longitudinal analysis of airports across Europe was conducted by Kirschenbaum and Rapaport (2014) to assess the effect of training on security-related decisions and to analyze them in depth. The study proposed that those with less experience and a rigorous training process will comply more with protocols and regulations than those with less training. The results of the study showed that preparation is limited mainly because of an employee's knowledge of real danger in the ability to assess safety decision actions. However, there exist contextual differences since the study was conducted in European countries and not Rwanda. Further, the study doesn't bring out clearly the role of training on performance of private security service providers.

A strong link between the ability of workers and the quality of service was found by Malek, Kline and DiPietro (2018). Customer loyalty was also found to be directly linked to the mood and aspirations of employees connected to the company and its management activities. Organizations need to develop the capacity to maintain, hire and recruit a sufficient number of high-skilled workers to increase the productivity of service delivery in order to respond to ever changing circumstances. The research posed a contextual difference, however, since it did not concentrate on private security companies.

Catherine, Douglas, and Were (2017) looked into the connection between HRM operations and private security firm performance in Kenya. Employee benefits, employee working hours, employee training and advancement, and employee health were all examined. Employee benefits were investigated as the primary factor affecting the performance of private security firms in the report. The thesis was written in the format of a descriptive survey. According to the report, security firms should raise their workers' wages in order to

improve their efficiency, as there is a clear positive connection between employee salaries and the performance of private security firms. Nonetheless, the study presented a conceptual gap since it concentrated on different factors from the current study.

Ndulue (2017) evaluated the impact of training and growth on staff performance in a public service organization in Nigeria. The research showed that some of the symptoms that include preparation are conveyed in various ways, such as lack of interest in work, pessimistic approach to work, poor productivity, tardiness, extreme incidence of absenteeism, extreme consumer complaints, high injuries and insubordination, among others. The research recommends that anyone involved in training should agree precisely on what missing in the training; the skills and attitude is required. Nonetheless, the study presented a conceptual gap since it did not focus on performance of PSSP. Additionally, there exists a methodological gap as the study used secondary data, whereas the current study will use primary data.

Hidayat et al.(2020) conducted an empirical analysis on personnel readiness and organizational performance (2020). There were both quantitative and qualitative methods used; the data collection questionnaire contained 220 questionnaires that were distributed with 90% turnover among school teachers out of the 197 collected. The findings revealed a strong and positive connection between training and organizational performance. However, since the analysis did not concentrate on PSSP results, it suggests a conceptual difference.

### **2.2.3 The effect of regulations on performance of private security service providers**

Regulations are laws enacted by the government to keep institutions under control (Agborndakaw, 2015). The purpose of the regulations is to preserve orderly markets, to license security service providers, to implement relevant laws and to prosecute market misconduct cases, to protect clients and investors and to promote the security industry's stability. Government regulators as well as foreign organisations are promulgating these regulations. The regulations in this study relate to laws and guidelines regulating private security service providers. PSSP regulatory instructions from the IGP, law n° 16bis/2020 of 07/09/2020 controlling PSSP, ministerial directive n°01/minister/15 of 21/07/2015 outlining the modalities for implementation of PSS security operations, and law n° 16bis/2020 of 07/09/2020 controlling PSSP.

Desai et al. (2020) research in Italy found that the sector was both positively and negatively affected after the government started regulating the retail sector by granting local authorities

the authority to regulate the retail sector in their jurisdiction. It implemented variations of laws in the same country. In various counties, the minimum space ranged from 150sq meters to 250sq meters. Some sites were permitted to open at night, while others were not permitted. The research concluded that the laws of the government served as obstacles to entry. Entry barriers have a strong effect on the output of the industry, decreasing profit margins and rising prices, reducing efficiency, acceptance of ICT, and jobs and growing labor costs. The study found that government regulations had a direct and inverse effect on private security company results. The study findings are therefore not conclusive and hence the need to investigate the role of regulations in influencing performance of private security service providers.

Van Steden et al. (2015) found that as new crime arises, private security firms need successful crime prevention strategies that will remain significant. The researchers argued that partnering with police agencies and other main security sector partners was one of the strategies that private security firms should improve. The study concluded that good policies are essential to the provision of quality services.

Kaguru and Ombui (2016) used the G4S (K) business to evaluate the factors influencing the success of private security companies. Seventy respondents recruited from the senior management team. G4S operates in a market with no defined regulatory framework, according to the findings. According to the research, all governments should adopt national rules on the regulation of the private security industry and its connection with state security providers. A better-controlled private security industry could potentially boost Kenya's security conditions, in addition to creating more job opportunities. However, there exists contextual gap since the study was conducted in Kenya and not Rwanda.

Scheerlinck, Buts, Reniers, and Cools (2017) looked at how varying degrees of regulation impacted competition in the private security market. The evolutionary law viewpoint, when paired with economic regulation theory, provides a more accurate picture of the optimal balance between regulation and competition, allowing politicians to concentrate on the impact of sector-specific legislation on market dynamics. A larger perspective is gained through a case study approach that includes a review of legal documents and industry data, as well as interviews with key stakeholders.

The authors use three national cases (Belgium, Netherlands and Germany) to follow the different effects of industry regulation. The results show a positive correlation between the



level of regulation and concentration in the industry, suggesting that tighter regulation leads to a higher concentration ratio. Small entrants are more heavily impacted by intense regulation than broad incumbents, and regulation primarily acts as an entry barrier. Nevertheless, as it did not reflect on the results of private security service providers, the study poses a conceptual void.

Diphorn (2016) discusses private security officers' various levels of control as a surveillance tool. It examines the various regulatory initiatives of governments, companies, and private security organizations in Kenya and South Africa, using a qualitative method, and demonstrates that, despite their variations, they all share the same ultimate purpose of managing private personnel. The results suggest that there is a robust state regulatory system in South Africa, a large and varied number of poorly organized self-regulation activities, and various agency-level regulatory mechanisms. A state regulatory structure has been drawn up in Kenya, but not enforced, leaving the industry to carry out its own form of regulation, either through two (competitive) employers' associations or through businesses themselves.

### **2.3 Performance of private security service providers**

The role of private security service providers in securing critical infrastructure in the Kigali Special Economic Zone (KSEZ) is assessed by Murenzi (2020). This study aims to determine the contribution of operational safety activities to PSSP; Patrol, static security, access control and video surveillance network surveillance (CCTV); and identify PSSP's contribution to the cooperation of other security agencies in providing vital infrastructure in KSEZ. The study used multiple stream theory and adopted a qualitative research design; 28 respondents were chosen through a purposeful sampling method to perform an interview and focus group discussion. The results of the study identified the contribution of PSSP to the safety of vital infrastructures in KSEZ.

In this regard, the study findings revealed that in securing KSEZ vital infrastructures, PSSP use static security guards, patrols and CCTV. In addition, the results of the study showed successful cooperation between PSSP and public safety bodies and collaboration between the PSSP themselves. This cooperation focuses primarily on support for mutual safety activities, professional guidance, supervision and training.

Chelimo (2016) investigated the factors that influence the Kenya Power and Lighting Company's Security Department's efficiency. The analysis used a descriptive research design

and a stratified sampling method. The study found that 56.7 percent of respondents claimed that the most critical factor influencing performance is the supervision of guards by security officers in safeguarding company property, up to 93 percent of the performance of equipment and systems, and up to 77 percent of the performance of honesty and integrity.

A research on evaluating the performance of corporate private security organizations in crime prevention in Lagos State, Nigeria, was carried out by Adebayo and Aderinto (2017). A mixture of a questionnaire and in-depth interview techniques were used to collect data. In four local government areas of Lagos, copies of questionnaires were issued to 1200 respondents in gated neighborhoods. The research found that 46.5 percent of the perceived performance of corporate security guards by the respondent was reasonably successful, and 18.7 percent perceived them to be ineffective. Nonetheless, the research did not focus on performance of PSSP in Rwanda.

Inyang and Abraham (2015) examined the role of private security firms in crime prevention in the Nigerian state of Aqua. The survey template was used by 160 respondents from all walks of life, including the state of private security in the state of Aqua Ibom and members of the public living in communities where private security companies provide their services. According to the report, unregistered and unlicensed individuals have entered the Nigerian private market. The study recommends revision of the Private Security Act to look for various violations, particularly those related to training and appropriate work facilities or equipment.

## **2.4 Theoretical Literature Review**

Theoretical framework is paramount in a study. It provides a theoretical explanation and prediction of the relationship between variables under study. The securitization theory is the anchor supported by the industrial organization theory.

### **2.4.1 Securitization Theory**

Buzan and Wæver (1998) established a theory of securitization and decided that political problems identified by securitization participants as dangerous or threatening should be resolved immediately. Security is a personal and intersubjective framework. To overcome this decline, successful securitization was carried out in three steps: Detection of existential threats; Fast Action; and effects on context. Existential risk means solving problems immediately.

In this study, the concept of securitization is essential since it underlines the importance of security. The first phase, as the theory indicates, is to identify the problem, followed by taking appropriate action to solve it (Buzan & Waever, 1998). Underperforming PSSPs are identified as a severe security hazard in the report, which focuses on technology, capacity building, and legislation as viable remedies. The principle thus provides a theoretical underpinning for technology, capacity building and regulations as the independent variables. The study findings confirmed the theoretical prediction since the variables: technology, capacity building and regulations were found to significantly determine the performance of PSSP.

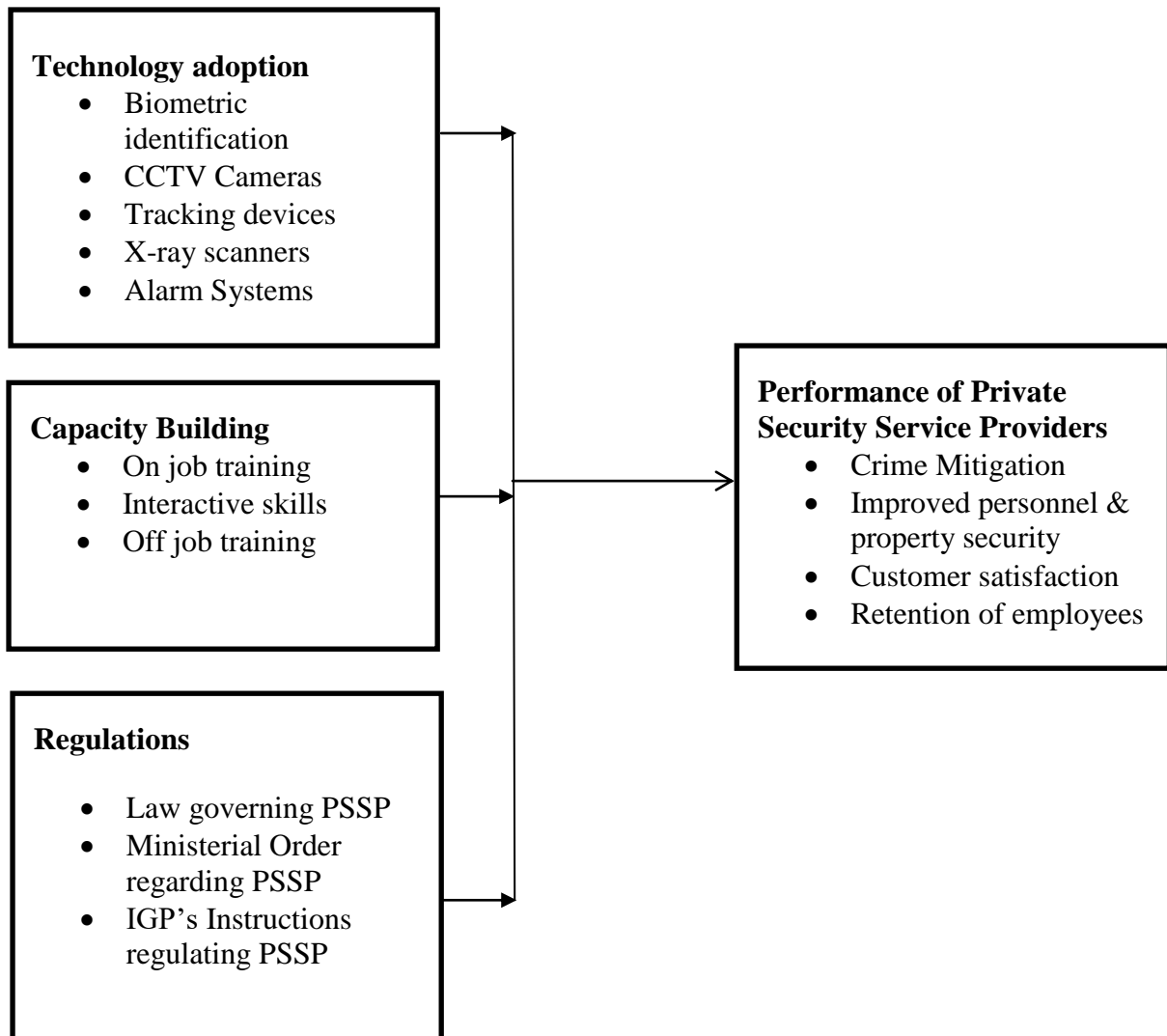
#### **2.4.2 Industrial Organization Theory**

Ramsey (2001) industrial organization theory focuses on the market in which a firm operates, rather than the firm itself, and is expressed in a structural behavior model that states that there is a causal relationship between the structure of the market in which a firm operates, organizational behavior, and the organization's resulting profitability outcomes. The principle therefore focuses on a company's entire industry and market dynamics, and the key analytical element can be used to define strategic options that businesses have in their respective industries (Mbithi, Muturi & Rambo, 2015).

Private security service providers can be used as an industrial enterprise, as they are in operation at the end of the day. Therefore, PSSP need to ensure that their systematic governance models are aligned with their external markets in order to gain a competitive advantage. Factors such as infrastructure, technology, capacity building, planning and alliances can also be used to increase the effectiveness of the PSSP. The industrial organization theory is thus relevant to this study since it helps to link the independent aspects to performance of the private security companies. Based on the results, technology, capacity building and regulations had a direct and meaningful impact on performance of PSSP. Therefore, the industrial organization theory's link of the independent and dependent variables was confirmed.

## 2.5 Conceptual Framework

The conceptual framework describes the predicted connection between the independent variables (Technology, capacity building and regulations) and the dependent variable (performance of PSSP). The independent variable affects dependent variable (Performance of PSSPs). Figure 1 demonstrates the conceptual framework for this study.



**Figure 1: Conceptual Framework**

**Source: Researcher (2021)**

The independent variables in this study include technology, capacity building and regulations. Technology refers to the application of systems such as biometric identification, CCTV, tracking devices and metal detectors in the provision of security services by PSSP.

Individuals and organizations acquire, increase, and retain the skills, information, tools, equipment, and other resources required to conduct competent job through capacity building. This study measures capacity building in terms of on-the-job training, interactive skills, and remuneration. These provisions refer to the rules and guidelines governing the PSSP. Some of these guidelines include the Law on PSSP, Ministerial Regulation on PSSP, and IGP Instructions on PSSP. On the other hand, the predictor construct in this study is PSSP performance, which is introduced in terms of customer satisfaction, employee retention and crime control.

## **2.6 Identification of Research Gaps**

The reviewed studies indicated empirical evidence on the connection between technology, capacity building, regulations, and performance. Nonetheless, a number of research gaps were identified. First, there existed contextual gaps where most of the studies were conducted in different contexts from Rwanda (Kirschenbaum & Rapaport, 2014; Malek, Kline & DiPietro, 2018; Desai et al., 2020). It would be impractical to generalize the findings of these studies to the local context given the different environments in which different countries operate. The current research thus sought to bridge the gap by focusing on Rwandan context.

Some of the reviewed studies also presented conceptual gaps since they did not focus on the concepts in the current study (Van Steden et al., 2015; Catherine, Douglas & Were, 2017). The current study addressed the research gaps by determining the effect of technology, capacity building and regulations on performance. Additionally, Ndulue (2017) indicated a methodological gap as the study used secondary data, whereas the current study used primary data.

## **2.7 Summary of Literature Review**

The chapter involved review of empirical and theoretical literature. The empirical literature sub-section reviews previous studies done on the topic. The theoretical literature sub-section explains theories underpinning the study concepts. The two theories were industrial organization theory and securitization theory. In addition, the chapter indicated the conceptual framework that showed the predicted connection between the independent and dependent variables. Finally, identification of research gaps from reviewed studies was presented.

## CHAPTER THREE: RESEARCH METHODOLOGY

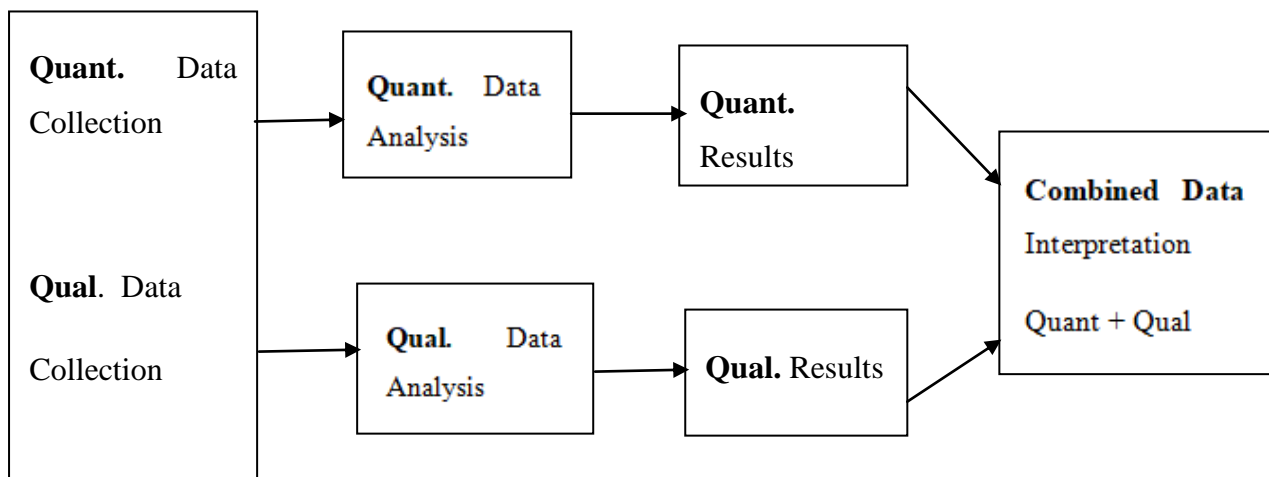
### 3.1 Introduction

This chapter discusses the research methodology used in this study. It introduces the research design and target audience. It also includes data collection tools, data collection procedures, validity and reliability of research tools. Finally, he outlines data analysis methods and research ethics.

### 3.2 Research Design

The study employed concurrent triangulation design (Creswell, 2014). This research collected and analyzed both qualitative and quantitative data separately, but incorporated the interpretation of the findings from both types of data. The use of qualitative and quantitative data is complementary and this leads to comprehensive results. Qualitative analysis was chosen because the research was based on an interpretive naturalistic approach (Johnson & Schoonenboom, 2016). Meanwhile, the quantitative method was preferred for data analysis, because the data in the questionnaire was in form of closed questions (Bryman, 2017).

The concurrent design for triangulation is shown in Figure 2.



**Figure 2: Concurrent Triangulation Research Design**

**Source: Creswell (2014)**

### 3.3 Study Location

The research location was Kigali Rwanda. The research focused on TOPSEC investment Ltd whose headquarters is located in Kigali City, Rwanda. The choice of TOPSEC investment

Ltd was because it is one of the leading security service providers in Rwanda, with over 3,000 employees. It has been in service for more than 17 years. The firm particularly provides security services to banks, research institutions, hotels and telecommunication firms with a variety of security equipment and services. The study also covered Topsec investment clients and RNP Officers.

### 3.4 Target Population

Target population is the population constituting of individuals sharing similar characteristics (Sekaran & Bougie, 2010). In this study, the target population included: managers of Topsec, security guards, Topsec clients, and RNP department in charge of PSSP. The total target population was 3,320 respondents. These included -15 RNP department personnel, 3110 Topsec security guards, 190 Topsec clients and 5 Topsec managers. The above mentioned groups were believed to have adequate information on determinants affecting the performance of PSSPs. Table 1 shows the distribution of the target population.

**Table 1: Target Population**

SN	Category	Target populations
01	RNP department for PSSP	15
02	TOPSEC Security guards	3110
03	TOPSEC clients	190
04	TOPSEC managers	5
<b>Total</b>		<b>3,320</b>

Source: Researcher (2021)

### 3.5 Sample size and Sampling Procedure

The sample is part of the population to be examined by research (Kothari, 2004). The Yamane formula (1967) was adopted in calculating the sample size of the safety population.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

'n' = sample size,

'N' = population

'e' = the confidence level

1 = constant.

This study assumed the level of precision of 5%

The sample size is:

$$n = \frac{3320}{1 + 3320(0.05)^2}$$

n =357

The study therefore, sampled 357 respondents using simple random sampling. Table 2 shows the sample distribution. The respondents included 334 security guards, 20 Topsec clients, 2 RNP officers working in department for PSSP and 1 Topsec manager. Table 2 indicates the sample size distribution.

**Table 2: Sample Size**

<b>SN</b>	<b>Respondents' category</b>	<b>Target population</b>	<b>Sampling procedure</b>	<b>Sample size</b>
01	RNP officers working in department for PSSP	15	census	2
02	TOPSEC Security guards	3,110	Simple random sampling	334
03	TOPSEC clients	190	Simple random sampling	20
04	TOPSEC managers	5	Simple random sampling	1
<b>Total</b>		<b>3,320</b>		<b>357</b>

**Source: Researcher (2021)**



### **3.6 Methods of Data Collection**

The process of acquiring information from target audiences is referred to as data collection (Sutton & Austin, 2015). Interview guides or structured questionnaires were used to obtain both qualitative and quantitative data. The research instruments are explained below.

#### **3.6.1 Interview Guide**

This study collected qualitative data using interview guidelines. The interview guide contains open-ended questions that are answered face-to-face. The interview guide is useful for gathering information from respondents who are believed to have certain skills (Castillo-Montoya, 2016). TOPSEC managers and RNP personnel formed the key informants. The interview guide contained four sections, which asked questions relating to the study variables.

#### **3.6.2 Questionnaire**

The study collected quantitative data using structured questionnaires. It was filled by the security guards and Topsec clients. The questionnaire was divided into two parts. In the first section, questions were asked about the respondent's demographic information. The second part contained questions about the variables studied. Questions were rated on a 5 Likert scale. The rating scale consisted of: 1 - strongly disagree, 2 - strongly disagree, 3 - neutral, 4 - agree and 5 - strongly agree. The questionnaire was chosen because it was easy to administer and also inexpensive (Kombo & Tromp, 2006). Questionnaires are also used to gather data over a large sample. Questionnaires give precise information which minimizes information bias and facilitate data analysis (Kamau, 2017).

### **3.7 Data Collection Procedures**

The data collection technique is an important part of collecting data and producing meaningful data for analysis (Amirataee et al., 2020). A letter of introduction authorizing the collection of data was acquired from the University. The interview guides were administered to the managers of Topsec and RNP personnel. On the other hand, the questionnaire was self-administered to security guards and Topsec clients. The drop and pick later technique was used to ensure that the target respondents have enough time to go through the questionnaire, understand the questions and provide the responses. The researcher also engaged research assistants to help with the distribution and follow up of the questionnaires. The research assistants went through training on data collection and what was expected.

### 3.8 Validity and Reliability of the Study

The validity of the study is linked to the fairness of instruments in measuring the objective of the study. The main criteria to be based on when determining the validity of any study include accuracy of information, methodology followed, description of the data collection instruments used and the fairness in reporting the research findings (Remenyi, 2015).

On the other hand, reliability of the study consists on having the identical results when a researcher tests an instrument several times (Mohajan, 2017).

In this study, the criteria of identifying the validity of the study included the clarity of the interview guide, honesty and/or trustworthiness in interpretation and reporting of the study findings.

The reliability of the questionnaire was tested with Cronbach's alpha coefficient, which evaluates the internal order or homogeneity between the elements of the research instrument (Cronbach, 1951). A Cronbach's alpha coefficient of 0.7 was used as a separator, and all elements with a value less than 0.7 were considered weak and therefore discarded. Table 3 summarizes the reliability results.

**Table 3: Reliability Results**

<b>Variable</b>	<b>No of Items</b>	<b><math>\alpha &gt; 0.7</math></b>	<b>Comment</b>
Technology adoption	5	0.718	Reliable
Capacity building	4	0.765	Reliable
Regulations	5	0.768	Reliable
Performance	4	0.812	Reliable

**Source: Primary data (2021)**

The results in Table 3 indicate that technology adoption items had an overall Cronbach value of 0.718, capacity building items had 0.765; regulations items had 0.768 and performance items had 0.812. The results imply that all the variables had coefficients of 0.7 and above and therefore, the items measuring the study variables were reliable. They were all used in the subsequent analyses.

### **3.9 Data Analysis Methods**

The qualitative data from the interview guidelines were analyzed using thematic analysis. The process consists of the following steps: reviewing data, generating source code, finding topics, reviewing topics, defining and naming topics, and creating reports. Interpretations were done on the basis of how the code patterns and the themes relate to the study research questions. The findings were presented using narratives.

SPSS software was used to assess for completeness, code, and assess data collected through questionnaires. To describe the features of the variables analyzed, descriptive statistics such as percentage, mean, and standard deviation were produced.

The link between the dependent and independent variables was investigated using Pearson correlation and regression analysis. The research results are presented using tables and graphs.

### **3.10 Ethical Review**

Research ethics are related to the ethical norms that in all phases of the research design the researcher should consider (Fellows & Liu , 2015). In order to conduct the analysis, the researcher obtained approval from the university. He also sought permission from the PSSP management to allow him collect information from the target respondents. Furthermore, it upholds strong ethical standards by keeping the information gathered from responders as private as possible. Furthermore, the researcher informed the respondents of the study's goal and ensured their confidentiality. The information gathered from respondents is presented in an unbiased manner.

### **3.11 Limitations of the Study**

A number of limitations arose during the execution of this study. Some of the respondents were hesitant in giving information. However, the researcher mitigated the problem by assuring the respondents confidentiality and anonymity. Also, assurance was given to the participants that the data collected would be used for scholar work only. The study was limited to Topsec Investment Ltd. However, future studies have an opportunity to focuss on other PSSP in Rwanda.

### **3.12 Summary of Chapter Three**

This chapter presents a research methodology that includes both qualitative and quantitative methods. This chapter also covers research design and target audiences. This chapter also lists data collection tools and analysis methods. Data collection was carried out using interview guidelines and questionnaires. Thematic analysis was used to analyze qualitative data, whereas descriptive and conventional statistics were used to analyze quantitative data. The research technique, which comprised both qualitative and quantitative methodologies, was covered in this chapter. It also included topics such as research design and target audiences. The chapter also included a list of data collection and analysis tools. Interviewing protocols and questionnaires were used to obtain data. Thematic analysis was used to analyze qualitative data, while descriptive and inferential statistics were used to analyze quantitative data.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

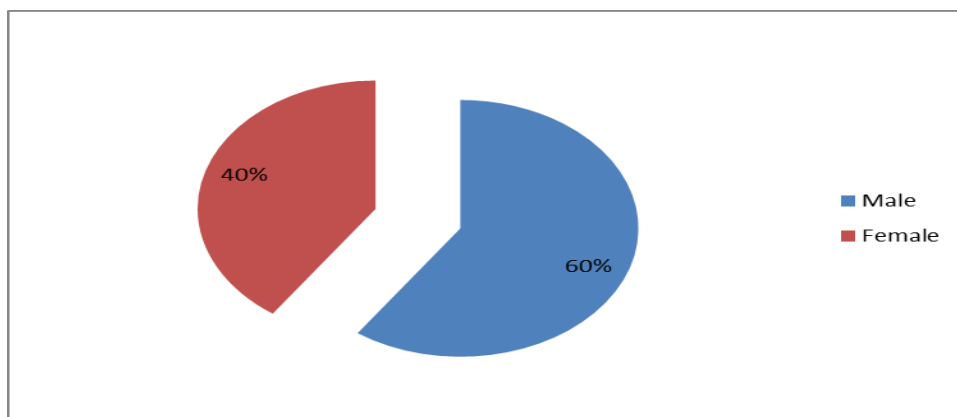
This chapter contains the results of research and discussion. The results are presented in accordance with the research objectives. The results are also interpreted and discussed in light of the empirical literature reviewed in Chapter 2. The chapter starts by providing results on questionnaire response rate. Second, findings on demographic information of respondents are provided. Further, descriptive and inferential statistical results are presented based on quantitative data for each objective. In addition, thematic analysis is used to present qualitative findings in accordance to the study objectives. Finally, a discussion of the findings is provided.

### 4.2 Questionnaire and Interview Guide Response Rate

This is the result of the respondents' collaboration in expressing their opinion on a particular question, which is reflected in different topics. The study targeted 357 respondents. The researcher managed to collect 373 questionnaires and three interview guides. According to Saunders and Lewis (2012), a return rate of more than 50% is considered appropriate for study. This implied that the collected information was sufficient to carry the analysis.

### 4.3 Demographic Information of Respondents

This section provides findings based on respondents' demographic information. Figure 3 indicate results on the respondent's gender.

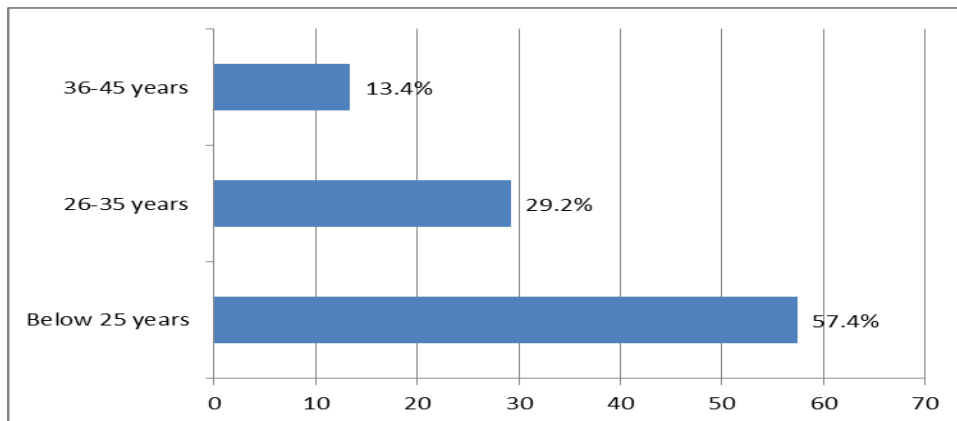


Source: Primary data (2021)

Figure 3: Gender of the respondents

According to the above findings, the bulk of the respondents (60%) were men, while 40% were women. This was expected given that the security industry is dominated by men. However, the level of women involvement in security services is also rising as depicted by the 40% representation. Both male and female security personnel are expected to perform as the set goals and objectives.

Figure 4 indicates results on age of the participants.

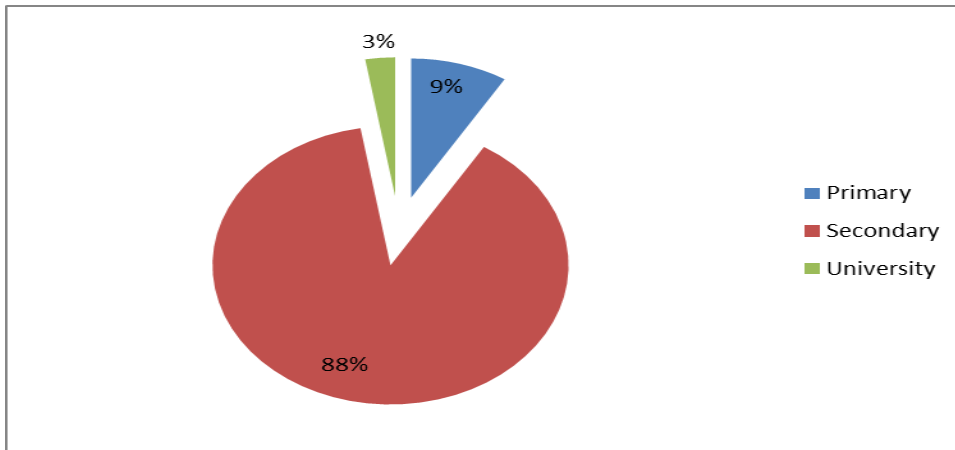


**Source: Primary data (2021)**

**Figure 4: Age of the respondents**

Based on the findings, majority (57.4%) of the respondents indicated that they were aged below 25 years, 29.2% were aged 26-35 years and 13.4% were aged 36.45 years. From the findings, most of the private security personnel are young people below the age of 25 years. The expectation is that the young personnel is able to learn and acquire new skills, which will enhance the firms' performance. Also, the young personnel is likely to embrace modern technology compared to older personnel. Nonetheless, the young personnel may lack the necessary experience and competence to handle security matters. This could be counterproductive to private security firms' effort to perform better. Odhiambo, Gachoka, and Rambo (2018) discovered a statistically significant positive correlation between employee performance and age diversity. Hapompwe, Mulenga and Siwale (2020) concluded that age differences are relevant to employee performance and ultimately to organizational performance.

The results in Figure 5 shows the participants' level of education.



Source: Primary data (2021)

**Figure 5: Education Level**

The results showed that the majority (88%) of respondents had completed secondary education, 9% had completed basic education and only 3% had completed university education. Education is critical in influencing individuals' performance in various sectors including security. As such, having adequate education is expected to enhance security personnel's performance. A study by Ng and Feldman (2019) found that education level in addition to having a positive impact on main task performance is positively related to creativity and citizenship behavior as well as negatively on substance use in the workplace and absence from work. Similarly, Jaoko (2014) concluded that academic qualifications have a positive relationship with employee performance.

#### **4.4 Descriptive Analysis**

This section presents descriptive findings related to the research variables. The descriptives include frequencies, percentages, mean and standard deviation.

##### **4.4.1 Descriptive statistics on Technology Adoption**

The descriptive results for the technology adoption variable are presented in this section. The respondents were asked to rate how much they agreed or disagreed with the assertions about technology adoption. The following was the scale that was used: 1 denotes strong disagreement, 2 denote disagreement, 3 denote neutrality, 4 denote agreement, and 5 denote strong agreement. Table 4 summarizes the findings.

**Table 4: Descriptive Statistics on Technology adoption**

<b>Statements on Technology adoption</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Deviation</b>
The PSSP have adopted the use biometric identification.	123(33%)	250(67%)	4.7	0.5
The PSSP have adopted the use CCTV cameras	0(0%)	373(100%)	5.0	0.0
The PSSP have adopted the use tracking devices	300(80.4%)	73(19.6%)	4.2	0.4
The PSSP have adopted the use X-ray scanners.	0(0%)	373(100%)	5.0	0.0
The PSSP have adopted the use alarm systems	0(0%)	373(100%)	5.0	0.0
<b>Aggregate Mean</b>			<b>4.8</b>	<b>0.2</b>

**Source: primary data (2021)**

The results in Table 4 show that the majority of respondents (67%) strongly agree with the statement that PSSP have accepted the use of biometric identification. They also agreed that PSSP would accept the use of CCTV cameras (n = 373, mean = 5.0). Further, the respondents agreed that PSSP have adopted the use tracking devices (n=300, mean=4.2). In addition, all the respondents noted that PSSP have adopted the use X-ray scanners (n=373, mean=5.0). Similarly, the respondents strongly agreed that PSSP have adopted the use alarm systems (n=373, mean=5.0).

An overall average of 4.8 indicated that the majority of the respondents strongly agreed with the statements regarding technology adoption. This means that private security firms have embraced the use of modern technology. The specific technologies include: biometric identification, CCTV cameras, tracking devices, X-ray scanners, and alarm systems. Additionally, the overall standard deviation of 0.2 implies that the data was distributed around the mean. This denoted that majority of the respondents' shared similar opinion in regard to statements on technology adoption.



#### 4.4.2 Descriptive Statistics on Capacity Building

This subsection presents descriptive results for the capacity development variable. Respondents must indicate the extent to which they agree or disagree with the statement about capacity building. The scale used is as follows: 1 - strongly disagree, 2 - strongly disagree, 3 - neutral, 4 - agree and 5 - completely agree. The results are shown in Table 5.

**Table 5: Descriptive Statistics on Capacity Building**

<b>Statements on Capacity Building</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is regular on job training of personnel on security operations such as use of security equipment.	0(0.0%)	373(100%)	5.0	0.0
There is promotion of interactive skills among the security personnel.	0(0.0%)	373(100%)	5.0	0.0
There is frequent off job training of personnel on security operations such as use of security equipment.	232(62.2%)	141(37.8%)	4.4	0.5
Through the interactive skills, the security personnel are able to interact with clients.	0(0.0%)	373(100%)	5.0	0.0
<b>Aggregate mean</b>			<b>4.8</b>	<b>0.1</b>

**Source: primary data (2021)**

The findings in Table 5 indicate that all the participants were in agreement with the statement that there was regular on job training of personnel on security operations such as use of security equipment, there was promotion of interactive skills among the security personnel, and through the interactive skills, the security personnel are able to interact with clients. This was supported by means of 5. Further, most of the participants agreed that there was frequent off job training of personnel on security operations such as use of security equipment (n=232, mean=4.4).

The overall average of 4.8 revealed that most of respondents strongly agreed with the statement regarding capacity building. This means that private security firms consider capacity building as crucial in enhancing performance. The key capacity building aspects

were; job training of personnel, interactive skills and off job training of personnel. Additionally, the overall standard deviation of 0.1 implies that the data was distributed around the mean. This denoted that majority of the respondents' shared similar opinion in regard to statements on capacity building.

#### 4.4.3 Descriptive Statistics on Regulations

This sub-section presents descriptive results on regulations variable. Respondents indicated the extent to which they agree or disagree with the statement about the rules. The scale used is as follows: 1 - strongly disagree, 2 - strongly disagree, 3 - neutral, 4 - agree and 5 - strongly agree. The results are shown in Table 6.

**Table 6: Descriptive Statistics on Regulations**

Statements on Regulations	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
The current law governing PSSP has helped you to improve on performance of PSSP	16(4.3%)	91(24.4%)	153(41%)	113(30.3%)	4.0	0.8
The firm strictly adheres to the law governing PSSP.	0	343(92%)	0	30(8%)	3.2	0.5
Does TOPSEC Investment Ltd owns basic equipment's provided by Law N° 16Bis/2020 OF 07/09/2020 in its article 13	12(3.2%)	81(21.7%)	96(25.7%)	184(49.3%)	4.2	0.9
Having the basic equipment stipulated in the law governing PSSP helps in crime mitigation.	11(2.9%)	21(5.6%)	167(44.8%)	174(46.6%)	4.4	0.7
There is regular review of the law governing PSSP.	0	323(86.6%)	0	50(13.4%)	3.3	0.7
<b>Aggregate mean</b>					<b>3.8</b>	<b>0.7</b>

**Source: primary data (2021)**

The findings in Table 6 reveal that most of the participants (n=153, mean=4.0), agreed with the statement that the current law governing PSSP has helped security firms to improve on performance of PSSP. They also strongly agreed that TOPSEC Investment Ltd owned basic equipment provided by Law N° 16Bis/2020 OF 07/09/2020 in its article 13 (n=184,

mean=4.2), and that having the basic equipment stipulated in the law governing PSSP helps in crime mitigation (n=174, mean=4.4). Further, most of the respondents were neutral on the statement that the firm strictly adheres to the law governing PSSP (n=343, mean=3.2) and there was regular review of the law governing PSSP (n=323, mean=3.3).

The overall average of 3.8 indicates that the most of the participants agreed with most statements about regulation. This denotes that private security firms value the contribution of regulations in the security industry. Additionally, the overall standard deviation of 0.7 implies that the data was distributed around the mean. This means that majority of the respondents' shared similar opinion in regard to statements on regulations.

#### 4.4.4 Descriptive Statistics for Performance of PSSP

This subsection presents descriptive results for performance variables. Respondents indicated the extent to which they agree or disagree with the statements made in connection with the presentation. The scale used is as follows: 1 - strongly disagree, 2 - strongly disagree, 3 - neutral, 4 - agree and 5 - strongly agree. The results are shown in Table 7.

**Table 7: Descriptive Statistics on Performance of PSSP**

Statements on Performance	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
There is great achievement in regard to crime mitigation.	0.0%	9(2.4%)	16(4.3%)	348(93.3%)	4.9	0.4
There is improved personnel & property security.	0.0%	14(3.8%)	6(1.6%)	353(94.6%)	4.9	0.4
There is improved customer satisfaction based on security service provision by PSSP.	3(0.8%)	24(6.4%)	1(0.3%)	345(92.5%)	4.8	0.6
There is high level of employees' retention.	0.0%	2(0.5%)	10(2.7%)	361(96.8%)	5.0	0.2
<b>Aggregate mean</b>					<b>4.9</b>	<b>0.4</b>

**Source: primary data (2021)**

The results in Table 7 show that most of those who participated strongly agreed with the following statements on performance: there was great achievement in regard to crime mitigation (n=348, mean=4.9), there was improved personnel & property security (n=353,

mean=4.9), there was improved customer satisfaction (n=345, mean=4.8), and there was high level of employees' retention (n=361, mean=5.0).

An overall average of 4.9 indicates that the most of the participants agreed with most statements about effectiveness. Additionally, the overall standard deviation of 0.4 implies that the data was distributed around the mean. This means that majority of the respondents' shared similar opinion in regard to statements performance of PSSP.

The result agreed with Adebayo and Aderinto (2017) who found that the perceived performance of corporate security guards by the respondent was reasonably successful. Further, Murenzi (2020) identified the contribution of PSSP to the safety of vital infrastructures in KSEZ.

## **4.5 Thematic Analysis**

### **4.5.1 Technology adoption**

The participants who included Topsec Managers and RNP Personnel were asked whether technology had played any role in improving performance of PSSP. In their response, they noted that indeed technology had played a fundamental role in promoting performance of private security firms.

They were further asked to highlight reasons why they thought technology had improved performance of PSSP. The respondents noted the following reasons:

- i. Technology has played a big role because it is used as force multipliers and also helps to detect criminals before causing damages.
- ii. Surveillance coverage through deployment of CCTV cameras in areas guarded by PSSP help in crime prevention compared to the traditional way of human surveillance.
- iii. Mentoring items through use of GPS (Tracking)
- iv. Monitoring of assets through alarm systems for prompt action
- v. The use of x-ray scanners, CCTV cameras, Biometric has been important in deterrence of crimes.
- vi. Crime has reduced in areas of protected by PSSP.

vii. Technology has provided accounting systems in security services.

From the above responses, it is clear that technology adoption has played a critical role in improving the performance of private security firms. In particular, the respondents noted that use of technology has enhanced monitoring and tracking of criminal activities and hence making it possible to detect and stop crime. Further, private security firms have adopted a number of technologies including x-ray scanners, CCTV cameras and Biometric, which have been instrumental in deterrence of crime.

In addition, the participants were requested to make suggestions on how to improve technology for enhanced performance of PSSP.

- i. Improve the quality of devices used in PSSP some are outdated
- ii. To use digitalize technology rather than analog
- iii. Training of personnel on utilization of new equipment's and maintenance.
- iv. Integration of network with other security service like Police, Army and others security services for crime prevention.
- v. Introduction of laboratories for tests
- vi. Guards should be supported by at least alarm, CCTV camera

From the above feedback, the respondents noted the need to improve quality of technology devices by adopting modern equipment. They also highlighted the importance of equipping the personnel with technical skills to handle new technology. The modern equipment requires proper management as well as maintenance. The new technology should also be integrated with other security operators, especially the police.

#### **4.5.2 Capacity Building**

The participants were requested to state whether capacity building had played any role in improving performance of PSSP. They noted that capacity building was crucial in enhancing performance of private security firms.

The respondents were also requested to highlight reasons why they thought capacity building had improved performance of PSSP. Their feedback included:

- a. Capacity building helps to empower the members of PSSP
- b. It helps to build confidence among the role players
- c. Beneficiaries trust the service providers
- d. It enhances level of professionalism
- e. Due to high competitions clients opt for best performers
- f. Readiness of security personnel
- g. Service delivery has improved due to capacity building
- h. It improves and develops personnel skills which influence performance.
- i. Through training security companies' performance has tremendously improved, theft cases have reduced in area guarded by PSSP.
- j. Ability to transmit the skills to new staff
- k. Staff/ personnel of PSSP work as professional and improved their discipline.

Based on the above responses, it is evident that capacity building is vital in enhancing performance of private security firms. It particularly, empowers security personnel and also boosts their confidence. Further, capacity building enhances the personnel skills, which increases with performance. The participants also noted that capacity building had greatly helped new staff to acquire the necessary skills.

Further, the respondents were asked to make suggestions on how to improve capacity building for enhanced performance of PSSP. Their responses are summarized below.

- a. Improve the quality of training delivery by PSSP to their staff members
- b. Establish standardized curriculum for all PSSP in order to produce staff who are able to deal with contemporary security issues like terrorism, drugs among others.
- c. Improve the quality of equipment used by PSSP
- d. Regular training to update the staff thus improving on their performance
- e. Emphasize on use of modern technology

- f. Regular review of standards
- g. On job training, study tours to where security companies are highly developed (countries)
- h. Leaders of PSSP should consider motivating factors as a tool to influence the performance of PSSP.
- i. Acquisitions of modern equipment in line with services needed by clients
- j. The criteria for new recruitment to serve as security guards should have minimum standards that allow an individual to be easily trainable
- k. Supervision, refresher courses and more capacity building by RNP to security guards.
- l. To have training center for all security guards.
- m. To provide SOP's for all companies.

From the above feedback, the respondents emphasized the need to improve capacity building through proper and quality training programs, regular training, benchmarking from other countries, regular review of training standards, and use of modern equipment. According to the participants, improvement of capacity building in line with the above items will greatly enhance the performance of private security firms.

#### **4.5.3 Regulations**

The participants were requested to state whether regulations had played any role in improving performance of PSSP. They cited those regulations were essential in enhancing performance in the private security industry.

The participants also stated reasons why regulations had improved performance of PSSP as follows.

- a. It helps to limit unqualified PSSP
- b. It helps to set criteria to be followed by PSSP in order to avoid miss you of power of PSSP
- c. Standards for each security company to adhere to.
- d. Regulations give guidance of what to do or not and therefore respect of regulations improves performance of PSSP.

- e. Without regulation the whole industry would be mess where anyone would be doing anything without control.
- f. Respecting regulations and keeping PSSP more professional
- g. PSSP work in legal way, no quarrels developed between PSSP and customers

Based on the above feedback, it is clear that regulations are fundamental in ensuring that the private security industry operates smoothly. Regulations particularly eliminate unhealthy and illegal operations in the industry. Having proper regulations will ensure that only legally and qualified firms operate in the industry. The respondents further noted that PSSP are keen to adhere to the set regulations.

The participants were asked to make suggestions on how to improve regulation for enhanced performance of PSSP. Their feedback included:

- a. To enact law and regulation that favor role players (staff members) to be given justice when required.
- b. Amendments of laws to suit the present situation in case there are some gaps.
- c. Having SOPs
- d. To explain to guards and supervisors.

The respondents' response emphasized the need to have favorable regulations void of discrimination. They also highlighted the need to update the existing regulations. Further, there was need to educate the security firms on the current regulations.

#### **4.5.4 Performance of PSSP**

The participants were requested to explain performance of PSSP with respect to the following elements: crime mitigation, improved personnel & property security, customer satisfaction and retention of employees.

##### **a) Crime mitigation**

- ✓ PSSP facilitates security organs to prevent crime and detect criminals in case crime was committed
- ✓ Reduce theft in private promises guarded by security companies
- ✓ Presence of security guards, CCTV, quick interventions have contributed to crime mitigation
- ✓ Risk of people's property to be stolen is low in areas guarded by PSSP.



- ✓ Criminals fear to commit crimes in the eyes of PSSP therefore crimes are prevented.
- ✓ They play a role in crime prevention by show of force.
- ✓ By having 27/7 guards have improved security of people and their property.
- ✓ The physical guards reduced the criminality in areas guarded by PSSP.

Based on the above responses, the respondents noted that PSSP had played a significant role in reducing crime. In particular, they attributed the reduction of crime to use of technologies such as CCTV as well as 27/7 surveillance by the security guards.

#### b) Improved personnel & property security

- ✓ In some companies the staff that are recruited do not meet criteria and some do not have enough equipment.
- ✓ A level of positive improvement is seen through training and deployment of modern equipment.
- ✓ Security of personnel and equipment has been improved to the clients of PSSP

From the above feedback, the respondents cited the need for proper and adequate equipment to facilitate security personnel.

#### c) Customer satisfaction

- ✓ Customers are not satisfied 100% because some of them used to report cases involving some of PSSP members like theft, violence among others.
- ✓ Customers are satisfied with the service it is evidenced by extension of contracts.
- ✓ When cases of theft and other crimes against property are minimized, there is customer satisfaction.
- ✓ The use of technology like CCTV, x-ray scanners, physical guarding, physical search all these have made PSSP clients satisfied.
- ✓ Customer satisfaction is defined by renew of the contracts between PSSP and customers.

Based on the above responses, it is evident that clients were happy with the services offered by the private security firms. However, there were complaints concerning involvement of some security personnel in criminal activities, especially, theft of clients' properties.

#### d) Retention of employees

- ✓ Employees welfare has been improved
- ✓ Employees seek for better opportunities and thus tend to leave one security company to another.
- ✓ PSSP try to maintain the best performers and keep looking for the best ones
- ✓ Security guards are not well paid thus leaving for better opportunities.
- ✓ Salary is low and this causes some employees to leave the PSSP to look for green pastures.
- ✓ Employees are satisfied because they have contracts and social security benefits
- ✓ PSSP personnel are satisfied justified by the staff who work with PSSP do not suspend their contract.

Based on the above feedback, it appears there is been efforts to ensure retention of employees by private security firms. However, there are still concerns regarding remuneration of employees. Poor pay was identified as one of the reasons why employees leave employment. Notably, employees have contracts and social security benefits.

#### 4.6 Univariate Analysis

##### 4.6.1 Technology adoption and Performance of PSSP

This section provides univariate regression results on the connection between technology adoption and performance of PSSP.

**Table 8: Regression Results on Technology adoption**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.422	.168		8.446	.000
Technology adoption	.735	.035	.732	20.701	.000
R	.732				
R Squared	0.536				
Adjusted R Squared	0.535				
F statistic	428.52				
P value	0.000				

**Source: Primary data (2021)**

**Dependent Variable: Performance**

Model;

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where Y is performance

$\beta_0$  is the constant

$\beta_1$  is regression coefficient

X is technology adoption

$Y = \beta_0 + \beta_1 X_1 + e$  becomes; Performance = 1.422 + 0.735 technology adoption

This means if technology is held constant performance will be 1.422. A unit of technology will lead to an increase of 0.735 of performance.

Based on the results in Table 8, the correlation value ( $R = 0.732$ ) indicates that there is a strong positive and significant relationship between technology introduction and PSSP performance. This suggested that the introduction of technology is accompanied by an increase in performance.

The adjusted R squared of 0.536 indicated that technology adoption accounted for 53.6% of total variations in the performance of PSSP. The F test of 428.52 and p value less than 5% indicated that the proposed model was statistically significant (good fit) in predicting the dependent variable.

In addition, the results of the study indicate that the introduction of technology has a positive and significant effect on the effectiveness of the PSSP. This is supported by a regression coefficient of 0.735 and a p-value of 0.000 which is smaller than 0.05 (with a 95% confidence interval). The results showed that an increase in the use of technology by a unit would increase the performance of PSSP by 0.735 units.

#### **4.6.2 Capacity Building and Performance of PSSP**

The results of the univariate regression on the association between capacity building and PSSP efficiency are presented in this section.

**Table 9: Regression Results on Capacity Building**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.739	.110		24.827	.000
Capacity building	.454	.023	.715	19.675	.000
R	0.715				
R Square	0.511				
Adjusted R Square	0.509				
F statistic	387.09				
P value	0.000				

**Source: Primary data (2021)**

**Dependent Variable: Performance**

Model;

$$Y = \beta_0 + \beta_2 X_2 + e$$

Where Y is performance

$\beta_0$  is the constant

$\beta_2$  is regression coefficient

$X_2$  is capacity building

$Y = \beta_0 + \beta_2 X_2 + e$  becomes; Performance = 2.739 + 0.454 capacity building

That is, if capacity building is maintained, consistent results are 2,739. One unit of capacity building increases efficiency by 0.454.

Based on the results in Table 9, the correlation value (R = 0.715) indicates that there is a strong positive and significant relationship between capacity building and PSSP efficiency. This shows that the increase in capacity building goes hand in hand with the increase in efficiency.

The R square of 0.511 indicated that capacity building accounted for 51.1% of total variations in the performance of PSSP. The F test of 387.09 and p value less than 5% indicated that the proposed model was statistically significant (good fit) in predicting the dependent variable.

This denotes that capacity building is a significant predictor of performance. Furthermore, the study's findings show that capacity building has a favorable and significant impact on the PSSP's effectiveness. A regression coefficient of 0.454 and a p-value of 0.000 with a 95% confidence interval corroborate this. The results showed that an increase in capacity by one unit would increase the efficiency of PSSP by 0.454 units.

#### 4.6.3 Regulations and Performance of PSSP

This section provides univariate regressions results on the connection between regulations and performance of PSSP.

**Table 10: Regression Results on Regulations**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.589	.082		43.587	.000
Regulations	.348	.022	.640	16.059	.000
R	.640				
R Square	0.410				
Adjusted R Square	0.408				
F statistic	257.88				
P value	0.000				

**Source: Primary data (2021)**

**Dependent Variable: Performance**

**Model;**

$$Y = \beta_0 + \beta_3 X_3 + e$$

Where Y is performance

$\beta_3$  is regression coefficient

$X_3$  is Regulation

$$Y = \beta_0 + \beta_3 X_3 + \text{error becomes; Performance} = 3.589 + 0.348 \text{ Regulations}$$

This means that if regulation is held constant performance will be 3.589. A unit of capacity building will lead to an increase of 0.348 of performance.

The correlation value ( $R = 0.640$ ) indicates that there is a strong positive and significant association between regulation and PSSP effectiveness, based on the results in Table 10. This suggests that regulatory reforms are followed by a boost in performance.

The R square of 0.410 indicated that regulations accounted for 41% of total variations in the performance of PSSP. The F test of 257.88 and p value less than 5% indicated that the proposed model was statistically significant (good fit) in predicting the dependent variable.

Furthermore, the findings of the study suggest that regulation has a favorable and considerable impact on the PSSP's effectiveness. A regression coefficient of 0.348 and a p-value of 0.000 with a 95% confidence interval corroborate this. The results showed that increasing the regulation by a unit would increase the efficiency of the PSSP by 0.348 units.

#### 4.7 Multiple Regression Analysis

This section provides multiple regression findings on the connection between technology adoption, capacity building, regulations and performance of PSSP. The results are shown in Table 11.

**Table 11: Multiple Regression Results for Technology adoption, Capacity Building and Regulations**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.933	.171		11.285	.000
Technology adoption	.294	.061	.293	4.856	.000
Capacity Building	.241	.031	.379	7.866	.000
Regulations	.114	.026	.209	4.310	.000
R	.787				
R Squared	0.619				
Adjusted R Squared	0.616				
F statistic	199.98				
P value	0.000				

**Source: Primary data (2021)**

**Dependent Variable: Performance**

### **Combined Model;**

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where Y is performance

$\beta_0$  is the constant

$\beta_1, 2, 3$  is regression coefficient

X1 is Technology adoption

X2 is capacity building

X3 is Regulations

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$  becomes; Performance = 1.933 + 0.294 technology adoption + 0.241 capacity building + 0.114 regulations

This means that if technology adoption, capacity building and regulations are held constant performance will be 1.933. A unit of technology adoption, capacity building and regulations will lead to an increase of 0.294, 0.241 and 0.114 of performance respectively.

Based on the results in Table 11, the correlation value ( $R = 0.787$ ) indicates that there is a strong positive and significant relationship between technology acceptance, capacity building, regulation, and PSSP effectiveness.

The R square of 0.619 indicated that jointly, technology adoption, capacity building, regulations accounted for 62% of total variations in the performance of PSSP. The F test of 199.98 and p value less than 5% indicated that the proposed model was statistically significant (good fit) in predicting the dependent variable. This denotes that technology, capacity building and regulations are a significant predictor of performance.

## **4.8 Discussion of Research Findings**

### **4.8.1 What is the effect technology on performance of private security service providers in Kigali Rwanda?**

The study sought to answer the question on how technology adoption affects performance of private security service providers in Kigali Rwanda. An overall average of 4.8 indicated that

the majority of those questioned agreed with the statements regarding technology adoption. This means that private security firms have embraced the use of modern technology. The specific technologies include: biometric identification, CCTV cameras, tracking devices, X-ray scanners, and alarm systems. Additionally, the overall standard deviation of 0.2 implies that the data was distributed around the mean. This denoted that majority of the respondents' shared similar opinion in regard to statements on technology adoption.

The correlation results revealed a high positive and significant link ( $R = .732$ ) between the introduction of technology and the PSSP's effectiveness. This implied that technology adoption is accompanied by increase in performance. Furthermore, the findings of the univariate regression revealed that the incorporation of technology had a favorable and significant impact on the PSSP's effectiveness. A regression coefficient of 0.735 and a p-value of 0.000 with a 95 percent confidence interval corroborate this. The results showed that an increase in the use of technology by a unit would increase the performance of PSSP by 0.735 units.

The findings were consistent with Abrahamsen (2016) assertion that improved security networks contribute to the coordination of quality crime mitigation services between private security companies. Similarly, Te, Kadar, Brüngger and Cvijikj (2016) concluded that technology adoption was critical for service delivery in the security industry.

However, the study findings were contrary to Theuri and Kaguta (2018) observation that technology used by private security firms to provide commercial banks with security did not have a substantial influence on the efficacy of commercial banks' outsourcing of private security services.

Based on qualitative responses, it was clear that technology adoption has played a critical role in improving the efficiency of private security firms. In particular, the participants noted that use of technology has enhanced monitoring and tracking of criminal activities and hence making it possible to detect and stop crime. Further, private security firms have adopted a number of technologies including x-ray scanners, CCTV cameras and Biometric, which have been instrumental in deterrence of crime. The respondents noted the need to improve quality of technology devices by adopting modern equipment. They also highlighted the importance of equipping the personnel with technical skills to handle new technology. The modern equipment requires proper management as well as maintenance. The new technology should also be integrated with other security operators, especially the police.



#### **4.8.2 What is the effect of capacity building on performance of private security service providers in Kigali Rwanda?**

The goal of the research was to find out how capacity building affects the performance of private security service providers in Kigali, Rwanda. The overall average of 4.8 indicated that the majority of respondents agreed with the statement regarding capacity building. This implied that private security firms consider capacity building as crucial in enhancing performance. The key capacity building aspects were; job training of personnel, interactive skills and off job training of personnel. Additionally, the overall standard deviation of 0.1 implies that the data was distributed around the mean. This denoted that majority of the respondents' shared similar opinion in regard to statements on capacity building.

Increased capacity and PSSP efficiency had a high positive and significant association ( $R = 0.715$ ), according to the correlation data. This shows that increased capacity development goes hand in hand with increased productivity. Furthermore, the findings of the univariate regression reveal that increasing capacity has a positive and significant impact on the PSSP's efficiency. A regression coefficient of 0.454 and a p value of 0.000 with a 95 percent confidence interval confirm this. According to the findings, a one-unit increase in capacity will boost PSSP's efficiency by 0.454 units.

The findings of the study accord with those of Shiel et al. (2016), who discovered that capacity building enables individuals and organizations to perform at a higher level. Similarly, Ndulue (2017) found that training has an impact on employee performance. Furthermore, Hidayat et al. (2020) discovered a significant and favorable link between training and organizational success.

From the qualitative responses, it was evident that capacity building is vital in enhancing performance of private security firms. It particularly, empowers security personnel and also boosts their confidence. Further, capacity building enhances the personnel skills, which increases with performance. The participants also noted that capacity building had greatly helped new staff to acquire the necessary skills. The respondents emphasized the need to improve capacity building through proper and quality training programs, regular training, benchmarking from other countries, regular review of training standards, and use of modern equipment. According to the participants, improvement of capacity building in line with the above items will greatly enhance the performance of private security firms.

### **4.8.3 How has the current regulations improved performance of private security service providers in Kigali Rwanda?**

The goal of the study was to find out how present legislation in Kigali, Rwanda, improved the performance of private security service providers. The overall average of 3.8 indicates that the majority of respondents agreed with most statements about regulation. This denoted that private security firms value the contribution of regulations in the security industry. Additionally, the overall standard deviation of 0.7 implies that the data was distributed around the mean. This means that majority of the respondents' shared similar opinion in regard to statements on regulations.

Regulation and PSSP effectiveness were shown to have a positive and significant association ( $R = 0.640$ ) according to the correlation data. This means that regulatory improvements are accompanied by an increase in efficiency. Furthermore, the results of the univariate regression demonstrate that regulation has a positive and significant impact on PSSP effectiveness. A regression coefficient of 0.348 and a p value of 0.000 with a 95 percent confidence interval back this up. The results showed that increasing the regulation by a unit would increase the efficiency of the PSSP by 0.348 units.

The study findings concurred with those of Desai et al. (2020) who concluded that security sector in Italy was positively affected after the government started regulating the retail sector. Similarly, Van Steden et al. (2015) established that good policies are essential to the provision of quality services. On the other hand, Scheerlinck, Buts, Reniers, and Cools (2017) discovered a link between regulatory intensity and sector concentration, implying that tighter regulations lead to higher concentration ratios.

From the qualitative responses, it was evident that regulations are fundamental in ensuring that the private security industry operates smoothly. Regulations particularly eliminate unhealthy and illegal operations in the industry. Having proper regulations will ensure that only legally and qualified firms operate in the industry. The respondents further noted that PSSP are keen to adhere to the set regulations. The respondents' response emphasized the need to have favorable regulations void of discrimination. They also highlighted the need to update the existing regulations. Further, there was need to educate the security firms on the current regulations.

## **CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter contains a summary, conclusions and research recommendations. The presentation is made in accordance with the research objectives. The aim of this study was to examine determinants affecting performance of private security service providers in Kigali, Rwanda.

### **5.2 Summary of Study Findings**

The first objective of this study was to determine the impact of technology on the effectiveness of private security service providers in Kigali, Rwanda. Based on descriptive results, the majority of respondents stated that private securities companies have adopted the use of modern technology. This was supported by an aggregate mean of 4.8. Specific technologies include: biometric identification, video surveillance cameras, tracking devices, X-ray scanners, and alarm systems. The correlation results show that the introduction of technology has a reasonably strong positive and significant link with the PSSP's effectiveness. Furthermore, the regression findings revealed that introducing technology has a favorable and significant impact on the PSSP's effectiveness. The respondents noted that use of technology has enhanced monitoring and tracking of criminal activities and hence making it possible to detect and stop crime. Further, private security firms have adopted a number of technologies including x-ray scanners, CCTV cameras and Biometric, which have been instrumental in deterrence of crime.

The second objective of this study is to assess the impact of capacity building on the effectiveness of private security service providers in Kigali, Rwanda. Based on descriptive results, most respondents found that private securities firms considered capacity building to be very important to increase efficiency. This was supported by an aggregate mean of 4.8. Key aspects of capacity building are: on-the-job training, interactive skills, and off-the-job training. According to the correlation findings, increasing capacity and PSSP efficiency have a moderately strong positive and significant link. Furthermore, the regression findings reveal that increasing capacity has a positive and significant impact on PSSP efficiency. The participants noted that capacity building was vital in enhancing performance of private security firms. It particularly, empowers security personnel and also boosts their confidence. Further, capacity building enhances the personnel skills, which increases with performance.

The participants also noted that capacity building had greatly helped new staff to acquire the necessary skills.

The third objective of this study is to determine the impact of regulation on the effectiveness of private security service providers in Kigali, Rwanda. Based on descriptive results, most respondents found that private securities firms value the contribution of regulation in the securities industry. The collective mean of 3.8 backed this up. The correlation results reveal that regulation and PSSP efficacy have a reasonably strong positive and significant association. Furthermore, the regression results reveal that regulation has a favorable and significant impact on PSSP effectiveness. The participants further noted that regulations are fundamental in ensuring that the private security industry operates smoothly. Regulations particularly eliminate unhealthy and illegal operations in the industry. Having proper regulations will ensure that only legally and qualified firms operate in the industry. The respondents also cited that PSSP are keen to adhere to the set regulations

### **5.3 Conclusions**

Based on the objective one results, it is concluded that the introduction of technology has a positive and significant effect on the effectiveness of PSSP. The study identified biometric identification, CCTV cameras, tracking devices, X-ray scanners, and alarm systems as key technology equipment that can help improve the performance of private security firms. The implication is that improvement of technology is likely to enhance performance of PSSP in Rwanda.

Based on the results of Objective 2, this study came to the conclusion that capacity building has a positive and significant effect on the effectiveness of PSSP. The key capacity building aspects were; job training of personnel, interactive skills and off job training of personnel. The implication is that improvement in capacity building of security personnel will lead to enhanced performance of PSSP in Rwanda.

Based on the results of the third objective, this study came to the conclusion that regulation has a positive and significant effect on the effectiveness of the PSSP. Regulations particularly eliminate unhealthy and illegal operations in the industry.

Having proper regulations will ensure that only legally and qualified firms operate in the industry. The implication is that improvement of regulations will result to enhanced performance of PSSP in Rwanda.

#### **5.4 Recommendations for practice**

The study found that the introduction of technology had a positive and substantive impact on the effectiveness of PSSPs. The study recommends the need for private security firms' management to improve quality of technology devices by adopting modern equipment. The firms' management should also equip their personnel with technical skills to handle new technology. The study also recommends the need for integration between private security firms' system and Rwanda National Police.

The study also found that capacity building had a positive and substantive impact on the effectiveness of PSSPs. The study recommends the need for private security firms' management to improve capacity building through proper and quality training programs, regular training, benchmarking from other countries, regular review of training standards, and use of modern equipment.

In addition, the study found that regulation had a positive and substantive impact on the effectiveness of PSSPs. The study recommends the need for the RNP to streamline regulations relating to PSSP. The respondents emphasized the need to update the existing regulations. Further, management of private security firms should ensure proper training of personnel on current regulations.

#### **5.5 Recommendations for further research**

The survey investigated the determinants affecting performance of private security service providers in Kigali, Rwanda. The specific focus was on technology, capacity building and regulations. Future studies could consider looking at the effect of technology, capacity building and regulations on performance of public security providers for comparison purposes.

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## **APPENDICES**

### **Appendix I: Introduction Letter**

**UNIVERSITY OF RWANDA**

**Dear Sir/ Madam,**

**RE: REQUEST FOR DATA COLLECTION**

I am currently a student at the post graduate level. I intend to conduct a research on the topic “*Determinants affecting performance of private security service providers in Kigali, Rwanda.*” Find attached interview schedule which is meant to collect information for this research. All information gathered will be safely preserved and will only be used for academic purposes.

You are politely required to be honest as you respond to the questions. Please, do not indicate your name or identification entity on the interview schedule. Your kind reply will be of much value.

I appreciate you beforehand for cooperating.

Yours sincerely,

**JEAN BOSCO KAGAME**

## **Appendix II: Interview Guide for TOPSEC Managers and RNP Personnel**

This interview guide is aimed at collecting information on the determinants affecting performance of private security service providers in Kigali, Rwanda.

Instructions: Please respond to the questions as accurately as possible.

### **SECTION A: EFFECT OF TECHNOLOGY ON PERFORMANCE OF PRIVATE SECURITY SERVICE PROVIDERS**

1. In your own opinion, has technology played any role in improving performance of PSSP?
  
2. If yes, state reasons why you think technology has improved performance of PSSP?
  
3. If not, kindly give reasons why you think technology has not improved performance of PSSP?
  
4. What do you think should be done in regard to technology in order to enhance performance of PSSP?

### **SECTION B: EFFECT OF CAPACITY BUILDING ON PERFORMANCE OF PRIVATE SECURITY SERVICE PROVIDERS**

5. In your own opinion, has capacity building played any role in improving performance of PSSP?
  
6. If yes, state reasons why you think capacity building has improved performance of PSSP?
  
7. If not, kindly give reasons why you think capacity building has not improved performance of PSSP?
  
8. What do you think should be done in regard to capacity building in order to enhance performance of PSSP?

**SECTION C: EFFECT OF REGULATIONS ON PERFORMANCE OF PRIVATE SECURITY SERVICE PROVIDERS**

9. In your own opinion, have regulations played any role in improving performance of PSSP?

10. If yes, state reasons why you think regulations have improved performance of PSSP?

11. If not, kindly give reasons why you think regulations have not improved performance of PSSP?

12. What do you think should be done in regard to regulations so as to enhance performance of PSSP?

**SECTION D: PERFORMANCE OF PSSP**

13. Explain the performance of PSSP with respect to the following elements.

a) Crime mitigation

b) Improved personnel & property security

c) Customer satisfaction

d) Retention of employees

### Appendix III: Questionnaire for Security guards and TOPSEC clients

This questionnaire is designed to collect data on the research topic “*Determinants affecting performance of private security service providers in Kigali, Rwanda.*” Kindly answer the following questions as honestly as possible. The information given will be treated with utmost confidentiality. Please do not write your name anywhere on this questionnaire. You are encouraged to give your honest opinion.

**Instructions:** Please tick [√] or fill in the appropriate information on the spaces provided.

#### SECTION A: PERSONAL INFORMATION

1. What is your gender?

a) Male [ ]

b) Female [ ]

2. What is your age bracket?

Below 25 years [ ]                      26-35 years [ ]

36-45 years [ ]                      46-55 years [ ]

Above 55 years [ ]

3. What is your level of education?

Primary [ ]

Secondary [ ]

College [ ]

University [ ]

Specify any other.....

**SECTION B: TECHNOLOGY**

4. Please indicate your agreement or otherwise with the following statements on technology by PSSP. Use the following scale: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree.

<b>Statements on Technology</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The PSSP have adopted the use biometric identification.					
The PSSP have adopted the use CCTV cameras					
The PSSP have adopted the use tracking devices					
The PSSP have adopted the use X-ray scanners.					
The PSSP have adopted the use alarm systems					



**SECTION C: CAPACITY BUILDING**

5. Please indicate your agreement or otherwise with the following statements on capacity building by PSSP. Use the following scale: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree.

<b>Statements on Capacity Building</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is regular on job training of personnel on security operations such as use of security equipment.					
There is promotion of interactive skills among the security personnel.					
There is frequent off job training of personnel on security operations such as use of security equipment.					
Through the interactive skills, the security personnel are able to interact with clients.					

## **SECTION D: REGULATIONS**

6. Please indicate your agreement or otherwise with the following statements on regulations of PSSP. Use the following scale: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree.

<b>Statements on Regulations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The current law governing PSSP has helped to improve on performance of PSSP					
The firm strictly adheres to the law governing PSSP.					
Does TOPSEC Investment Ltd owns basic equipment's provided by Law N° 16Bis/2020 OF 07/09/2020 in its article 13					
Having the basic equipment stipulated in the law governing PSSP helps in crime mitigation.					
There is regular review of the law governing PSSP.					

**SECTION E: PERFORMANCE OF PSSP**

7. Please indicate your agreement or otherwise with the following statements about performance of PSSP. Use the following scale: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree.

<b>Statements on Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is great achievement in regard to crime mitigation.					
There is improved personnel & property security.					
There is improved customer satisfaction based on security service provision by PSSP.					
There is high level of employees' retention.					

**Appendix IV: To whom it my  
concern**

**RWANDA NATIONAL POLICE**

Musanze, 14 DEC 20




**NATIONAL POLICE COLLEGE**  
TEL: (+250)788311956  
P.O.BOX: 23 Musanze  
E-mail: [npc@police.gov.rw](mailto:npc@police.gov.rw)

**TO WHOM IT MAY CONCERN**

This is to certify that **SP Jean Bosco KAGAME** is a student at Rwanda National Police College, undertaking a Master's Degree in Peace Studies and Conflict Transformation for the academic year 2020-2021. He is conducting a research on: "THE DETERMINANTS OF PRIVATE SECURITY SERVICE PROVIDERS' PERFORMANCE IN KIGALI RWANDA", for which he is required to collect data from relevant sources.

Any assistance rendered to him in this regard is highly valued by this College.

  
**C BIZIMUNGU**  
CP  
COMMANDANT



## Appendix V: Request for Data Collection

SP JB KAGAME  
UNIVERSITY OF RWANDA  
National Police College  
Tel: 0788562601  
Email: kagamejohnbosco@gmail.com

DG TOPSEC Investment Ltd  
Kigali Kimuhurura, Gasabo  
Tel: +250788304489/+250735485917  
P.O. Box : 7484 Kigali Rwanda  
Email : [topsec@tsirwanda.com](mailto:topsec@tsirwanda.com)  
Website : [www.tsirwanda.com](http://www.tsirwanda.com)

Dear Sir/ Madam,

**RE: REQUEST FOR DATA COLLECTION**

I am currently a student at the post graduate level. I intend to conduct a research on the topic "*Determinants of Private Security Service Providers' Performance in Kigali Rwanda.*" Find attached an introduction letter from National Police College. All information gathered will be safely preserved and will only be used for academic purposes.

It is from the above light therefore I kindly request for data collection in TOSEC investment Ltd.

I appreciate you beforehand for cooperation and looking forward for my request being put under your consideration.

Yours Respectfully,

SP JB KAGAME

*Kagame*  
9/01/2021

