



STRENGTHENING THE IMAGE OF THE SECURITY PERSONNEL: PROMOTING EQUALITY AND ELIMINATING DISCRIMINATION ACROSS JOB ROLES

Roy Rodriguez III

Graduate School, Philippine College of Criminology, Manila Philippines

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ABSTRACT

This study aims to assess the professional image of security personnel, identify experiences of discrimination or inequality, and propose strategies to promote equality across job roles. The desired output is a set of recommendations that organizations can adopt to enhance workplace respect, recognition, and inclusion of security personnel. The study employed a qualitative phenomenological research design to explore the lived experiences of security personnel regarding workplace fairness, equality, discrimination, and professional image. Data were collected through in-depth, semi-structured interviews with purposively selected participants, including security personnel, supervisors, and human resource staff from the Bangko Sentral ng Pilipinas. The responses were transcribed and analyzed using Braun and Clarke's thematic analysis, allowing for the identification of recurring patterns and themes. This approach enabled a comprehensive understanding of participants' perceptions and experiences, providing a rich basis for interpreting issues related to workplace dynamics and professional identity. The findings revealed that while organizational policies on equality are in place, their implementation is inconsistently experienced at the operational level due to communication gaps, varying leadership practices, and limited trust in grievance mechanisms. Professional image was found to be influenced by both individual conduct and organizational support, with training, recognition, respectful treatment, and leadership engagement identified as key factors. Moreover, there was strong support for developing a structured, values-based institutional program that integrates policy reinforcement, leadership involvement, and professional development to enhance equality and strengthen the professional image of security personnel.

KEYWORDS: Strengthening image, Security Personnel, Promoting Equality, Eliminating Discrimination

INTRODUCTION

Those security checkers are vital to guaranteeing welfare, peace and the preservation of life and habitat. They are the prime security force in numerous buildings, from financial institutions, commercial centers down to residential places as well to government offices and open areas. Indeed, they both discourage crime and reassure the public. It has been observed that the security personnel, who are playing sensitive roles, generally get a sad state of affairs without adequate recognition or due place in the workforce.

Security personnel are often viewed as being there to do not much more than "guarding" the gates and surveilling areas. A more parochial reading misses the fact that modern security work demands professionalism (not just physical force), situational awareness, the ability to communicate effectively, and even crisis management abilities. Collectively, these Professional traits are lost through the veil of dated stereotypes, creating a negative drain on those already entrenched in the field.

However, Occupational Discrimination is one of the major problems that security personnel face. This can occur in a number of ways, from being left out when decisions are made, to receiving inferior treatment compared to other workforce positions or disrespectful attitudes coming from both colleagues and the community. These experiences reduce their

belongingness with an organization and limits avenues for professional enhancement.

We have an extensive set of laws and company policies that have been put into effect to create equality in the workplace. Even in cases where there are formal codes of conduct against discrimination, insidious patterns of racism and unequal treatment persist. Consequently, there exists a divergence between policy and practice leaving some security personnel uniformed of their essential role in safety and efficiency within the workplace.

The issue is compounded by the near absence of organized programs, specifically crafted to enhance the professional persona of these security officers. Oftentimes, public perception is rooted in the past and fails to recognize the modernization of the security profession. With no collective efforts taken to mitigate these problems, their impact is not only felt on the dignity of security workers but also continues to disrupt the organizational peace and productivity with no end in sight.

The need to correct this discrepancy is imperative, not just for the safety and wellbeing of security personnel themselves, but also for the efficiency and integrity of the organizations that they protect. It is only by fostering equality in all job roles, respect in everyday interactions, and professional recognition that the image of this profession can be improved. As part of the continuous engagement, they even have a chance to appear as



main roles in worldwide security awareness campaigns which brings them on par with people achieving organizational goals and not just support champions.

Akgün and Sağlam (2025) examined the occupational experiences of female security personnel in male-dominated environments and found that gender-based discrimination remains prevalent, particularly in promotion opportunities and role assignments. Their findings highlight the persistence of patriarchal norms that influence how security personnel are perceived and treated in the workplace. Similarly, Ulaşkın (2024) explored gendered organizational experiences among female security guards and concluded that institutional practices often reinforce inequality by assigning women to less critical or visible roles, thereby affecting their professional image and career growth.

In a broader organizational context, Yu and Lee (2019) found that workplace inclusion significantly reduces experiences of discrimination and harassment among female personnel in law enforcement agencies. Their study demonstrated that inclusive organizational cultures promote fairness, respect, and equitable treatment, which are essential in strengthening professional identity and image across job roles.

Research also indicates that discrimination is not limited to gender but extends to job hierarchy and organizational positioning. Bautista and Esmilla (2023) revealed that organizational and environmental factors influence job designation, career advancement, and employee performance among security personnel. Their findings suggest that unequal access to opportunities can negatively affect morale and the perceived value of certain job roles. Furthermore, Sarmiento and Jose (2025) highlighted that female security guards often face unequal treatment, limited recognition, and lack of benefits despite their significant contributions. The study emphasized that addressing inequality requires both policy reform and organizational awareness to ensure fair compensation and equal opportunities.

Beyond the security sector, global labor studies reinforce the persistence of discrimination across industries. Aksoy et al. (2022) found that workplace discrimination against marginalized groups, including transgender individuals, remains underreported but significantly affects employment opportunities and workplace experiences. This underscores the need for inclusive policies that extend beyond gender to all forms of identity.

In the field of cybersecurity, Hall and Rao (2024) revealed that gender bias influences recruitment decisions and skill evaluation, with differences observed in how male and female recruiters assess candidates. This suggests that discrimination can occur even at the entry level, shaping workforce diversity and equality from the outset.

Similarly, Mbaka and Tuma (2023) found that gender influences the evaluation of security-related decisions, indicating that biases may affect how personnel performance is judged. Such biases can contribute to unequal recognition and hinder efforts to build a fair and inclusive professional environment. Coopamootoo and Ng (2023) further identified gender disparities in access to security knowledge and resources, emphasizing that

inequality can also stem from differences in training and information dissemination. This affects not only competence but also the perceived capability of personnel across roles.

Studies on workplace harassment also highlight the prevalence of discriminatory practices. Pinzon and Rosel (2003) documented cases of sexual harassment among female security guards, revealing institutional gaps in addressing such issues. Their findings underscore the need for strong organizational policies and support systems to protect employees and promote equality.

Recent Philippine-based studies (2020–2026) emphasize that workplace inequality and discrimination remain evident in the security sector, affecting job roles, professional image, and overall employee well-being. These issues are often linked to organizational structure, working conditions, and socio-cultural norms.

In the study conducted by Bautista and Esmilla (2023), examined the workplace conditions of security guards in Manila and found that organizational and environmental factors significantly influence job roles, career advancement, and performance. The study highlighted those demographic variables such as sex affect role assignment, suggesting the presence of inequality across job roles. Similarly, Mindanao and Racelis (2021) reported that security guards in both private and government establishments experience workplace discrimination, verbal abuse, low wages, and inadequate benefits. These challenges negatively impact morale and reinforce unequal treatment among personnel.

Putol et al. (2026) also investigated workplace challenges among security guards in Oroquieta City and found that job demands, stress, and lack of support systems significantly affect performance and well-being. The study emphasized that unequal workload distribution contributes to occupational strain and inequality. To explored the role of school security guards and identified themes such as inclusion, ethical intervention, and community building. The study emphasized that promoting equality and human inclusion enhances both organizational effectiveness and the professional image of security personnel (Pacit, 2026).

Taño and Albela (2026) also examined the effects of rotating work schedules on the cognitive performance of security personnel and found that work conditions significantly influence attention, memory, and decision-making. Unequal scheduling practices may contribute to disparities in performance and evaluation.

Further, Gallibot et al. (2026) studied the work-life balance of security guards and revealed that role strain and conflicting responsibilities affect their well-being. The findings suggest that unequal job expectations can negatively influence both personal and professional aspects of security personnel.

To assessed the level of knowledge of RA 5487 among licensed security guards in Iloilo City and found that training, education, and work exposure significantly influence competency levels. Unequal access to training opportunities contributes to disparities in job performance and professional growth (Rio, 2026).



Similarly to analyzed job satisfaction and workplace literacy among security guards in Makati City and found that these factors significantly affect job performance. The study emphasized that improving workplace conditions and access to knowledge enhances employee satisfaction and reduces inequality (Binaso, 2023).

Aseron et al. (2020) also examined organizational commitment and job satisfaction among security guards and found that a supportive work environment improves retention and performance. The study highlights that unequal treatment and poor working conditions can lead to dissatisfaction and turnover.

The Department of Labor and Employment (DOLE, 2022) emphasized that security guards are often underpaid and deprived of benefits despite being considered “force multipliers” in maintaining peace and order. This reflects structural inequality in employment conditions within the security sector.

Philippine labor reports (2020–2024) further indicate that contractualization and agency-based employment arrangements limit job security and access to benefits among security personnel. These conditions create disparities in compensation, protection, and career development opportunities.

Studies on workplace diversity in the Philippines also reveal that marginalized groups, including women and LGBTQ+ individuals, experience discrimination in hiring, promotion, and job assignment. These issues are more pronounced in male-dominated professions such as security services.

Research on organizational culture in the Philippines highlights that traditional norms and hierarchical systems influence workplace dynamics. These factors contribute to unequal role distribution and biased perceptions of competence among employees. Furthermore, Philippine-based studies on employee welfare emphasize that fair compensation, equal access to training, and inclusive policies are essential in reducing discrimination and promoting equality in the workplace.

This study is grounded in the recognition that, although organizational policies promoting equality and non-discrimination exist, there is a gap between these formal guidelines and the actual experiences of security personnel at the operational level. This highlights a key research gap, as limited studies focus on how such policies are implemented and perceived by security personnel, particularly in relation to fairness, discrimination, and professional image. The study is timely given the increasing emphasis on workplace equity, inclusion, and organizational accountability, especially for often overlooked roles that are essential to institutional functioning. It also addresses pressing problems such as inconsistent policy implementation, communication gaps, limited trust in grievance mechanisms, lack of recognition, and negative stereotyping, which collectively affect the morale, dignity, and professional development of security personnel. By examining these issues, the study aims to support the development of more inclusive,

responsive, and values-based institutional practices that bridge the gap between policy and lived experience.

RESEARCH QUESTIONS

The main objective of this study is to assess the professional image of security personnel, identify experiences of discrimination or inequality, and propose strategies to promote equality across job roles. The desired output is a set of recommendations that organizations can adopt to enhance workplace respect, recognition, and inclusion of security personnel. Specifically, the study seeks to answer the following questions:

1. In what ways do security personnel experience fairness or unfair treatment in their workplace?
2. How do internal organizational policies support or hinder equality among security personnel?
3. What strategies do security personnel themselves propose to strengthen their professional image and dignity in the workplace?
4. Based on the findings of the study, what program may be proposed?

METHODOLOGY

The study employed a qualitative phenomenological research design to explore the lived experiences of security personnel regarding workplace fairness, equality, discrimination, and professional image. Data were gathered through in-depth, semi-structured interviews with purposively selected participants, including security personnel, supervisors, and HR staff from the Bangko Sentral ng Pilipinas. The collected data were transcribed, coded, and analyzed using thematic analysis (Braun and Clarke version) to identify recurring patterns and themes, allowing for a deeper understanding of participants’ perceptions and experiences.

The study was conducted at the Bangko Sentral ng Pilipinas in Malate, Manila, focusing on participants with relevant experience and direct involvement in security operations. A semi-structured interview guide, validated by experts, served as the primary data collection tool, ensuring reliability and relevance. Ethical procedures, including informed consent and confidentiality, were strictly followed throughout the data gathering process. Despite limitations such as a small, location-specific sample and reliance on self-reported experiences, the study provides meaningful insights into workplace equality, professional image, and organizational practices affecting security personnel.

RESULTS

Tables below present the statement of the problem, probing questions, actual response, and themes identified from the verbatim answers of the respondents



Research Problem 1: In what ways do security personnel experience fairness or unfair treatment in their workplace?

INTERVIEW QUESTIONS	ACTUAL RESPONSES	THEMES
How do you describe fair treatment in your workplace?	Informant 2: “We feel appreciated when our supervisors recognize our efforts” Informant 7: “Respect motivates us to perform our duties effectively” Informant 10: “We want to be treated as equal members of the organization.”	Theme 1: Respect and Recognition in the workplace
Have you experienced unequal treatment compared to other employees?	Informant 4: “Sometimes security personnel are not included in activities given to other employees.” Informant 8: “Our opinions are not always considered.” Informant 16: “Difference in treatment affect morale.”	Theme 2: Unequal Access and Limited Workplace Privileges
What misconceptions do employees have about security personnel?	Informant 1: “Some think our job is only to stand at the gate.” Informant 11: “Security Personnel are sometimes underestimated.” Informant 18: “There is a need to educate employees about our functions.”	Theme 3: Stereotyping and Misconceptions about the Security Role
How does leadership affect workplace equality?	Informant 6: “Supportive supervisors make us feel valued.” Informant 14: “Leadership style affects employee experiences.” Informant 20: “Leaders shape workplace culture.”	Theme 4: Leadership Support and Management Practices

Research Problem 2: How do internal organizational policies support or hinder equality among security personnel?

INTERVIEW QUESTIONS	ACTUAL RESPONSES	THEMES
How aware are you of policies promoting workplace equality?	Informant 11: “Policies exist to ensure fairness.” Informant 13: “Not all employees understand the policies.” Informant 17: “Awareness varies among employees.”	Theme 1: Policy Awareness and Understanding
What challenges affect policy implementation?	Informant 5: “Policies are not always explained.” Informant 14: “Interpretations differ among supervisors.” Informant 19: “Communication remains a challenge.”	Theme 2: Communication and Implementation Gaps
How do leaders influence policy implementation?	Informant 7: “Employees observe how leaders apply policies.” Informant 13: “Leadership consistency matters.” Informant 17: “Managers influence workplace equality.”	Theme 3: Leadership Influence on Policy Implementation Managerial Influence
What organizational support is needed to sustain equality?	Informant 9: “Policies should be consistently monitored.” Informant 15: “Employees need assurance that concerns will be addressed.” Informant 18: “Equality is shared responsibility.”	Theme 4: Organizational Support and Accountability

Research Problem 3: What strategies do security personnel propose to strengthen their professional image and dignity?

INTERVIEW QUESTIONS	ACTUAL RESPONSES	THEMES
What can help improve the image of security personnel?	Informant 1: “Additional training improves professionalism.” Informant 6: “Continuous learning improves competence.” Informant 15: “Training enhances confidence.”	Theme 1: Continuous Training and Professional Development
How important is employee recognition?	Informant 3: “Recognition motivates employees.” Informant 9: “Appreciation improved morale.” Informant 18: “Recognition strengthens confidence.”	Theme 2: Recognition and Reward Systems
What opportunities should be provided to security personnel?	Informant 4: “Equal access to training should be given.” Informant 8: “Employees should have equal growth opportunities.” Informant 16: “Career development encourages performance.”	Theme 3: Equal Opportunities for Growth and Advancement
How can professionalism and workplace relationships be strengthened?	Informant 2: “Professional conduct earns respect.” Informant 10: “Positive workplace relationships improve teamwork.” Informant 17: “Mutual respect reduces workplace conflict.”	Theme 4: Strengthening Professional Conduct and Workplace Relationships



DISCUSSION

Thematic Analysis of the Qualitative Findings

Research Problem 1: In what ways do security personnel experience fairness or unfair treatment in their workplace?

3.1.1 Theme 1: Respect and Recognition in the Workplace

The first and most dominant theme that emerged from the qualitative data is Respect and Recognition in the Workplace. Security personnel consistently described fairness in terms of how they are treated during daily interactions. Acts such as being greeted courteously, acknowledged for their efforts, and treated as partners in maintaining institutional safety were viewed as indicators of respect. Participants emphasized that recognition, even in simple forms, contributes significantly to their sense of dignity and professional worth. Informant 2: “We feel appreciated when our supervisors recognize our efforts” Informant 7: “Respect motivates us to perform our duties effectively” and Informant 10: “We want to be treated as equal members of the organization.”

From the HR/Admin perspective, respect and recognition were acknowledged as important elements of a healthy organizational environment. HR/Admin respondents noted that while recognition is encouraged institutionally, its practice often depends on supervisors' leadership styles, leading to variations in employee experience across departments.

The interpretation of this theme suggests that respect and recognition function as powerful motivators that influence morale and workplace behavior. When security personnel feel respected, they demonstrate stronger commitment and professionalism. This theme is supported by Workplace Dignity Theory (Lucas, 2020), which emphasizes that dignity is reinforced through respectful treatment and acknowledgment. It also aligns with Inclusive Leadership Theory (Randel et al., 2021), which highlights leaders' roles in promoting inclusion and recognition. Recent literature further affirms that recognition enhances employee engagement and professional identity in security-related roles.

3.1.2 Theme 2: Unequal Access and Limited Privileges

The second theme pertains to Unequal Access and Limited Privileges experienced by security personnel. Participants shared experiences of restricted access to certain facilities or exclusion from institutional activities, which they perceived as indicators of unequal treatment. Security personnel expressed that such limitations, although sometimes procedural, contribute to feelings of separation from other employees.

HR/Admin respondents explained that access restrictions are often based on security protocols or organizational procedures rather than discriminatory intent. However, they acknowledged that these practices may be misinterpreted if not clearly explained or consistently applied. The identified theme “Unequal Access and Limited Privileges” is strongly supported by both foreign and local literature, which consistently highlight disparities in opportunities, benefits, and role assignments among security personnel and other organizational members.

Globally, studies affirm that unequal access is embedded in organizational structures and practices. For instance, Bautista and Esmilla (2023) emphasized that organizational and

environmental factors significantly influence job designation and career advancement, resulting in unequal opportunities that affect employee morale and perceived value of roles. Similarly, Sarmiento and Jose (2025) found that security personnel—particularly women—experience limited recognition and lack of benefits despite their contributions, reflecting restricted access to privileges within the workplace.

Further, disparities are evident in access to training and knowledge resources. Coopamootoo and Ng (2023) highlighted that inequality can stem from differences in training opportunities and information dissemination, which directly impacts competence and professional growth. This suggests that limited access is not only economic but also developmental, affecting long-term career progression and role performance.

This theme indicates that perceived inequality often arises from lack of transparency and communication. While restrictions may serve legitimate operational purposes, their impact on morale cannot be overlooked. This finding is corroborated by Organizational Justice Theory (Colquitt et al., 2020), particularly interactional justice, which emphasizes the importance of explanation and respectful communication. Literature on public-sector security roles also notes that unclear access policies contribute to feelings of marginalization among frontline personnel.

1.3 Theme 3: Stereotyping and Misconceptions about the Security Role

The third theme highlights Stereotyping and Misconceptions about the Security Role. Security personnel reported being perceived as having limited skills or authority, which undermined their professional image. Participants emphasized that such stereotypes diminish their confidence and reduce opportunities for meaningful engagement with other employees.

HR/Admin respondents acknowledged that role misconceptions persist within organizations, particularly when security work is viewed as purely operational. They emphasized the need for awareness programs to educate employees about the responsibilities and competencies of security personnel.

The theme “Stereotyping and Misconceptions about the Security Role” is strongly corroborated by the reviewed literature, which consistently demonstrates that security personnel are often subjected to biased perceptions, role stereotyping, and misjudgment of their capabilities. These misconceptions influence how their roles are defined, evaluated, and valued within organizations.

Globally, literature highlights that stereotyping is deeply rooted in organizational culture and gender norms. Studies show that security roles, particularly in male-dominated environments, are often shaped by patriarchal expectations. For instance, female security personnel are frequently assigned to less critical or less visible tasks, reflecting assumptions about their capabilities and reinforcing stereotypical beliefs about gender roles. This demonstrates how misconceptions about competence lead to unequal task distribution and limit professional growth.

Moreover, biases in evaluating performance further reinforce stereotypes. Mbaka and Tuma (2023) found that gender



influences how security-related decisions and competencies are assessed, suggesting that personnel are judged not purely on merit but on preconceived notions. Such evaluation bias contributes to the misinterpretation of abilities and undermines the credibility of certain groups within the security workforce.

In addition, stereotyping is evident even during recruitment and hiring processes. Hall and Rao (2024) revealed that gender bias affects how candidates are assessed, while Armstrong et al. (2024) found that even artificial intelligence systems can perpetuate stereotypes by associating women with lower-level roles and less experience. These findings indicate that misconceptions are not only socially constructed but also technologically reinforced, shaping workforce composition from the outset.

Beyond gender, stereotypes also extend to religion, identity, and social background. Mansouri and Perlow (2024) demonstrated that applicants for security-related roles are evaluated differently based on religious identity, with some groups receiving lower trust ratings. This suggests that cultural and social biases contribute to misconceptions about trustworthiness and suitability for security roles.

Locally, Philippine-based studies support these findings by emphasizing how traditional norms and hierarchical systems shape workplace perceptions. Research indicates that role assignments and judgments of competence are often influenced by socio-cultural expectations rather than actual performance. These biases contribute to the marginalization of certain groups and reinforce inaccurate perceptions about the scope and importance of security work.

Furthermore, misconceptions about the security role are also linked to limited recognition and undervaluation. Security personnel are frequently perceived as performing routine or low-skill tasks, despite their critical responsibilities in maintaining safety and order. This misperception affects their professional image, access to opportunities, and overall treatment within organizations.

This theme suggests that stereotyping contributes to workplace inequality by reinforcing hierarchical perceptions. The findings align with Workplace Dignity Theory (Lucas, 2020), which links stigmatization to diminished self-worth. They are also supported by Human-Centered Management Philosophy (Pirson, 2021), which advocates for recognition of every role's intrinsic value. Contemporary studies emphasize that challenging stereotypes is essential in promoting inclusive organizational cultures.

3.1.4 Theme 4: Leadership Support and Management Practices

The fourth theme focuses on Leadership Support and Management Practices. Security personnel noted that the level of support they receive varies depending on the supervisor or manager. Supportive leadership, characterized by open communication and appreciation, positively influenced morale, while lack of engagement led to feelings of neglect.

HR/Admin respondents recognized leadership as a critical factor in ensuring fair treatment. They acknowledged that

consistent leadership practices are necessary to reinforce institutional values and policies related to equality.

The interpretation of this theme underscores the importance of leadership in translating policy into practice. This finding is corroborated by Inclusive Leadership Theory (Randel et al., 2021), which emphasizes that leaders shape employees' experiences of inclusion and fairness. Additionally, Human-Centered Management Philosophy (Pirson, 2021) supports the idea that ethical and empathetic leadership fosters dignity and equality. Recent literature further confirms that leadership consistency is key to sustaining inclusive workplace environments.

3.1.4 Theme 4: Leadership Support and Management Practices

The theme "*Leadership Support and Management Practices*" is substantiated by the reviewed literature, which emphasizes the critical role of organizational leadership, policies, and management systems in shaping workplace equality, employee well-being, and professional development within the security sector.

Globally, studies highlight that organizational culture—largely influenced by leadership—plays a central role in either reinforcing or addressing workplace inequalities. Research shows that discriminatory practices and unequal treatment are often rooted in structural and managerial systems, indicating that leadership decisions directly affect access to opportunities, role assignments, and employee experiences. This suggests that ineffective or biased management practices can perpetuate inequality, while inclusive leadership can promote fairness and equity.

Further, Yu and Lee (2019) demonstrated that inclusive organizational cultures significantly reduce discrimination and harassment. Their findings underscore that leadership support—through fair policies, respectful work environments, and inclusive practices—is essential in fostering equality and strengthening the professional identity of personnel. This implies that management practices are not merely administrative functions but are instrumental in shaping workplace dynamics and employee perceptions.

In addition, literature points to the importance of equitable resource distribution and institutional support. Coopamootoo and Ng (2023) found that disparities in access to training and information are often influenced by organizational decisions, reflecting how management practices can either enable or restrict professional growth. This highlights that leadership support is crucial in ensuring that all personnel have equal access to development opportunities.

Moreover, studies emphasize that addressing workplace inequality requires policy reform and organizational awareness. Sarmiento and Jose (2025) argued that ensuring fair compensation, recognition, and opportunities depends on proactive leadership and well-implemented policies. Without strong management support, efforts to promote equality remain ineffective.

At the local level, Philippine-based literature reinforces these findings. Aseron et al. (2020) found that a supportive work



environment significantly improves organizational commitment, job satisfaction, and employee performance. This indicates that leadership practices—such as providing support systems, fair treatment, and recognition—are key determinants of employee outcomes and retention.

Similarly, studies reveal that poor working conditions, low wages, and lack of benefits among security personnel are often linked to weak management systems and inadequate institutional support. The Department of Labor and Employment (DOLE, 2022) reported that many security guards are undercompensated and deprived of benefits, reflecting gaps in leadership and policy implementation within organizations.

Research Problem 2: How do internal organizational policies support or hinder equality among security personnel?

3.1.5 Theme 1: Policy Awareness and Understanding

This theme emerged from the responses of the participants regarding their awareness and understanding of organizational policies related to workplace equality, fairness, and professional conduct. During the interviews, both security personnel and HR/Admin respondents acknowledged the existence of policies designed to promote equal treatment among employees. However, several participants expressed that awareness and understanding of these policies vary among personnel. Some respondents indicated that although policies are available, they are not always fully communicated or explained to all employees, resulting in varying levels of knowledge and understanding.

Security personnel emphasized that awareness of organizational policies is important because it enables employees to understand their rights, responsibilities, and available mechanisms for addressing workplace concerns. Several participants stated that they learned about equality-related policies only through informal discussions or personal experiences rather than through formal orientation or regular information dissemination activities. As a result, some employees may not fully understand how these policies protect them from discrimination or unfair treatment. One participant shared: *“There are policies that support fairness, but not everyone knows about them. Sometimes, employees only become aware of a policy when an issue arises.”*

This statement suggests that policy awareness remains reactive rather than proactive. Instead of learning policies through structured communication channels, employees often become aware of them only when problems occur. Such circumstances may limit the effectiveness of policies because employees cannot fully benefit from protections or opportunities they do not know exist.

From the perspective of HR/Admin respondents, policy dissemination remains an important organizational responsibility. Respondents explained that while efforts are made to communicate workplace policies, challenges such as work schedules, operational requirements, and information overload may affect how effectively policies are understood by employees. They emphasized that continuous communication and regular

orientation programs are necessary to strengthen awareness and understanding.

The findings indicate that policy awareness is a critical factor in promoting workplace equality. Policies may be well-written and aligned with organizational values, but their effectiveness depends on employees' ability to understand and apply them in their daily work environment. When employees are fully aware of organizational policies, they are more likely to recognize fair treatment, comply with organizational standards, and actively participate in creating a positive workplace culture.

In the Philippine context, studies further confirm that knowledge of laws and organizational policies influences competency and job performance. Rio (2026) found that training and work exposure significantly affect security guards' understanding of regulatory frameworks, while Binasoy (2023) emphasized that workplace literacy improves job satisfaction and reduces inequality. Similarly, DOLE (2022) reported that gaps in policy implementation contribute to unequal access to benefits and protections among security personnel.

The findings are supported by Organizational Justice Theory (Colquitt et al., 2020), which emphasizes that employees' perceptions of fairness are influenced not only by organizational decisions but also by the transparency and communication of policies and procedures. Employees are more likely to perceive fairness when they clearly understand how decisions are made and how organizational policies are applied.

3.1.6 Theme 2: Communication and Implementation Gaps

This theme emerged from the responses of the participants regarding the challenges associated with communicating and implementing organizational policies related to equality and fair treatment. While both security personnel and HR/Admin respondents acknowledged the existence of policies intended to promote fairness, several participants noted that gaps in communication and inconsistencies in implementation often affect how these policies are experienced in the workplace. The participants emphasized that policies may be effective only when they are clearly communicated and consistently applied to all employees regardless of position or assignment.

As Informant 5 stated: *“There are policies that support equality, but not everyone is aware of them because they are not always explained or discussed regularly.”* This statement indicates that communication plays a critical role in policy effectiveness. The respondent suggests that employees may not fully benefit from workplace policies when information dissemination is limited or inconsistent. Informant 14 also shared that *“Sometimes employees receive different interpretations of the same policy depending on who explains it. This can create confusion and misunderstandings”*. This response implies that inconsistent communication may affect employees' understanding of workplace rules and procedures. Differences in interpretation may also lead to perceptions of unequal treatment among personnel.

The findings reveal that communication and implementation gaps may reduce the effectiveness of equality-related policies. Even well-designed policies may fail to achieve



their intended outcomes when employees are not fully informed or when implementation varies across departments.

Aligned with the literature, it points out that biases and inconsistencies in evaluation and decision-making may arise from poor communication and unclear guidelines. Mbaka and Tuma (2023) noted that gender influences how security-related decisions are evaluated, implying that without clear and uniformly communicated standards, implementation becomes subjective and prone to bias. This reinforces the existence of gaps between formal policies and actual practices.

In addition, global and local studies highlight that organizational culture and hierarchical structures influence how policies are implemented on the ground. Traditional norms and power dynamics may affect whether policies are enforced consistently or selectively, leading to unequal treatment among personnel. In the Philippine context, workplace challenges such as unequal workload distribution, inadequate support systems, and inconsistent enforcement of rules further demonstrate the presence of implementation gaps (Putol et al., 2026; Mindanao & Racelis, 2021).

This finding is supported by Organizational Justice Theory (Colquitt et al., 2020), which emphasizes that transparency and consistency are important factors influencing employees' perceptions of fairness. Employees are more likely to trust organizational systems when policies are communicated clearly and implemented uniformly. The Inclusive Leadership Theory which highlights the responsibility of leaders to communicate expectations clearly and create environments where employees feel informed and included. Recent literature likewise suggests that effective communication strengthens organizational trust, employee engagement, and policy compliance.

3.1.7 Theme 3: Leadership Influence on Policy Implementation

This theme emerged from the responses of participants regarding the role of supervisors and managers in implementing organizational policies related to workplace equality. The respondents emphasized that leadership practices significantly influence how policies are interpreted and applied in daily workplace situations. While policies provide a formal framework for promoting fairness, leaders are responsible for ensuring that these policies are translated into meaningful workplace practices.

This theme is identified from the verbatim answers of Informant 7 stating that *"Policies are important, but employees often look at how supervisors apply them. If leaders treat people fairly, employees are more likely to feel that the workplace is equal."* And Informant 13 stating that *"Some supervisors actively promote fairness and inclusion, while others may not prioritize these issues. This affects how employees experience workplace equality."* Likewise, Informant 17 added: *"Leaders play a major role in setting the tone for workplace culture. Employees follow what they see from management."*

This response highlights the influence of leadership consistency on employee perceptions. Variations in supervisory practices may create different experiences of fairness among employees. This statement underscores the importance of leadership as a model for organizational behavior. It suggests that

leaders have the capacity to shape workplace norms and influence employee attitudes regarding equality and respect.

The findings indicate that leadership serves as a critical link between policy and practice. Policies alone cannot guarantee equality unless leaders actively support and enforce them. Employees often judge the fairness of an organization based on how supervisors communicate, implement, and model organizational values.

The theme Leadership Influence on Policy Implementation is strongly corroborated by the reviewed literature and studies, which collectively emphasize that organizational leaders play a crucial role in shaping workplace equality, fairness, and the actual execution of policies across job roles.

The literature highlights that organizational culture and leadership practices are primary determinants of how policies are implemented and experienced by personnel. As discussed by Akgün and Sağlam (2025) and Ulaşkın (2024), discrimination persists in security organizations due to deeply embedded patriarchal norms and institutional practices. These findings imply that leadership tolerance or reinforcement of such norms significantly affects how policies on role assignment and promotion are applied, often resulting in unequal treatment.

Moreover, the study of Yu and Lee (2019) supports the idea that inclusive leadership fosters fair and equitable policy implementation. Their findings indicate that organizations that promote inclusion through leadership actions are more likely to reduce discrimination and strengthen fairness across job roles. This suggests that leadership commitment is essential in translating equality policies into actual workplace practices.

The role of leadership is further reinforced by Bautista and Esmilla (2023), who found that organizational factors influence job designation and career advancement. Since leadership is responsible for decision-making and resource allocation, these findings imply that leaders directly shape opportunities and determine whether policies are implemented equitably. Similarly, Sarmiento and Jose (2025) emphasized that unequal recognition and limited benefits among female security guards reflect gaps in policy enforcement, which can be attributed to leadership practices and organizational priorities.

These findings support Inclusive Leadership Theory (Randel et al., 2021), which emphasizes that leaders influence inclusion, trust, and workplace belongingness through their actions and interactions. Inclusive leaders create environments where employees feel respected, valued, and treated fairly.

The findings are also supported by Human-Centered Management Philosophy (Pirson, 2021), which advocates for leadership approaches that prioritize employee dignity, well-being, and ethical treatment. Contemporary studies further indicate that leadership behavior significantly influences organizational culture, employee morale, and perceptions of workplace justice.

3.1.8 Theme 4: Organizational Support and Accountability

This theme emerged from the responses of participants regarding the importance of organizational commitment and



accountability in sustaining workplace equality. Respondents emphasized that equality initiatives require not only policies and leadership support but also organizational mechanisms that monitor compliance, address concerns, and ensure accountability across all levels of the institution.

This theme is identified from the statement of Informant 9 saying that: *"Employees need to know that the organization is serious about equality. There should be systems that ensure policies are actually followed."* This suggests that organizational accountability strengthens employees' confidence in workplace policies and equality initiatives. Informant 15 *"Having policies is not enough. Employees need assurance that concerns regarding unfair treatment will be addressed properly."* This indicates that employees value organizational responsiveness and fairness in resolving workplace issues. Effective grievance mechanisms may contribute to stronger trust and confidence in the organization. And Informant 18 explained: *"Support from the organization is important because it shows that equality is a shared responsibility, not just an individual concern."* This statement highlights the collective nature of workplace equality. Organizational support signals that fairness and inclusion are institutional priorities rather than personal preferences.

The findings reveal that organizational support and accountability are essential in promoting sustainable workplace equality. Employees are more likely to trust equality initiatives when organizations demonstrate commitment through policies, monitoring systems, grievance mechanisms, and continuous improvement efforts.

The theme "Organizational Support and Accountability" is strongly supported by the reviewed literature, which emphasizes that the presence—or absence—of institutional support systems and accountability mechanisms significantly shapes employees' experiences of fairness or unfair treatment in the workplace.

The literature indicates that organizational support is essential in promoting equality, well-being, and professional development among security personnel. For instance, Putol et al. (2026) found that lack of support systems, high job demands, and workplace stress negatively affect both performance and well-being. This suggests that when organizations fail to provide adequate support, personnel may experience inequality and dissatisfaction, reinforcing perceptions of unfair treatment.

Similarly, Gallibot et al. (2026) highlighted that role strain and conflicting responsibilities impact employees' well-being. These findings imply that organizational accountability in workload distribution and role expectations is necessary to ensure fairness across job roles. Without such accountability, disparities in work conditions may arise, leading to unequal treatment among personnel.

The importance of equitable access to training and development opportunities is also emphasized in the literature. According to Rio (2026), training, education, and work exposure significantly influence competency levels among security guards. Unequal access to these opportunities results in disparities in performance and career growth, indicating a lack of

organizational accountability in ensuring equal professional development.

These findings are supported by Organizational Justice Theory (Colquitt et al., 2020), which emphasizes the importance of fair organizational systems and procedures in shaping employee perceptions of justice. Employees are more likely to perceive fairness when organizations establish clear processes for addressing workplace concerns. The findings are likewise supported by Human-Centered Management Philosophy (Pirson, 2021), which advocates for organizational structures that uphold dignity, accountability, and ethical treatment of employees. Recent literature further suggests that organizations with strong accountability systems are more successful in promoting workplace equality and maintaining employee trust.

With these, the findings indicate that organizational support and accountability play a significant role in strengthening workplace equality. By establishing effective monitoring mechanisms, promoting transparency, and ensuring consistent policy enforcement, organizations can create a more inclusive and equitable work environment for security personnel and other employees.

Research Problem 3: What strategies do security personnel propose to strengthen their professional image and dignity?

3.1.9 Theme 1: Continuous Training and Professional Development

This theme emerged from the responses of participants who emphasized the importance of continuous learning, specialized training, and professional development opportunities in strengthening the image and competence of security personnel. Respondents believed that regular training programs enhance knowledge, skills, confidence, and professionalism, enabling security personnel to perform their duties more effectively and efficiently.

As Informant 1 stated that, *"Additional training helps us improve our skills and become more confident in performing our responsibilities."* This statement indicates that training contributes to both competence and self-confidence. The respondent recognizes that continuous learning enables security personnel to adapt to changing workplace demands and security challenges. Informant 6 also shared, *"The more training we receive, the more prepared we become in handling different situations and responsibilities."* That highlights the relationship between professional development and operational effectiveness. It suggests that training equips personnel with the necessary knowledge and competencies to perform their duties with professionalism. Likewise, Informant 15 explained: *"Training programs help security personnel improve not only their technical skills but also their communication and interpersonal abilities."* This statement also demonstrates that professional development extends beyond technical competencies and includes soft skills that contribute to workplace relationships and professional image.

This reveals that continuous training and professional development are essential strategies for strengthening the professional image of security personnel. Employees who receive



regular training opportunities are more likely to demonstrate competence, confidence, and professionalism in the workplace.

The theme Continuous Training and Professional Development is strongly supported by the reviewed literature, particularly in relation to addressing workplace inequality and discrimination across job roles. Several studies highlight that unequal access to training and professional development opportunities contributes significantly to disparities in competence, performance evaluation, and career advancement. For instance, Coopamootoo and Ng (2023) emphasized that gender disparities in access to security knowledge and resources limit both the actual and perceived capabilities of personnel. This suggests that continuous and equitable training is essential not only for skill enhancement but also for reducing bias in how employees are evaluated. Similarly, Rio (2026) found that knowledge of RA 5487 among security guards is largely influenced by training, education, and work exposure, indicating that those with limited access to professional development are at a disadvantage in terms of competency and compliance. These findings directly support the idea that sustained training initiatives are necessary to ensure equal opportunities across job roles.

Moreover, the literature underscores that professional development plays a critical role in challenging organizational norms and reducing discrimination rooted in gender and hierarchy. Studies such as Akgün and Sağlam (2025) and Ulaşkın (2024) reveal that women in security services are often assigned less visible roles and are overlooked for promotion, partly due to entrenched stereotypes and limited opportunities to demonstrate competence. Continuous training programs can help counter these biases by equipping all personnel with standardized skills and certifications, thereby promoting merit-based evaluation. In a broader context, Yu and Lee (2019) demonstrated that inclusive organizational practices—often reinforced through training and awareness programs—significantly reduce discrimination and harassment. This implies that training is not only technical but also social, fostering inclusive values and professional respect within organizations.

Local studies further reinforce this theme by showing how professional development influences both performance and workplace equality. Binasoy (2023) found that workplace literacy and job satisfaction are closely linked to access to knowledge and training, while Aseron et al. (2020) highlighted that supportive environments that include development opportunities improve employee commitment and retention. Additionally, Bautista and Esmilla (2023) noted that organizational factors affecting career advancement are often tied to unequal opportunities, which can be mitigated through structured training systems. These findings suggest that continuous professional development serves as a mechanism for leveling the playing field, improving morale, and enhancing the professional image of security personnel. Overall, the literature consistently demonstrates that sustained, inclusive, and accessible training programs are essential in addressing discrimination, improving competency, and promoting equality across job roles.

The findings support Human-Centered Management Philosophy (Pirson, 2021), which emphasizes investing in

employee growth and development to enhance individual and organizational performance. Similarly, Inclusive Leadership Theory (Randel et al., 2021) highlights the importance of providing employees with opportunities for learning and development as a means of promoting engagement and inclusion.

3.1.10 Theme 2: Recognition and Reward System

This theme emerged from the participants' responses regarding the importance of recognition and appreciation in improving employee morale, motivation, and professional dignity. The respondents expressed that recognition of accomplishments and contributions positively influences how security personnel perceive themselves and their value within the organization. As Informant 3 stated: *"Recognition programs make employees feel appreciated and motivated to perform their duties better."* Informant 9 shared: *"Even simple appreciation from supervisors can make a big difference in how we feel about our work."* And, Informant 18 explained: *"When achievements are recognized, security personnel become more motivated and confident in their abilities."*

This statement indicates that recognition contributes to employee motivation and workplace satisfaction. Employees who feel valued are more likely to maintain positive attitudes and strong work performance. Likewise, this response suggests that recognition does not necessarily require monetary rewards. Verbal appreciation and acknowledgment of contributions can significantly influence employee morale and the positive relationship between recognition and professional confidence. Recognition reinforces employees' sense of accomplishment and professional worth.

The findings reveal that recognition and reward systems play a vital role in strengthening the professional image and dignity of security personnel. Employees who receive recognition are more likely to demonstrate higher levels of motivation, engagement, and commitment to organizational goals.

The theme Recognition and Reward System is well supported by the reviewed literature, particularly in relation to how unequal acknowledgment, compensation, and career advancement contribute to workplace inequality and discrimination. Several studies emphasize that recognition—whether in the form of promotions, benefits, or performance appraisal—is not equally distributed across job roles. For instance, Sarmiento and Jose (2025) found that female security guards often experience limited recognition and insufficient benefits despite their contributions, indicating that reward systems may be influenced by gender bias. This aligns with the findings of Bautista and Esmilla (2023), who noted that organizational factors significantly affect job designation and career progression, suggesting that rewards and advancement opportunities are not always based on merit but may reflect structural inequalities within the organization.

Further corroboration is seen in studies highlighting how inequitable compensation and benefits reinforce disparities among personnel. The Department of Labor and Employment (DOLE, 2022) reported that security guards are frequently underpaid and deprived of adequate benefits despite their



essential role in maintaining safety and order. This reflects a systemic issue in reward distribution, where certain job roles are undervalued. Similarly, Mindanao and Racelis (2021) documented experiences of low wages, verbal abuse, and inadequate benefits among security guards, all of which negatively impact morale and contribute to feelings of inequity. These findings indicate that the absence of a fair and transparent reward system can weaken employee motivation and reinforce perceptions of discrimination across roles.

Likewise, this support Workplace Dignity Theory (Lucas, 2020), which emphasizes the importance of recognition in fostering employee dignity and self-worth. Likewise, Organizational Justice Theory (Colquitt et al., 2020) suggests that employees are more likely to perceive fairness when their contributions are acknowledged and rewarded appropriately.

Recent literature indicates that employee recognition programs contribute to improved morale, productivity, and organizational commitment. Organizations that actively recognize employee achievements create more positive workplace cultures and stronger professional identities.

3.1.11 Theme 3: Equal Opportunities for Growth and Advancement

This theme emerged from participants' responses regarding the importance of providing equal access to career development, training opportunities, promotions, and organizational participation. Respondents emphasized that equal opportunities contribute to perceptions of fairness and strengthen employees' confidence in the organization. As Informant 4 stated: *"All employees should have equal opportunities to attend training programs and participate in organizational activities."* This statement highlights the importance of inclusivity and fairness in professional development opportunities. Informant 8 also shared: *"Employees become more motivated when they know that opportunities are available regardless of position or assignment."* This response suggests that equal access to opportunities promotes employee engagement and motivation. Informant 16 explained: *"Career development opportunities help employees feel valued and encourage them to improve their performance."* This statement indicates that opportunities for advancement influence employees' commitment to personal and professional growth.

The findings reveal that equal opportunities for growth and advancement contribute significantly to workplace equality and professional dignity. Employees who perceive equal access to opportunities are more likely to trust the organization and remain committed to its goals.

Local literature also reinforces this theme by highlighting the challenges faced by security personnel in accessing career development opportunities. Mindanao and Racelis (2021) documented that security guards often experience poor working conditions, low wages, and limited benefits, which hinder their ability to pursue advancement. Similarly, Putol et al. (2026) and Gallibot et al. (2026) noted that workload imbalance and role strain can restrict professional growth and reduce opportunities for skill development. Furthermore, Rio (2026)

emphasized that training and work exposure significantly influence competency levels, implying that unequal access to these opportunities directly affects career progression. Supporting this, Binasoy (2023) found that workplace literacy and job satisfaction are linked to performance, which in turn affects advancement opportunities.

3.1.12 Theme 4: Strengthening Professional Conduct and Workplace Relationships

This theme emerged from participants' responses emphasizing the importance of professionalism, teamwork, mutual respect, and positive workplace relationships. Respondents recognized that professional behavior and healthy interpersonal relationships contribute significantly to workplace harmony and employee dignity.

As Informant 2 stated: *"Professional conduct helps security personnel gain the respect of other employees and strengthens our image."* This statement suggests that professionalism directly influences how security personnel are perceived within the organization. Informant 10 shared: *"Good relationships with supervisors and coworkers create a positive working environment."* This response indicates that workplace relationships contribute to employee satisfaction and organizational cohesion. Informant 17 explained: *"Mutual respect among employees promotes teamwork and reduces workplace conflicts."* This highlights the importance of respectful interactions in fostering positive workplace cultures.

The findings reveal that professional conduct and workplace relationships play a critical role in strengthening the image and dignity of security personnel. Professionalism promotes trust, respect, and credibility, while positive workplace relationships encourage collaboration and organizational unity.

Moreover, the literature underscores the importance of ethical behavior and mutual respect in addressing workplace challenges such as harassment and bias. Pinzon and Rosel (2023) documented instances of sexual harassment among female security guards, revealing significant gaps in professional conduct and organizational response. This finding supports the need for stronger policies and training focused on ethical standards, respect, and accountability in workplace interactions. In addition, Mbaka and Tuma (2023) found that biases in evaluating performance and decision-making can affect how individuals are treated within professional relationships, indicating that improving fairness in judgment is crucial to building trust and cooperation among personnel.

Local studies further reinforce the importance of workplace relationships in shaping employee well-being and performance. Mindanao and Racelis (2021) reported that security guards experience verbal abuse and unfair treatment, which negatively affect morale and interpersonal dynamics. Similarly, Aseron et al. (2020) found that a supportive work environment enhances organizational commitment, suggesting that positive relationships between employees and management contribute to better performance and retention. Pacit (2026) also emphasized themes of inclusion, ethical intervention, and community building among school security guards, highlighting that strong



interpersonal relationships and shared values improve both organizational effectiveness and the professional image of personnel.

CONCLUSION

Based on the findings of the study, it is concluded that workplace equality among security personnel is largely determined by how respect and recognition are practiced in daily organizational interactions. While formal policies provide a foundation for fairness, they are insufficient on their own to ensure equality unless consistently implemented and reinforced through leadership behavior and organizational culture. The study also concludes that discrepancies between policy intent and employee experience contribute to perceptions of unfair treatment. Security personnel evaluate fairness based on interpersonal treatment and inclusion, whereas administrative perspectives tend to focus on procedural compliance. Bridging this gap requires greater emphasis on communication, transparency, and inclusive leadership. Moreover, strengthening the professional image of security personnel requires a holistic approach that combines personal competence, continuous training, recognition, and institutional support. Leadership plays a vital role in shaping perceptions of equality and dignity in the workplace.

Recommendation

The study recommends adopting a structured program to promote equality and enhance the professional image of security personnel within the Bangko Sentral ng Pilipinas. It emphasizes strengthening leadership engagement through inclusive training, improving communication of organizational policies, and establishing formal recognition systems to acknowledge the contributions of security personnel.

Additionally, the study highlights the need to expand professional development opportunities through continuous training and to promote organizational awareness to address stereotypes and foster respect for security personnel's roles. These measures aim to create a more inclusive, fair, and supportive workplace environment.

Compliance with Ethical Standards

The study strictly followed ethical procedures by securing informed consent from all participants before data collection. Participants were fully informed about the purpose of the study, their rights, and the voluntary nature of their participation, including their freedom to withdraw at any time. Confidentiality was ensured by excluding identifying information from transcripts, securely storing data, and limiting its use to academic purposes. Furthermore, the researcher-maintained respect, sensitivity, and professionalism throughout the process, avoiding any questions that could cause discomfort. All participants were adult employees, and equal opportunity was provided regardless of gender, age, or position. The study adhered to ethical standards, including the Data Privacy Act of 2012 and national research guidelines, to protect participants' rights and ensure fairness.

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