

---

**EFFECTS OF PRIVATE SECURITY COMPANIES ON ENHANCEMENT OF PUBLIC SECURITY AND SAFETY IN DAR ES SALAAM, TANZANIA: CASE STUDY OF ILALA MUNICIPALITY**

**Knox<sup>1</sup> and Oyagi<sup>2</sup>**

<sup>1</sup>School of Postgraduate Kampala International University in Tanzania

<sup>2</sup>Senior Lecturer of Kampala International University in Tanzania, P.O BOX 9790 Gongo la Mboto Dare es Salaam, Tanzania,

**ABSTRACT**

Worldwide, countries have showing great consideration on crime control and prevention within the community for the purpose of enhancing public security. Governments, or public law enforcement agencies - individuals, communities, non-governmental organizations, civil society and the private sectors have all played a role in enhancing security and community safety. The study aims to determine the perceptions of the clients towards Private Security Companies have their role in terms of providing public security and safety, to explore the attitudes of the Tanzania police force towards the Private Security Companies in Ilala Municipal. The study adopted descriptive research design, the study used Slovene's Formula to obtain a sample size of 205 respondents from the target population for this study constituted of 2 private security companies (MKB and MOKU), 270 security guards, 80 clients, and 70 Police officers making 420 in a total, structured questionnaire was used to collect primary data, data was analyzed using a descriptive statistic, the study concluded that Tanzania police need to continue to work in collaboration with PSCs to combat crime in promoting public safety and there was A good link between TPF and PSC in promoting public security in Tanzania. The study recommended that PSCs and police need to strengthen especially in areas of investigation of crime, training of security companies, registration of these companies and the process needed to acquire firearms and other security-related equipment that needed in promoting Public security also the study recommended that further study should be conducted concerning rules and policy governing private security company operations in Tanzania.

**KEYWORDS:** Private Security Companies, perception, Tanzania police force, Public Security and Safety performance

**1. INTRODUCTION**

Globally, public security and safety is sole responsibility each individual that can do or play a part in assisting his/her government's efforts in providing security and safety and not been the sole responsibility of governments, or public law enforcement agencies - individuals, communities, non-governmental organizations, civil society and the private sectors have all played a role in enhancing security and community safety, therefore this involvement has been depending on a variety of factors, such as population size, resources and capacity. Governments alone cannot provide security in its

totality, hence the development of such supplementary groups such as private security companies and groups like 'neighborhoods watch' and 'street volunteers' (Omotoso & Aderinto, 2016).

Today, Private security companies (PSCs), in many countries, are seen performing the role that should be executed by the police force in detecting, combating and preventing crime, notably in both private and public institutions that needs to be a working partnership between the police force and Private Security Companies therefore it has noted that many stakeholders support the government's efforts of maintaining security and peace by promoting the establishment of PSCs and this shows an indication of the valuable role they can play, especially in the area of crime prevention (Gumedze (2015).

Tanzania like other developing countries has many social, political and economic problems that include high unemployment rate, poverty, poor education and inequality; these factors often contribute to a high incidence of crime which makes the Government's task of protecting its citizens altogether more challenging. Apart from the problems caused by social deprivation, there are other ones such as increased urbanization, demographic change, availability of instant communications, which make policing more complex than it was ever before. It is little wonder then, that those with the necessary means are turning more and more to PSCs to protect themselves and their property (Mkilindi,2014).

Since 1980' the Government of Tanzania opens the door for the establishment of PSCs. In theory, the supervision of PSCs is done by the IGP, through the agencies of the Tanzania Police Force. The increase in the number of PSCs operates in the country has made this supervisory task more difficult for the police force. That said, although PSCs are run as 'for-profit' organizations, the contribution to the provision of security in Tanzania is immense (Mkilindi, 2014).

### **1.1 Statement of the Problem**

The Private Security industry is a flourishing sector in the Tanzanian economy as a result of increasing the crime rate and failure of public security agencies to offer sufficient security to its citizens. The number of members of PSCs outnumber the number of regular policemen and women in many countries.

The current situation regarding PSCs in Tanzania is that they are registered as business entities and are not seen as officially providing security to the public at large. In a nutshell, unlike other countries that recognize PSCs as security experts, in Tanzania, this is not the case. Apart from the uniform they wear, there is very little to identify them as being more than 'watchmen'. They face a lot of challenges, most notably in the way they are recruited, trained, and the low salary they receive, to say nothing about overall lack of supervision from external agencies. This could all change if they perceived themselves as having a greater role in maintaining public safety.

The problem is to see how such a collective body can be used as a complementary force to aid regular police in crime prevention and enhancing public security and safety. The workforce's occurrence of private security firms is observed in many sections of the private and public sector organizations. In some cases, the protection of both individuals and assets has been left for the private security companies in various areas both rural and urban areas where public security agencies are missing (Shadrack,2011).

### Specific Objectives

- i. To determine the perceptions of the clients towards Private security companies have of their role in terms of providing public security and safety
- ii. To explore the attitudes of the Tanzania Police Force towards Private security companies

## 2. LITERATURE REVIEW

Steden & Nalla, (2010 (2010) conducted a study on citizens' satisfaction with private security guards in the Netherlands. In their study they revealed that people are quite neutral about private security operatives, those who had positive contact(s) with contract guards had the most supportive view of the nature of private security work, people were satisfied with private security guards and felt that the police and private security guards should work together. People do not agree on dimensional image or stereotype of either state or non-state policing. Personal contacts and experiences with police officers, whether public or private, appear to be the most important predictor of an individual's perception.

Owusu et al., (2016) conducted a study in Ghana titled "Assessment of household's perceptions of private security companies and crime in Urban". They revealed that the private security sector is controlled by the Police Service Act of LI 1571 which lacks some important factors as far as the management of the sector is concerned, resulting in the need to find a more comprehensive and adequate legislative instrument to consolidate the security of the state'. The study adds that a key missing link in the existing legal and policy regime is the absence of a dedicated regulatory authority located either within the Ministry of Interior or the Ghana Police Service.

Mkilindi (2014) conducted study on the Assessment of the role of private security companies in the enhancement of public security in Tanzania. In her findings, she revealed that private security companies have a greater contribution to the security aspect of society. The perception of people toward these private security companies is very positive and the citizens are very optimistic towards these Companies.

Minnaar (2007) conducted a study on oversight and monitoring of non-state/private policing to private security in South Africa. In his study he revealed that the growing role of the regulated private security

industry in the policing of areas of mass private property, residential areas and even town centre's should not be seen as unpalatable so long as attention is paid to the powers and tools they are given for controlling their territories, the training they receive and the accountability structures that provide a check on their practices. The police acknowledged that they cannot fight crime alone. There was a need for strong collaboration with private security firms in minimizing crime within the societies.

Mbele (2017) conducted a study on the "assessment of public-private partnership in security services delivery in Tanzania. In his study, he revealed that the Defense and Security Committee must oversee all of the recruitment processes of the employees of private security Companies by emphasizing that only Tanzanians and only those who have gone through the National service training or Militia training could be employed in security companies. The findings of this study showed that the regional committee had agreed on how these private security Companies must recruit and left the follow up to the Regional Police Commander. It that recommends that despite such committee efforts there is still a need to involve all stakeholders from the committee at the regional level in the recruitments and training of the private security companies.

Strom et al., (2010) conducted a study on private security industry in the United States of America. In their study, they revealed that private security organizations play several important roles ranging from the guard and investigative services to alarm monitoring, armored transport, and security consulting. The growth in private security has been driven in part by the increasing level of outsourcing of security functions in areas including commercial security, the privatization of corrections and certain policing functions, and infrastructure protection. Besides, relationships between public and private security agencies have improved in recent years, as both police departments and private security have paid greater attention to collaboration, information sharing and partnership.

### **3. METHODOLOGY**

The study adopted descriptive research design. The descriptive research design was used to collect information about people's attitudes, opinions or habits that helped the researcher to gather, present and interpret information for clarification (cooper and Shindler, 2003).therefore, the main reason of deploy this of descriptive survey as a method of collecting information by administering a questionnaire to a sample individuals and this study uses quantitative research approach (Kothari 2004).The target population of this study constituted of 2 private security companies (MKB and MOKU), 270 security guards, 80 clients, and 70 Police officers making 420 in total(Tanzania police force 2019) and the researcher used Slovene's formula to obtain sample size of 205 respondents. The study used probability sampling for the purpose of giving equal chance to all respondents to participate. Questionnaire used in this study as tools of collecting primary data needed in this study and the questionnaire was close ended that developed from research objective.

#### 4. FINDINGS OF THE STUDY

##### 4.1 Characteristics of Respondents

This section shows respondents' distribution by gender, age, education, marital status and work experience. They were analyzed and according to Pudifin and Bosch (2012), the demographic features may have different responses or opinions on the effects of private security companies on the enhancement of public security and safety in Ilala municipality.

**Table 4.1 Demographic characteristics of Respondents**

|                |                    | Frequency(f) | Percent (%) | Cumulative Percent |
|----------------|--------------------|--------------|-------------|--------------------|
| Gender         | Male               | 145          | 70.7        | 70.7               |
|                | Female             | 60           | 29.3        | 100.0              |
| Age            | 23 - 27 years      | 39           | 19.0        | 19.0               |
|                | 28 - 37years       | 52           | 25.4        | 44.4               |
|                | 38 - 47 years      | 62           | 30.2        | 74.6               |
|                | 45 years >         | 52           | 25.4        | 100.0              |
| Education      | Certificate        | 116          | 56.6        | 56.6               |
|                | Diploma            | 37           | 18.0        | 74.6               |
|                | Bachelor           | 39           | 19.0        | 93.7               |
|                | Post graduate      | 13           | 6.3         | 100.0              |
| Marital status | Single             | 47           | 22.9        | 22.9               |
|                | Married            | 143          | 69.8        | 92.7               |
|                | Devorce            | 9            | 4.4         | 97.1               |
|                | Widow              | 6            | 2.9         | 100.0              |
| Experience     | 6 months - 2 years | 50           | 24.4        | 24.4               |
|                | 3 - 5 years        | 62           | 30.2        | 54.6               |
|                | 4 - 7 years        | 38           | 18.5        | 73.2               |
|                | 8 years>           | 55           | 26.8        | 100.0              |
| Total          |                    | 205          | 100.0       |                    |

Source: Research (2020)

Table 4.1 above shows that demographic characteristics of the respondents in Ilala Municipal, In the gender of the respondents. The table indicates that Males are 145 (70.7%) and female are 60 (29.3%).

The study analyzed gender in order to avoid gender bias.

In part of Age, 62 (30.2%), are aged between 38-47 years, 52 (25.4%), are aged between 45 years and above that represents, 52 (25.4%), have age between 28- 37 years, 39 (19%) are aged between 23-27 years.

In part of Education of the respondents 116 (56.6%) respondents have certificates that represents, 39 (19.0%) have bachelor degrees, 37 (18.0%) have Diploma, and 13 (6.3%) have postgraduate degrees.

In the part of the marital status of the respondents 143 (69.8%), are married, 47 22.9%, are single, 9 4.4% are divorced and 6 (2.4%) are widows/widowers and in their part of working experience of the respondents 62 (30.2%), have experience of 6 months - 2 years, 55 (26.8%), have experience between 8 years and above, 50 (24.4%) have experience between 3-5 years, and 38 (18.5%) have experience between 4-7 years.

**4.2.1 To determine the perceptions of the clients towards PSCs have their role in terms of providing public security and safety**

The study sought to determine whether or not perceptions of the clients towards PSCs have a role in terms of providing public security and safety. Table 4.3 shows the summary.

**Table 4.3 Perceptions of the clients towards PSCs have their role in terms of providing public security and safety**

| Variables  | Statistics | Mean   | Std Deviation |
|--|------------|--------|---------------|
|  | N          |        |               |
| Electronic device installations within the public area | 205        | 1.9220 | 1.05893       |

|  |            |                |               |
|--|------------|----------------|---------------|
| facilitats security of public properties and life  |            |                |               |
| A good relationship between the PSCs and local community leaders to improve the performance of security companies. | 205        | 1.9951         | 1.28528       |
| Poor environmental working condition affects the performances of private security guards                           | 205        | 2.0829         | 1.33503       |
| Fixing the electronic fence and alarm system within the area facilitates securities of an area                     | 205        | 2.1171         | 1.07373       |
| Providing security facilities led to improve public Safety   | 205        | 2.2732         | 1.12176       |
| <b>Average</b>   | <b>205</b> | <b>2.07806</b> | <b>1.1749</b> |

Source: Research (2020)

Table 4.3 above shows that perceptions of the clients towards PSCs have a role in terms of providing public security and safety. Electronic device installation within the public area facilitates the security of public properties and life. Most of the respondents agreed with a high overall mean score of 1.9220 and standard deviation of 1.05893, this indicates that electronic devices are very crucial to be installed in public areas in order to reduce crime. These findings concur with that of Welsh & Farrington, (2009) in the United States who found that electronic devices have helped to reduce crime in especially on street and public areas. A good relationship between the private security company and local community leaders to improve the performance of security companies. The majority of respondents have agreed with a high overall mean score of 1.9951 and standard deviation of 1.28528, this quantifies that good relationships between security companies of Ilala and the local community improve public security hence the people conduct their activities without fear. These findings are similar to those of Githimi (2016) in Kenya, who found that local communities appreciate the effectiveness' of security firms in combating crime in their locality.

The results stipulate that respondents have agreed that poor working conditions affect the performance of private security guards and this was reflected with a high overall mean score of 2.1366 and a standard deviation of 1.19266. This implies that poor working conditions affect the performance of the security guards because they lack facilitation and equipment and these findings are similar to Ouma (2014) found that security guards in Kenya involved themselves in stealing due to low salaries and poor working conditions.

The outcome of the study showed that respondents agreed that fixing electronic fence and alarm system within the area facilitate security and safety, this show with a high overall mean score of 2.1171

and standard deviation of 1.07373. Therefore, the result implies that the electronic fence and alarm system helps to facilitate good security within the community. These are similar to those of Dhande et al., (2017) who found that the electronic fence and alarm system in India are used where manpower is lacking especially on the farms. The findings showed that respondents agreed that providing security facilities have led to improved public safety, this was shown with a high overall mean score of 2.2732 and standard deviation of 1.12176 respectively, this implies that provision of security facilities which include lightening the system, cameras, electric fences promotes public safety, these findings are similar to those of Chtalu (2014) who found that provision of lightening system on the streets of Nairobi had promoted good public safety since criminals can be seen from far.

In general, these findings indicate that most of the respondents agreed with high mean of 2.07806 and standard deviation of 1.1749 that shows perceptions of the clients towards PSCs are quite neutral about private security operatives, those who had positive contact(s) with contract guards had the most supportive view of the nature of private security work, people were satisfied with private security guards and felt that the police and private security guards should work together and these findings are similar to the findings obtained by Steden et al., (2010) in the Netherlands.

**4.4 To explore the attitudes of the police force towards private security companies**

The study sought to determine whether or not the attitudes of the police force towards private security companies in terms of providing public security and safety as shown in table 4.4 below

**Table 4.4 Shows the summary of the attitudes of the police force towards private security companies**

| Statements   | Statistics<br>N | Mean   | Std<br>deviatio<br>n |
|--|-----------------|--------|----------------------|
| Employ trained security guard improves public safety within the community. | 205             | 1.6976 | .96317               |



|  |            |               |                |
|--|------------|---------------|----------------|
| Introducing basic security skills such as basic investigation of crime lead to improve performance of security companies       | 205        | 1.7756        | .90119         |
| Providing insurance to employees leading to increased performance of an organization.  | 205        | 2.0098        | 1.09808        |
| A good relationship between the private security company and police lead to improve the performance of security companies.     | 205        | 2.0293        | 1.13411        |
| Lack of adequate training and weak background checks of private security affect the performance of the private security guard. | 205        | 2.0390        | 1.00900        |
| <b>Average</b>   | <b>205</b> | <b>1.9103</b> | <b>1.02111</b> |

Source: Research (2020)

table 4.4 above shows that attitudes of the police force towards private security companies in terms of providing public security and safety, the findings indicated that respondents strongly agreed to employ trained security guards in order to improve public safety within the community. This was reflected with a very high overall mean score of 1.6976 and a standard deviation of 0.96317. This finding signifies the importance of trained security personnel to private security industries, thus why the majority of respondents strongly agreed. The result is similar to that of Nalla & Wakefield,(1999) who found that there was a positive working relationship between the police and private security in the United States.

The result of the study further showed that respondents strongly agreed that introducing basic security skills such as basic investigation of crime lead to improved performance of security companies in enhancing public safety and this was reflected with a very high overall mean score of 1.7756 and standard deviation of 0.90119. Since the majority of respondents strongly agreed, this implies that introducing basic security skills such as investigation of crime is very important to private security officers who need prior knowledge of investigative knowledge and thinking. These findings are related to Button et al., (2011) who found that security guards lack basic security skills to investigate crime leading to financial loss to organizations in the United Kingdom.

The outcome of the study indicated that respondents agreed that providing insurance to leads security personnel increase performance of the organization because it increases working morally to employees, this was reflected with a high overall mean score of 2.0098 and standard deviation of 1.09808. Since the findings showed that the majority of the respondents agreed that providing insurance to employees leads to an increase in the performance of companies then this needs to be

implemented by many security companies operating in Ilala. Therefore, these are similar to those of Ekere& Amah(2014) who found that providing benefits to employees led to increased performance and job satisfaction among health professionals in the government sector compared to that in private sector hospitals in Nigeria.

The result of the study showed that respondents agreed that a good relationship between the private security company and police lead to improve performance of security companies and this was reflected with a high overall mean score of 2.0293 and standard deviation of 1.00900. These findings showed that the majority of the respondents of the study supported the idea of the police and security companies working together to combat crime in Ilala. These findings are similar to those of Montgomery et al., (2016) who found that there are certain specific roles the police assigned to the security companies as the police concentrate on other core issues of the state and country, especially in Canada.

The findings on table 4.8 above indicated that respondents agreed that low wages and salaries affect private security employee's performance; this was reflected with a high overall mean score of 2.0390 and a standard deviation of 1.15404. These findings indicate that poor payment of employees who are working in security companies in Ilala automatically will lead to poor performance. These are similar to those of Abuhashesh et al., (2019) who found out that the employees of Jordan care more of salaries to motivate them to perform well in an organization. Also, another study was done in India by Chaudhary et al., (2011) who found out that salary had a positive impact on employee's performance who was working in public and private sector Banks of Karnataka.

## **5. SUMMARY, CONCLUSION AND RECOMMENDATIONS**

The research finding shows that perceptions of the clients towards PSCs have a role in terms of providing public security and safety, the findings indicate that most of the respondents agreed with the overall mean score of 2.07806 and standard deviation of 1.1749, that sought out the perceptions of the clients towards PSCs are quite neutral, regarding private security operatives, those who had positive contact(s) with contract guards had the most supportive view of the nature of private security work, people were satisfied with private security guards and felt that the police and private security guards should work together and these findings are similar to the findings obtained by Steden et al. (2010) in the Netherlands.

Table 4.4 shows that attitudes of the police force towards private security companies in terms of providing public security and safety, the findings indicate that most of the respondents agreed with a high mean of 1.9103 and a standard deviation of 1.0211. the research finding concurs with the finding of Minnaar (2007), indicating that attitudes of the police force towards private security companies enhance public security and safety is acceptable and police acknowledged that they cannot fight crime

alone; therefore, there is a need for strong collaboration between the Tanzania police force and private security firms in minimizing crime within the societies.

### 5.2 Conclusions

The study concluded that Private security companies have highly engaged in promoting security and safety to the Tanzanian communities such that PSC companies need to continue to providing security services for the purpose of enhancement of public security by collaborating with Tanzania police force that are responsible for monitoring private security companies and Tanzania police force should police had good attitudes towards security companies and them also involved in the training and recruitment process of security guards to promote public safety.

Therefore, the study concluded that private security companies (Perceptions of the clients towards PSCs, Attitudes of the police force towards private security companies) have positive effects on the enhancement of public security and safety in Tanzania.

### 5.3 Recommendations

The study recommends that Improving the working conditions of the PSCs Personnel, it was found out that the majority of the personnel were working in poor conditions, they lacked equipment and were not paid well for the purpose of increasing private security guard molar and PSCs personnel to perform well, they need to be motivated by proving allowances for overtime and annually increasing their salary, as a result, the public will enjoy public security.

Also recommends that the Tanzania police the force needs to strengthen their working collaborations, during the study it was observed that, there was information sharing between security companies and police but according to some personnel, they were not satisfied since information sharing was only one-sided. The security companies are the only one who provides information to police and the police rarely share information with PSCs.

### REFERENCES

- Abuhashesh, M., Al-Dmour, R., & Masa'deh, R. (2019). Factors that affect employees' job satisfaction and performance to increase customers' satisfaction. *Journal of Human Resources Management Research*, 1-23. DOI: 10.5171/2019.354277
- Button, M., Lee, J., & Kim, H. (2011). Professional Security Management and Investigation for the New Competitive Advantage. *International Journal of Contents*, 7(3): 71-81. DOI: 10.5392/IJoC.2011.7.3.07
- Chaudhary, K., & Sharma, M. (2011). Performance of Indian public sector banks and private sector banks: A comparative study. *International journal of Innovation, Management and Technology*, 2(3): 249

- Chtalu, K. A. (2014). The Challenges related to police reforms in Kenya: a survey of Nairobi County, Kenya. (Unpublished Master's Dissertation). University of Nairobi, Kenya
- Cooper, D. R., Schindler, P. S., & Sun, J. (2003). Business research methods.
- Dhande, P. S., Shelokar, A. U., & Bhil, D. R. (2017). A review: Design and implementation of fencing circuit using GSM for agriculture. *International Journal of Research In Science & Engineering*, 3(2):35-38.
- Ekere, A. U., & Amah, E. (2014). Staff Benefits and Organizational Performance. A study of Private Hospitals in Rivers State, Nigeria. *IOSR Journal of Business and Management*, 16(2):24-28.
- Githimi, S. K. (2016). Private security services and crime control in Karen Location Nairobi County, Kenya (Doctoral dissertation, Egerton University).
- Gumedze, S. (2015). Promoting partnerships for crime prevention between state and private security providers in Southern Africa. Pretoria: The Private Security Regulation Authority.
- Kothari, C. R. (204). Research methodology: Methods and techniques. Delhi: New Age International.
- Kothari, S., Phan, J. H., Stokes, T. H., & Wang, M. D. (2013). Pathology imaging informatics for quantitative analysis of whole-slide images. *Journal of the American Medical Informatics Association*, 20(6): 1099-1108.
- Mbele, A. (2017). Assessment of Public-Private Partnership in Security Services Delivery (Unpublished Doctoral Thesis). Morogoro: Mzumbe University.
- Minnaar, A. (2005). Private-public partnerships: Private security, crime prevention and policing in South Africa. *Acta Criminologica: Southern African Journal of Criminology*, 18(1): 85-114.
- Minnaar, A. (2007). Oversight and monitoring of non-state/private policing: The private security practitioners in South Africa. *Private security in Africa: Manifestation, challenges and regulation*, 127-150.
- Minnaar, A. (2012). Private security companies, neighbourhood watches and the use of CCTV surveillance in residential neighbourhoods: The case of Pretoria-East. *Acta Criminologica: African Journal of Criminology & Victimology*, (Special Edition 1): 103- 116.
- Mkilindi, A. M. (2014). Assessment of the role of private security companies in the enhancement of public security: The case of ultimate security company in Kinondoni Municipal Council (Unpublished Doctoral Thesis). Dar es Salaam: Mzumbe University
- Montgomery et al., (2016)
- Nalla, M. K., & Wakefield, A. (2014). The security officer. In *The handbook of security* 727- 746). London. Palgrave Macmillan.
- Nigeria. *Sociology*, 7(3): 146-159.
- Omotoso, O., & Aderinto, A. A. (2016). Challenges of Providing Security in Lagos State: The Case of Corporate Private Security Organizations. *African Journal of Criminology & Justice Studies*, 9(1): 1-18.
- Ouma, A. S. (2014). Effect of remuneration in private security companies on the control of property crimes in urban areas in Kenya: A case of Nairobi central business District (Unpublished Masters Dissertation). Nairobi: University of Nairobi.

Owusu, G., Owusu, A. Y., Oteng-Ababio, M., Wrigley-Asante, C., & Agyapong, I. (2016). "An assessment of households' perceptions of private security companies and crime in urban Ghana." *Crime Science* 5(5): 1-11.

Pudifin, S., & Bosch, S. (2012). Demographic and social factors influencing public opinion on Prostitution: an exploratory study in Kwazulu-Natal province, South Africa. *Potchefstroom Electronic Law Journal/Potchefstroomse Elektroniese Regsblad*, 15(4):1-39.

Shadrack, J. (2011). *The private security industry in Tanzania Challenges, Issues and Regulation (Unpublished Doctoral Thesis)*. Dar es Salaam: University of Dar esSalaam

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.

Steden, R., & Nalla, M. K. (2010). Citizen satisfaction with private security guards in the Netherlands: Perceptions of an ambiguous occupation. *European Journal of Criminology*, 7(3),214-234.

Strom, K., Berzofsky, M., Shook-Sa, B., Barrick, K., Daye, C., Horstmann, N., & Kinsey, S. (2010). *The private security industry: A review of the definitions, available data sources, and paths moving forward*. US Department of Justice and National Criminal Justice Reference Service, Final Report. Uzuegbu-Wilson, 2016

Welsh, B. C., & Farrington, D. P. (2009). Public area CCTV and crime prevention: an updated systematic review and meta-analysis. *Justice Quarterly*, 26(4), 716-745.

Appendix:1

A five-point Likert scale was provided ranging from: From 1 to 5.00as shown in the table 4.2 below.

**Table 4.2: Interpretation of Mean Scores**

| Description       | Likert scale | Mean Range  | Interpretation |
|-------------------|--------------|-------------|----------------|
| Strongly disagree | 5            | 4.30 - 5.00 | Very Low       |
| Disagree          | 4            | 3.50 - 4.20 | Low            |
| Neutral           | 3            | 2.70 - 3.40 | Moderate       |
| Agree             | 2            | 1.90 - 2.60 | High           |

Strongly agree

1

1.00 - 1.80

Very High

---

Source: Research (2020)