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THE ROLE OF PRIVATE SECURITY ORGANIZATIONS IN CRIME PREVENTION AND HOMELAND SECURITY MANAGEMENT IN GHANA

Robert Awuni[1], Oscar Agyemang Opoku[2], Godfred Amankwah Osei[3], Abdul Wahab Atta Bashiru[4], George Afful[5], Duah Prempeh Kelvin[6]

[1,2,3,5,6]University of Cape Coast, Ghana

[4]University of Northampton, United Kingdom

Email : oscar.opoku@stu.ucc.edu.gh

Abstract

The study aimed to explore the roles played by Private Security Organizations in crime prevention and homeland security management in Ghana. The study used a descriptive design of the qualitative approach and that respondents from the various management of Private Security Organizations in Accra were targeted. Purposive sampling technique was employed to select 7 participants to be included in the study. Interview guide was used as the data collection instrument. Data from interviews were analysed thematically based on the research objectives. The study found that the security services offered by the PSOs primarily align with the four functions officially designated to them according to the Ghanaian Constitution. Also, their operations basically covers watching and guarding services, patrolling services, and escort services. PSOs follow some form of laid down procedures and principles in recruiting and in selecting employees. In accordance with the provisions of the Ghanaian constitution, PSOs collaborate with the Ghana Police Service to actively deter crime and ensure the safety of lives and property. Nevertheless, the PSOs encounter significant obstacles including financial limitations, insufficient logistics and resources, high operational expenses, and unfavorable public perceptions regarding their roles in combating crime and ensuring the security of lives and property. Therefore, the study recommended that various PSOs should unite to establish associations capable of advocating for the rights and well-being of their members. Also, the government of Ghana through the Ministry of Interior and the Ghana Police Service should sponsor some of their activities such as their trainings and workshops. Moreover, the government can support them through provision of vehicles or patrol cars and by covering the expenses for their fuel allowances.

keywords: Private Security Organisation; homeland security; Ghana Police Service, crime prevention; Accra

INTRODUCTION

The Role of Private Security Organizations in Crime Prevention and Homeland Security
Management in Ghana

One major responsibility of the state is the effective provision of internal security and defense from external threats (Damian et al., 2000). According to John Stuart Mill, "security is the most vital of all interest and that security of a person and property are the first need of society" cited in (Acton & Baron, 2021). The provision of security was viewed as the most fundamental obligation and task of the state as the "Weberian state" was perceived to enjoy the monopoly of the legitimate use of force, implying that security is the defining feature of the state and its provision is indeed at the heart of the state (Nowotny et al., 2015). However, the conception and practice of security has changed over time largely because of the manner in which the state has performed its task of providing security to the general public and the growing private concern (Mbadlanyana et al., 2011).

Security from crime, fear and victimization at the state, local and personal levels is an important basis for economic and social development as noted in the United Nations Guidelines for the Prevention of Crime (Economic and Social Council resolution, 2002/13 Annex). Hence, an effectively secured society is viewed as the basis for sustainable peace and development as security is a necessity in every human society. The implication being that, its absence threatens the survival of individuals and their properties (Inyang & Abraham, 2014).

Protection of lives and property has been an age-old need of human beings. Historically, two main factors warranted security consideration for human groups in earliest times: the need for communities to protect themselves from wild animals, and the need to tame aggressive co-hunters of food and critical resources (Mutimer, 2010; Reith, 2004). In the late Mesolithic and throughout the Neolithic periods, characterized by the widespread adoption of simple farming and sedentary lifestyles, personal and communal security deepened because of emerging quests for social control and territoriality (Armstrong, 2009; Reith, 2004).

Crime prevention and policing efforts were deployed informally, as part of the natural social blend, without recourse to commercialization as completed today (Bradbury, 1992) (Woodford, 2012). Substantiating in advance observation, Sjoberg, (2013) revealed how the evolution of human societies and territorial preservation intensified, making cities major hubs for socio-economic activities. Describing prehistoric societies, Sjoberg recounted how they metamorphosed from folk-preliterate, feudal to pre-industrial and thereafter to industrial-urban communities (Sjoberg, 2013). The resulting transformation triggered the quest for greater resource control and spatial competition, bringing in its wake the much-felt need for personal and group security in the emergent cities. Growing communal insecurity elicited the formal establishment of police forces to render crime prevention and security services (Steenkamp, 2002).

According to Steenkamp, state-led policing intensified in the contemporary generation with numerous specialized police units, such as highway patrol, escort, railway, and special investigations divisions established to combat crime and secure the domestic environment of

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countries (Steenkamp, 2002). In Ghana, similar police divisions were established between 1904 and 1984 to combat crime and provide needed security services. They included the General, Escort, Mines, and Railway Police units; the Marine Division, the Criminal Investigation Department, the Police Reserves Unit, the Wireless and Communications Unit, the Women's Branch, the Armoured Car Squadron, and the Police College (GPS, 2016b).

Growing cities experience rapid increases in population, owing primarily to rural–urban migration (Owusu & Oteng-Ababio, 2015; Turok, 2012). This is essentially termed urbanization (Songsore, 2003). The Habitat, (2013) report on World Cities projects that by 2025, eight West African countries (including Ghana) will have had, on average, 60 per cent of its population urbanized. At the current rate of change in percentage urbanization, Ghana is noted to have 1.33 per cent (2015) and projected to have 1.49 per cent (2025) urbanization rates Habitat, (2013) relatively high figures compared with the African regional rate of 1.08 per cent and the world's rate of 0.95 per cent (Habitat, 2013).

This offers considerable challenges for security management in Ghana. Studies through the Commonwealth Human Rights Initiative Braimah & Mbowura, 2014; Tucker, (2017) , and Oteng-Ababio et al., (2016) have identified, respectively that operational inefficiencies, inadequate number of police personnel, and insufficient police facilities serve as obstacles that impede the effective management of security in Ghana. There is therefore a growing population with unmet security needs in Ghana (CHRI, 2007). This makes it imperative to leverage the capabilities of private security entities to enhance crime prevention in Ghana.

Private security services have existed since the early stages of civilization, coinciding with the emergence of human settlements that established territorial boundaries and introduced the notions of public and private property. One of the earliest recorded examples of private security forces utilized, dates back to the 13th century B.C., when Egyptian pharaohs hired troops from foreign lands to complement Egypt's own military and security forces (Security Service Report [SSR], 2012). This established practice continued and evolved in ancient Rome, where the wealthy hired private security personnel to protect their families and property (SSR, 2012).

In ancient Greece, a system of protection evolved to protect the monarchy, in addition to the protection of highways leading into the cities. Albeit the extent to which economic activity, technological advancements, and globalization have generated heightened safety and security risks for individuals and properties, leading to a greater need for enhanced safety measures, these practices persist to this day (Udell, 2019) (SSR, 2012).

Goddard (2001) opined, "a private security company is a registered civilian organization that specializes in contracting commercial services to domestic and foreign entities with the intent to protect personnel, humanitarian and industrial assets within the rule of applicable domestic law". Abrahamsen & Williams, (2010) defined private security companies as the "companies aimed at offering protection of life and the provision of protection for assets". According to Singer (2005), the general trend of globalization closer to privatization and outsourcing of government functions

has resulted in the privatization of security by government in order to further complement government's effort in the protection of life and property of the citizens.

According to Solomon et al., (2018) in light of technological advancements leading to shifts in the landscape of everyday robbery activities, there is a pressing need for heightened crime prevention efforts in Ghana, driven by the rapid pace of technological progress. Private security organizations have therefore emerged as a substantial facet of the Ghanaian economy, deserving of considerable recognition (Abrahamsen & Williams, 2010). More so, in their reflections on the security landscape in Ghana within a distinct study, the New Delhi-based CHRI, and the Accra-based African Security Dialogue and Research Centre (ASDR), were of the opinion that the unmet policing gap in Ghana calls for an all-hands-on-deck approach to dealing with crime prevention. This may translate into mainstreaming the private sector strategically to play a defined, complementary role in security provision in Ghana (ASDR, 2008; CHRI, 2007).

To reap this at the end, numerous studies have recommended the involvement of private security organizations (PSOs) in complementing the efforts of the police in dealing with the menacing crime in Ghana (Abudu et al., 2013; Oduro et al., 2007). This intention is critical when juxtaposed with the reality of deficit police personnel amidst a growing population with unmet security and housing demands (Solly, 2022). Against this backdrop, this current study seeks to examine the role of private security organizations in the prevention of crime in Ghana.

Statement of the Problem

One primary duty of the state is provision of internal security and defense from external threats (Damian et al., 2000). According to John Stuart Mill, "security is the most vital of all interest and that security of a person and property are the first needs of society" (cited in Acton Burrow, 1972, 55). Crime is a common feature of human society (Detotto & Otranto, 2010). Indeed, there are several factors that compel people to commit crimes. In essence, crime is bound to occur whenever people gather, interact, or live together (Kubrin & Weitzer, 2003). Crime not only leads to material and immaterial costs for those who are victims, it also forces households, local communities, and national authorities to spend billions on its prevention (Martínez-López et al., 2018; McNamara et al., 2007). Crime prevention is thus a conscious reaction to crime occurrence; be it at a personal or national level (Harwood et al., 2015).

In modern times, the domestic task of crime prevention and protection of the citizenry of a state has generally fallen on state-run police services (Kelling & Wycoff, 2002; UNODC, 2014). Ghana, as a member of the committee of nations, also follows this natural convention of providing crime-prevention services and homeland security for its citizenry, through the GPS. The GPS was set up, as a public service, under Article 190 of the 1992 Constitution of the Republic of Ghana. GPS has performed the role of crime prevention creditably for several decades, yet Ghana remains embroiled with crime that has attained a more sophisticated form (Amenenor, 2014, GPS, 2016).

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In recent times, the insufficiency of the GPS has been diagnosed in numerous empirical researches in the areas of job stress (Gyamfi, 2014), shortages in operational logistics (Kwadjo, 2009; Tankebe, 2009; GSS & UNODC, 2010), insufficient police personnel and presence (Aning, 2006; CHRI, 2007; Braimah & Mbowura, 2014), and inadequate police stations to match fast-urbanizing towns and cities in Ghana (CHF International Ghana, 2012; Oteng-Ababio, 2016). As noted by the CHRI (2007) and the CHF International Ghana (2012) in their recent studies on police performance in Ghana, these lapses collectively tend to impair police performance in crime prevention in the country, and ultimately they affect public approval ratings for the service (Abudu et al., 2013).

The fulfillment testimonies of public-private partnership in security services and crime prevention around the globe serve as a yardstick for sister countries to employ such approach that harnesses the strength of private security with that of the public security to combat crime and deliver security services to the citizenry (Richards & Smith, 2007; UNODC, 2014). In view of this, some researchers recommend that Ghana could take this path to make up for its shortfalls in public policing (Abudu et al., 2013; Amenenor, 2014; Braimah & Mbowura, 2014). This may possibly complement the police, in shoring up policing and preventive measures, as occasioned by rapid urbanization and ever-increasing security needs (CoESS, 2008; UNODC, 2014). This argument is held against the background that crime prevention and security management in a state is a shared responsibility requiring active participation from the citizenry, including PSOs (UNODC & OSCE, 2006; Cullen & Wilcox, 2010).

Legally, the Constitution of Ghana mandates the citizenry to participate in the crime prevention and security management of the country (Articles 3.4[a]), 13.2[d], and 14.1). Thus, the law (Act 350 [38], 1970) that establish the Police Service in Ghana also created room for participation by PSOs in crime prevention. Under a subsidiary legislation of L.I. 1571 (1992), the experiment of mainstreaming PSOs has been ongoing in Ghana for over 25 years. Nevertheless, there is dearth of empirical evidence on the role of PSOs in preventing crime, their operations as well as review to assess the capacity and resource of PSOs in carrying out their mandate. It is at the backdrop of this that this study seeks to fill the gap by examining the role of PSOs in preventing crime in Ghana.

METHODS

The study was conducted for Private Security Organizations in Accra. This study employed a descriptive design of the qualitative approach which is interested in understanding the meanings constructed by people, how people make sense of world and the experiences garnered by individuals in the world (Merriam, 2009). Qualitative research is inductive in nature, and requires that researchers will generally explore meanings and insights in a given situation (Strauss & Corbin, 2008; Levitt et al., 2017). According to Creswell (2012), descriptive research designs help to gather information about the present and existing condition of a research parameter. Again,

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Creswell (2012) emphasized that with the use of a descriptive research design; more emphasis is laid on describing rather than in judging or in interpreting the process. A descriptive research is to portray an accurate profile of persons, events or situations (Robson, 2002). This aided the study to give a snapshot or describe how Private Security Organizations collaborate with Ghana Police Service in offering security services to citizens and companies. The descriptive study facilitated the acquisition of a comprehensive and in-depth understanding of valuable insights into the operations of Private Security Organizations concerning security, peace, and development.

According to Saunders, Lewis and Thornhill (2016), population refers to the complete set of cases or group members that a researcher is interested in. In this study, the target population comprises all the management of Private Security Organizations in Accra. As a result of the qualitative nature of the study, saturation was reached upon interactions with the 10th participant of the study. Therefore, in all 10 participants were selected to be included in the study. Speziale and Carpenter (2007) suggested that for a qualitative enquiry, it is appropriate to engage either two to ten participants or undertake data collection until saturation is reached. Purposive sampling was adopted in selecting management members from various Private Security Organizations in Accra. This technique helped the researcher to choose participants who were well informed on security issues and how Private Security Organizations collaborate with the Ghana Police in providing security services to the companies and citizens of Ghana.

Basically, primary sources of data were employed. The primary data was obtained from the responses and information from the interview guide administered to the selected management members of the Private Security Organizations in Accra. The main instrument for data collection was interview guide. Interview guide was developed by the researchers to assist in the collection of appropriate and in-depth information from the study participants (Polit & Beck, 2010). The interview guide that was used for the study mainly comprised open-ended questions and few closed-ended questions too, all of which were answered by the respondents. These questions were based on the research objectives.

Ethics means conforming to accepted standards and being consistent with agreed principles of moral conduct (Strydom, De Vos, Fouche & Del port, 2005). The study adhered to ethical considerations and a code of ethics. Ethical clearance or an introductory letter was obtained from the researchers' department at the University of Cape Coast. Following a thorough analysis of the procedures and potential outcomes, the study was formally approved as one that provides more benefits than harm to the participants involved.

In the first place, the researchers introduced themselves without conveying any misleading impressions in the course of conducting this study. Secondly, informed consent was sought from the respondents. This was achieved by explaining or informing them about the nature and the objectives of the study upon which they willingly accepted to participate by providing relevant

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information. Moreover, the study observed respondents' rights of anonymity. It was further explained to them that their names would be kept confidential and not linked to any reports resulting from the study. Finally, respondents were accorded their right to confidentiality. Information disclosed by respondents in line with the study were used for academic work only and not for any other purposes.

The researchers administered the interview guides to the selected management of the selected Private Security Organizations in Accra. Appointments were booked with these selected management members such that they met researchers during their less busy schedules and favourable periods for the interviews. Conducted over a two-week period, the interviews were scheduled to accommodate each manager's availability, either during their breaks or during less busy periods on the designated study days.

Data from interviews conducted were transcribed verbatim. Salient features that were in line with the research questions and topics were compiled and coded. The study relied heavily on the recording of speeches and writing of actions and pronouncements made by the respondents that were studied. Therefore, recurring themes were identified and interpreted. Direct quotations or verbatim expressions of the participants formed an integral part of the analysis. This method allowed varied experiences to be revealed, voices heard and equally gave room for representations to be made (Smith, 2001). A structured procedure was used in analyzing the qualitative data. Convergence and divergence responses were noted and interpreted accordingly.

RESULTS AND DISCUSSION
Socio-demographic characteristics of respondents

This section presents background information about the respondents' sex, age, marital status, position and number of years in service of the respondents. Seven management members of the various selected PSOs in Accra were used for the study. All these seven participants were males. Out of the 7 participants, 5 were married while 2 were single; 6 were Christians while a participant was a Muslim. Three (3) of the participants were within the ages of 35-40 and the four remaining were beyond 45 years old. All of them have worked in the security services for more than 8 years and therefore were aware of issues related to PSOs and its roles play in crime prevention in Ghana.

Type of security services provided by the PSOs

Objective one sought to identify the various security services provided by the PSOs in Accra. Data were gathered from the participants through interviews conducted and the result is presented subsequently. It was revealed that key security services provided by the PSOs included; provision of surveillance system, collaboration with the state security agencies for community protection, guard lives and properties.

This supports of the views and study of Bababusuyi, (2016), in her opinion on Damog Guards, drawing from her 19 years security industry experience, identified the six core functions of private security guards in ensuring the protection of lives and properties. She argued that Security guards are crime, threat and risk prevention officers assigned to protect specific people and property. So fundamentally, the job duties and responsibilities of a security guard are not the same as a peace officer or police officer. Instead, security guards are in the prevention business. It is the job of a security guard to act as a deterrent to crime, to watch for impending danger and to report crimes they may encounter. These were confirm by some participants in their quotes:

"we do a lot of security services. You know our work is to complement the Ghana Police Service. So virtually, we back them in most of their activities for effective security and crime prevention. We guard lives and properties of individuals and companies, we patrol or do surveillance and others". (IDI, Manager, 46).

"Yes, we offer some crucial services to the general public. We normally guard people and organizations during programmes and even normal working days. Sometimes, we escort people who are special or businessmen who have a lot of money on them or use huge sums of money in their dealings." (IDI, Manager, 36)

"For our services, it start from guarding people and lives through watching peoples' properties to escorting people. We do all those services for security purposes." (IDI, Manager, 50)

Operations of PSOs towards crime

Objective two was to examine the operational activities of PSOs towards combating crime in the society. The PSOs organize a lot of activities in quest to combat crime in the society and in the Central Business District. These activities include; watching and guarding services, patrolling services, and escort services. These were confirmed by all the participants. Also, this is in line with the legal framework of Ghana. All the participants confirm these operations as mandatory and executed by their company.

Their activities is also back by the laws of the state, thus, Ghana constitution grant them the permission to operate within their framework. Thus, the commercial private security sector was re-invigorated with a subsidiary legislation to give a more detailed, operational meaning to Act 350 (sub. 38). Strengthened with a new legislative instrument (the Police Service Act, L.I. 1571 [1992]), the formation of commercial PSOs, including operation and licensing regimes, were spelt out. L.I. 1571 (1992) repealed L.I. 751 (1972). It is this L.I. 1571 that currently serves as the legal framework for the management of formal PSOs in Ghana. It has operated for 25 years without any major review, except for four minor amendments, in 1994, 2001, 2011, and 2014, to make changes in registration fees and license renewals.

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According to LI 157, PSOs do not have the mandate to engage in any other activities apart from four main activities approved. These activities are; watching, guarding, patrolling and escorting. These are excepts from the interviews with the participants;

"we do some operations both at the community level and at the household level. The law mandate us to guard the people, watch their properties, do some patrols in the communities and also we do escort worthy people or very important personality in the society at a fee." (IDI, Manager, 36)

"apart from just watching peoples' properties, we do a lot but people just know that we just watch properties or houses, that's all. But that is not the case, we do guard people at their offices or homes and also escort people when there is the need to do so." (IDI, Manager, 42)

"We are concerned with the security of people. We prevent crime and protect people and their properties." (IDI, Manager, 48)

The selection and recruitment process of PSOs

Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

In view of this, almost all the participant claimed that they normally follow standards in recruiting their staff and others. Five of the participants stated that they normally identify a vacant in their organization, then depending on the requirement of that position, they may decide to recruit inside or outside. For the outside, they normally advertise through normal poster and social media. Applicants who qualified for the set requirements are short listed for an official interview and base on their performance, most of them are selected. However, some may also been sacked when found that they are not fit for the duty of the organization.

On the other hand, other participants normally they recruit their employees based on recommendation from employees, family and friends. After that, they do physical examination with few written one to test the person to identify their knowledge level, thinking capacity and fitness level. This finding is consistent with the views of that selection practices may include the following: application blank, references, psychological tests, interviewing, approval by the Supervisor and physical examination.

"As for us, we normally do some posters and post them at vantage point in town to get our prospect employees. From there, we do some interviews to reduce the numbers and later some fitness training as well as few written test. At least, our employees can read and write and also communicate in simple English language." (IDI, Manager, 46)

"we have a standard recruitment and selection process that we follow. We normally identify a vacant, advertise on it through posters and social media. Conduct initial interviews after short listing prospects who applied. They are taken through series of activities and finally the person or people interested to fill the vacant is selected." (IDI, Manager, 36)

"for recruitment and selection, normally, our people here come with people who are interested in our job and then we train those people and fill in the position when there is vacant. Sometimes, people also bring their children or wards to be trained for such employment. We also pick it from there and train them and do some small test to see if they are fit for the job before we finally recruit them." (IDI, Manager, 52)

Training and capacity of PSOs in combating crime

Security issues are very sensitive. Therefore, it demands special training and capacity building of employees in order to live up to expectation. Data gathered on this shows that most of the participants (5) offer special training and capacity building courses for their employees. However, it was revealed that the duration for these training and courses are very short for proper orientation and skills for their job. This is especially in the case of security personnel who guards people and properties. Two of the participants disclosed that they normally organize short training for them though is not enough but is believed that most employees learn much on the job when employed. On the other hand, 2 of the participants also claimed that they have a nice agreement with the national security who normally come in time to time to train their staff.

On capacity building and resources, it was only three participants that boast of having sophisticated machines and devices to track robbers or theft, stolen cars or properties, so surveillance for a whole day live on their machines and others. Almost all the participants have CCTV cameras and other security gadgets that they manned for companies and organizations for effective monitoring purposes.

Act 350 (1970) and L.I. 1571 (1992) do not specify categorically the mandatory training for employees of PSOs. However, certain clauses in LI 1571 may permit the minister of interior to prescribe compulsory training under supervision of a police officer. These are some quotes from some participants:

"Yes, we use to organize intermittent training for our employees. The cost involved is not easy so sometimes, for the whole year, we can organize like once or twice for them. Also, for our new employees, we normally train them for a week or maximum two weeks then we assign them role to play and most learn on the job." (IDI, Manager, 36)

"Yes, we train our people. We have special people who come and train them when there are new employees. Sometimes, through our own network, we can get some police officials or any national security personnel to train them for us." (IDI, Manager, 42)

"Yes, we give them serious training. Because of the nature of our work, they need to be trained as professionals in order to be able to execute their mandate or functions as expected. Therefore, we organize training workshop for both old and new employees." (IDI, Manager, 50)

Collaboration between PSOs and Ghana Police Service in combating crime

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PSOs was coined out of the inadequacy of the state police, therefore, their work is to supplement the work of the state police. In view of this, collaboration is necessary in fighting for the same goal, thus, to protect lives and properties and to fight against any form of crime. Data were gathered on this notion and the result shows that all the participants were in one way or the other in a form of collaboration with the Ghana Police Service. This is not surprise because most of the activities of PSOs are supervised by the Ghana Police, thus, the use of uniform, arms or raffle, training among others.

"For collaboration, it is a must. Because for the police itself cannot fight crime only so we all collaborate to fight a common enemy." (IDI, Manager, 36)

"Yes, we collaborate a lot in our daily activities. Sometimes, there are some operations that you cannot do without their help. Therefore, we arrange with them and execute it nicely and professionally. (IDI, Manager, 52).

Challenges of PSOs in combating crime

There cannot be any organization without challenges, same applies to PSOs in Ghana. The key challenges of PSOs according to the data gathered from the participants included; financial constraint, inadequate resources, lack of regulatory body or cooperation among PSOs, poor perception of people on their operations among others. Four (4) of the participants said that their major problem were financial issues and resources to carry on their duties. In addition, 3 participants claimed that their problem has to do with association or cooperation, logistics as well as high cost of operations.

This finding confirms that of Oteng-Ababio et al., (2016) who found that a substantial proportion of households, particularly in low and middle-class neighbourhoods, viewed PSCs as not enhancing security and reducing crime but rather compromising household and neighbourhood crime fighting efforts, therefore, viewed PSCs as compromising household and community security. These were confirmed in an interview with some participants:

"Yes, we have a lot of challenges my brother, it is not easy for us. But we have to do it like that because that is our job. Money is our utmost challenge. We are not sponsored or supported by anybody or institution, therefore, we run all our activities based on the fee we charge. So you look, same money charge for a service, you use some to pay your workers, acquire some logistics, pay for rent and business staff so how much would be left for you?" (IDI, Manager, 50)

"I will say that our major challenge is that we don't have a body that regulate our activities and charges. Therefore, everybody do whatever that pleases them. Because if we have such body, at least, we can know how to charge similar or same, seek for government sponsorship and others." (IDI, Manager, 46)

"we have some challenges. Most of these challenges have to do with finance, logistics and resources as well as poor perception of people about our business. Normally, people in the society think that we are not there to protect them but rather to condone criminal activities and even some believed that we we employ us, we will come to your house to inspect all your properties

and then liase with the arm robbers to come and steal your properties. Look at all these so how would such people even enroll on your services for you to have money to finance your activities." (IDI, Manager, 36)

"Yes, our major problem is money. We finance all our activities based on our charges, therefore, this makes our services charge also high and affordability becomes problem for some people. Due to this, people think that our services are only meant for the rich people which prevent a lot from coming to us for business." (IDI, Manager, 35)

CONCLUSION

The primary security services offered by the PSOs encompassed the four functions officially directed by the laws of Ghana: provision of surveillance system, collaboration with the state security agencies for community protection as well as the guarding of lives and properties. Also, their operations basically covers; watching and guarding services, patrolling services, and escort services. PSOs follow some form of laid down procedures and principles in recruiting and in selecting employees. PSOs engage in collaborations with the Ghana Police Service to effectively prevent crime and in protecting lives and properties, all of which fall within their constitutionally assigned responsibilities. Nonetheless, the PSOs continue to face significant hurdles such as financial limitations, insufficient logistical support and resources, elevated operational expenses, and unfavorable public perceptions regarding their roles in combating crime and in providing security for lives and property. Based on the findings and outcomes drawn, the following suggestions are put forward for consideration: the various PSOs should come together to form some associations that can fight for the rights and welfare of their members; the government of Ghana through the Ministry of Interior and the Ghana Police Service should sponsor some activities of PSOs such as their trainings and workshops. Also, the government can support them through the provision of vehicles or patrol cars, along with fueling allowances; the various PSOs should ensure that they regularly offer proper trainings to both their newly employed and old employees in order to boost their morale to execute their functions as expected; and lastly, the PSOs should resource their employees with the needed sophisticated equipment and gadgets useful for encouraging easy and quick delivery of their services.

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