

The Determinants Affecting Performance of Private Security Service Providers in Kigali, Rwanda

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Abstract

The private security industry in Rwanda is facing several challenges, which hinder the performance of private security service providers. The current study, therefore, sought to investigate the determinants affecting the performance of private security service providers in Kigali, Rwanda: A study of Topsec Investment Ltd. The specific objectives included; determining the effect of technology, capacity building, and regulations on the 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 results showed 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 the 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 a significant contribution to the security sector by providing empirical evidence on the impact of technology, capacity building, and regulations on the performance of private security service providers.

Keywords: *Private security service providers, Technology, Capacity building, regulation, TOPSEC Investment Ltd.*

1.0 Introduction

This article 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.

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 levels. 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).

The ability of an organization 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's 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.

The Private Security Service Provides (PSSPs) in Rwanda is 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 per relevant legislation. This law also describes the registration process and the functioning of the PSSP, Private security services, training 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 is 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 its 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 the performance of private security service providers in Kigali, Rwanda: A study of TOPSEC Investment Ltd.

1.1 Research Problem

The private security 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 to remain relevant. Chinwokwu (2018) pointed out the importance of collaborative relationships 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. Private security companies provide a variety of security services 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, the 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 to collaborate with criminals and conspire against clients. The security stakeholders in Rwanda have also raised concerns about the 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, this study aimed to fill the existing knowledge gap by examining the determinants affecting the performance of private security service providers in Kigali, Rwanda: the case of TOPSEC Investment Ltd.

1.2 Objectives of the Study

1. To determine the effect of technology on the performance of private security service providers in Kigali, Rwanda.
2. To assess the effect of capacity building on the performance of private security service providers in Kigali, Rwanda.
3. To establish the effect of regulations on the performance of private security service providers in Kigali, Rwanda.

2.0 Theoretical Framework

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.

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 needs to ensure that its systematic governance models are aligned with its external markets 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 the performance of the private security companies. Based on the results, technology, capacity building and regulations had a direct and meaningful impact on the performance of PSSP. Therefore, the industrial organization theory's link of the independent and dependent variables was confirmed.

2.1 Empirical Review

2.1.1 Technology and 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 help 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 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.

2.1.2 Capacity building and 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 the 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 the role of training on the 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 to respond to ever-changing circumstances. The research posed a contextual difference, however, since it did not concentrate on private security companies.

2.1.3 Regulations and 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, license security service providers, implement relevant laws and prosecute market misconduct cases, protect clients and investors, and promote the security industry's stability. Government regulators, as well as foreign organizations, 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.'s (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 the 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 were 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 a contextual gap since the study was conducted in Kenya and not Rwanda.

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 form of regulation, either through two (competitive) employers' associations or through businesses themselves.

3.0 Research Methodology

The study employed a concurrent triangulation design. The research location was Kigali Rwanda. 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. A sample size of 357 respondents was calculated using the Yamane formula (1967) and selected using simple random sampling. The researcher collected qualitative and quantitative data using structured questionnaires. Thematic analysis was used in analyzing qualitative data while quantitative data were analyzed using descriptive and inferential analysis.

4.0 Results and Discussion

4.1 Descriptive Analysis

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

Descriptive statistics on Technology Adoption

The descriptive results for the technology adoption variable are presented in Table 1.

Table 1: Descriptive Statistics on Technology adoption

Statements on Technology adoption	Agree	Strongly Agree	Mean	Std. Deviation
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 has adopted the use of 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
Aggregate Mean			4.8	0.2

The results in Table 1 show that the majority of respondents (67%) strongly agree with the statement that PSSP has 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 has adopted the use of tracking devices (n=300, mean=4.2). In addition, all the respondents noted that PSSP has adopted the use of X-ray scanners (n=373, mean=5.0). Similarly, the respondents strongly agreed that PSSP has adopted the use of 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 opinions about statements on technology adoption.

Descriptive Statistics on Capacity Building

The descriptive results for the capacity-building variable are presented in Table 2.

Table 2: Descriptive Statistics on Capacity Building

Statements on Capacity Building	Agree	Strongly Agree	Mean	Std. Deviation
There is regular on-the-job training of personnel on security operations such as the 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
It is frequent off-job training of personnel on security operations such as the 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
Aggregate mean			4.8	0.1

The findings in Table 2 indicate that all the participants agreed with the statement that there was regular on the job training of personnel on security operations such as the use of security equipment, there was the promotion of interactive skills among the security personnel, and through the interactive skills, the security personnel can interact with clients. This was supported through 5. Further, most of the participants agreed that there was frequent off-job training of personnel on security operations such as the use of security equipment (n=232, mean=4.4).

The overall average of 4.8 revealed that most of the respondents strongly agreed with the statement regarding the capacity building. This means that private security firms consider the 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 opinions about statements on capacity building.

Descriptive Statistics on Regulations

The descriptive results for the regulations variable are presented in Table 3.

Table 3: Descriptive Statistics on Regulations

Statements on Regulations	Disagree	Neutral	Agree	Strongly agree	M	Std. Dev.
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
Aggregate mean					3.8	0.7

The findings in Table 3 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 the 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 a regular review of the law governing PSSP (n=323, mean=3.3).

The overall average of 3.8 indicates that 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 opinions about statements on regulations.

Descriptive Statistics for Performance of PSSP

The descriptive results for the performance variable are presented in Table 4.

Table 4: Descriptive Statistics on Performance of PSSP

Statements on Performance	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
There is a great achievement about 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 a high level of employee retention.	0.0%	2(0.5%)	10(2.7%)	361(96.8%)	5.0	0.2
Aggregate mean					4.9	0.4

The results in Table 4 show that most of those who participated strongly agreed with the following statements on performance: there was a great achievement about 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 a high level of employees' retention (n=361, mean=5.0).

An overall average of 4.9 indicates that 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 opinions about 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.

4.2 Thematic Analysis

4.2.1 Technology adoption

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

They were further asked to highlight reasons why they thought technology had improved the 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 the 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 the use of GPS (Tracking)
- iv. Monitoring of assets through alarm systems for prompt action

- v. The use of x-ray scanners, CCTV cameras, biometrics has been important in the deterrence of crimes.
- vi. Crime has been reduced in areas 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 the 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 several technologies including x-ray scanners, CCTV cameras, and biometrics, which have been instrumental in the 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 digitalized technology rather than analog
- iii. Training of personnel on utilization of new equipment and maintenance.
- iv. Integration of network with other security services like Police, Army, and other security services for crime prevention.
- v. Introduction of laboratories for tests
- vi. Guards should be supported by at least an alarm, CCTV camera

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

4.2.2 Capacity Building

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

The respondents were also requested to highlight reasons why they thought the capacity building had improved the 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 the level of professionalism
- e. Due to high competition, 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 that influence performance.
- i. Through training security companies' performance has tremendously improved, theft cases have been reduced in areas guarded by PSSP.

- j. Ability to transmit the skills to new staff
- k. Staff/ personnel of PSSP work as professionals and improve their discipline.

Based on the above responses, it is evident that capacity building is vital in enhancing the 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 a standardized curriculum for all PSSP to produce staff who can 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 the 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 a training center for all security guards.
- m. To provide SOPs 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.

4.2.3 Regulations

The participants were requested to state whether regulations had played any role in improving the 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 the performance of PSSP as follows.

- a. It helps to limit unqualified PSSP
- b. It helps to set criteria to be followed by PSSP to avoid missing you of power of PSSP
- c. Standards for each security company to adhere to.

- d. Regulations give guidance on what to do or not and therefore respect of regulations improves the performance of PSSP.
- e. Without regulation, the whole industry would be a mess where anyone would be doing anything without control.
- f. Respecting regulations and keeping PSSP more professional
- g. PSSP work in a 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 is 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 laws and regulations that favor role players (staff members) 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 a need to educate the security firms on the current regulations.

4.2.4 Performance of PSSP

The participants were requested to explain the performance of PSSP 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 premises guarded by security companies
- ✓ The presence of security guards, CCTV, quick interventions have contributed to crime mitigation
- ✓ The risk of people's property being stolen is low in areas guarded by PSSP.
- ✓ Criminal fear committing crimes in the eyes of PSSP therefore crimes are prevented.
- ✓ They play a role in crime prevention by show of force.
- ✓ Having 27/7 guards has improved the 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 the 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 is recruited do not meet criteria and some do not have enough equipment.
- ✓ A level of improvement is seen through training and the 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 as evidenced by the 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 have made PSSP clients satisfied.
- ✓ Customer satisfaction is defined by renewing 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 the involvement of some security personnel in criminal activities, especially, theft of clients' properties.

d) Retention of employees

- ✓ Employee's welfare has been improved
- ✓ Employees seek 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 is 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 the retention of employees by private security firms. However, there are still concerns regarding the remuneration of employees. Poor pay was identified as one of the reasons why employees leave employment. Notably, employees have contracts and social security benefits.

4.3 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 5.

Table 5: Multiple Regression Results

	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				

Dependent Variable: Performance

Model:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$ 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 5, 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 significant predictors of performance.

4.4 Discussion of the Findings

4.4.1 Technology and performance of private security service providers

The study sought to answer the question of how technology adoption affects the 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 opinions regarding 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 an 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 the 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 several technologies including x-ray scanners, CCTV cameras, and biometrics, which have been instrumental in the deterrence of crime. The respondents noted the need to improve the quality of technology devices by adopting modern equipment. They also highlighted the importance of equipping the personnel with technical skills to handle new technology. Modern equipment requires proper management as well as maintenance. The new technology should also be integrated with other security operators, especially the police.

4.4.2 Capacity building and performance of private security service providers

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 the capacity building. This implied that private security firms consider the 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 opinions about 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 the 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.

4.4.3 Regulations and performance of private security service providers

The goal of the study was to find out how to present legislation in Kigali, Rwanda, improving 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 opinions regarding 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 increasing inefficiency. 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 the security sector in Italy was positively affected after the government started regulating the retail sector. Similarly, Van Steden et al. (2015) established those 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 is 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 a need to educate the security firms on the current regulations.

5.0 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 the improvement of technology is likely to enhance the performance of PSSP in Rwanda.

Based on the results of Objective 2, this study concluded 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 concluded 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 in enhanced performance of PSSP in Rwanda.

6.0 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 the 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' systems 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, the management of private security firms should ensure proper training of personnel on current regulations.

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