

**FACTORS INFLUENCING PRIVATE SECURITY COMPANIES' PERFORMANCE IN  
PROVIDING SERVICES TO NGOS IN JUBA CITY, SOUTH SUDAN**

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**DECLARATION AND APPROVAL**

**Declaration**

This project is my original work and has not been presented for a degree at any other university or for any other award.

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## DEDICATION

I would like to dedicate this research to my family and to my late father, Longa John, my mother, Elizabeth Lulua, and my siblings.



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I wish to express my deepest appreciation to my supervisor, Dr Judy Mwangi, for valuable guidance, and attention to detail that have greatly improved the quality of this project facilitating a timely completion of this research project. I also extend my gratitude to the Juba City Council for allowing me to conduct my research with the private security firms in Juba City. I am also grateful to my colleagues, friends, and interviewees of the private security firms, as well as to all those who contributed in various ways to make the completion of my master's degree a reality. I also thank my family, who made personal sacrifices and offered support throughout this period. Their immense support, especially in terms of listening to my ideas and helping me with logistics, has been greatly helpful. Lastly, I pray to the Almighty for the strength He gave me to see this through.



Mount Kenya

## ABSTRACT

One major worldwide concern is the protection of the public and their property. Human habitation inherently involves security considerations. Regardless of a culture's degree of development, the safety of individuals and their possessions has always been of utmost significance. This holds true regardless of how complicated or basic the culture in question is. The attacks and looting of NGO premises in Juba City have persisted despite the fact that there are many private security companies working in South Sudan. The main goal of this study project is to evaluate the variables that affect private security firms' ability to provide security services to non-governmental organizations in Juba City. These were to determine how the infrastructure, human resources, leadership, and regulatory environment of private security firms affected their ability to provide security services to non-governmental organizations in Juba, South Sudan. The study used Routine activity theory and resource-based view. The sample size was 222 respondents, and the study employed a descriptive research design. Systematic random sampling and simple random sampling methods were used to select respondents for this study. Data analysis was done using the SPSS version 23 statistical software packages. The results were presented in tabular form for analysis. Results from this study will thus inform the decisions of NGOs in implementing security measures that mitigate risks and at the same time protect operations within the limited resources. This will also ensure cooperation and improvement in security arrangements amongst humanitarian sectors. Ultimately, findings will inform policy development and guidelines that enhance effectiveness and accountability in conflict zones. The study indicated that private security infrastructures, human resource practices, leadership, and the regulatory environment relate significantly to the provision of security services within Juba City of South Sudan. This is because of the small P-values, less than 0.05, which is the level of significance. Therefore, the study recommends that private security companies in Juba should prioritize investment in advanced security infrastructure, such as CCTV cameras, mobile vehicles, security dogs and forensic systems, in order to enhance the security of NGO offices and facilities. Furthermore, the private security company in Juba City should improve their human resource practices, which could be achieved through recruiting highly qualified staff and providing ongoing training, development and a supportive working environment. It is recommended that the private security company implement improvements to their leadership and management style. This should include the involvement of staff in decision-making processes and the provision of leadership and management training. Furthermore, it is essential that the Government of South Sudan clearly define and enforce regulations for private security companies. This should include licensing, ethical standards and compliance assessments. This will ensure operational integrity and reliability.

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## LIST OF ABBREVIATIONS AND ACRONYMS

NGOs	Non-Governmental Organizations
IS	Insight Security
PSC	Private Security Company
UNMISS	United Nations Mission in South Sudan
RSS	Republic of South Sudan
CE	Central Equatoria
UNDSS	United Nations Department of Safety and Security
SMT	Senior Management Team
PSI	Private Security Industry
CCTV	Closed Circuit Television
ASIS	American Society for Industrial Security
FS	Field Supervisor
GPS	Global Position System
SPSS	Statistical Packages for Social Sciences
HR	Human Resource
MOJ	Ministry of Justice

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Throughout history, security concerns have been an intrinsic part of human habitation, influencing social structures and the formation of communities. This enduring priority for personal security is evident in the measures communities implement to protect their members and their possessions, whether in simple tribal societies or in complex, modern urban environments (Ali, 2015). Strome et al. (2010) highlight the significant presence and influence of private security companies within the broader security landscape of the United States and various other regions around the globe. These companies are involved in a wide array of functions that extend far beyond traditional security measures, signifying their crucial role in addressing numerous societal concerns. One of the most pressing issues these entities tackle is the prevention of violence, fear, and victimization, which are critical factors impacting personal well-being, economic stability, and social progression at both local and national levels.

There exists a pervasive misconception that the responsibility for ensuring public security and preventing crime rests solely with governmental bodies and law enforcement agencies. This view stands in stark contrast to the principles outlined in the United Nations Crime Prevention Guidelines, which underscore the importance of recognizing and integrating the efforts of various stakeholders in the security sector. It is essential to acknowledge that enhancing safety and environmental preservation is a collective endeavor that involves a diverse range of participants, including individual citizens, governmental organizations, non-governmental organizations (NGOs), civil society groups, and the private sector.

The private sector, particularly through the operations of private security companies, plays a critical role in bolstering community security and effectively combating criminal activities. Their involvement is not just supplementary but rather vital for creating a safer environment. The cooperative dynamic among these various actors is paramount; effective coordination and collaboration with the private sector are necessary to improve the chances of apprehending offenders and mitigating criminal behavior, as indicated by the findings of the UNODU (2014).

Furthermore, the PSI has experienced substantial growth in recent years, a trend that has coincided with a notable increase in violence that has outpaced the financial resources allocated to public security systems. This growth reflects not only the rising demand for security services but also the inadequacies within traditional public law enforcement frameworks to address emerging threats adequately. As such, it becomes increasingly clear that a multifaceted approach—one that embraces the contributions of private security alongside public initiatives is essential for fostering a safer society and enhancing overall public safety.

Spearin (2020) highlights a significant trend observed in China's security landscape, where the proliferation of PSFs has reached a level surpassing that of the nation's police force. This development raises important questions regarding the implications of this trend for public safety and the overall governance of security in the country. Private security firms in China perform a multitude of functions that contribute to both public and private sector safety. Their responsibilities are varied and include ensuring the maintenance of law and order, providing security for events, safeguarding commercial establishments, and even managing the transportation of high-risk items such as explosives. By performing these tasks, private security companies fill gaps that may exist within the public law enforcement system, often operating under legal frameworks that grant them significant authority.

In a parallel examination of the PSI in Africa, it is evident that this sector has also experienced substantial growth over recent decades. The expansion can be traced back to changes in the operational focus of the South African police force during the late 1970s and early 1980s, a period marked by the police's departure from its primary mission of maintaining political authority. Following this shift, the private security industry began to flourish, as the government recognized the need for alternative mechanisms to uphold safety and security. Young (2017) notes that, amid claims of inadequacy and inefficiency, the South African Police Service (SAPS) faced numerous challenges, including understaffing, insufficient compensation for officers, excessive workloads, and an increase in legal challenges against the force.

As a direct result of these systemic issues within law enforcement, a considerable number of individuals, property owners, and business leaders have turned to private security companies to fulfill their security needs. This reliance on private firms has become increasingly commonplace, as the demand for reliable and effective security solutions continues to rise. The private security sector has thus emerged as a crucial component of the overall safety infrastructure, compensating for perceived deficiencies within public policing. As the landscape continues to evolve, the implications of this shift warrant further examination, particularly in terms of the long-term impact on community safety, the relationship between public and private security agencies, and the overall governance of law enforcement practices.

Data from the Industrial Security Institute in 2009 highlights a noticeable trend: private security firms (PSFs) are increasingly prevalent in many emerging countries. The genesis of PSFs can be traced back to Tanzania, where the first such firms were established in the 1980s. During that period, Tanzania was characterized by the Ujamaa policy, which emphasized collective farming and communal living, often at the expense of individual entrepreneurship and private enterprise.

However, the dawn of the 2000s marked a significant turning point as the Tanzanian government initiated comprehensive reforms aimed at moving away from the restrictive Ujamaa policy toward a more liberal and market-oriented approach. This shift resulted in a conducive environment for the proliferation of private security companies, a phenomenon documented by Shadrack in 2011. As Shadrack notes, by 2011, Tanzania was home to over 495 registered private security companies, collectively employing around 1.7 million workers. This figure stands in stark contrast to the government's law enforcement capabilities, which comprised only 29,918 police officers during the same period, underscoring the reliance on private security solutions in the country.

Meanwhile, private security companies started working in large industrial sites in Kenya in the 1960s, in a similar way. Expansion of these firms has been fueled by a combination of rising crime incidents and perceived failure of protection services offered by public protective agencies as indicated by W and Abrahamsen, 2005. Security operations however became high in demand following a series of dramatic terrorist attacks such as the 1998 bombing of the US Embassy, the 1999 Kikambala Hotel attack and the 2002 Arkia Airlines attack. These events not only highlighted vulnerabilities in the existing security framework but also attracted interest from international clients seeking enhanced security measures.

The terrorist attack on Westgate Mall in September 2013 proved to be a turning point for the private security industry in Kenya, as 67 people unfortunately lost their lives. This is according to a report by the Private Security Industry Association dated 2019. The incident showed the deficiency of nations in terms of public safety and subsequently ensured an unprecedented boom in demand for security services. The genocide events that characterized the post-election violence of 2008, 2013, and 2017 frankly underlined the limitations of the police in securing the citizens. With these challenges in view, private security agencies become important to a degree that the impact they

cause has resonated with how security management is fundamentally reconceptualized both in Tanzania and Kenya. The growing reliance on PSFs reflects a broader global trend where private entities are increasingly tasked with safeguarding individuals and assets in the face of rising insecurity.

According to Ettlbrick and Falzetta (2024) South Sudan, which is regularly ranked among the world's most hazardous countries for humanitarians, had the most deadly attacks on aid workers on record in 2023. However, assistance organizations frequently underestimate the dangers that their South Sudanese employees confront, as they bear the disproportionate amount of violence, and in certain instances, they even exacerbate the issue. The South Sudan NGO Forum and its members express profound concern with the ongoing assaults on South Sudanese civilians and humanitarian workers in recent months, urging all parties to implement measures to safeguard women, men, girls, and boys from the direct and indirect consequences of this violence (Relief web, 2021). In light of the significant security challenges that have surfaced in South Sudan, particularly following periods of unrest and instability, there has been a notable emergence of private security firms aimed at addressing these vulnerabilities. These companies were established as a response to the increasing demand for enhanced security measures among residents and businesses in the region. However, alongside the rise of these private entities, serious allegations have surfaced regarding their operations. Reports indicate that some of these firms have engaged in illicit activities, which has raised concerns regarding their ethical practices. Moreover, there are claims of underpayment affecting their employees, who often work in high-risk environments.

According to documentation provided by the Ministry of Justice, there are currently 26 licensed and registered private security companies operating within Juba City. This figure underscores the extensive presence of security personnel aimed at safeguarding individuals and properties amid

rising crime rates. However, despite the considerable number of these firms, an alarming trend has been observed. As highlighted by Molomo (2014), there has been a disturbing increase in incidents of robbery, car hijacking, and organized theft in Juba City. This paradox gives rise to a number of critical questions regarding the efficacy of the private security sector in fulfilling its stated objectives, namely to enhance safety and security. The observed increase in the number of security firms, occurring concurrently with a rise in criminal activity, can be seen as a reflection of the heightened demand for accountability, effective regulation and a re-examination of the manner in which these firms address the security needs of the communities they serve. The rising frequency of attacks targeting non-governmental organizations (NGOs), businesses, and individuals has emerged as a critical factor undermining the overall sustainability of business operations, the stability of the economy, and the equilibrium within communities. This issue is particularly pronounced in South Sudan, where various entities, including NGOs, have become increasingly vulnerable to security threats. Despite the growing dependency on private security companies to bolster personal safety, as highlighted by Keku in 2013, South Sudan still grapples with significant security challenges that pose serious risks to its societal fabric and economic viability.

In Juba City, the capital of South Sudan, NGOs and individuals alike continue to face profound inadequacies in their protective measures. This situation persists even in the face of various initiatives aimed at augmenting internal security protocols. As noted by Molomo in 2014, these efforts, while well-intentioned, have not translated into the expected improvements in safety for those operating within this volatile environment. The persistent security deficiencies experienced by these organizations and individuals underscore the complexities involved in ensuring safety and protection amidst ongoing threats.

Furthermore, the increasing demand for private security services has not been accompanied by a parallel increase in rigorous research investigating the factors that contribute to the efficacy of PSFs in protecting the security interests of NGOs operating in Juba City. While private security companies are widely present and actively sought after, there exists a notable gap in understanding the performance-related challenges these firms encounter. This study intends to address this critical knowledge gap by exploring the persistent issues faced by PSFs in Juba City, South Sudan, particularly regarding their ability to fulfill the security needs of NGOs despite their substantial presence in the area. By examining these challenges in detail, this research aims to contribute valuable insights that could lead to improvements in the provision of security services and, ultimately, enhance the stability and sustainability of the affected sectors within South Sudan.

## **1.2 Statement of the problem**

Security is a core concern for non-governmental organizations (NGOs) operating in fragile and conflict-affected environments such as Juba City, South Sudan. NGO personnel, assets, and humanitarian activities are frequently exposed to risks of armed attacks, robbery, and civil unrest. As a coping mechanism, NGOs are increasingly relying on private security companies (PSCs) for protection and business continuity. However, the effectiveness of such PSCs is hindered by a series of inherent problems that are not well addressed at policy and practice fronts. A review of existing literature demonstrates the growing significance of PSCs globally, particularly in high-risk environments. However, most of the past research focuses on the general role or presence of PSCs, without specific organizational factors that influence their performance. The current study focuses on four key areas, infrastructure, human resources, leadership, and regulatory framework, which have been selected because they directly affect operating capacity, responsiveness, and overall service delivery. Infrastructure determines the availability of basic tools and technology, human

resources affect personnel capability and reliability, leadership shapes internal coordination and strategic direction, and the regulatory framework determines operating boundaries and accountability.

In spite of their significance, few systematic empirical studies have been conducted on how these specific factors impact PSC performance in areas affected by conflict such as Juba. Additionally, there is a gap in research on how these operational factors are translated into security outcomes for NGO staff. It is challenging for NGOs and policymakers to make evidence-based decisions on choosing or regulating PSCs because of this lack of targeted research. The issue at hand currently presents a security as well as operational challenge: PSCs are vital for NGO security, but their capability for effective performance is undermined by internal and external factors not well understood. It is against this backdrop that this research seeks to bridge this gap through a comprehensive analysis of selected factors influencing PSC performance in Juba City. By establishing the existing operational deficits and their causality, the research seeks to offer guidance on strategies for building PSC reliability, professionalism, and regulatory compliance. Ultimately, the research seeks to offer a safer working environment for NGO staff as well as enhancing humanitarian interventions' effectiveness in South Sudan.

### **1.3 Purpose of the Study**

The study aimed to investigate the factors influencing the performance of private security companies in delivering services to NGOs in Juba City, South Sudan.

#### **1.4 Objectives of the study**

- i. To examine the influence of private security companies' infrastructure on the provision of services for the NGOs in Juba city.
- ii. To investigate the influence of private security companies' human resources in provision of services to the NGOs in Juba city.
- iii. To analyze the influence of private security firms' leadership on the provision of service to NGOs in Juba city.
- iv. To assess the Influence of the regulatory environment on the performance of private security companies (PSCs) in providing security services to non-governmental organizations (NGOs) in Juba City, South Sudan.

#### **1.5 Research questions**

- i. How does the infrastructure of the private security companies affect the providing of services to the NGOs operating in Juba city?
- ii. How do human resources in private security companies affect the delivery of services to NGOs operating in Juba city?
- iii. To what extent does the leadership of private security companies impact the provision of services to NGOs operating in Juba City?
- iv. To what extent does the regulatory environment influence the performance of the PSCs in the provision of security services to NGOs in Juba City, South Sudan?

## **1.6 Significance of the study**

The following implications of this study may have consequences for future research and practice. The humanitarian impact of NGOs in conflict-affected regions, such as Juba City in South Sudan, is highly relevant to deliver effective aid for its vulnerable populations. In order to fulfil their essential functions in an efficacious manner and to guarantee the security of personnel and assets, NGOs rely extensively on private security providers. In this vein, understanding their effectiveness is of paramount importance in ensuring an optimal spending of the usually scarce resources that NGOs have to make informed decisions on which security measure to adopt, given the operational risks to be mitigated within those resource constraints. Furthermore, the formation of local alliances between private security firms and NGOs is vital to cultivate collaboration and enhance security protocols. The evaluation of private security companies provides valuable insights into the regulatory environment and best practices, which in turn inform the development of policies and guidelines that enhance their effectiveness and accountability in conflict zones. It is equally important to foster trust among stakeholders, as NGOs and the communities they serve must have confidence in the security measures in place. A full understanding of private security company performance will help the stakeholder build trust and confidence to support NGOs in their humanitarian work. This study will also assist in finding potential solutions for betterment of the entire security aspect, hence contributing to sustaining peace while carrying out a study on challenges faced by private security companies and NGOs in the conflict-prone areas like Juba City. Given the prevailing security concerns in Juba City, South Sudan, it is essential to assess the performance of private security companies. The evaluation process allows for the identification of shortcomings and potential areas for enhancement, thereby facilitating an improvement in the safety

of NGO personnel and beneficiaries and enabling them to undertake their essential work in a more effective manner.

This study aims to provide a comprehensive understanding of the key factors influencing the performance of private security companies (PSCs) in providing security services to non-governmental organizations (NGOs) in Juba City, South Sudan. This knowledge will enable private security companies (PSCs) to identify and address their weaknesses, develop and implement strategies to improve their service delivery, and better meet the needs of their NGO clients. Furthermore, the findings of this study will prove beneficial to NGOs, as they will be better equipped to select and manage PSCs effectively. Moreover, the results of this study can inform the formulation of policies and regulations that facilitate the growth of the private security industry in South Sudan and enhance the security of non-governmental organizations (NGOs) in Juba City.

### **1.7 The Scope of the study**

This research focused on private security companies within the geographical area of Juba City, located in the Central Equatorial State, South Sudan. The research was conducted exclusively in Juba City, South Sudan, and focused on PSCs in Central Equatoria State. The study lasted ten months from February to November 2023. The study's content scope encompassed an examination of the infrastructure of private security companies and its impact on the quality and efficiency of security services. Furthermore, the study examined the competency of personnel and the extent to which their skills contribute to the successful delivery of services. The study examined the influence of leadership and HRM practices on the efficacy of security services provided to non-governmental organizations (NGOs) in Juba City. Furthermore, the study examined the specific challenges and opportunities encountered by private security firms operating in this context. The overarching objective was to gain a comprehensive understanding of private security strategies, their

performance factors, and their capacity to meet the security needs of NGOs in Juba City, South Sudan. The findings contribute valuable insights to enhance security practices in the region.

### **1.8 Limitation of the study**

There were several limitations to this study that may have influenced scope and extent of data collection and analysis. Firstly, the study was limited to general information on priority areas that influence private security companies' infrastructure, employee capability, and leadership in providing services to NGOs. This was a deliberate limitation considering that operations are sensitive and respondents were not ready to provide detailed tactical or operational information. To address this limitation, the study employed non-sensitive indicators and ensured confidentiality and anonymity to respondents to make them provide more open responses. Secondly, some of the respondents, particularly field-level personnel, did not have clear understanding of policy or regulation structures that may have influenced response quality on the regulatory environment. To address this limitation, the study employed key informants such as operations managers for the qualitative portion to ensure that expert opinion on regulation was acquired properly.

The research was limited to general information concerning priority areas that influence private security companies' infrastructure, the capability of their employees, and their leadership in providing better security services. This limitation was necessary because security is a sensitive area. Thirdly, the study was conducted only in Juba City and may limit generalizability to other regions in South Sudan. Security patterns and enforcement of policies may differ in rural or conflict areas. As a mitigant, it is clear that this study states its spatial scope and recommends that future studies extend to other regions for comparative studies. Lastly, language and communication difficulties sometimes arose while collecting data, particularly with junior security officers with weak English language skills. To address this, the research team employed trained local research assistants with

language competency who explained and assisted respondents to correctly fill questionnaires. Although these limitations are present, the study employed correct sampling techniques, triangulated sources of information, and employed validated tools to ensure that findings remain valid, reliable, and applicable to private security service delivery in Juba City.

### **1.9 Study Assumption**

The study was carried under the following assumptions;

- i. Participants in the study were willing to offer their genuine opinions.
- ii. It was expected that participants participated in the research study without security threat from the security authorities in Juba city.
- iii. Most responders gave truthful answers within private security firms in Juba city.
- iv. The Security firms and NGOs were willing to take part in this educational learning project.

## 1.10 Operational Definition of Key Terms

<b>Assets</b>	commodities with natural significance
<b>Client</b>	refers to a firms' customer.
<b>Ethics</b>	Is a set of rules that addresses ethical behavior of doing the right thing in an organization.
<b>Field supervisor</b>	Is personnel responsible for supervising employees in the given organization or business entity. Is a secure condition of being safe from natural hazards.
<b>Performance</b>	Is the task to achieve the desired outcomes effectively
<b>Private Security Company</b>	Is a firm that offers security functions to both individuals and businesses.
<b>Private security firm</b>	Is a corporate company providing security enterprise
<b>Risk Management</b>	Is the process of identifying possible hazards and taking measures to prevent them from happening.
<b>Security</b>	Is the absence of danger or damage
<b>Security guard</b>	Is assigned towards safeguarding valuables or equipment.
<b>Security services</b>	Services offered by a company that provides safekeeping.
<b>Standard Operating Procedure</b>	Is set of instructions that allow a process to be carried out.
<b>Surveillance</b>	Observing people's conduct to spot potentially illegal actions.
<b>Vulnerability</b>	Is the person's exposure.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter is devoted to a detailed examination of the theoretical literature and empirical studies on the subject matter, as well as an elaboration of a conceptual framework and a review of related literature. The study relies on previous studies to undertake a critical evaluation of the performance of private security firms in security-related functions. An intensive review of research variables has frequently hidden the boundary of available literature on the subject.

#### 2.2 Empirical literature

This section analyses empirical research on independent variables, which includes security infrastructure, employee proficiency and leadership, and human resources within private security firms.

##### 2.2.1 PSFs Infrastructure and Performance

Golwal and Kalbande (2013) conducted an assessment of security protocols aimed at reducing vandalism in Engineering College Libraries within the United States. Their research highlighted that the utilization of biometric identification systems and CCTV proves to be the most efficacious security measures influencing operational effectiveness within security firms. Technology encompasses an array of tools, methods, and innovations, ranging from weapon detection and biometric tracking devices to alarm systems, all harnessed through technical expertise. This technological integration ensures vigilant monitoring and detection of criminal activities within a complex environment, thus fortifying security infrastructure and impacting the performance of Private Security Firms (PSFs), as indicated by Akers (2012). Therefore, it is imperative to establish

robust security infrastructures to safeguard NGOs premises, property, and personnel. Investing in technology, as posited by Abbase et al., (2017), enables firms to streamline their operations. Modern technology empowers workers to uphold security quality. Moore's law underscores the rapid evolution of technological capabilities in the security domain over the past decades, a response to the escalating crime records, ensuring heightened performance of security personnel. The utilization of internet-connected networks for triangulating information before dissemination to relevant stakeholders has streamlined the tasks of security personnel. This transformation has fundamentally reshaped the performance landscape of PSFs in the realm of guarding and protective services. Holland, Cooper, et al., (2016) argue that attaining organizational objectives necessitates the availability of both resources and personnel skills. Workforce productivity is a result of the cooperation between workers and management, where employees are provided with essential resources and remunerated for accomplishing their aims within the company.

The realm of information technology facilitates a multitude of surveillance tasks. Additionally, it can enhance and extend established security measures such as closed-circuit television (CCTV) systems, leveraging facial recognition technology for crowd identification and monitoring undesirable behavior. The efficacy of these strategies is further augmented when integrated with other approaches like Internet of Things (IoT) device monitoring, as explored by Motlagh et al., (2017). Te, Kadar, Brüngger, and Cvijikj (2016), examined the role of security infrastructure and service delivery indicating that good security infrastructures promote provision of security among private security companies. However, Motlagh et al. (2017) contradicts this argument by stating that, having infrastructure is not the ultimate measure for a security company to achieve and enhance providing of security services as this depends on other factors including having competent human resource which is highly motivated in terms of remuneration and working environment.

Githae, Theuri, and Kaguta (2018) investigates the factors that determine the type of private security services (PSS) employed by commercial banks in Kenya. It seeks to determine the level of significance with regards to technology, the relationship existing between suppliers and other security agencies, and problems faced in the delivery of services. The findings indicate that NGOs that decide to engage private security firms can improve outcomes by anticipating specific factors. Furthermore, the use of technology by PSFs is highlighted. However, the endeavors of NGOs to improve their security protocols have not significantly affected their reliance on private security services. The investigation also reveals that, for NGOs, the outsourced private security services can be effective if there is successful cooperation between private security firms and other security actors. In contrast, increased security measures taken by NGOs could barely make the private security services of NGOs more effective. However, the enhanced security measures undertaken by NGOs have barely affected the effectiveness of the private security services extended by commercial banks. Similarly, the effectiveness of security services rendered by NGOs has not been notably impacted. The study advocates that private security companies can enhance their efficiency by collaborating with other security entities and subcontracting security duties to NGOs. Furthermore, the study highlights the adverse effects of depending on private security services for the security of NGOs. However, it is recognized that the study's scope is limited to Kenya, not South Sudan.

Literature reviewed strongly emphasizes the role played by technological infrastructure, biometric systems, CCTV, IoT integration, and surveillance technologies, enhancing the performance of Private Security Firms (PSFs). For instance, Golwal and Kalbande (2013) and Akers (2012) highlight the efficacy of security technologies in operational contexts such as college libraries in the U.S., whereas Abbase et al. (2017) validate the worth of investing in modern infrastructure for

rationalizing operations and empowering workers. Yet a fundamental gap relates to limited contextual applicability to conflict-prone or fragile contexts such as South Sudan, where infrastructure concerns, regulatory loopholes, and environmental volatility can strongly influence implementation and performance outcomes. Most of the studies are conducted in developed or relatively stable contexts, and as such their applicability to fragile-state contexts remains in doubt. Another research gap arises from the overemphasis on technology as an autonomous driver of performance. Whereas Te et al. (2016) corroborate that firm infrastructure supports security provision, Motlagh et al. (2017) offer a contrary perspective by arguing that infrastructure alone is insufficient where a competent and motivated human resource base lacks. Despite this important observation, the majority of the studies fail to integrate multiple performance determinants, for instance, how infrastructure interacts with leadership, regulatory frameworks, or human capital to shape service delivery outcomes. This calls for the quest for a multi-dimensional inquiry, such as the one undertaken in the current study.

Githae, Theuri, and Kaguta (2018) offer a pertinent regional perspective through their examination of private security services in Kenya. Their study is confined to commercial banks rather than NGOs, however, and geographically to Kenya, which has extremely different operational realities than Juba City, South Sudan. The security threats to NGOs in South Sudan, including armed conflict, political instability, and limited state control, present a unique environment not covered in the literature. This geographic and institutional gap justifies the need for context-specific research. There is also a lack of empirical research drawing on theoretical explanations to explain the manner in which infrastructure influences PSF performance. Most studies are descriptive or exploratory and remain unlinked to relevant theories such as the Resource-Based View (RBV) or Routine Activity Theory, both of which have significant explanatory potential. RBV would be capable of positioning

infrastructure as a strategic organizational asset, and Routine Activity Theory would be capable of explaining the manner in which technological infrastructure supports capable guardianship in hostile environments. The current research addresses this theoretical gap by drawing on both theories to examine the contribution of infrastructure within a holistic performance model.

### **2.2.2 Private Security Companies' Human Resources and Performance**

Tornow & Wiley (2010) discovered a favorable connection between employees' capability and service quality. Furthermore, the researchers identified a direct correlation between customer satisfaction and the attitudes and perceptions of employees, which are shaped by organizational culture and management practices. In order to enhance service quality effectively, organizations must prioritize the development of capabilities that enable them to retain, attract, and hire a sufficient number of competent employees who can adapt to the evolving circumstances within the private security industry. A high school diploma or its equivalent is required for private security guards. Following the successful completion of a challenging examination designed to assess an individual's capacity for learning and responding under conditions of difficulty, security officers may be awarded a certificate of completion for their successful completion of a security academy program. Private security companies are obliged to comply with criteria for ongoing training, which necessitates their regular participation in refresher courses to ensure they remain up to date with market advancements. Security companies are required to uphold the highest ethical standards in both their personal and professional lives. Additionally, they must adhere to specific behavioral standards, be punctual, and demonstrate respect towards clients and collaborators (Prasad, 2021).

Griffiths (2015), argued in their justification that expanding the capacity of private security companies' human resource would increase their presence on the streets, even though there is a lack of empirical evidence to support how this might impact crime detection and prevention. Meanwhile,

Heaton et al., (2015) asserted that expanding training capacity was a vital component in endeavors to elevate security company practices. However, there remains a dearth of studies investigating how such increased capability might affect criminal detection and prevention. According to Helen et al., (2021) explains that other factors apart from human resource determine the performance level of private security companies and even with competent staff members, a company can still struggle to provide services, even through having human resources with interpersonal connections, language proficiency, teamwork, expertise, and personal drive are crucial factors for enhancing the sense of security. These concepts are employed in a study that evaluates the abilities of security personnel for Private Security Companies (PSCs). The personnel undergo training utilizing the expectancy theory to obtain the skills required to furnish high-end protection services for Non-Governmental Organizations (NGOs) in Juba City. Policies can subsequently be developed to train security personnel with appropriate skills and augment the expertise of those who are considered competent.

Malek, Kline and DiPietro (2018) uncovered a robust correlation between employee proficiency and service quality. Furthermore, their research exposed a direct link between customer loyalty, employee emotional state, and their ambitions concerning the company's management practices. To improve service efficiency and adapt to constantly evolving situations, organizations should enhance their ability to retain, hire and attract a satisfactory number of highly skilled workers. Nonetheless, it is crucial to note that the research undertaken had contextual limitations as it did not concentrate specifically on private security firms.

Ndulue (2017) focused on the relationship between training, awareness, and the performance of employees in Nigerian civil service organizations. Symptoms linked to the research include a lack of interest in employment, negative attitudes toward work, low productivity, sluggishness, and high rates of absenteeism, frequent customer complaints, high injury rates, and disregard for orders.

Research emphasizes that all participants in training must explicitly agree on the program's content, essential skills, and attitudes. Effective planning is imperative for successful mission execution and improved performance within security organizations, which presents challenges in offering private protection across Europe and Africa.

Both Victor (2013) and Dessler (2013) underscore the significance of on-the-job training in enhancing employee performance and productivity. Indicators of lower employee engagement encompass low attendance, voluntary turnover, and psychological withdrawal. Those who take initiative and are willing to exert extra effort yield the highest scores. Human resource managers must support and guide employees' capacity for delivering quality performance within private security companies. According to Jonyo (2013), employee capacity is a fundamental prerequisite for the success of private security firms. Security guards and other staff members require skills and knowledge related to work quality and their role in customer protection. Employee capacity plays a pivotal role in enhancing employee productivity, with educational level particularly influencing performance within private security companies. Highly educated personnel possess excellent skills that ensure high performance within the private security sector. In the Rwanda case study, Machogu (2012) suggested that well-trained security personnel can guarantee excellent performance by displaying a comprehensive comprehension of their functions. Skillful usage of sophisticated mechanical equipment is employed by these personnel to discourage criminal behaviour at customer premises. Improving workers' abilities is considered critical in ensuring high-quality service. However, security professionals hold differing opinions on the degree to which this aspect impacts and enhances security performance.

The literature covered has a common theme: the significance of human resources, including employee capacity, training, emotional engagement, and staff retention, in influencing service

quality in security service organizations. For instance, Tornow & Wiley (2010) and Malek, Kline, and DiPietro (2018) identify strong correlations between employee attitudes, competency, and customer satisfaction. In the same vein, Jonyo (2013) and Machogu (2012) highlight the influence of training and levels of educational attainment on impacting private security company performance. However, a contextual gap of concern emanates from the realization that most of these studies are conducted in developed or civilian government service contexts (e.g., Malek et al. in hospitality; Ndulue, 2017 in Nigerian civil service), as opposed to fragile states or high-risk contexts like South Sudan, where PSCs operate in the face of security risks, resource constraints, and weak regulation. A second gap pertains to the lack of integration between human resource development and empirical performance outcomes in the form of crime prevention, efficiency of service delivery, or NGO protection. Whereas Heaton et al. (2015) and Griffiths (2015) emphasize the expansion of training capacity, they recognize a lack of empirical investigation on how greater training translates into improved crime detection or deterrence. Likewise, Helen et al. (2021) acknowledges that variables other than human resource capacity could shape performance, yet there is little exploration of these interlinkages. This implies the need for multi-variable research exploring how human resource capability interacts with infrastructure, leadership, or external regulation to shape overall performance, something this current study moves to address.

In addition, there is a theoretical gap in the reviewed literature. Although some sources refer to training models or behavioral theories (e.g., Helen et al., 2021 citing expectancy theory), most studies lack a consistent theoretical framework to describe how human resources affect organizational performance. The present study fills this gap by using the Resource-Based View (RBV), which situates human capital as a strategic internal asset, and Routine Activity Theory, which highlights the role of competent human agents (guards, supervisors) as "guardians" that deter

or react to security threats in real time. These theories provide a more systematic interpretation of how human resources affect PSC effectiveness. Finally, there is a methodological limitation in most of the reviewed studies. Some of them are qualitative, conceptual, or contextually bounded case studies, without strong mixed-methods or quantitative analysis connecting HR variables to security performance measures. For example, the Rwanda study by Machogu (2012) is enlightening but is not cross-comparative or inferentially statistically rigorous. Also, while Victor (2013) and Dessler (2013) investigate on-the-job training and employee engagement, they do not investigate the long-term sustainability or cost-effectiveness of such HR interventions in PSCs. This leaves a gap in the practical feasibility of scaling up improved HR practices in private security companies, especially in low-resource settings.

### **2.2.3 Private Security Companies' Leadership & Human Resources and Performance**

According to Jallow (2018) the effectiveness of a private security firm is largely dependent on their clients and the hiring companies. Additionally, the management styles of these firms can directly impact their capability. Nevertheless, the variables that affect the competence levels of security organizations in regard to their performance have been overlooked. This study aims to address this gap in knowledge. The layout and organizational structure of a security division significantly affect its functioning within a given corporation (Chelimo, 2013). The security unit's organization and setup are impacted by limited personnel and poor communication, both of which are key factors. Other factors identified include unfulfilled departmental objectives, overburdened staff, inadequate leadership, and an inefficient chain of command that impact the operations of private security firms. Therefore, leadership competence plays a crucial role in the performance of private security companies.

Obiwuru (2011) investigated the impact of leadership and human resources on the success of PSFs. The study used an interview guide for data collection and quantitative analysis. The results showed that the dependent variable significantly affected the achievement of PSFs, and a particular leadership style was recommended for small-scale enterprises. Human Resource Management Practice on Organizational Performance encompasses firm operations, employee recruitment, job planning, career development, and employee management systems (Mufeed & Gulzar, 2015). Leaders should create a working environment that fosters initiative and an evaluation system based on employee merits and performance. The training system should provide unique and specialized programs to enhance skills, knowledge, and expertise.

Integrity is a crucial trait that enables individuals to perform their job duties precisely and accurately, thereby promoting trust, a crucial value in private security organizations (Green and Fisher, 2010). As a result, dependable staff helps to create a positive work environment that promotes excellence in security services provided to organizations. According to Ngugi (2014) effective leadership drives the creation of written roadmaps and strategic plans that, in turn, increase the efficiency of staff. Security company leaders who are responsible for implementing strategy can enhance the quality of their services for Non-Governmental Organizations by adhering to a more objective approach. Leaders should evaluate their employees to bridge any gaps in skills and knowledge via targeted training.

According to Zskuan et al., (2012) senior executives should employ both transformational and transactional leadership to deliver superior security services. Transformational leadership involves a management style that recognizes, and rewards dedicated and effective staff members with promotions and salary increases. In contrast, transactional leadership is characterized by incentives and penalties used by leaders to motivate subordinates to perform well. The involvement of the

board of directors and shareholders in the initial stages of the security strategy decision-making process is crucial for improving performance. As noted by Abend (2011) ethical leadership in business plays a vital role in achieving this goal. He proceeded to explain that business ethics are essential in staff management and must be maintained for a professional workplace. Having the correct personnel at private Security Companies fosters exceptional skills and promotes excellent performance, making it crucial to the security industry.

The reviewed literature attests to the central role of leadership in determining the effectiveness and strategic direction of private security companies (PSCs). Several studies, including Obiwuru (2011), Chelimo (2013), and Ngugi (2014), demonstrate that leadership style, organizational structure, and internal communication are central drivers of employee productivity and service delivery performance. Contextually, however, there is a lacuna in that many of the studies are conducted in non-fragile or relatively stable contexts. The particular challenges of PSCs operating in conflict-prone environments like Juba City, South Sudan, such as security volatility, limited infrastructure, and regulatory uncertainty, are not well examined. This is a concern regarding the generalizability of their findings to humanitarian or conflict-affected contexts where PSCs deliver services to high-risk clients like NGOs. Secondly, the literature shows limited integration between leadership and other organizational variables like infrastructure, human resources, and regulation. While Jallow (2018) and Mufeed & Gulzar (2015) acknowledge that leadership affects firm performance and HR practices, they fail to explore how leadership interacts with these other drivers of performance in complex operating environments. The absence of a multi-variable or systems-level approach leaves a gap in the understanding of how leadership operates as part of a larger organizational ecosystem in PSCs. This warrants the need for studies that explore the joint effect of leadership, HR, and

structural capacity on security service delivery, an issue that is explicitly addressed in the current research.

There is, furthermore, a theoretical lacuna in the literature. Although leadership styles such as transformational and transactional leadership are explained (Zskuan et al., 2012), and ethical leadership is mentioned (Abend, 2011), most of the studies reviewed do not have strong theoretical foundations for connecting leadership behavior with measurable outcomes. The current study addresses this shortcoming by applying the Resource-Based View (RBV), which places leadership as a central intangible resource affecting the deployment of other strategic assets such as infrastructure and personnel. Routine Activity Theory offers a complementary view by explaining how leadership affects the operationalization of capable guardianship in high-risk environments, including task assignment, supervision, and response timeliness. Lastly, there is a methodological shortcoming in most of the studies reviewed. Most are qualitative in nature or limited to small-scale businesses (Obiwuru, 2011), lacking the scope required for generalizing findings to larger or regionally active PSCs. Others, such as Green and Fisher (2010), stress individual leadership traits such as integrity, but not how leadership systems affect organizational culture, employee retention, or responsiveness in emergencies. The current study addresses these gaps by employing a mixed methods approach, capturing quantitative and qualitative data for a fuller picture of how leadership affects PSC performance in Juba City.

#### **2.2.4 The Regulatory Environment and Performance of PSCs**

Regulatory environments entail legislative measures established by the government to supervise institutions (Agborndakaw, 2015). Their purpose is to uphold standard, authorize security service providers, enforce relevant laws, prosecute instances of market misconduct, ensure the safety of clients and investors, and facilitate the stability of the security industry. Such regulations are imposed by both domestic government regulators and overseas entities. The regulations analyzed concern the laws and directives that oversee companies offering private security services. Any regulations that is implemented in the right way can affect the security companies' service provision in the right way, while those which are not implemented well tend to affect the functions of the firms. Private Security Regulation in Africa. The review literature (2022) conducted by the Geneva Centre for Security Sector Governance (DCAF) discovered that the regulatory environment for Private Security Companies (PSCs) in Africa is typically weakened and fragmented. The report also highlights that there is inadequate harmonization of regulatory frameworks throughout the continent, making it challenging for PSCs to operate across borders.

The study conducted by HD Industries in 2022, titled Factors Affecting Performance of Private Security Companies in Nairobi: A Study of BM Security Company, highlights the substantial impact of regulatory structures on PSCs' performance in Kenya. The research proposes that every state should develop a national policy governing the private security sector's regulation and its relationship with state security providers. Well-designed regulations can promote PSCs performance in the industry, encourage PSCs to invest in training and development and facilitate cooperation and coordination between PSCs and state security providers. Poorly designed regulations by the government can have the opposite effect.

According DCAF's Baseline Study on Private Security Regulation in the Southern African Region (2021), revealed a serious lack of competent regulatory frameworks for private security throughout the area. This lack presents significant challenges when it comes to enhancing the professionalism, quality, and reputation of the private security industry. The report indicates that progress in security service provisions, coupled with the industry's growth and dynamism, could potentially make specific regulatory frameworks ineffective. Kaguru and Ombui (2016), studied the factors influencing the success of private security companies using the G4S (K) business as a case study. They found that regulation is important for the private security industry, but that it can also create barriers to entry for new companies. They concluded that governments should adopt national rules on the regulation of the private security industry, but that more research is needed on the impact of regulation on industry concentration and the quality and affordability of private security services.

The literature reviewed uniformly underscores the part played by regulatory frameworks in determining the performance and professionalism of Private Security Companies (PSCs). Scholars such as Agborndakaw (2015) and Kaguru and Ombui (2016) highlight that regulatory environments are meant to standardize operations, promote client safety, and enhance accountability within the security industry. There is, nonetheless, a contextual gap in the said studies, particularly regarding their relevance to fragile or conflict-torn contexts such as Juba City, South Sudan. The majority of the mentioned studies are either generalized (e.g., DCAF's continental survey) or based on stable contexts such as Nairobi or Southern Africa, where governance institutions are more robust and the rule of law more frequently enforced. Such regulatory assumptions may not hold in post-conflict or transitioning states where institutional weakness and political instability undermine implementation. Secondly, the literature is prone to exploring the presence or quality of regulatory frameworks but offers scant information on how such regulations influence specific organizational

outcomes, such as service quality, operational responsiveness, or client satisfaction in the security industry. While HD Industries (2022) and DCAF (2021) note the impact of regulation on the performance of PSCs, their findings are generally descriptive and do not empirically establish causal or correlational relationships between regulatory factors and performance indicators. This constitutes an empirical gap which the current study addresses by quantitatively measuring how certain regulatory elements, such as licensing, compliance monitoring, and coordination with public forces, influence the provision of security services to NGOs.

A second theoretical gap in the literature is the absence of models linking the regulatory environment to firm performance in private security. While regulations are acknowledged as determinants of industry structure, most studies do not explain the processes by which regulations facilitate or constrain PSCs. The present study addresses this gap by borrowing from Routine Activity Theory, which models regulations as processes formalizing and enforcing capable guardianship within the security ecosystem. The Resource-Based View (RBV) also explains how regulatory conditions influence a firm's ability to mobilize its internal resources, including infrastructure, human capital, and leadership, within legal and moral boundaries. These theoretical frameworks offer ordered explanations of how regulation can facilitate as well as constrain PSC performance. Another methodological limitation is the limited range of data sources in existing studies. For example, Kaguru and Ombui (2016) used a single case study (G4S Kenya), and DCAF's reports provide regional overviews without analysis at the firm level. Moreover, few studies triangulate regulatory data with operating outcomes in private security firms. There is also no consideration of how NGOs, the end-users of private security services, experience the effect of regulatory gaps or inconsistencies in enforcement. This creates a knowledge gap about the user-end effect of regulatory environments, particularly in humanitarian or non-state actor environments.

## **2.3 Theoretical Framework**

This study is grounded in two key theories: Routine Activity Theory from criminology and the Resource-Based View (RBV) from organizational theory. These theories provide a lens through which to examine private security companies (PSCs) and security services to non-governmental organizations (Dempsey, 2003).

### **2.3.1 Routine Activity Theory (RAT)**

Routine Activity Theory (RAT) was coined by Cohen and Felson (1979). The theory posits that crime occurs as a function of three factors meeting in space and time: a motivated offender, a target conducive to crime, and a lack of capable guardians. RAT shifts focus away from crime motivation to conditions that facilitate crime. Its central assumption is that crimes are more prone to occur as daily routines increase exposure to potential threats in the absence of surveillance or protection. Private security companies in this regard are capable guardians whose presence and efficacy can disrupt or deter crime against NGOs.

Applied to this study, Routine Activity Theory supports the need for effective private security presence and operations in protecting NGOs that are prone to operate in insecure areas such as Juba City. The theory is aligned with this study's factors such as infrastructure and human resources, both of which help make it possible for PSCs to serve as effective guardians. Infrastructure (such as surveillance equipment and communication equipment) heightens visibility and control, while properly trained and manned personnel serve as a deterrence to potential offenders. Leadership, in turn, has an impact on strategic deployment of these resources, while the regulatory context has a bearing on what constitutes capable guardianship.

Routine Activity Theory has limitations in this respect. It does not account for internal or structural causes in PSCs such as internal capability or resource constraints that may influence performance. While the theory is effective in explaining why crime prevention is happening, it is ineffective in explaining how efficiency in organizations is attained. It is also a rational offender-based theory that does not account for external socio-political causes such as corruption or poor regulation that can influence PSCs in weak states such as South Sudan. Therefore, Resource-Based View (RBV) is suggested as a complementary theory to explain internal dynamics and capabilities that influence performance outcomes.

### **2.3.2 Resource-Based View (RBV)**

Barney (1991) is a proponent of Resource-Based View (RBV). It posits that internal resources and capabilities of an organization are determinants of competitive advantage and organization performance. An organization's resources are meant to be valuable, rare, inimitable, and non-substitutable (VRIN) to create sustainable advantage under RBV. RBV posits that firms differ with respect to resources and quality and that this difference impacts how they can deal with external pressures. In private security firms, RBV emphasizes that internal resources, human capital, physical infrastructure, and quality leadership, have a significant role to play in influencing the firm's ability to provide quality security services.

RBV provides a useful framework for understanding how internal capabilities of PSCs influence their performance in providing services to NGOs. According to Penrose (2009) Physical infrastructure and human resources directly reflect these firms' resource bases. State-of-the-art security equipment, vehicles, communication equipment, and physical infrastructure enhance service delivery while trained and experienced personnel are important human capital. Ahmed et al (2016) suggest that leadership is also a strategic asset that influences decision-making, coordination,

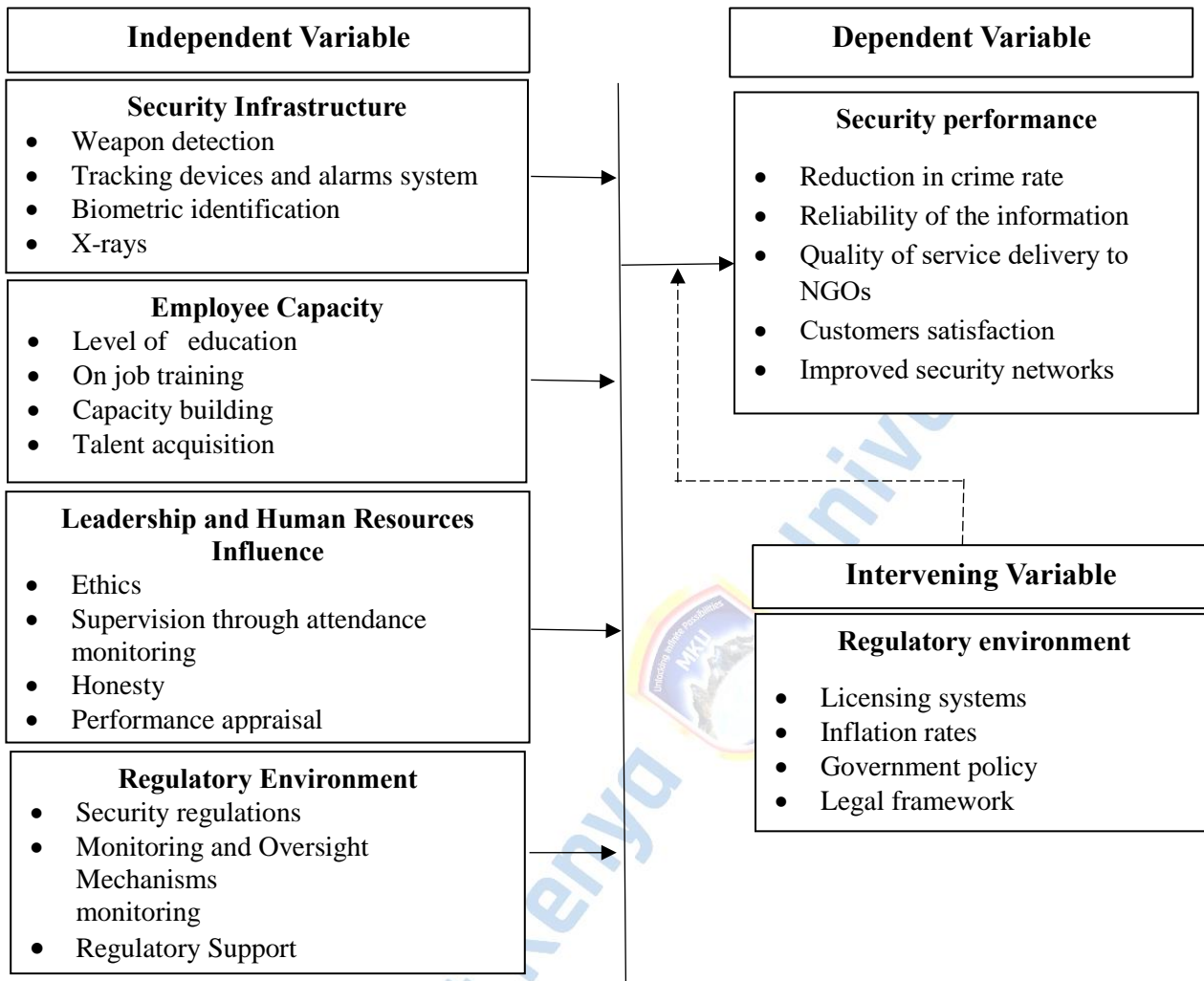
and effective deployment of security resources. Beyond this, the regulatory framework indirectly affects how resources are managed and aligned to standards and consequently affects performance.

The RBV framework is particularly relevant in insecure and unstable situations like Juba City, where NGOs require efficient and effective partners in security. Private security companies with more efficient resource configurations are best suited to provide these. Unlike Routine Activity Theory that focuses on external crime deterrence, RBV considers internal organizational efficiency and gives a more nuanced explanation of why some PSCs are more effective than others under similar external conditions. This is crucial for NGOs to take into account in selecting providers of security because it focuses on consideration of internal capability as well as external visibility.

#### **2.4 Conceptual Framework**

The study aims to demonstrate the correlation between the independent variables and the dependent variable. The independent variables in the research include the impact of security infrastructure, Employee capacity, and the leadership and human resource practices of private security firms, security performance as the dependent variable and regulatory environment as intervening variable.

**Figure 1:**  
*Conceptual Framework*



Note, Source, Researcher 2024

## 2.5 Recap of Literature Review

The chapter presents an analysis of the existing literature on the factors that influence the success of private security companies at providing enhanced security services to non-governmental organizations (NGOs) in Juba City, South Sudan. The chapter addresses the theoretical framework that demonstrates the relationship between the independent variable (Influencing factors) and dependent variable (security performance) and intervening variable as regulatory environment.

Private security companies (PSCs) play a vital role in supporting NGOs programming in conflict affecting state like Juba city South Sudan. There is limited research on how PSCs contribute to broader NGO programming goals, such as helping NGOs to access and deliver services in insecure areas and supporting NGO community engagement and capacity building efforts in reference to crime detection and risk management. This is a gap in the literature that needs to be addressed in order to better understand the impact of PSCs on NGO programming and to develop strategies for enhancing their contributions.



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## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents a comprehensive overview of the research design, study location, target population, sampling method, sample size, research tools, reliability and validity testing, data collection techniques and processes, data analysis, and ethical considerations.

#### 3.2 Research Methodology

The study employed a mixed methodology. The design involves integrating quantitative and qualitative methods in a single study. This allows to obtain rich insight into the study problem. Quantitative methods were employed to collect numerical data . A structured questionnaire was used to capture quantitative measurements of infrastructure, human resources, leadership, and regulatory environment and correlate them with private security company (PSC) performance. Qualitative methods were employed using key informant interviews. They captured in-depth insights into experiential and contextual factors that influence PSC delivery to NGOs in Juba City. By integrating them, the study was able to capture quantifiable patterns and subtle perceptions relevant to study objectives. The mixed methods design was particularly relevant for this study as it allowed a richer and more detailed exploration of what influences PSC performance. While quantitative information provided statistical evidence of the direction and magnitude of relationships among variables, qualitative information provided a richness of explanation with underlying dynamics, context-related challenges and stakeholders' perspectives that were not possible to quantify. Through employing both methods in parallel, the study ensured triangulation

of findings, higher validity, and greater variety of evidence necessary for understanding complexities of delivery of security services in a fragile context like South Sudan.

### **3.3 Research Design**

This study employs a descriptive survey design to examine the factors influencing the performance of private security companies in providing security services to non-governmental organizations (NGOs) within Juba city. The choice of this design was based on its effectiveness in gathering authentic data from a diverse group of respondents, thereby enabling the researcher to construct a comprehensive account, evaluate the data, and present a range of scenarios. Furthermore, this approach facilitated the integration of both qualitative and quantitative data through the utilization of a questionnaire and a descriptive study methodology. Consequently, both numerical and descriptive raw data were generated and subsequently employed in the computation of correlations between variables (Walliman, 2011).

### **3.4 Study Location**

The study focused on the employees of 26 private security companies based in Juba City (see Appendix VI), Central Equatoria State, South Sudan. The study was conducted in Juba City due to its proximity and status as the capital city of South Sudan, which is home to the majority of private security companies in the country. Juba City was selected as a case study due to its convenient accessibility, with the majority of offices situated within the city limits, and the absence of any security threats during the data collection process. Furthermore, personnel from private security companies were engaged by the majority of non-governmental organizations (NGOs) operating within Juba city.

### **3.5 Target Population**

The study concentrated on 26 private security companies whose personnel were based in Juba City. Private security companies employed personnel in Juba City to provide security services to non-governmental organizations (NGOs). A systematic random sampling method was employed to select eight private security firms in Juba City. Purposive sampling was employed, with consideration given to the pre-existing records of the eight private security companies in question. According to the human resources records, the combined workforce of the eight private security firms in the city amounts to 4,000 personnel, with an estimated average of approximately 500 employees per company.

### **3.6 Sampling Procedures and Technique**

The study applied a combination of simple random sampling and systematic random sampling to ensure representation and fairness in the target population. There were approximately 4,000 individuals in total in the population and a required sample size of 222 respondents was calculated based on Yamane's formula with a margin of error of 5% and a confidence of 95%. Simple random sampling was first employed to select NGOs that are offered private security services in Juba City. This ensured that each eligible NGO had a chance to be represented in the study. Upon selecting participating NGOs, systematic random sampling was employed in each selected NGO to select individual respondents such as operations staff, NGO officials, or security managers. A sampling interval ( $k$ ) was determined by dividing eligible individuals in selected NGOs by the required number of respondents. Every  $k$ -th individual on a given list was selected until a sample size of 222 was achieved. This ensured a representative distribution of individuals across various organizations while still having randomness and structure for generalizable findings.

### 3.7 Sample Size

In order to calculate the working sample size for the study of eight private security companies in Juba City, the researcher employed the formula proposed by Yamane (1967).

$$n = N / (1 + Ne^2)$$

where:

$$n = \text{sample size}$$

$N = \text{target population and}$

$E = \text{level of precision. This study will use } e = 0.05.$

So:

$$n = 500 / (1 + (500)( [0.05]^2 )) = 222 \text{ respondents.}$$

$$\frac{500}{1} + 1 = \frac{500}{2} = 222 \text{ respondents}$$

**Table 1:**

*Sample size distribution/sample frame*

Strata	Type of questionnaire	Sample techniques	Frequency	Percentage.
Operations Managers	Key informant interview questions	Purposive sampling	8	4
Guard force	Questionnaires.	Systematic random sampling	160	72
Field supervisor	Questionnaires	Systematic random sampling	54	24
Total			222	100

Source; HR (2024)

### **3.8 Construction of Research Instruments**

The data was gathered from the security personnel and field supervisors through the utilization of questionnaires, while interview guides were employed to obtain information from the operations managers. Additionally, secondary data was sourced from academic journals, textbooks, and reports.

#### **3.8.1 Questionnaires**

The main instrument for gathering data for this study was a questionnaire (see Appendix II). This is a research tool that consists of a series of written questions intended to gather information from respondents. As outlined by Mugenda and Mugenda (2008) questionnaires are used extensively in quantitative for gathering standardized information in a quick and efficient manner from large numbers. Care was taken to design the questionnaire to suit study objectives. It comprised closed-ended and open-ended questions. Closed-ended ones were primarily designed on a Likert scale of 5 points with respondents having the opportunity to rate on a scale how much they agreed or disagreed with particular statements. This enabled quantification of perception and experience about private security company performance. Open-ended ones allowed respondents to give detailed explanations on issues not covered by fixed responses and provided qualitative information to complement quantitative information.

The private security company field supervisors and guard force personnel were distributed with self-administered questionnaires. Respondents were allowed sufficient time to complete the questionnaire independently without interference by an interviewer to maintain confidentiality and minimize interviewer effect. Field supervisors arranged distribution and pick-up as required. Both quantitative (e.g., scores on infrastructure, human resource capability, leadership and regulation environment) and qualitative (e.g., personal experience, opinion and context explanation) responses

were obtained using this instrument. This instrument was suited for this study because it enabled standardized data to be obtained across a relatively large number of respondents while still allowing complex and context-related issues to be explored. Its format ensured consistency in responses, enhanced reliability of data and supported mixed methods study design.

### **3.8.2 Interview Guides**

For qualitative data gathering, the study employed a key informant interview guide, a qualitative tool designed to facilitate in-depth, semi-structured interviews (see Appendix III) with individuals with expert understanding or strategic insight regarding the study subject. The guide was specifically designed to probe themes that addressed internal operations, regulation challenges, and leadership practices of private security companies regarding their delivery of services to NGOs in Juba City. The interview guide was a set of open-ended questions, structured around key study goals. It was designed to yield detailed responses while allowing for follow-up questions based on interviewee responses. The tool was tested by Insight Security Organization to determine its applicability and currency with respect to contemporary practices in the sector, whereby the study team adjusted and augmented the guide to address context-related issues relevant to the South Sudan security sector.

In-depth interviews were conducted with eight private security company operations managers who were selected on the grounds of strategic position and experience in providing services to NGOs. Face-to-face interviews were conducted with participants' consent using audio recorders and later transcribed verbatim for analysis. This allowed for rich, experiential, and context-rich data to be collected that was not possible through structured questionnaires. Using the key informant interview guide in this study was relevant because it provided rich insights into operational realities, leadership trends, and regulatory pressures on private security companies. Qualitative data helped

to complement quantitative findings by offering explanations, highlighting trends, and challenges and best practices in the sector.

### **3.9 Testing for Validity and Reliability**

For credibility and accuracy to be given to the gathered data, it was important to test validity and reliability of those instruments used for this study. Validity is whether or not instruments are doing what they are intended to do and reliability is whether or not responses are consistent and stable over time. Both validity and reliability are necessary to establish in studies because it makes findings more credible and allows meaningful conclusions to be made. This section explains what was done to test validity and reliability of interview guide and questionnaires prior to actual data gathering.

#### **3.9.1 Validity of Research Instruments**

The pilot study was conducted two weeks before the actual start of the main data collection exercise. A pilot study is a test run of study instruments to establish whether they are effective, clear, and administrable in a field environment (Alvi, 2016). This pilot was meant to test validity, reliability, and usability of interview guide and questionnaire used in this study. Validity is a reflection of how accurately an instrument is measuring what it is meant to measure. Content and construct validity in this study were ensured through meticulous review by academic supervisors and subject experts in the security sector. An interview guide and a questionnaire were scrutinized to ensure that each question was in line with what was meant by each study objective and theoretical construct. Experts' recommendations were employed to refine word choice in questions, ordering of questions, and general coverage of key variables such as infrastructure, human resources, leadership, and regulatory environment.

The pilot was conducted in a single private security firm in Juba City that was not included in the main study. It was given to a restricted number of respondents, both field supervisors and guard force, who completed the questionnaire and to an operations manager who participated in the pilot interview. It was employed to estimate average time to complete the tools, to test flow and question clarity and to identify redundancy and ambiguity. Feedback obtained was used to adjust the instruments accordingly to enhance clarity, ease of administration and to maintain consistency with study objectives.

### **3.9.2 Reliability of Research Instrument**

Reliability refers to how consistently a research tool measures a variable and yields stable and consistent results over time. A reliable tool produces results that capture the true nature or limitations of a phenomenon under study regardless of whether or not and how often measurement is taken (Middleton, 2022). To establish whether the research tools used in this study are reliable, test-retest was employed. This involved administering a similar questionnaire to a sample of 20 private security company employees in Juba City on two different occasions. A total of 26 questionnaires were used in this test to establish consistency of response across time. The objective was to create internal consistency and reproducibility of the tool and therefore establish it as reliable for use in the main study. Data collected through pilot test were analyzed using Cronbach's Alpha that is a statistical test for internal consistency of items and scales on a questionnaire. Analysis yielded a reliability coefficient of 0.889 that is far above generally acceptable cut-off of 0.7 and indicates a very high level of reliability (Amin, 2005). Based on this finding, the tool was deemed reliable for use during full-scale stage of gathering of data for this study.

**Table 2:**

*Reliability Statistics*

Cronbach's Alpha	N of Items
0.889	26

Source, (Researcher, 2024)

**3.10 Data Collection Methods and Procedures**

Before commencing the data collection exercise, the researcher secured the approvals and permissions of Mount Kenya University (MKU), the local authorities in Juba City, and the management of eight private security firms chosen for inclusion in the study. These approvals were sought for the purposes of ethical compliance and organizational cooperation during the study. Formal letters of introduction were presented by the researcher, and informed consent was sought from institutions and individual respondents, respectively, in line with ethical requirements for the study. The data collection involved a combination of questionnaires, key informant interviews, and document review. The respondents were operations managers, guard force members, and field supervisors employed in the participating security companies. Questionnaires were personally distributed, and clarification of any issues was provided. Key informant interviews were conducted at agreed times with operations managers, who were strategic informants by virtue of being aware of company operations, leadership dynamics, and regulatory engagement. The researcher was diligent on punctuality and consistency in booking the times to minimize disruptions and boost participation. At every interaction, the researcher began by introducing the study theme and outlining the research purpose to establish rapport and confidence with the respondents. Voluntary participation, confidentiality, and use of data for academic purposes only were highlighted. In doing so, a cordial and open environment was created, which encouraged the respondents to volunteer candid and insightful information. The use of a combination of structured and open-ended data

collection instruments allowed the researcher to gather both quantitative and qualitative data that was crucial in satisfying the research objectives comprehensively.

### **3.11 Data Analysis Techniques**

In accordance with Neumann (2011), the data analysis process is defined as the organization and structuring of collected information for the purposes of interpretation and communication. Once the questionnaires had been collected, they were sorted and checked for any missing information. Subsequently, the questionnaire was subjected to coding, with the resulting frequencies of responses providing the requisite information. This approach allowed for the identification of any trends in the findings associated with the variables under investigation. The qualitative data was subjected to thematic analysis in accordance with the study objectives and presented in a narrative format. The quantitative data was subjected to analysis using both descriptive and inferential statistics, including frequencies, percentages, and linear regression analysis via the Statistical Packages for Social Science (SPSS Version 2024). To facilitate comprehension, the results were presented in tabular form. The analysis of the data was of paramount importance in understanding the factors that influence the performance of private security companies (PSCs) in providing security services to non-governmental organizations (NGOs) in Juba City, South Sudan. By analyzing data collected from a variety of eight PSCs, the researcher was able to identify trends, patterns and relationships that can be used to enhance PSC performance and the quality of security services provided to NGOs. In conclusion, data analysis proved to be an instrumental tool for enhancing the performance of PSCs in the provision of security services to NGOs in Juba City. By analyzing data gathered from a selection of eight private security companies, PSCs gained deeper insights into the factors influencing their performance and the impact of their services. This information was intended to

inform the design and implementation of targeted interventions aimed at improving the performance and quality of security services provided to NGOs in Juba City.

### **3.12 Ethical Consideration**

Prior to the commencement of data collection, each study participant was required to sign an informed consent form (see Appendix I) to confirm their consent to answer the research questionnaires. The information was collected with the express consent of the participants, with the objective of fostering trust in the research process and ensuring the clarity and reliability of the study's findings. Such mistrust could result in the provision of inaccurate or misleading data by participants. It is imperative that participants are not coerced into answering questions; instead, they must be presented with information regarding the benefits of the research and given the opportunity for voluntary participation. In order to guarantee the participants' engagement and willingness to complete the research questionnaire, a comprehensive disclosure of the research proposal was provided. The researcher guaranteed accuracy and the protection of participants. The researcher guaranteed the confidentiality of all conclusions and data, given that certain outcomes are vital for companies and security groups. The information was handled in a professional manner and only used for educational purposes. The data was not to be made available to any third party. The research project was conducted with the utmost integrity and accountability, with a commitment to transparency and honesty from its inception. The researchers and participants collaborated to collect data that was standardized throughout the study.

## CHAPTER FOUR

### RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the findings, it covers analysis and presentation of the performance of PSCs in the provision of services to NGOs. The following presentation is informed by the objectives of the study, which aimed at investigating the influence of infrastructural facilities, human resources, leadership and regulatory environment on performance for PSCs that could provide security services to NGOs.

#### 4.2 Response Rate

The target population for this research was 222 employees from eight private security companies in Juba City. Of the aforementioned population, 216 completed and returned the questionnaire, resulting in an impressive response rate of 97.3%. This response rate is well above the 50% benchmark considered adequate for statistical comparisons, as outlined by Babbie (2020). Such a high response rate is indicative of the participants' strong commitment, which is likely driven by the potential benefits of their feedback in enhancing security practices within private security companies. The robust sample size enhances the reliability and generalizability of the research, thereby reinforcing the validity of the findings.

### 4.3 Demographic Information

**Table 3:**

*Demographic Information of Respondents*

Character	Response	Frequency	Percent
Gender	Male	152	70.4
	Female	64	29.6
Age	Below 25 years	46	21.3
	26-35 years	119	55.1
	36-45 years	31	14.4
	46-55 years	19	8.8
	Above 55 years	1	.5
Education level	Primary	5	2.3
	Secondary	63	29.2
	College	21	9.7
	University	93	43.1
	Postgraduate	34	15.7

N=216, Source; Primary data from the field (2024)

Table 3. above presents descriptive information in terms of frequencies/percentages regarding respondents' demographic information in terms of gender, age, and education level.

#### Gender of the Respondents:

As illustrated in Table 3, the findings indicate that the majority (70.4%) of respondents were male, while the remaining 29.6% were female. The results demonstrate a clear dominance of male participants, which may be attributed to the working conditions in the study area, which have been characterized by conflict, making many women hesitant to work in such an environment. However, the views of both men and women were included in this study, thereby addressing the issue of gender representation in research and data collection.

#### **4.3.1 The age of the respondents**

As illustrated in Table 3, the findings indicate that the majority of respondents (119, 55.1%) were aged between 26 and 35 years, while a smaller proportion (1, 0.5%) were aged above 55 years. This indicates that the majority of the study participants are relatively young. This may be attributed to the nature of work carried out by the majority of firms, which require individuals with greater energy levels to be able to provide the necessary services to affected populations in and around the capital city of Juba.

#### **4.3.2 The participants' educational backgrounds**

As illustrated in Table 3, the findings indicate that the study participants were literate, meaning that they were able to read and write, thus facilitating their comprehension of the study content and their ability to provide pertinent data for the study. With regard to the level of education, the study reveals that nearly half (93, 43.1%) of the participants had obtained a university education, while a smaller proportion (5, 2.3%) had completed only the primary level of education. This demonstrates that the study included participants with diverse educational backgrounds, indicating that there are employees with varying levels of education across the private security companies in Juba City.

## 4.4 Descriptive Statistics

### 4.4.1 Influence of Private Security Companies' Infrastructure on the Provision of Services for the NGOs in Juba City

This study aimed to examine the influence of private security companies' infrastructure on the provision of services for NGOs in Juba City. The study concentrated on the utilization of biometric identification, which enhances the security services provided to NGOs. The installation of CCTV cameras in the PSFs similarly serves to enhance security services, while the deployment of tracking devices and alarms by the PSC also contributes to the security services offered to NGOs. Furthermore, the use of X-rays by the PSCs also enhances the security services provided to NGOs. The results are presented in Table 5 below.

The variables under examination were the companies' infrastructures and the services they provide. In order to describe the influence of company infrastructure on the provision of services by NGOs, a 5-point Likert scale was considered, as follows: 1.00 – 1.79 (interpreted as very low influence), 1.80 – 2.59 (interpreted as low influence), 2.60 – 3.39 (interpreted as moderate influence), 3.40 – 4.19 (interpreted as high influence), and 4.20 – 5.00 (interpreted as very high influence). Having a value greater than 1 standard deviation indicates low response variance, meaning that the respondents were homogeneous or had similar characteristics.

**Table 4:**

*Influence of private security companies' infrastructure on the provision of services for the NGOs in Juba city*

Companies' Infrastructure on Provision of Services	Mean	Std. D	Interpretation
Use of biometric identification enhances the services offered to NGOS	4.84	.365	High
Installation of CCTV cameras in the PSFs enhances the services.	4.13	.895	High
PSC use of tracking device and alarms enhances the security offered to NGOs.	3.62	.947	High
PSC use of X-rays enhances the security services offered to NGOs.	4.63	.779	High
Grand Mean and Std. D	4.03	0.748	High

N=216, Source; Primary data from the field (2024)

#### **4.4.2 Influence of Private Security Companies' Human Resources on the Provision of Services for the NGOs In Juba City**

The second objective of the study was to investigate the influence of private security companies' human resources on the provision of services to NGOs in Juba City. In order to describe the influence of company human resources on the provision of services by NGOs, a 5-point Likert scale was considered as follows: 1.00 – 1.79 (interpreted as very low influence), 1.80 – 2.59 (interpreted as low influence), 2.60 – 3.39 (interpreted as moderate influence), 3.40 – 4.19 (interpreted as high influence), and 4.20 – 5.00 (interpreted as very high influence). A value exceeding one standard deviation indicates a low level of response variance, suggesting that the respondents were homogeneous or possessed similar characteristics. This is illustrated in Table 5 below.

**Table 5:**

*Influence of private security companies' human resources on the provision of services for the NGOs in Juba city*

Human Resources on Provision of Services	Mean	Std. D	Interpretation
Influence of education levels on the security Services offered to NGOS	3.00	.558	Moderate
Influence of on job training on security services offered to NGOs	3.23	.836	Moderate
The staff Capacity-building activities and enhanced Security services provided by the PSC	3.02	.664	Moderate
The talent acquisition by the PSC staffs enhances the services provided by the PSC	3.10	.871	Moderate
Grand Mean and Std. D	3.34	0.753	Moderate

N=216, Source; Primary data from the field (2024)

#### **4.4.3 Influence of Private Security Companies' Leadership on the Provision of Services for the NGOs in Juba City**

The third objective of the research was meant to explain the effect of leadership from private security firms on delivery to NGOs in Juba City. A 5-point Likert scale was considered as a means of describing the impact of the leadership of companies on NGOs' provision of services, as follows: 1.00 – 1.79 (interpreted as very low influence), 1.80 – 2.59 (interpreted as low influence), 2.60 – 3.39 (interpreted as moderate influence), 3.40 – 4.19 (interpreted as high influence), and 4.20 – 5.00 (interpreted as very high influence) as shown in table 6 below. Having a value greater than one standard deviation indicates low response variance, meaning that the respondents were homogeneous or had similar characteristics.

**Table 6:**

*Influence of private security companies' Leadership on the provision of services for the NGOs in Juba city*

Firm Leadership on Provision of Services	Mean	Std. D	Interpretation
The deployment of guard forces to NGOs is influenced by private security firm administrators.	2.99	.827	Moderate
There is a code of ethics in place, alongside disciplinary measures, to guarantee optimal performance.	3.18	.587	Moderate
The guard force is effectively supervised, and the company strictly adheres to the policy governing PSCs.	3.03	.705	Moderate
There are regular reminders to maintain professionalism within the security firm to comply with the legal requirements in South Sudan.	3.07	.590	Moderate
The administrators of the PSC regularly conduct awareness sessions on work ethics.	3.04	.440	Moderate
Grand Mean and Std. D	3.06	0.630	Moderate

N= 216, Source; Primary data from the field (2024).

#### **4.4.4 Influence of Private Security Companies' Regulatory Environment on the Provision of Services for the NGOs In Juba City**

Fourthly, the study objective will investigate the regulatory environment as a factor in shaping the performance of Private Security Companies in supplying security services to NGOs in Juba City, South Sudan. A 5-point Likert scale has been considered to describe the influence of the company's regulatory environment on NGO service provisions: 1.00 – 1.79 – very low influence, 1.80 – 2.59 – low influence, 2.60 – 3.39 – moderate influence, 3.40 – 4.19 – high influence, and 4.20 – 5.00 –

very high influence as depicted in Table 7 below. A value of >1 standard deviation indicates that response variance is low, or the respondents were homogeneous or had similar characteristics.

**Table 7:**

*Influence of private security companies' Regulatory Environment on the provision of services for the NGOs in Juba city*

Regulatory Environment on Provision of Services	Mean	Std. D	Interpretation
Licensing schemes define the scope of work of private security companies	3.15	.528	Moderate
regulations promote transparency and accountability in the private security industry	3.29	.743	Moderate
The regulatory framework plays key role in defining the role of private security companies	2.96	.755	Moderate
Government policy allow private security personnel to be licensed to work	3.26	.811	Moderate
Self-regulation complements government legislation in the private security industry	2.95	.490	Moderate
Grand Mean and Std. D	3.10	0.652	Moderate

N=216, Source; Primary data from the field (2024)

#### 4.5 Multi-Linear Regression Analysis

A further analysis was conducted to ascertain the relationship between each of the independent variable (factor) indicators and the provision of services for NGOs in Juba City. This was achieved through the utilization of a multiple regression analysis.

**Table 8:**

*Multi-linear regression analysis*

Coefficients <sup>a</sup>					
Model	Unstandardized		Standardized	T	Sig.
	Coefficients				
	B	Std. Error	Beta		
1 (Constant)	2.126	4.958		.429	.668
Infrastructure	.428	.035	.616	12.371	.000
Human resource	.111	.036	.153	3.064	.002
Leadership	.307	.049	.306	6.255	.000
Regulatory environment	.104	.041	.120	2.511	.013

a. Dependent Variable: Provision of services to NGOs

N=216, Source; Primary data from the field (2024).

The findings in Table 8 indicate that infrastructure has a significant influence on the provision of services by private security companies (PSCs) to NGOs in Juba City ( $b = 0.616$ ,  $t = 12.371$ ,  $p = 0.000 < 0.05$ ). It implies that, *ceteris paribus*, improved security infrastructure, such as CCTV cameras, biometric equipment, patrol systems, and communication devices, considerably enhances service delivery. According to the Routine Activity Theory, such infrastructure boosts the presence and effectiveness of capable guardianship, which reduces opportunities for crime and enhances safety for NGO operations. The Resource-Based View (RBV) also explains this finding by theorizing infrastructure as a strategic, tangible asset that enables PSCs to deliver higher quality

services. This discussion aligns with Te et al., (2016), who confirmed that infrastructure is a fundamental driver of quality, efficiency, and reliability in the security sector.

In human resources, the regression coefficient, see Table 8 ( $b = 0.153$ ,  $t = 3.064$ ,  $p = 0.002 < 0.05$ ) also demonstrates a positive significant effect on service delivery. The findings imply that PSCs with more trained, educated, and experienced personnel are more capable of delivering quality services. Interpreted through RBV, human capital is a valuable, rare, and inimitable resource that forms a core competitive advantage in service-intensive sectors like private security. Meanwhile, Routine Activity Theory identifies that trained personnel improve the guardianship role of PSCs, and thus their ability to deter and react to threats is enhanced. The finding concurs with Malek, Kline, and DiPietro (2018), who emphasized the relationship between staff competence and service quality, supporting the role of human capital in organizational performance.

Concerning leadership, the regression finding ( $b = 0.306$ ,  $t = 6.255$ ,  $p = 0.000 < 0.05$ ) shows a strong and statistically significant impact on service delivery to NGOs. Leadership plays a key role in setting organizational strategy, managing resources, and motivating staff, and these have direct implications for service outcomes. In an RBV understanding, quality leadership is considered an internal intangible asset that aligns other assets, human, financial, and infrastructural, to the achievement of strategic goals. It ensures coordination, responsiveness, and accountability. Routine Activity Theory also indirectly supports this finding, as leadership influences the degree to which PSCs apply effective guardianship in risky areas. This agrees with Abend (2011), who posited that quality leadership was vital for effective and responsive service delivery.

Lastly, the regulatory environment also emerged as a significant predictor of Private Security Company performance, see Table \* ( $b = 0.120$ ,  $t = 2.511$ ,  $p = 0.013 < 0.05$ ). The finding means that the clarity, enforcement, and organization of legal frameworks influence how private security

companies are structured and the way they deliver services. In Routine Activity Theory, regulation serves to formalize the work of guardians by establishing clear standards, ensuring accountability, and reducing risks of internal misuse. From the Resource-Based View, regulation indirectly affects the value and utilization of firm resources by establishing operational limits and compliance expenses. This supports Kaguru and Ombui (2016), who demonstrated that regulatory frameworks significantly influence the quality of services delivered by private security firms.

The application of Routine Activity Theory and the Resource-Based View provided a comprehensive framework for examining the performance of PSCs in providing services to NGOs in Juba City. Routine Activity Theory helped to put the value of good guardianship through physical presence, technology, and trained personnel in risky environments. It showed how the convergence of motivated offenders, vulnerable targets, and lack of capable guardians is resolved when PSCs are professionally managed and well-resourced. The Resource-Based View offered an internal organizational perspective by emphasizing that infrastructure, human capital, and leadership are strategic resources that must be mobilized efficiently for PSCs to gain competitive advantage and provide quality services. The theory showed how the performance of PSCs is not entirely dependent on risk factors in the external environment but also on the strategic utilization and alignment of their internal capabilities. Together, the theories highlight the need for PSCs to invest in tangible and intangible assets, but within definite regulatory frameworks, to ensure the security of NGOs and continuity of their humanitarian operations in South Sudan. Integrating both external and internal dimensions of security service provision offers a balanced understanding of what drives performance and what interventions are most likely to improve outcomes in fragile and complex contexts like Juba City.

## **4.6 Discussions of the Research Findings**

The discussions on the study finding will be focusing on the 4 four study objectives as describe below.

### **4.6.1 Influence Of Private Security Companies' Infrastructure on The Provision of Services for The NGOs in Juba City**

#### **4.6.1.1 The Use of Biometric Identification**

As illustrated in Table 4, the utilization of biometric identification has the effect of enhancing the security services provided to NGOs, as evidenced by a mean value of 4.84 and a standard deviation of 0.365. This can be interpreted as an indication of the significant influence of biometric identification on the enhancement of security services provided to NGOs in Juba City.

A key informant from Frontline security in Rock city stated that

*"..... the biometric identification strengthens security measures for NGOs in Juba City, improving response times and access control, implementing biometric identification systems for NGOs may enhance security by streamlining personnel screening and verification."*

This finding supports the conclusions of a study conducted by Golwal and Kalbande (2013) on the assessment of security protocols aimed at reducing vandalism in Engineering College Libraries within the United States. Their research demonstrated that the utilization of biometric identification systems is the most effective security measure influencing operational effectiveness within security firms.

#### 4.6.1.2 The Use of CCTV Cameras

As illustrated in Table 4, the findings indicate that revealed that the installation of CCTV cameras has a positive impact on security services, with an average rating of 4.13 and a standard deviation of 0.895. This can be interpreted as evidence that the installation of CCTV cameras in PSFs has a significant impact on the quality of services provided to NGOs in Juba City. The study was also acknowledged by the operations manager of the frontline security company who asserted that

*“..... the installation of CCTV cameras has a significant positive impact on the security services provided by private security companies (PSCs) in Juba City, enhancing their ability to protect NGOs. Consequently, private security companies (PSCs) utilize this technology to guarantee superior security services for their clients. Furthermore, the interviewee emphasized that in the event of a security incident, closed-circuit television (CCTV) footage provides invaluable evidence for law enforcement investigations hence recordings can assist in identifying perpetrators, reconstructing events, and supporting investigations”.*

These findings align with those of a previous study by Golwal and Kalbande (2013), who conducted an assessment of security protocols aimed at reducing vandalism in Engineering College Libraries within the United States. Their research demonstrated that the utilization of CCTV is the most effective security measure influencing operational effectiveness within security firms.

#### **4.6.1.3 The Use of Tracking Devices**

The results presented in Table 4 indicate that the utilization of tracking devices and alarms has the potential to optimize the delivery of services to NGOs in Juba City, with a mean score of 3.62 and a standard deviation of 0.947. This is indicative of the significant impact of the utilization of tracking devices and alarms on the provision of services to NGOs in Juba City.

The initial key informant from Excom security asserted that

*“..... collaborative efforts involving alarms and tracking devices serve to deter criminal activity, facilitate prompt responses, and minimize the risk to NGO personnel, thereby enabling them to pursue their humanitarian missions with greater confidence”.*

At the same time, the operation manager of Excom Security laminated that

*“..... the utilization of tracking devices and alarms represents a robust security solution for NGOs, PSC can implement a comprehensive security framework that significantly reduces risk hence allows NGO personnel to focus on their core humanitarian work with greater confidence”.*

These findings are in line with the study conducted by Abbase et al. (2017), which emphasizes that firms should invest in technology to enable them to streamline their operations.

#### **4.6.1.4 The Use of X- Rays**

As evidenced by the data presented in Table 4, the study revealed that the utilization of X-rays by PSC has the effect of enhancing the security services provided to NGOs, with an average rating of 4.63 and a standard deviation of 0.779. This is indicative of a significant impact, whereby the utilization of X-rays by PSCs has the capacity to enhance the security services offered to NGOs.

The initial key informant posited that X-rays facilitate the detection of concealed threats, including

weapons, explosives, and contraband, which could be surreptitiously introduced into NGO premises or consignments. This reinforces overall security and safeguards all parties involved, including NGO personnel, beneficiaries, and valuable assets.

The Aswa security company reiterated that the deployment of

*“..... x-ray scanners enable expeditious and non-intrusive inspections, thereby reducing disruption to NGO operations and beneficiaries. Improved threat detection, increased efficiency and a safer working environment all contribute to a safer and more effective NGO operation, allowing them to focus on their vital humanitarian missions”.*

These findings are in agreement with the results of a study conducted by Te, Kadar, Brünger, and Cvijikj (2016), which examined the role of security infrastructure and service delivery. The study indicated that the provision of security among private security companies is promoted by the presence of effective security infrastructures. However, Motlagh et al. (2017) present an opposing viewpoint, suggesting that the mere presence of infrastructure is insufficient for a security company to achieve and enhance the provision of security services. Instead, they posit that the ability to provide security services is contingent upon a number of additional factors, including the availability of competent human resources that are motivated by factors such as remuneration and the quality of the working environment.

#### **4.6.2 Influence Of Private Security Companies’ Human Resources on the Provision of Services for the NGOs In Juba City**

##### **4.6.2.1 The Education Level**

As illustrated in Table 5, the impact of educational level on the security services provided to NGOs is represented by a mean of 3.00 and a standard deviation of 0.558. This is interpreted as indicating

a moderate influence of educational level on the security services provided to NGOs. This finding was also corroborated by interviews from the respondent from Dragon Security company highlighted.

*“.....that higher education levels among security personnel in Juba City directly contribute to better security services for NGOs. They argued that education provides relevant skills, and that the quality of training is also a critical factor in the effectiveness of those security services”.*

These findings are in concurrence with the study conducted by Shiel et al. (2016), which indicated that capacity building is of paramount importance to enhancing the performance of private security service providers. The study demonstrates that regular on-the-job training, the promotion of interactive skills, and off-the-job training are fundamental elements of capacity building, with a pronounced focus on skills development and knowledge retention. It can be posited that elevated levels of education among those employed in the security sector may facilitate a more comprehensive comprehension and adherence to established security protocols, which in turn could enhance the caliber of services provided to NGOs. It can be reasonably deduced that investment in educational and training programs for personnel engaged in the provision of security services can have a beneficial impact on the quality of security services provided to NGOs. This can be achieved by ensuring that the personnel in question possess the requisite competence and effectiveness in the protection of NGO operations and assets. This finding is also in accordance with the findings of a study conducted by Hidayat et al. (2020), which indicated that higher education among security personnel is associated with superior service quality, job satisfaction and organizational effectiveness.

#### 4.6.2.2 The On-Job Training

The results of the analysis of the data presented in Table 5 indicate that the influence of on-the-job training on the security services offered to NGOs is moderate, with a mean of 3.23 and a standard deviation of 0.836.

The key informant of Insight Security Company appreciated that .

*“..... on-the-job training enables the tailoring of security protocols to the specific needs of each NGO , asserted that the implementation of on-the-job training programs has resulted in our security personnel becoming more proficient in the identification and mitigation of security risks”.*

This proactive approach has resulted in a reduction in the number of security incidents and an enhanced sense of security for staff and beneficiaries alike. The study was supported by the findings of Al Karim (2019) in Bangladesh, which demonstrated that training programs, particularly those concentrating on communication skills, can result in enhanced customer relationships. Such an approach may result in enhanced customer satisfaction and, consequently, increased profits.

#### 4.6.2.3 Capacity Building

The results presented in Table 5 suggest that the capacity-building activities and enhanced security services provided by the PSC exert a moderate influence on NGOs in Juba City. The mean score for these activities was 3.02, with a standard deviation of 0.664. The findings of the research were corroborated by key informant interviews of Insight security company what recognized that .

*“.....staff capacity-building programs should be designed with the objective of enhancing the capabilities of individuals and teams within the security force, such programs could encompass leadership development initiatives that concentrate on fundamental competencies such as decision-making, problem-solving, and conflict management”.*

Moreover, the integration of team-building exercises could enhance collaboration and foster trust among security personnel, particularly in the context of challenging or high-stress environments. This, in turn, could contribute to a safer environment for NGOs in Juba City. In conclusion, the informants highlighted the pivotal significance of capacity building in the realm of conflict resolution and mediation skills. It is of the utmost importance that those working in NGOs in volatile or conflict-ridden areas are able to de-escalate tensions, resolve disputes and negotiate agreements. This study's findings are consistent with those of Yamoah and Maiyo (2013), who discovered that capacity building enhances employee capabilities and cultivates beneficial competencies and dispositions. This ultimately results in the efficient completion of tasks.

#### **4.6.2.4 Talent Acquisition**

The results presented in Table 5 demonstrate that the PSC staff's talent acquisition contributes to the enhancement of PSC services, with a mean score of 3.10 and a standard deviation of 0.871. This is interpreted as indicating a moderate influence. Furthermore, the findings were corroborated by the key informant interviews of Archer security company who posited that:

*“.....a talented workforce is more likely to contribute novel ideas and innovative approaches. This can result in improvements to PSC services and processes, thereby enhancing their responsiveness to the needs of NGOs in Juba City, conversely effective talent acquisition by private security guard companies enables them to assemble a team comprising the requisite skills, experience, and professionalism to deliver exceptional security services”.*

This results in a safer environment for clients, a positive public perception, and ultimately, the success of the security company itself. This study builds on the research of Sariwulan et al. (2021), which explored the impact of talent on insurance company performance in Indonesia. This underscores the pivotal function of talent acquisition across a range of industries. The objective of

effective talent acquisition strategies is to optimize organizational productivity by optimizing employee effectiveness. This is achieved by human resources (HR) professionals through a comprehensive approach that encompasses a number of key elements, including a thorough assessment of workforce needs, targeted recruitment, comprehensive onboarding, ongoing training, and the implementation of robust retention programs. The study demonstrates that the implementation of effective talent acquisition practices enables private security firms to make strategic hires, securing employees with the requisite skillsets to drive overall performance improvements. This finding aligns with the results of a study conducted by Moazami et al. (2018), which indicates that the recruitment of personnel with the necessary skills and experience enables PSCs to address complex security service matters.

#### **4.6.3 Influence of Private Security Companies' Leadership on the Provision of Services for the NGOs in Juba City**

##### **4.6.3.1 Security Guards' Deployment**

The results presented in Table 6 indicate a significant impact of private security firm (PFS) administrators on the number of guards deployed to non-governmental organizations (NGOs). The mean value is 2.99, with a standard deviation of 0.827. This indicates a moderate influence of private security firm administrators on the deployment of guard forces to NGOs. This conclusion is further supported by interviews conducted with key informant of Dragon security company in Juba who laminated that.

*“..... the number of guards assigned to NGOs is determined by agreements with PFS administrators hence administrators possess greater expertise in security needs than the NGOs themselves”.*

In simpler terms, the study found that private security firms have a significant influence on the number of guards deployed to NGOs. This finding is in agreement with Miller and Garcia (2022), who investigated how private security company (PSC) administrators in Latin America weigh the costs of security against the potential profits when influencing guard deployment decisions for non-governmental organizations (NGOs). Their findings indicate that the role of private security company (PSC) administrators in influencing guard forces deployment is of significant importance due to their pivotal position in decision-making.

#### **4.6.3.2 Code of Ethics**

As evidenced in Table 6, the study revealed the existence of a code of ethics and disciplinary measures in place to guarantee the optimal performance of private security firms in Juba City in supporting the security services of NGOs. The mean score is 3.18, with a standard deviation of 0.587. This statistically significant result indicates that the code of ethics, in conjunction with disciplinary measures, exerts a moderate influence on the performance of private security firms in Juba City. The key informant of Redar security company in Juba posited that:

*“..... a transparent and comprehensive code of ethics serves as a foundation for ethical decision-making and professional conduct, familiarity with the code of ethics holds employees accountable for their actions”.*

This encourages self-regulation and compliance with the security company's ethical principles. This finding is consistent with the findings of Saeidi & Bidi (2012), who stated that there is a positive correlation between ethical behavior and organizational performance.

#### **4.6.3.3 Supervision**

The findings presented in Table 6 indicate that the guard force is effectively supervised and that the company adheres strictly to the policy governing private security companies (PSCs). The mean score is 3.03, with a standard deviation of 0.705, which can be interpreted as indicating a moderate influence. The study by Hannang, Salju, and Qamaruddin (2020), which used a quantitative descriptive approach to ascertain the impact of supervision levels on employees' performance levels at the City of Manpower Office of Palopo, is consistent with these findings. In order to find barriers to employee performance, the researchers suggested that managers regularly inspect the workstations of their subordinates, consult with them, and carry out assessments. Lee and Kusumah (2020) also looked at the effect of supervision on worker performance, using job motivation as a mediating factor. The results showed that, using work motivation as an intervening variable, supervision has a positive impact on employee performance. According to the research's conclusions, companies should implement techniques and develop plans that pique employees' interest, establish creative and efficient management procedures to improve worker performance, and propel company performance in line with predetermined objectives.

#### **4.6.3.4 Reminders**

Table 6 presents the results, indicating a moderate influence on the relationship between performance and reminders. The mean score for the relationship between performance and reminders was 3.07, with a standard deviation of 0.390. The results indicate a moderate positive correlation between the use of regular reminders and the upholding of professional standards within security firms in South Sudan, in order to comply with the relevant legal requirements, the key informant of Redar security company in Juba highlighted that :

*“.....legal compliance, professionalism and regular organizational reminders influence employee behavior within security firms. Continuous reinforcement through reminders is necessary to foster a culture of compliance and professionalism”.*

This finding is consistent with the findings of a study conducted by Narikae, Namada, and Katusse (2017), which emphasizes the importance of a robust policy framework as a foundation for professional conduct and legal compliance. However, they expressed regret that such regular reminders serve merely as a reinforcement mechanism, with the sole purpose of ensuring that these policies are translated into everyday practices within the security company.

#### **4.6.3.5 Regulatory awareness**

In accordance with the findings presented in Table 6, it can be concluded that the administrators of the PSC regularly conduct awareness sessions on work ethics with the objective of ensuring professional performance. The mean score is 3.04, with a standard deviation of 0.445, indicating a moderate influence. It is imperative that regular awareness sessions on work ethics are conducted by PSC administrators in order to promote professionalism and performance within security firms. By emphasizing ethical conduct, security personnel are better equipped to fulfil their duties effectively, thereby building trust with clients and ensuring the safety and security of those they protect. The key informant of Archer security company in Juba asserted that :

*“.....professionalism and adherence to a robust work ethic are indispensable for the effective performance of security officers’ to establish a transparent code of conduct, delineating ethical expectations for all personnel”.*

This finding is consistent with the findings of a study conducted by Moore and Johnson (2020), which suggests that ethical awareness is beneficial for PSCs in terms of achieving compliance and maintaining a focus on ethical conduct, ultimately leading to a more professionalized industry.

#### **4.6.4 Influence of Private Security Companies' Regulatory Environment on the Provision of Services for the NGOs in Juba City**

Table 7 indicates that licensing regulations establish the scope of work for PSCs in Juba City, with a mean of 3.15 and an SD of 0.528. The role of licensing in regulating the private security industry is of significant importance. Such systems extend beyond the mere granting of operational permission. They serve as a framework that delineates the scope of work for private security companies. In essence, licensing schemes serve as gatekeepers, ensuring that private security companies operate within a clearly defined scope of work. This has the effect of benefiting a number of stakeholders, including private security companies (PSCs), by allowing them to operate without restrictions in a country such as South Sudan. Strict licensing regimes can provide a clear definition of the permitted scope of work for private security companies (PSCs), as the first key informant observed. On the other hand, the second key informant emphasized that cooperation between regulators and industry stakeholders can ensure that licensing procedures are streamlined and transparent, thereby promoting a balance between accountability and operational flexibility for PSCs. This, in turn, contributes to an improvement in the security services provided to NGOs in Juba City. Licensing schemes provide information to clients regarding the services that can be expected from private security companies (PSCs). This study is in line with the findings of Mawby (2017), who asserted that all private security companies should possess an operational license issued by the relevant governing body.

##### **4.6.4.1 Transparency and Accountability**

Table 7 illustrates that there is a positive, moderate influence on the regulation, with a mean score of 3.29 and a standard deviation of 0.743. The key informant of Aswa security company in Juba underscored:

*“.....the pivotal role of regulations in upholding public trust and guaranteeing responsible operations. Regulations promote transparency and accountability within the industry, benefiting both private security companies and NGOs”.*

This transparency fosters trust between the public and PSCs, thereby engendering a safer and more cooperative environment. This finding is in accordance with the results of a study conducted by Johnston (2018), who emphasized the importance of clear procedures for lodging complaints within PSCs. Furthermore, he posited that a transparent and accessible complaints process allows for a thorough investigation and fair redress, thereby promoting public trust by demonstrating the industry's commitment to accountability.

#### **4.6.4.2 Regulatory Frameworks**

Table 7 indicates that the regulatory framework exerts a moderate influence on the role of private security companies (PSCs). The mean score of 2.96 with a standard deviation of 0.755 indicates a moderate influence, as per the scale used in the study. The key informant of SSI security company in Juba asserted that

*“.....regulatory frameworks establish a level playing field for PSCs, fostering fair competition and innovation within the industry, regulatory frameworks provide clear guidelines, promote professionalism, and encourage accountability, thereby contributing to a safer and more prosperous future for PSCs and NGOs in Juba City.*

These findings are in alignment with those of Desai et al. (2020), who concluded that the security sector in Italy was positively affected following the implementation of regulatory measures within the retail sector. Similarly, Van Steden et al. (2015) determined that the implementation of effective policies is crucial for the delivery of high-quality services.

#### **4.6.4.3 Government Policy**

Table 7 reveals that the government policy permits private security personnel to be licensed to work in the country. The mean score is 3.26, with a standard deviation of 0.811. This is interpreted as a moderate influence according to the scale employed in the study. The operation manager of SSI security company posited that:

*“.....licensing serves to establish a baseline standard of competence and professionalism for security personnel, licensing fosters more accountable workforce within the private security sector”.*

In conclusion, this appears to result in the provision of a more effective and reliable security service hence this finding is in alignment with the findings of a study conducted by Prenzler (2020), which provides compelling justification for government policies that mandate the licensing of private security personnel. He emphasizes that licensing ensures that security personnel meet minimum standards of training and qualifications, thereby promoting competence, professionalism, and ethical conduct. Furthermore, rigorous vetting and continuous monitoring enhance public trust and safety, making licensing an essential regulatory tool for maintaining high standards within the private security industry.

#### **4.6.4.4 Self-Regulation**

As illustrated in Table 7, the results demonstrated that the mean score was 2.95 with a standard deviation of 0.490, indicating a moderate influence on the study conducted in Juba City.

The key informant of interviewed within Insight security company in Juba stated :

*“.....that government regulations are essential to establish a basic standard of operations PSCs hence, self-regulation fosters a culture of continuous improvement within the industry”.*

This enables PSCs to respond more rapidly to evolving security threats and challenges, thereby contributing to a safer environment for all in Juba City. It is erroneous to view self-regulation as a substitute for government oversight; rather, it is a valuable complement. By engaging in constructive dialogue with regulatory authorities, we can guarantee that our self-regulatory measures are aligned with existing legislation and address any identified shortcomings. This collaborative approach fosters transparency and accountability within the industry, which is essential for the development of public confidence in private security services. It can be concluded that a strong partnership between self-regulation and government legislation can create a more robust and responsive private security sector in Juba City, better equipped to address the complex security challenges facing NGOs in Juba City. These findings are in accordance with the results of a study conducted by Button (2012), which demonstrated that organizations that adopt self-regulatory measures tend to demonstrate superior performance outcomes and higher levels of public trust compared to those that merely comply with legal requirements. However, this finding also underscores the positive influence of self-regulation on operational efficiency and public confidence within the private security sector. Similarly, Abrahamsen & Williams (2010) provide evidence that private security companies (PSCs) that implement internal audits, ethics committees and training programs are more effective in complying with both legal mandates and self-imposed standards. Their research highlights how these self-regulatory mechanisms help to promote compliance,

ethical behavior and continuous professional development among industry professionals. Taken together, these findings emphasize the complementary role of self-regulation alongside government legislation in raising the overall standards and trustworthiness of the private security industry.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study as per the objectives of the study.

#### 5.2 Summary of the Result Findings

The primary focus of the research was on assessing how infrastructure influences providing security services for NGOs in Juba City. The evidence indicates a high rate of utilization of biometric identification, CCTV cameras, trackers, and X-ray devices, with a mean score of 4.03 and a standard deviation of 0.748, corresponding to a level of utilization at 74.8%. From a Routine Activity Theory point of view, this finding indicates that infrastructure plays a crucial role in enhancing guardianship capacity. Possession of advanced security technology reduces opportunities for criminal offenses through deterrence and increasing surveillance capacity. From a Resource-Based View (RBV) perspective, these infrastructure elements are strategic physical assets that enable improved service delivery as well as competitive advantage for private security companies (PSCs). The second focus assessed how human resources influence PSC capacity for service delivery for NGOs. The research recorded a moderate mean score of 3.34 (SD = 0.753), which indicates that staff training, education, and capacity building have a great influence on shaping service quality provided. From a Resource-Based View, human capital is a core intangible asset that enhances organizational performance. The experience, skills, and knowledge among staff enable PSC capacity for effective responses against dynamic security threats for NGOs. Additionally, from a Routine Activity Theory point of view,

trained staff increase the number and capability of effective guardians, further helping prevent crimes as well as ensuring safety.

The third objective examined the influence of private security company leadership on service delivery. Findings indicated a moderate influence, with a grand mean value of 3.10 and a standard deviation value of 0.652. From a RBV perspective, leadership is a strategic internal capability that drives effective human and physical asset utilization. Effective leadership enhances effective decision-making, coordination, and adherence to security procedures, all translating into quality service outcomes. Leadership also functions as a mediating variable for translating available assets into performance advantages, further confirming its value within RBV. The final objective examined the influence of the regulatory framework on PSC performance in delivering services for NGOs. A moderate mean value of 3.10 (SD = 0.652) suggests that, though regulation exerts some influence, respondents expressed partial dissatisfaction with licensing practices, transparency, accountability, and role definition. From a Routine Activity Theory perspective, a defined regulatory framework strengthens formal guardianship mechanisms through enforcing standards and reducing potential internal abuse. From an RBV perspective, however, the regulatory framework affects how PSCs can apply their assets within legal and operational boundaries. Constraints or ambiguities in regulation may hinder optimal utilization of firm capabilities and performance.

### 5.3 Conclusions of the Findings

In objective one, the study found that there is a scientifically significant relationship between private security company infrastructure and provision of services to NGOs in Juba City. This is because the P-value of 0.000 is less than the 0.05 level of significance as shown in Table 8. These results mean that there is sufficient evidence that private security company infrastructure has an impact on provision of services to NGOs in Juba City when other predictors in the model are held constant.

In objective two, the study found out that there is a significant influence/relationship between private security companies' human resources and provision of services to NGOs in Juba City, this is because the P-value of 0.002 is less than 0.05 level of significance as shown in Table 8. These results mean that there is sufficient evidence that private security companies' human resources practices/functions influence or determine provision of services to NGOs in Juba City when other predictors in the model are held constant.

Objective three found a statistically significant relationship between private security companies' leadership and their ability to provide services to NGOs in Juba City. This was determined by a p-value of 0.000, which is significantly less than the 0.05 threshold (Table 8). These results suggest that the leadership of private security companies has a substantial impact on their service delivery to NGOs in Juba City, even when considering other factors.

Objective four revealed a significant influence of the regulatory environment on private security companies' service provision to NGOs in Juba City. A p-value of 0.013, which is below the 0.05 significance level (Table 8), supports this finding. This indicates that the regulatory framework in which private security companies operate plays a crucial role in their ability to meet the needs of NGOs in the city.

## **5.4 Recommendations**

The recommendations are given in the order of high priority (should be implemented in 0 -12 months), medium – high priority (should be implemented in 6 – 18 months, medium priority (should be implemented between 12 – 24 months, and medium – low priority (should be implemented between 12 – 24 months).

### **5.4.1 Regulatory Framework Enhancement**

A clear and enforceable regulatory framework is at the heart of PSCs' effectiveness and accountability. The South Sudan government, through the Ministry of Interior and other regulatory bodies, urgently needs to enact and implement standard guidelines for licensing, ethical codes of conduct, training standards, and routine compliance monitoring. This may have a moderate cost (legal consultation, policy drafting, stakeholder engagement), feasible with donor or inter-agency support and may potentially face resistance from unregistered or informal PSCs, limited regulatory capacity. This can be mitigated through multi-stakeholder collaboration with NGOs, development partners, and PSC associations to co-create standards and ensure buy-in.

### **5.4.2 Strengthening Human Resources**

Human capital is the most important factor for operational effectiveness. PSCs must invest in the recruitment of qualified personnel, mandatory pre-deployment training, and continuous capacity-building efforts. Partnerships with training institutions or donor-funded programs can help defray costs. This will also have a moderate to high cost (training programs, salaries), feasible through phased implementation and donor-funded capacity-building initiatives. Strengthening human resources could face a potential obstacle of high staff turnover, low investment motivation among

smaller PSCs. To mitigate this, the PSCs may introduce minimum HR standards through regulatory requirements and incentivize training via licensing benefits.

#### **5.4.3 Enhancing Security Infrastructure**

To increase operational efficiency and deterrence, PSCs need to upgrade their infrastructure by utilizing such technologies as CCTV cameras, patrol vehicles, drones, security canine, and basic forensic tools. Infrastructure upgrades are also key to meeting government licensing standards. This recommendation may be a high cost (equipment acquisition, maintenance), feasible in phases for larger PSCs; smaller firms may require financing support or resource-sharing models. Therefore, the major potential obstacle is financial constraints and/or lack of technical expertise to run the said infrastructure. To mitigate this PSCs are encouraged to develop cost-sharing consortiums or apply for infrastructure upgrade grants in collaboration with NGO clients.

#### **5.4.4 Effective Leadership Development**

While not time-critical, leadership development is crucial to sustain reforms. PSCs should embark on leadership training, mentorship, and participatory management styles to improve decision-making, morale, and performance. This recommendation may be a low to moderate cost (training sessions, workshops), highly feasible internally or through partnerships with HR consultants or donor-supported leadership programs. A potential obstacle could be internal resistance to culture change and may be mitigated by starting with pilot programs and promote success stories to encourage broader adoption. The execution of these suggestions depends on collective action between PSCs, NGOs, regulatory agencies, and potential donors. A phased approach starting with policy transformation (regulation), human capacity development, infrastructural development, and leadership development will ensure sustained change over time. Monitoring and evaluation systems also need to be included to assess progress and modify interventions where needed.

## 5.5 Recommendations For Further Research

This study provides valuable insights into the key factors influencing the performance of private security companies providing security services to NGOs in Juba City. Further research is recommended to explore additional variables not covered.

1. Explore the cost-benefit analysis of infrastructure investments in private security companies and how different types of technology influence service efficiency and response time in complex urban environments like Juba City.
2. Examine the long-term impact of continuous professional development programs on employee retention, motivation, and performance within private security firms operating in post-conflict settings.
3. Investigate the relationship between leadership styles and employee performance or client satisfaction within PSCs, particularly in high-risk operational environments.
4. Assess the effectiveness of regulatory frameworks across different regions of South Sudan, comparing urban and rural contexts, and identifying gaps in enforcement or compliance mechanisms among private security providers.

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## APPENDICES

### INFORMED CONSENT FORM

Dear respondent,

I am a student at Mount Kenya University student studying Security Studies and Criminology, I am doing research on the below study.

FACTORS INFLUENCING PERFORMANCE OF PRIVATE SECURITY COMPANIES IN PROVIDING SERVICES TO NGOs IN JUBA CITY, SOUTH SUDAN.

Principal Investigator:

Name: Madrama James John

Department: Security Studies

Address: Juba, South Sudan

Phone: +211923423677

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#### **Purpose of the study:**

The study aims to analyze the factors Influencing the performance of private security companies (PSCs) in providing services to non-governmental organizations (NGOs) in Juba City, South Sudan.

#### **Study Procedure:**

The study will use systematic random sampling to ensure a representative sample of the target population, considering the interests of subgroups. Data collection will take place over two weeks to allow for accurate responses.

#### **Risks:**

Due to the sensitive nature of security issues and the private organizations involved, access to confidential company information may be restricted during the study.

#### **Benefits:**

This research will help improve the security measures implemented by PSCs, thereby creating a safer environment for both NGOs and host communities.

#### **Confidentiality:**

Respondent confidentiality will be strictly maintained identifiable information should be included in the responses. The researcher will take all necessary measures to protect participant information unless otherwise required by law, such as in cases of abuse and suicide risk.

**Contact information:**

If you have any concerns about the study, or if you experience any adverse effects as a result of your participation, please contact the researcher, whose contact information is provided on the first page.

**Voluntary participation:**

Participation in this research is voluntary. Participants will be asked to sign a consent form. Withdrawal from the study is allowed and will not affect your relationship with the researcher. Data will be returned or destroyed in the event of withdrawal prior to data collection.

**Consent:**

The individual acknowledges having read and understood the information, agrees to participate voluntarily in the study, and acknowledges the right to withdraw at any time.

Participant's signature : \_\_\_\_\_ Date: \_\_\_\_\_

Investigator's signature : \_\_\_\_\_ Date: \_\_\_\_\_



Mount Kenya University

## I) RESEARCH TOOLS

Please tick (✓) the applicable information below.

Title: Guard force/ Field Supervisor

Section A: Personal data

### 1. Sexual identity

a) Male ( )

b) Female ( )

### 2. Age range

Below 25 years ( )

26-35 years ( )

36-45 years ( )

46-55 years ( )

Above 55 ( )

### 3. Education Level

Primary ( )

Secondary ( )

College ( )

University ( )

e)Postgraduate ( )

### Section A: Influence of private security company infrastructure on NGO security service in Juba City, South Sudan.

.Using five-level Likert scale responses (1-Strongly disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly agree.

Answer the question listed in the table.

Responses	1	2	3	4	5
The private security company influence infrastructure on NGO security services					
Use of biometric identification enhances the services offered to NGOS					

Installation of CCTV cameras in the PSFs enhances the services.					
PSC use of tracking device and alarms enhances the security offered to NGOs.					
PSC use of X-rays enhances the security services offered to NGOs.					

In your opinion which other infrastructure does the PSC uses to promote efficiency in their services to NGO’s (Indicate)

.....

.....

.....

.....

In your opinion what other infrastructure can the PSC employ to enhance their services to the NGOs (Indicate)

.....

In your opinion indicate the infrastructural challenges that the security firms encounters in the provision of security for the NGOs.

.....

**Section B: Influence of private security companies’ human resources in provision of services to the NGOs in Juba city,**

Please mark whether or not you agree with the accompanying PSC staff competence statement.

Please use the level on following table.

1-Strongly disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly agree.

Responses	1	2	3	4	5
The Influence of private security companies’ human resources in provision of services to the NGOs in Juba city					
To what extent do staff educational qualifications impact their ability to deliver services effectively?					
Does on-the-job training in security operations, including the use of security equipment, result in enhanced performance?					
Does the staff Capacity building activities enhance the services provided by the PSC?					
Does the talent acquisition by the PSC staffs enhances the services provided by the PSC					

In your opinion what level of education is most relevant for the staff employed by PSC in services provision ( Tick) Primary { } Secondary { } Collage { } Degree { }

Using a five level Likert scale rate the skills required for the Human resources in Security firms ( 1-Extremely important, 2-very important, 3-Moderately important; 4-Slightly Important, 5-Not important at all)

Responses	1	2	3	4	5
Communication.					
Attention to detail.					
Physical fitness					
Customer service					
Critical thinking.					
Teamwork					
Problem-solving					
Technological Savy					

Using a five Likert scale rate the human resource values needed in provision of security services for the NGOs (1-Extremely important, 2-very important, 3-Moderately important; 4-Slightly Important, 5-Not important at all)

Reponses	1	2	3	4	5
Physical strength					
Teamwork					
Integrity					
Honesty					
Trustworthy					
Professionalism					
7Transparency					
Impartial					
Alertness					

**Section C: The Influence of a private security firm's leadership on the delivery of security protection for NGOs in Juba city, South Sudan.**

Please tick the box below to show that you agree with the PSC's best security approaches.

Please use the level on the following table.

1-Strongly disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly agree.

Responses	1	2	3	4	5
The deployment of guard forces to NGOs is influenced by private security firm administrators.					
There is a code of ethics in place, alongside disciplinary measures, to guarantee optimal performance.					
The guard force is effectively supervised, and the company strictly adheres to the policy governing PSCs.					

There are regular reminders to maintain professionalism within the security firm to comply with the legal requirements in South Sudan.					
The administrators of the PSC regularly conduct awareness sessions on work ethics.					

Rate the leadership qualities for a private security firm in provision of Security to NGOs.

(1-Extremely important, 2-very important, 3-Moderately important; 4-Slightly Important, 5-Not important at all)

Responses	1	2	3	4	5
Accountability,					
adaptability,					
authenticity,					
communication,					
compassion,					
self-awareness,					
Gratitude.					
Empathy					
Visionary					
Respect					
Passion and commitment					

Rate the Leadership skills in security firm in provision of Security to NGOs (1-Extremely important, 2-very important, 3-Moderately important; 4-Slightly Important, 5-Not important at all)

Reponses	1	2	3	4	5
Communication					
Ability to listen.					
Team leader					
Good physical fitness					
Honesty					
Attention to detail.					
Critical thinker					
Innovative and creative					

**Section D. The impact of the regulatory environment on private security companies (PSCs) performance in delivery of security services to non- governmental organizations (NGOs) case study: Juba City, South Sudan**

Please tick the box below to show that you agree with the regulatory environment approaches.

Please use the level on following table.

1-Strongly disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly agree.

Responses	1	2	3	4	5
Licensing schemes define the scope of work of private security companies?					
Do regulations promote transparency and accountability in the private security industry?					
The regulatory framework plays key role in defining the role of private security companies					
Government policy allow private security personnel to be licensed to work?					
Self-regulation complement government legislation in the private security industry					
Inflation rates influence the performance of private security companies?					

In your opinion what regulatory framework is needed for the provision of security services to the NGOs? .....

In your opinion indicate the possible regulatory challenges the PSC encounter in provision of security services to the NGOs

.....

Suggest possible measures to enhance the security services provided to the NGOS by the PSC.

.....

Security performance	SD	D	NS	A	SA
The rate of crime has reduced among NGOs which have hired private security companies in Juba City.					
Private security companies have proven as reliable security agents to NGOs in Juba City.					
The quality of security services provided by private security companies to NGOs in Juba has improved					
NGO management teams within Juba City are happy and satisfied with the services of private security companies.					
There is good coordination between government and private security networks in Juba City.					

## INTERVIEW GUIDES FOR THE KEY INFORMANTS

### Operations Managers

The goal of these interview questionnaires is to collect information about PSFs' performance in offering better security services to NGOs in Juba city, South Sudan.

Please provide the most accurate answers as possible.

#### **Objective I: The Influence of PSF infrastructure on the security of NGOs in Juba city, South Sudan.**

1. What security infrastructure is needed in the provision of security for NGOs?  
.....
2. Does infrastructure have an influence on the performance of private security firms?  
.....
3. 3.What other infrastructure can the security firm employ to enhance the services provided to NGOs.  
.....
4. What measures do you propose for enhancing the security infrastructure of PSCs to improve their performance?  
.....

#### **Objective II: Influence of private security companies' human resources in provision of services to the NGOs in Juba city**

1. What level of education is most fitted for the human resources in Security firms for NGOs?  
.....
2. What on staff development activities are needed for the human resources in security firms for NGos?  
.....
3. What skills are highly required in the provision of security for NGOs?  
.....
4. What human resources values are most required in the provision of security services for NGOs?  
.....


**Objective III: The Influence of a private security firm's leadership on the delivery of security protection for NGOs in Juba city, South Sudan.**

1. 1.A security firm leader is required to have what level of education?  
.....
2. 2.A security firm leader is required to have what level of competencies?  
.....
3. 3.What leadership qualities are required for PSC provision of security for NGOs?  
.....
4. 4.What leadership values are required for PSC provision of security for NGOs?  
.....

**Objective IV. To assess the influence of the regulatory environment on the performance of private security companies (PSCs) in providing security services to non-governmental organizations (NGOs) in Juba City, South Sudan**

1. What are the regulatory framework needed for the provision of security services to the NGOs?  
.....
2. In your opinion indicate the possible regulatory challenges the PSC encounter in provision of security services to the NGOs  
.....
3. Does the existing regulatory framework limit the scope of the PSC in provision of security services for the NGOS? Yes/No If yes explain  
.....
4. Suggest possible measures to enhance the security services provided to the NGOS by the PSC.  
.....

## (II) . ERC CERTIFICATE

**Mount Kenya University**

REF: MKU/ISERC/3338 Date: 15 November 2023  
TO: MADRAMA JAMES JOHN  
REG: MASSC/2020/66239

Dear Sir/Madam,

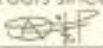
**RE: FACTORS INFLUENCING PERFORMANCE OF PRIVATE SECURITY COMPANIES IN PROVIDING SERVICES TO NGOS IN JUBA CITY, SOUTH SUDAN.**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2382**. The approval period is **15/11/2023 - 14/11/2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,  **The Chairman**  
**Mount Kenya University**  
**Ethics Review Committee**  
**P.O. Box 342-01000 Thika**

**Dr. Alfred Owino, PhD**  
**Chairman, Mount Kenya University ISERC**

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Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 / +254 709 153 200  
Email: info@mku.ac.ke, Web: www.mku.ac.ke  
Chartered and ISO 9001 : 2015 Certified Institution.  
**Unlocking Infinite Possibilities**

(III) .INTRODUCTION LETTER FROM MKU



**DIRECTORATE OF GRADUATE STUDIES**

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MASSC/2020/66239

16<sup>th</sup> November, 2023

*TO WHOM IT MAY CONCERN*

Dear Sir/Madam,

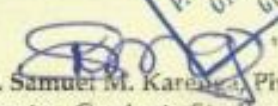
**RE: MADRAMA JAMES JOHN - REGISTRATION NO. MASSC/2020/66239**

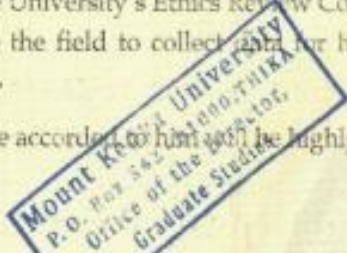
The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Criminology and Security Studies** in the department of **Institute of Security Studies, Justice and Ethics** in the **School of Social Sciences**.

The title of his research is **"Factors Influencing Performance of Private Security Companies in Providing Services to NGOs in Juba City, South Sudan."** He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for his research between **November, 2023 and January, 2024**.

Any assistance accorded to him will be highly appreciated.

Thank you.

  
Dr. Samuel M. Karanja, Ph D  
Director, Graduate Studies  
Enc.



(IV). FIELD ENTRY /RESEARCH AUTHORIZATION

Gudele Two Residential Area

Juba, South Sudan

Date:5/12/2023

The Office of Chief Executive Officer

Juba City

South Sudan

Dear Sir/Madam,

Re: Request to Conduct Research Study with Private Security Companies in Juba City

I am writing to request permission to conduct research with the Private security companies (PSCs) in Juba City. I am a student at Mount Kenya University pursuing a Master of Arts in Criminology and Security Studies (MASSC) and doing a research project study on Factors Influencing Performance of Private Security Companies in Providing Services to NGOs in Juba City.

I will ensure that my research is conducted under the highest ethical standards and confidentiality of participants' information to protect their data. Please also find attached the University introduction letter.

I would be grateful for the opportunity given to me to finish my studies at Mount Kenya University (MKU).

Thank you for your time and consideration.

*JMJ*  
Madrama James John

Email: madramajames@gmail.com

Phone: +211923423677

II Planning Fee  
Pass For M-A

III MANAGING DIRECTORS  
PRIVATE SECURITY COMPANIES:

Kindly allow the above mentioned student to conduct research in your respective offices.  
5/12/2023



## (V).TURNITIN REPORT

Madrama James John -Final project exams 2025 MASSC-

ORIGINALITY REPORT

<b>16%</b>	<b>13%</b>	<b>8%</b>	<b>6%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

<b>1</b>	<b>discovery.researcher.life</b> Internet Source	<b>4%</b>
<b>2</b>	<b>ir-library.ku.ac.ke</b> Internet Source	<b>1%</b>
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<b>4</b>	<b>Submitted to Bugema University</b> Student Paper	<b>1%</b>
<b>5</b>	<b>www.coursehero.com</b> Internet Source	<b>&lt;1%</b>
<b>6</b>	<b>Tezcan, Ayhan Melih. "The Politics and Geography of Urban Security Services Provided by Private Security Companies : The Case of Ankara, Turkey", Middle East Technical University (Turkey), 2024</b> Publication	<b>&lt;1%</b>
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<b>9</b>	<b>erepository.uonbi.ac.ke:8080</b> Internet Source	<b>&lt;1%</b>
<b>10</b>	<b>Submitted to Kenyatta University</b> Student Paper	<b>&lt;1%</b>
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12	Hafinaz, R Hariharan, R. Senthil Kumar. "Recent Research in Management, Accounting and Economics (RRMAE) - A case study on Recent Research in Management, Accounting and Economics", Routledge, 2025 <small>Publication</small>	<1 %
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erepository.mkuit.ac.rw

## (VI) RESEARCH SITE MAP

