established to employ ex-servicemen, Saracen provides a range of services, from traditional guarding to advanced electronic security and fleet management. Despite this growth, PSOs in Uganda face significant challenges, including allegations of criminal involvement, such as armed robberies and violent crimes, committed by security personnel (Kamusiime, 2022). These incidents have raised questions about the internal controls, accountability, and regulatory oversight of the sector.

The effectiveness of PSOs in preventing crime and enhancing security remains a critical issue. Despite their increasing reliance on private security, crime rates in Uganda have continued to rise, which calls into question the capacity of PSOs to fulfill their mandates. Previous studies (e.g., Githmi, 2006; Bagala, 2009) highlight concerns such as inadequate training, poor remuneration, and non-compliance with legal standards as factors undermining PSO effectiveness. Additionally, the involvement of PSO personnel in criminal activities, such as robberies and shootings, has heightened public and governmental scrutiny. Recently, the Uganda Police Force suspended several security firms linked to such activities, underscoring the sector's challenges. Despite these concerns, there is limited research on the actual effectiveness of PSOs in Uganda, particularly in their role in crime reduction and the protection of commercial interests. This study aims to fill this gap by focusing on Saracen Security Limited as a case study. It will evaluate the factors that contribute to the success or failure of PSOs in Uganda, with the goal of providing insights to improve PSO operations, accountability, and effectiveness in the future.

The study will assess the impact of key factors such as employee capabilities, legal frameworks, technological adoption, and customer satisfaction on the overall performance of PSOs. Using a quantitative approach, data will be collected from security personnel, business owners, and regulatory bodies within Kampala Metropolitan East. The findings will contribute to both academic knowledge and policy recommendations for enhancing the regulation and operation of PSOs in Uganda. The specific objectives of the study are to: (1) Assess the impact of PSO employee capability (including training, professionalism, and task competence) on the effectiveness of security services, (2) Investigate the influence of Uganda's legal and regulatory framework on the operation and effectiveness of PSOs, (3) Explore the role of technological adoption (e.g., surveillance systems, biometric technologies) in enhancing PSO effectiveness and (4) Examine customer satisfaction as a key indicator of PSO performance and effectiveness in security service provision. The rest of this paper is organized as follows: the next section reviews the literature to develop a conceptual framework. This is followed by the research methodology and the findings; the final section provides a discussion and conclusion.

2. LITERATURE REVIEW

This study adopts Systems Theory to examine the functioning and effectiveness of Private Security Organizations (PSOs) in Uganda. Originating in 1931, Systems Theory focuses on understanding the interrelationships and interdependence within organizations (Baridon & Loomis, 1931). Applied to PSOs, the theory views them as behavioral systems where interactions between personnel, the environment, and external stakeholders contribute to overall security effectiveness (Weiss, 1971). PSOs operate within a broader security system, responding to demands such as crime prevention and human protection, aligning with the UNDP's (1994) definition of human security—freedom from fear, crime, and instability.

The theory emphasizes that PSOs must adapt to changing conditions, such as technological advancements, emerging threats, and shifting legal frameworks. Continuous learning, effective communication, and coordination are essential to maintaining security (Ludwig & Homafar, 2010). Behavioral Systems Analysis (BSA) highlights the need for PSOs to evolve in response to these dynamic factors, particularly in training and professional development, which enhances personnel competence in preventing and addressing security threats.

While valuable, Systems Theory has limitations. Russell (1991) critiques its universal application, which may not account for the unique needs of different organizations. Strauss (2002) also raises concerns about its potential to neglect ethical considerations, particularly regarding individual rights and autonomy. In security contexts, this can challenge the balance between organizational control and personal freedoms.

Despite these critiques, Systems Theory remains a powerful framework for understanding PSO dynamics. It emphasizes the importance of employee capability, technological adoption, legal compliance, and customer satisfaction in improving security service delivery. Ultimately, the theory provides valuable insights for enhancing the effectiveness of PSOs in Uganda's security landscape.

Effectiveness in provision of security services by private security organizations

The effectiveness of security services is rooted in several key pillars: employee capability and talent management, a robust legal framework, technological innovation, customer satisfaction, and continuous improvement (Soman, 2023). By embracing these components, security providers can enhance their operational impact, ensuring the safety of individuals,

assets, and communities. However, achieving this effectiveness requires coordinated efforts among stakeholders and a commitment to excellence in service delivery.

While studies on private security organizations (PSOs) in many countries have explored their roles and operations, especially in the context of commercial, administrative, and non-governmental organizations, there remains a significant research gap concerning Uganda. Most research has focused on the contribution of technology in enhancing private security patrols and crime prevention systems (Te et al., 2016). However, strategic challenges in the private security sector in developing countries, particularly Uganda, remain under-explored.

In neighbouring Kenya, for instance, Sezi (2014) found that outsourcing security services to commercial banks resulted in various benefits, though these findings do not necessarily reflect the broader spectrum of commercial organizations. Unlike studies focused on banking sectors in East Africa, this study seeks to examine the effectiveness of PSOs in providing security to commercial entities in Uganda, specifically in the Kampala Metropolitan East area. The challenges surrounding the effectiveness of private security organizations in delivering quality security services are critical concerns for business owners, managers, and policymakers alike. Given the global competitive environment for skilled labor, understanding these strategic challenges is vital for improving service delivery in Uganda's private security industry.

Employee capability and effectiveness in provision of security services

The effectiveness of Private Security Organizations (PSOs) in Uganda is significantly influenced by employee capability, particularly through training and development (Palmer, 2008). Effective security service delivery depends on a skilled and motivated workforce, yet many PSOs employ poorly educated and inadequately trained guards. In some cases, low pay and minimal training are seen as incentives for criminal behavior, with guards involved in illicit activities, such as orchestrating burglaries (Mkutu & Sabala, 2007). Despite the need for comprehensive training, PSOs in Uganda often offer insufficient education, with basic qualifications like a high school diploma being the minimum requirement (Alain & Crete, 2009).

Studies show that employee competence is linked to service quality (Tornow & Wiley, 2004), and effective training can foster a skilled workforce capable of addressing evolving security challenges (Nassazi, 2013). However, the training standards, regulated by the Uganda Police, are outdated, and the duration is insufficient compared to police or military training (Kirunda, 2008; Wafula, 2010). This gap in training contributes to issues such as misuse of firearms and poor service quality (Oluka, 2010; Candia, 2011). Moreover, outdated Standard Operating Procedures (SOPs) and lack of regular inspections hinder performance and accountability (Mutebi, 2008; Natifu, 2009). Therefore, reforming training, SOPs, and regulatory oversight is critical for improving PSO effectiveness in Uganda.

Legal framework and the effectiveness and provision of security services

Private security organizations (PSOs) in Uganda and globally play a critical role in complementing state security forces, addressing gaps left by limited public resources and increasing security threats (Brunet, 2008; Wairagu et al., 2004). These organizations provide a range of services, including protection of critical infrastructure, private investigations, and corporate security (Strom et al., 2010). However, their effectiveness depends heavily on a robust legal and regulatory framework, including compliance with national laws such as Uganda's Police Act (Kirunda, 2008) and international standards on the use of force and human rights (UNGA, 1986; UN, 2014).

Despite existing regulations, challenges persist due to outdated laws that fail to address modern security needs (Mindia, 2016). In Uganda, the Inspector General of Police oversees the regulation of PSOs, including their licensing, training, and firearms use, but enforcement remains inconsistent (Kirunda, 2008). The legal gaps surrounding issues like mercenaries and the use of force further complicate the sector's oversight (OAU, 1977; UN, 2014).

In comparison, the UK's 2001 Private Security Industry Act, which introduced compulsory licensing and regulation, offers a model for improving professionalism and standards in Uganda's private security industry (Button & George, 2007; Crawford & Lister, 2004). These insights form the foundation for enhancing PSO effectiveness in Uganda.

Technological adoption on the effectiveness in provision of Security services

Technological advancements have significantly impacted the effectiveness of security services, offering tools for enhanced surveillance, threat detection, and operational efficiency (Akers, 2012). Information technology (IT), including innovations like artificial intelligence, biometrics, and cybersecurity solutions, plays a critical role in improving situational awareness and response times in security operations (Klink, 2023). The integration of technologies such as CCTV, facial recognition, and the Internet of Things (IoT) into security systems enhances the ability to monitor and protect assets, people, and institutions more effectively (Motlagh et al., 2017). However, challenges arise, including privacy concerns and the potential for weakened

security through backdoor access to communication systems (Abelson et al., 2015).

In Uganda, particularly in KMP East, the adoption of advanced technologies like CCTV, alarm systems, and surveillance tools has become integral to private security organizations (PSOs) tasked with protecting businesses and individuals (Gatoto, Wachira & Mwenda, 2014). PSOs that embrace these technologies are perceived as providing higher-quality security services. Effective integration, however, requires significant investment in training, infrastructure, and strategic planning to fully harness technology's potential (Floridi, 2008). This study aims to explore the influence of technology adoption on the quality of security services in Uganda.

Customer Satisfaction and the effectiveness and Provision of Security services

Customer satisfaction is a key determinant in evaluating service quality, as it reflects a customer's overall assessment of their experience with a service over time (Fornell et al., 1996). Satisfaction is influenced by the extent to which service delivery meets or exceeds customer expectations, making it essential for organizations to measure and understand customer feedback, both positive and negative (Hill, Brierley & MacDougall, 2003; Reichheld, 2000). Dissatisfied customers provide valuable insights into service gaps, allowing organizations to address deficiencies and improve offerings (Oliver, 1999).

In the context of security services, customer satisfaction is not only influenced by technical proficiency but also by the security provider's professionalism, trust-building, and transparency (Spreng & Machoy, 1996; Odhiambo & Mugo, 2023). Security organizations that adopt customer-centric strategies—such as understanding customer expectations and fostering long-term relationships—are better positioned to enhance service delivery and security outcomes. Ultimately, prioritizing customer satisfaction leads to improved service quality and stronger relationships, which contribute to the overall effectiveness of security services (Hill et al., 2003). This study highlights the importance of integrating customer satisfaction into security service provision to ensure sustained trust and effectiveness.

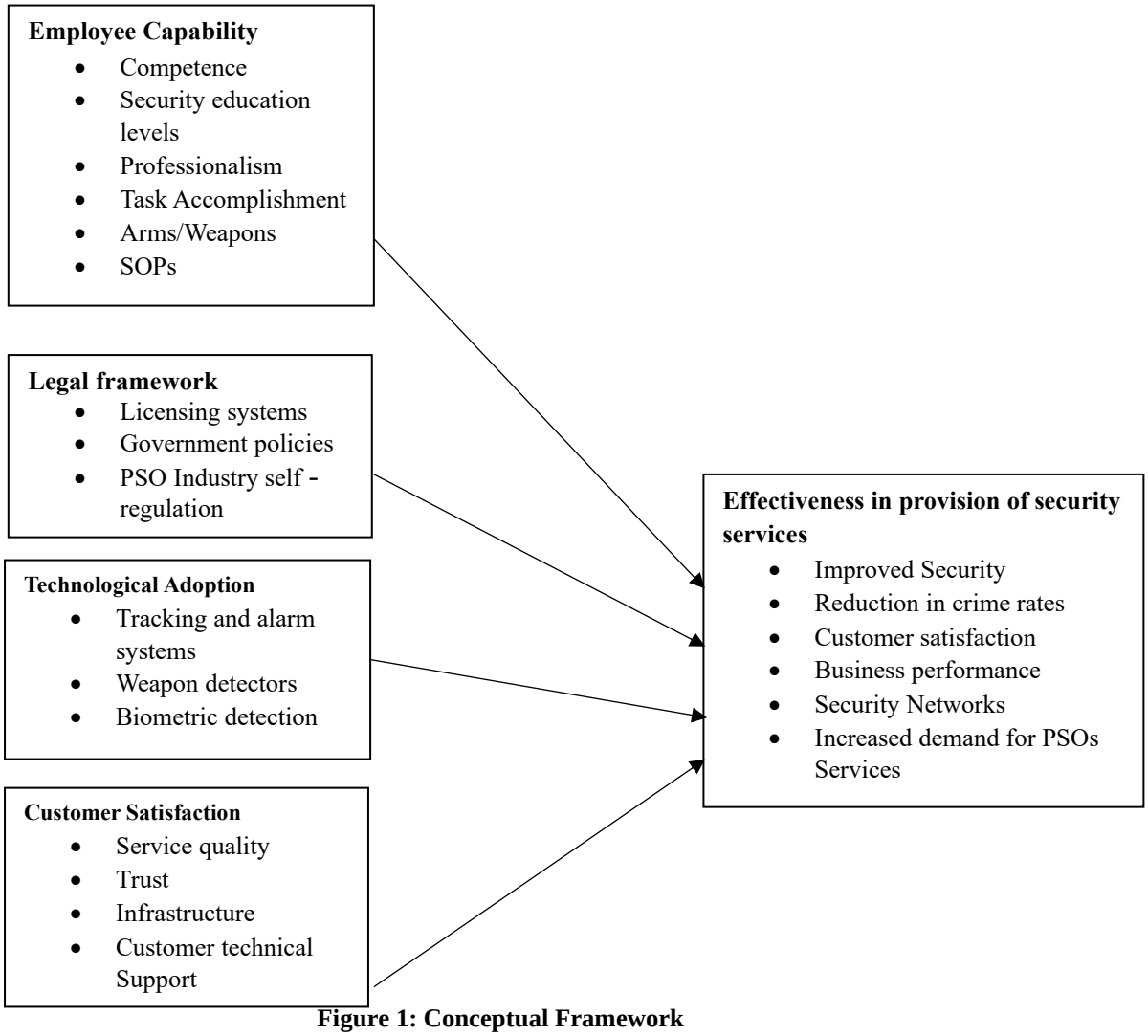


Figure 1: Conceptual Framework

Figure 1 shows the conceptual framework that guided the study. It hypothesizes that the effectiveness of PSOs in providing security services is influenced by several key factors, including: (1) Employee Capability: Competence, security training, professionalism, and adherence to Standard Operating Procedures (SOPs), (2) Legal and Regulatory Framework: Licensing, government policies, and industry self-regulation, (3) Technological Adoption: Use of modern security technologies such as biometric systems, surveillance cameras, and electronic barriers AND (4) Customer Satisfaction: Quality of service, trust, infrastructure, and post-service support. The dependent variable in this framework is the Effectiveness of PSOs in providing security services, measured through indicators such as reduced crime rates, improved security outcomes for commercial entities, and increased customer satisfaction.

3. RESEARCH METHODOLOGY

This study adopted a correlational and cross-sectional research design. A correlational design investigates relationships between variables without manipulating them, while the cross-sectional design allows for data collection from multiple individuals at a single point in time, making it suitable for assessing multiple predictors of the dependent variable (Amin, 2005; Kothari, 2017). This approach was ideal for examining the influence of employee capability, legal frameworks, technological adoption, and customer satisfaction on the effectiveness of private security services. Additionally, a quantitative research approach was used, which involves the collection of numerical data that is analyzed statistically to draw conclusions (Creswell, 2014). This approach was selected for its objectivity, reliability, and the ability to perform statistical analysis on the data, ensuring more precise and measurable outcomes.

The target population consisted of employees (administrators and guards) and customers (beneficiaries) of Saracen Security Limited in the Kampala Metropolitan East region, Uganda. The total population of 225 individuals (45 administrators, 70 security guards, and 110 customers) formed the basis for the sample population, as shown in Table 1.

Table 1: Study Population

Security Organization	Respondent Category	Study Population
Saracen Security Ltd.	Administrators	45
	Security Guards	70
	Customers/Beneficiaries	110
Total	Respondent Category	225

The sample size was calculated using Yamane's formula (1967), which estimates the sample required for a given population with a specified level of confidence (95%). For a population of 225, the calculated sample size was 144 respondents. The breakdown of the sample size is shown in Table 2.

Table 2: Sample Size

Security Organization	Respondent Category	Study Population	Sample Size
Saracen Security Ltd.	Administrators	45	29
	Security Guards	70	45
	Customers/Beneficiaries	110	70
Total		**225**	**144**

A simple random sampling technique was used to ensure proportional representation from all subgroups (administrators, security guards, and customers). Random selection was performed by assigning numbers to all respondents, which were then shuffled to eliminate bias (Nicewander, 2018). This method ensured that each individual had an equal chance of being selected, promoting fairness and reducing selection bias.

Primary data was collected from respondents using self-administered questionnaires and interviews. This data focused on the relationships between employee capability, legal frameworks, technological adoption, customer satisfaction, and the effectiveness of private security services.

The primary data collection method was self-administered questionnaires, which were structured to capture the key variables related to the study. A 5-point Likert scale was used, ranging from strongly agree (1) to strongly disagree (5). This closed-ended format facilitated easy coding and analysis (Sekaran & Bougie, 2010).

The questionnaire consisted of five sections. The first section focused on demographic characteristics, while the remaining sections addressed the study variables: employee capability, legal framework, technological adoption, customer satisfaction, and the effectiveness of security services. The Likert scale items were designed to gather respondents' perceptions on these factors.

To ensure the reliability and validity of the research instruments, content validity and reliability tests were conducted.

a) Validity was tested by having experts review the questionnaire to ensure it accurately

captured the relevant themes (Amin, 2009). A pilot study was conducted, and a Content Validity Index (CVI) was calculated. Items with a CVI of 4.0 and above were considered valid (Sekaran & Bougie, 2010).

b) Reliability was assessed using Cronbach's alpha, with values above 0.7 considered acceptable (Taber, 2018). The reliability coefficients for all themes in the study exceeded the 0.7 threshold, confirming the reliability of the data collection instrument.

The study used a Likert scale to measure variables on a range from 1 = strongly agree to 5 = strongly disagree. The measurement of variables was based on established conceptualizations:

i. Employee capability and legal framework were measured according to Hsu et al. (2015).
ii. Technological adoption and customer satisfaction were assessed based on relevant frameworks in the field.
iii. Effectiveness in security service provision was measured following the conceptualization of Padayachee (2012).

The study adhered to ethical standards, including obtaining informed consent from all participants and ensuring their confidentiality. Personal information was not collected, and respondents' identities were kept anonymous. The research was conducted with full respect for the rights and dignity of participants, as outlined by Artal & Rubenfeld (2017). Ethical approval was granted by the relevant institutions, and all data was used solely for the purposes of the research.

4. DATA ANALYSIS AND FINDINGS

Descriptive statistics, including frequencies and percentages, were used to summarize demographic information and the views of respondents. Inferential statistics, specifically Pearson correlation and regression analysis, were employed to explore the relationships between variables and assess their predictive power. SPSS software was used to analyze the data. Pearson correlation measured the strength and direction of relationships between independent variables (employee capability, legal framework, technological adoption, customer satisfaction) and the dependent variable (effectiveness in security services) (Oso & Onen, 2008). Multiple regression analysis determined the relative importance of each predictor variable in explaining the effectiveness of security services (Cohen, West & Aiken, 2014).

The data for this study was gathered from a sample of 144 participants, yielding a 100% response rate. This high response rate can be attributed to the proactive involvement and organizational support from Saracen Security Ltd's leadership in facilitating the coordination of respondent schedules and ensuring timely data collection. The characteristics of the respondents in this study were categorized by gender, age, educational level, work experience, and position within the organization. The majority of the respondents were male, constituting 61.1% of the total sample, while females accounted for 38.9%. This gender distribution suggests a predominance of male participation in security work. A substantial proportion of respondents (45.1%) were between the ages of 18 and 30 years, followed by 29.2% in the 31–40 year age group. Fewer participants were in the older age categories, with only 4.2% aged 50 years and above. These findings reflect the relatively young workforce typically employed in security-related roles. The majority of participants (26.4%) had attained an ordinary level of education (O-levels), followed by those with bachelor's degrees (25.0%) and advanced levels of education (19.4%). A smaller proportion of respondents held a primary education (6.9%) or a master's degree (4.2%). This distribution emphasizes that most employees in the security sector possess at least a secondary school education. A substantial 47.2% of respondents had five years or fewer of work experience, indicating a relatively young workforce in the private security sector. The remaining respondents were fairly distributed across other experience brackets, with 20.8% having 11–15 years of experience and 16.7% with 6–10 years. Only a small proportion (4.2%) had more than 20 years of experience, which aligns with broader trends in the labor market dominated by younger workers. Additionally, nearly half of the participants (48.6%) were customers or beneficiaries of security services, a critical group in evaluating the effectiveness of security service provision. The second largest group (31.3%) were security guards, while 20.1% held administrative roles. This distribution highlights the central role of customers in assessing service quality and effectiveness in security provision.

Descriptive Statistics

The data reveals that, on average, participants assessed the effectiveness of various security measures somewhat moderately, with means ranging from 2.24 to 2.74. Specifically, the lowest mean score (2.24) corresponded to the presence of litigation measures for addressing security issues, while the highest mean (2.74) referred to the reduction in costs after outsourcing security services. The relatively low standard deviations (around 1.3) indicate a degree of consensus among respondents, suggesting a general belief in the effectiveness of institutional security provision by PSOs.

The data on employee capability, indicates that respondents rated the competency of security guards quite highly. The mean scores ranged from 1.83 (indicating high competence) to 2.09 (indicating moderate performance), suggesting that the majority of respondents believed security personnel were

generally capable and professional. The standard deviations were also relatively low, signaling a shared perception of security guards' competence and the role of training programs in ensuring this competence.

The average scores across various items related to technological adoption ranged from 2.02 (for security guards' ability to use advanced security technologies) to 2.54 (for the alignment of security technologies with market standards). The relatively higher standard deviations (ranging from 1.22 to 1.49) suggest greater variability in responses, indicating that while there is evidence of technological adoption, the uptake and implementation of advanced technologies in PSOs may still be inconsistent and not fully integrated.

For customer satisfaction, means ranged from 1.84 (indicating strong service quality) to 2.42 (for systems measuring client retention). The data reveals moderate satisfaction levels across various dimensions of customer service, including technical support, service quality, and the availability of dedicated customer service teams. However, the relatively low scores in areas such as customer care infrastructure (mean = 2.01) suggest that customer satisfaction may still be an area for improvement within the security sector.

The legal framework governing the operations of PSOs was also evaluated. The average responses indicated moderate levels of agreement with the existence and clarity of legal frameworks (mean values ranging from 2.20 to 2.55). The relatively low standard deviations suggest some consistency in respondents' views on the effectiveness of the legal frameworks, though areas such as licensing systems and industry self-regulation may benefit from further development.

Inferential Statistics

The relationships between the composite variables—effectiveness in institutional security provision, employee capability, technology adaptation, customer satisfaction, and legal framework—were tested using Pearson's correlation coefficient. The results, reveal significant positive correlations between the effectiveness of institutional security and all other variables (employee capability, technology adaptation, customer satisfaction, and legal framework), suggesting that improvements in these areas are associated with enhanced security service effectiveness.

Pearson Correlation Coefficient (P-Values)					
Variables	**1**	**2**	**3**	**4**	**5**
Effectiveness in the provision of institutional security (1)	1.000				
Employee capability (2)	0.665 (0.000)	1.000			
Technology adaptation (3)	0.696 (0.000)	0.640 (0.000)	1.000		
Customer satisfaction (4)	0.577 (0.000)	0.572 (0.000)	0.677 (0.000)	1.000	
Legal framework (5)	0.838 (0.000)	0.612 (0.000)	0.796 (0.000)	0.582 (0.000)	1.000

A multivariate regression analysis was conducted to assess the net impacts of the explanatory variables on the effectiveness of institutional security provision. The results show that employee capability and legal framework are significant predictors of security effectiveness, with coefficients of 0.231 ($p < 0.05$) and 0.701 ($p < 0.05$), respectively. This suggests that both well-trained and competent employees, as well as a robust legal framework, are key factors in ensuring effective security provision. Conversely, technology adaptation ($p = 0.428$) and customer satisfaction ($p = 0.186$) were not found to be significant predictors at the 0.05 level. This indicates that, although these factors are associated with security effectiveness, they do not have as strong a direct impact as employee capability and legal frameworks.

Independent variables	**Coefficients**	**Standard error**	**p – value**
Employee capability	0.231	0.068	0.000
Technology adaptation	-0.064	0.085	0.428
Customer satisfaction	0.080	0.078	0.186
Legal framework	0.701	0.078	0.000
Constant	.	0.217	0.314
Note: Dependent variable is effectiveness in the provision of institutional security, n=144, R-square = 0.743, standard error of estimates = 0.921, F= 100.259 & p = 0.000			

The findings of this study highlight the importance of employee capability and legal frameworks in the provision of effective institutional security. While technology adaptation and customer satisfaction are relevant, they do not appear to be as influential in predicting security service effectiveness in the context of private security organizations. The study emphasizes the need for continued investment in employee training and strengthening of legal regulations to enhance the security service sector.

5. DISCUSSION OF FINDINGS

The study found that employee capability is a significant predictor of effectiveness in the provision of institutional security. Saracen Ltd's rigorous employee selection process, which emphasizes skill development and staff safety, aligns with the view that institutional capacity is key to ensuring security effectiveness (Domorenok, Paolo, & Laura, 2021). Additionally, human resource management practices, such as ongoing training and communication, contribute to staff competence and operational safety (Evaluation Division Policy Sector, 2015). In support of this, a study on institutional factors in the University of Lagos highlighted the importance of staff capability in maintaining security, finding a strong relationship between staff expertise and overall security effectiveness (Simeon, Joseph, & Olugbenga, 2018). These findings emphasize the vital role of employee capability in ensuring secure and efficient institutional operations.

The study revealed a significant relationship between technology adaptation and the effectiveness of institutional security, yet technology was not found to be a significant predictor of security effectiveness. Successful adoption of technology in security requires institutional readiness and a proactive approach to innovation management (Andrew & John, 2019). While cyberspace and cybersecurity are increasingly vital for managing security risks (Nazli, Stuart, & Jeremy, 2013), the study did not observe effective operationalization of technology in practice. The COVID-19 pandemic further emphasized the importance of technology adaptation across sectors, including security, with research indicating that an integrated approach to technology, institutions, and individuals is necessary for sustaining security services (Zhou, Smith, & Hosam, 2023). The rapid pace of technological change emphasizes the need for institutions to continuously innovate and adapt to remain effective (Smith, 2016).

The study examined customer satisfaction and its relationship with the effectiveness of institutional security. While a significant relationship was found at the bivariate level, customer satisfaction was not a direct contributor to security effectiveness at the multivariate level. Literature indicates that customer satisfaction is crucial for business growth, innovation, and competitive advantage (Uchechukwu & Makwe, 2019), as it provides valuable feedback on service quality. For instance, Ayinaddis et al. (2023) found that responsiveness, reliability, security, and convenience significantly impact customer satisfaction, aligning with the study's findings. Additionally, research on e-banking security highlighted that security dimensions such as confidentiality and integrity positively influence customer satisfaction (Mukuuma et al., 2020), reinforcing the importance of security in shaping customer perceptions and satisfaction in institutional settings.

The study found that the legal framework significantly influences the effectiveness of institutional security. Specifically, adherence to legal frameworks, such as those followed by Saracen Ltd in Uganda, is critical for enhancing security operations. This aligns with Jackson (2017), who emphasizes the role of legal frameworks in strengthening intelligence, policing, and security capabilities. Furthermore, the adoption of hybrid approaches and security sector programming has led to improved security service delivery (Elvis, 2017). Effective partnerships, including collaboration with government actors such as the police, are essential for providing oversight and regulatory guidance to private security organizations (ALSF, 2024). These findings emphasize the importance of legal and institutional frameworks in ensuring effective security provision.

6. SIGNIFICANCE AND RECOMMENDATIONS

This research has both academic and practical significance: Firstly, the study adds to the limited body of knowledge on the effectiveness of private security services in Uganda and provides a deeper understanding of the role and challenges of PSOs in the country. It will be a useful reference for scholars, security experts, and policymakers interested in the dynamics of private security provision in developing economies. Second, the findings will provide valuable insights for policymakers and regulators in Uganda, informing decisions on the licensing, monitoring, and regulation of PSOs. By identifying areas for improvement, the study will contribute to enhancing the legal and operational frameworks governing private security services in Uganda. Third, for private security firms, the study offers an opportunity to reflect on their practices and improve service delivery. Additionally, business owners and commercial entities will benefit from the findings, helping them make informed decisions when selecting PSOs to protect their assets and personnel.

The study highlights several factors influencing the effectiveness of institutional security. Employee capability is crucial, with recruitment and experience playing key roles. However, continuous training, especially in technological advancements, is essential to maintain employee competency. Security

organizations must invest in regular capacity-building programs and ensure competitive remuneration to sustain employee morale.

Regarding technology adaptation, the study emphasizes its importance in an agile, modern security environment. Security organizations should integrate advanced technological solutions, such as surveillance systems, GPS, and fire detection technologies. An integrated approach across technical platforms and institutions is recommended, with continuous learning and sharing initiatives to keep pace with technological innovations.

Customer satisfaction was identified as a moderate factor influencing security service effectiveness. To improve service delivery, private security organizations should focus on responsiveness, system reliability, and speed. Regular customer surveys can help identify strengths and areas for improvement, fostering greater loyalty and satisfaction.

The study also emphasizes the significance of a robust legal framework in regulating private security organizations (PSOs). A clear and comprehensive legal structure, including national policies and professional associations, is necessary to ensure effective oversight and high operational standards. Additionally, the government should enforce stringent regulations and establish a transparent licensing system to maintain quality standards in the private security sector.

In summary, for private security organizations to thrive, a holistic approach involving employee development, technology integration, customer engagement, and adherence to legal frameworks is essential for enhancing the effectiveness of institutional security.

7. LIMITATIONS AND AREAS FOR FURTHER RESEARCH

The study's sample size was limited and not sufficiently diverse to fully represent all organizations within Uganda's commercial sector, primarily due to financial constraints and strict timelines. As a result, the findings may not accurately reflect the broader landscape of private security services. Additionally, the data collection relied on subjective methods, which could have introduced bias in participants' responses. The study also focused exclusively on private security organizations, potentially overlooking other sectors, such as not-for-profit organizations, which could offer valuable insights into security service provision. Moreover, the study examined only a few factors influencing the effectiveness of institutional security, without considering other possible variables.

For future research, it is recommended that studies expand to include not-for-profit organizations to provide a more comprehensive understanding of security provision across different sectors. Additionally, longitudinal studies should explore how customer satisfaction influences long-term effectiveness in security services. Qualitative research could be valuable to capture deeper insights into participants' experiences and perceptions. Further investigations into the integration of technology in security services, particularly within Uganda, would offer important contributions to the field. Finally, research should explore other variables, beyond employee capacity, customer satisfaction, information technology, and legal frameworks, to enrich the understanding of institutional security. Future studies could also expand beyond the specific case of Saracen Security Limited to encompass a wider range of private security organizations across Uganda, facilitating the generalization of findings.

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