

# Evaluating the Efficiency and Effectiveness Of Payment Card Industry Data Security Standard [PCI DSS] In

**Preventing Payment Card Data Breaches.** 

Batugedara S.D. MS23007642.

#### A THESIS

**SUBMITTED TO** 

SRI LANKA INSTITUTE OF INFORMATION TECHNOLOGY
IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF
MASTER OF SCIENCE IN INFORMATION MANAGEMENT

I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in
quality, as a thesis for the degree of Master of Science.
$\cdot$ /
Lecturer. Mr. Kanishka Yapa
Approved for MSc. Research Project:
MSc. Program Co-Ordinator, SLIIT
Approved for MSc:

Head of Graduate Studies, FoC, SLIIT

**DECLARATION** 

This is to certify that the work is entirely my own and not of any other person, unless

explicitly acknowledged (including citation of published and unpublished sources). The

work has not previously been submitted in any form to the Sri Lanka Institute of Information

Technology or to any other institution for assessment for any other purpose.

Samudika Sanushi Satugedara.

Batugedara S. D.

Date: 01/15/2025

ii

### **ABSTRACT**

Evaluating the Efficiency and Effectiveness of Payment Card Industry Data Security Standard [PCI DSS] In Preventing Payment Card Data Breaches.

Samudika Danushi Batugedara

MSc. in Information Managment

Supervisor: Lecturer Mr. Kanishka Yapa.

December 2024

This paper addresses the growing challenge faced by merchants dealing with credit card transactions which are known to be payment card data breaches and efficiency and effectiveness of payment card industry data security standards.

The Payment Card Industry Data Security Standard (PCI DSS) is a critical framework designed to protect cardholder data and mitigate the risks associated with payment card data breaches. However, despite widespread adoption, the efficiency and effectiveness of PCI DSS in preventing data breaches remains areas of ongoing debate. This study evaluates PCI DSS's role in safeguarding payment card information, focusing on its operational efficiency and ability to prevent breaches effectively.

Very few studies were carried out to evaluate the efficiency and effectiveness of PCI DSS in preventing payment card data breaches. To address this gap, this study will analyze the data on factors affecting the efficiency and effectiveness of PCI DSS in preventing payment card data breaches.

A comprehensive questionnaire was conducted across multiple financial institutions to gather data from security experts on pertinent factors affecting the efficiency and effectiveness of Payment Card Industry Data Security Standard (PCI DSS). This data was meticulously analyzed through a structured analysis using SmartPLS to gauge the effectiveness and efficiency of PCI DSS in thwarting payment card data breaches. The success factors of PCI DSS in preventing data breaches considered in this study are network and system security, data protection, access and identity management, and monitoring and governance. The

findings revealed that the efficiency and effectiveness of PCI DSS in preventing data breaches is critically contingent on these factors. With a statistical significance level set below 0.05, the study highlights how adherence to PCI DSS protocols, combined with robust security practices, substantially enhances data protection.

This research offers profound insights into refining PCI DSS frameworks and supports the enhancement of security measures to boost the safeguarding of payment card information and prevent data breaches.

Also, as the recommendations, after exploring factors affecting the efficiency and effectiveness of PCI DSS in preventing payment card data breaches, the challenges of PCI DSS implementation, assess the applicability and suitability of related security and audit frameworks and proposes recommendations by observing the results and by using the frameworks such as COBIT, ITIL, and ISO 27002 for robust data and information protection.

Ultimately, the study underscores the need for continuous improvement in compliance strategies to address evolving security threats effectively.

### **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude to all those who have contributed to the completion of this master's thesis on Evaluating the efficiency and effectiveness of PCI DSS in preventing payment card data breaches.

First and foremost, I am deeply thankful to my research supervisor, Sir Kanishka Yapa, whose guidance, support, and expertise have been invaluable throughout this research journey. His insightful feedback, encouragement, and unwavering dedication have significantly shaped the direction and quality of this thesis.

I am also indebted to Dr. Prasanna Sumathipala, the Dean of Postgraduate Studies at Sri Lanka Institute of Information Technology, whose knowledge and mentorship have enriched my academic experience. Their encouragement and constructive criticism have inspired me to strive for excellence in my research endeavors.

I extend my heartfelt appreciation to the participants of this study, whose willingness to share their insights and experiences has been instrumental in gathering valuable data. Their contributions have provided invaluable perspectives and enriched the depth of analysis in this thesis.

I am grateful to my family and friends for their unwavering support and encouragement throughout this academic journey. Their patience, understanding, and belief in my abilities have been a constant source of motivation.

Finally, I would like to acknowledge the support of security analysts from one of the leading telecommunication organizations and its three subsidiaries for their participation and assistance, which made this research possible. Their support has been instrumental in facilitating the completion of this thesis.

In conclusion, I am deeply grateful to all my colleagues at my organization who have played a part in the realization of this master's thesis. Their contributions have been invaluable, and I am truly appreciative of their support and encouragement.

## TABLE OF CONTENTS

DECLARATION	11
ABSTRACT	iii
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	Vi
List of Figures	viii
List of Tables	ix
Chapter 1	1
1.1 Introduction	1
1.2 Background of the study	2
1.2.1 Payment Card Industry Data Security Standard	3
1.3 Problem Statement	10
1.4 Research Objective	11
1.5 Research Question	12
Chapter 2	13
2.1 Literature Review	13
2.2 Research Gap	27
Chapter 3	30
3.1 Methodology	30
3.1.1 Developing the theoretical framework	32
3.1.2. Theoretical framework.	35
3.2 Research design	36
3.2.2 Conceptual Framework.	38
3.3 Data Collection	55
3.4 Partial Least Square - Structural Equation Modeling (PLS-SEM)	57
3.5 SmartPLS Software	59
3.6 Hypotheses	61
Chapter 4	62
4.1 Interpretation of Results, Findings and Discussion	62
4.2 Measurement Model	63
4.2.1 Factor Loadings	64
4.2.2 Reliability Analysis	66
4.2.3 Construct Validity	67
4.2.3.1. Convergent Validity	68
4.2.3.2. Discriminant Validity	71
4.2.3.2.1. Cross Loadings	72
4.2.3.2.2. Fornell and Larcker Criterion	73
4.2.3.2.3. Heterotrait-Monotrait (HTMT) Ratio	74
4.2.4 . Variance Inflation Factor (VIF) Analysis- Indicator Multicollinearity	75

4.2.5 . Validation of Higher-Order Constructs	77
4.2.6 . coefficient of determination (R <sup>2</sup> )	79
4.2.7 . Path Coefficients - Impact on PCI DSS and Data Security	79
4.3 . Structural Model	82
4.3.1 . Path Coefficients and Bootstrapping Results	86
4.3.2 . Bootstrapping Methodology	87
4.3.3 . f-square (f²) values	88
4.3.4 . Hypotheses Results	90
4.3.5 Aligning the results of the analysis with the research question	93
Chapter 5	95
5.1 . Recommendations.	95
5.1.1 . Integrating Continuous Improvement (CI) Framework to enhance implementation	98
5.1.1.1 Plan-Do-Check-Act (PDCA) Cycle	98
5.1.1.2. Lean Principles	99
5.1.1.3. Six Sigma Methodology	100
5.1.2 Integrating COBIT Principles to Enhance PCI DSS Efficiency and Effectiveness	103
5.1.3 . Integrating ITIL Principles to Enhance PCI DSS Efficiency and Effectiveness	106
5.1.4 . Integrating ISO 27002 with PCI DSS to Enhance Security Governance	109
5.1.5 . Unified Security Governance Framework for PCI DSS	112
5.2 . Summary	115
5.3 . Implications	115
5.4 Conclusion.	116
Bibliography	117
Annendix	125

## **List of Figures**

Figure 2.1: Venn Diagram on intersection of two domains	
Figure 3.1: PCI DSS has twelve requirements divided into four main sectors	32
Figure 3.2: Theoretical Framework	35
Figure 3.4: Relationship between Independent and dependent variables	36
Figure 3.5: Conceptual Framework	38
Figure 4.1: Factor Loadings	65
Figure 4.2: Factor loadings of latent variables	66
Figure 4.3: Construct reliability and validity	67
Figure 4.4: Construct reliability and validity	69
Figure 4.5: Cross Loadings	73
Figure 4.6: Discriminant Validity - Fornell-Larcker criterion	74
Figure 4.7: Discriminant Validity - Heterotrait-Monotrait Ratio (HTMT) – Matrix	75
Figure 4.8: Collinearity Statistics - Variance Inflation Factor (VIF) Analysis	76
Figure 4.9: PLS-SEM results.	78
Figure4.10: Path Coefficients - Matrix	80
Figure 4.11: Path Coefficients - Mean, STDEV, T values, p values	86
Figure 4.12: Bootstrapping Results	88
Figure 4.13: Hypothesis Results	91

## **List of Tables**

Table 1.1: Processes and mechanisms for installing and maintaining network security controls	5
Table 1.2: Network security controls (NSCs) are configured and maintained	6
Table 1.3: Network access to and from the cardholder data environment (CDE) is restricted	7
Table 1.4: Network connections between trusted and untrusted networks are controlled	8
Table 1.5: Risks to the CDE from computing devices that can connect to both untrusted network	s and
the CDE are mitigated	9
Table 2.1: Existing literature and their resources	13
Table 4.1: Summarized criteria of measurement model	63
Table 4.2: Construct reliability and validity	67
Table 4.3: Average variance extracted. (AVE)	70
Table 4.4: Summarized criteria of structural model	82