



THE IMPACT OF TRAINING ON SECURITY PERSONNEL'S PERFORMANCE AND JOB SATISFACTION: AN EXPLANATORY SEQUENTIAL ANALYSIS

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ABSTRACT

The study measured and explored the impact of training on security personnel's performance and job satisfaction, which is an explanatory sequential analysis. There were two phases in this mixed study namely the quantitative research, wherein 350 security professionals were taken as respondents of the study and were surveyed using a modified questionnaire and the data gathered were treated statistically using Median and Pearson's product-moment correlation coefficient (Pearson r); and, in the qualitative phase, Collaizi thematic analysis was used, wherein a guide question was utilized to interview seven (7) participants purposely chosen by the researcher. The result disclosed the following: In the quantitative phase, The level of training of security personnel is described as satisfied, wherein the indicator physical security is the only one rated very satisfied while the remaining two indicators disclosed a satisfied classification; the level of security personnel performance is labeled very satisfied. The indicators protecting lives and properties, enforcing rules and regulations, and reporting and documenting incidents/important details, all are described as very satisfied; the level of job satisfaction of the security personnel is described as very satisfied. Out of five indicators three are described as very satisfied, namely compensation and fringe benefit, working condition and interpersonal relationship, while the remaining two are labeled satisfied namely motivation at work, and present job; there is strong correlation between training of security personnel and security personnel performance; there is a strong correlation between training of security personnel and security personnel job satisfaction. In the qualitative phase, The type of training challenges encountered by security officers concerns financial and relief personnel; the security personnel performance challenges encountered by security professionals involve making reports and their role as security guards; the job satisfaction challenges encountered by security personnel include compensation and supervision; and, the coping strategies include coping with training challenges, coping with performance challenges, and coping with job satisfaction challenges. The implication of the study is for the security agencies to convince their clients to provide benefits for the security personnel.

KEYWORDS: Impact, Training, Security Personnel's Performance, Job Satisfaction, Physical security, Personnel security.

INTRODUCTION

The Philippines needs security personnel at every institution because of the high rate of robberies and thefts. As a result, practically every establishment has security personnel on duty at the door, which most foreigners visiting the country find odd. Since there is a high demand for security professionals and they pay well, job seekers are applying to become security professionals. However, becoming a security professional takes time, and obtaining a License to Exercise Security Profession (LESP) takes longer overall, including in Region XI. Additionally, neuro validation takes time, which frustrates most aspirants. Unfortunately, this waiting process forced the majority of applicants to take the simplest route possible, hiring fixers who charge less than usual which would only take less time to obtain the necessary license and even neuro validation without going through training and examination, respectively, resulting in qualified but inept security personnel. Regrettably though, some of them were duped by fixers who provided them with phony licenses and neuro results.

A security officer's effectiveness on duty may be assessed based on many critical aspects, including their ability to maintain safety and security, respond to problems, and communicate effectively. Attendance, awareness, procedure understanding, incident reaction, communication abilities, collaboration, and report writing are frequently cited as key

performance indicators. A security officer's physical attributes, level of fitness, and familiarity with security gear all affect how successful they are overall. Due to their responsibility to prevent and defend against threats and attacks, as well as to ensure the safety of themselves, others, and the property they guard against potential or existing threats, private security guards face challenging working conditions. The physiological, financial, and social requirements and wants of the private security guards who perform this challenging work must be met in order for them to perform their tasks effectively; in other words, they must achieve job satisfaction. As a result, managers of private security guards have to be aware of the degree of job satisfaction and implement strategies that will raise it (Fauzia, Siregar, Sinaga, & Putra, 2024).

The reviewed literature establishes that job satisfaction and work performance among private security personnel are influenced by several interconnected factors, particularly role clarity, working conditions, compensation and benefits, training opportunities, equipment, and organizational support. International literature, particularly from the United States, emphasizes that security guards are more satisfied when their responsibilities are clearly defined, their work environment is safe and adequately equipped, their compensation is fair, and they are provided opportunities for continuous training and professional development (Suganya &



Sujith, 2025). These findings highlight training not merely as a compliance requirement but as an organizational factor that can strengthen competence, confidence, and job satisfaction.

In the Philippine context, the literature emphasizes the critical role of competence and training in ensuring the effectiveness and reliability of private security personnel. Concerns regarding the regulation and quality of private security providers underscore the need for qualified and adequately trained security guards (Libo-on & Tayco, 2022). Given that security personnel are entrusted with protecting lives and property, competence in responding to security threats, emergencies, and daily operational challenges is particularly important (Rustam & Habidin, 2021; Ayeo-eo, 2024). Thus, adequate and relevant training is viewed as an important mechanism for improving security personnel's preparedness and capacity to perform their duties.

At the local level, the situation in Davao City further demonstrates the importance of training and operational resources. Security personnel may encounter limitations in protective equipment, communication tools, facilities, and crisis-management training, which can constrain their ability to respond effectively to security threats and emergencies (Runas, 2024). While these studies recognize the importance of training, resources, and competence, they provide limited empirical evidence regarding how training specifically relates to the actual performance and job satisfaction of private security personnel in Davao City.

Despite the existing literature, a contextual, empirical, and relational gap remains. First, much of the available literature discusses training and security personnel competence in general terms, with limited attention to the measurable impact of training on both job performance and job satisfaction. Second, although international studies identify training as a factor associated with job satisfaction, these findings may not be directly transferable to Philippine private security personnel because of differences in regulatory systems, working conditions, organizational practices, and training environments. Third, local literature concerning Davao City primarily highlights the importance of training, equipment, and preparedness but provides insufficient empirical evidence linking the adequacy or effectiveness of training with security personnel's performance and job satisfaction.

Therefore, the present study addresses this gap by generating baseline empirical data on the impact of training on the performance and job satisfaction of private security personnel in Davao City. By examining these variables within the local context, the study seeks to determine whether and to what extent training contributes to better job performance and greater job satisfaction. The findings may provide an evidence-based basis for improving training programs, organizational support, and professional development initiatives for private security personnel in Davao City.

Theoretical Framework

The present study is primarily anchored on Human Capital Theory by Becker (1964), with support from Kirkpatrick's Four-Level Training Evaluation Model (Kirkpatrick & Kirkpatrick, 2006) and Herzberg's Two-Factor Theory (Herzberg et al., 1959). These theories collectively explain how training contributes to the development of

employee competencies, influences work performance, and affects job satisfaction among security personnel.

The study is primarily anchored on Human Capital Theory, proposed by Gary Becker (1964). The theory asserts that investments in education, training, and skill development enhance employees' knowledge, abilities, and competencies, thereby increasing their productivity and value to the organization. Becker emphasized that human capital is a strategic organizational asset, and continuous investment in employee development contributes to improved individual and organizational performance.

In the context of this study, Human Capital Theory provides the fundamental explanation for examining the level of training among security personnel in terms of physical security, personnel security, and document and information security. Security training equips personnel with the competencies necessary to protect lives and properties, enforce rules and regulations, and properly report and document security-related incidents. The theory suggests that as organizations invest in developing the knowledge and skills of their security personnel, improvements in job performance and organizational effectiveness are expected.

Furthermore, Human Capital Theory supports the investigation of whether training is significantly related to security personnel's performance and job satisfaction. Although the findings of the present study revealed no significant relationship between training and the two outcome variables, the theory remains relevant because it recognizes that employee development is a long-term investment whose benefits may also depend on organizational support, work environment, experience, and other contextual factors beyond training alone.

The first supporting theory is Kirkpatrick's Four-Level Training Evaluation Model, originally developed by Donald Kirkpatrick and later updated by Kirkpatrick and Kirkpatrick (2006). The model proposes that the effectiveness of training can be evaluated through four sequential levels: Reaction (participants' satisfaction with training), Learning (knowledge and skills acquired), Behavior (application of learning in the workplace), and Results (organizational outcomes resulting from training).

This theory supports the present study by explaining how training is expected to translate into improved workplace behavior and organizational performance. The study assessed the level of security training and examined its relationship with security personnel's performance and job satisfaction. The qualitative findings further identified barriers to training, such as operational demands, limited organizational resources, and financial constraints, which may hinder the successful transfer of learning into workplace performance. Thus, the Kirkpatrick Model provides a framework for understanding why effective training requires not only learning opportunities but also organizational support and favorable working conditions.

The second supporting theory is Herzberg's Two-Factor Theory of Motivation, developed by Frederick Herzberg, Bernard Mausner, and Barbara Snyderman (1959). The theory distinguishes between two sets of workplace factors that influence employee attitudes. Hygiene factors, such as compensation, fringe benefits, supervision, working conditions, company policies, and interpersonal relationships, prevent job dissatisfaction but do not necessarily motivate employees.



Conversely, motivator factors, including achievement, recognition, responsibility, advancement, and opportunities for growth, create higher levels of job satisfaction and motivation.

Herzberg's theory directly supports the job satisfaction component of the present study. The variables examined—compensation and fringe benefits, working conditions, interpersonal relationships, motivation at work, and present job—reflect both hygiene and motivational factors identified by Herzberg. Likewise, the qualitative findings revealed that recognition, supportive leadership, promotion opportunities, and organizational support positively influenced job satisfaction, while limited recognition and career advancement reduced employee morale. These findings demonstrate the applicability of Herzberg's theory in explaining how organizational practices influence the satisfaction and motivation of security personnel.

Taken together, these theories provide a comprehensive framework for the present study. Human Capital Theory serves as the primary foundation by explaining that investment in training develops employee competencies and organizational capability. Kirkpatrick's Four-Level Training Evaluation Model complements this perspective by explaining how training should translate into improved workplace behavior and organizational outcomes. Finally, Herzberg's Two-Factor Theory explains how organizational conditions, recognition, compensation, and opportunities for growth influence the job satisfaction of security personnel. Collectively, these theories provide a sound theoretical basis for examining the level of training, performance, and job satisfaction of security personnel, the relationships among these variables, and the challenges encountered in their professional development.

Statement of the Problem

The main objective of the study was to determine the level of impact of training on security personnel's performance and job satisfaction, which is an explanatory sequential analysis

Specifically, it sought answers to the following questions:

1. What is the level of training of security personnel in terms of:

- 1.1 Physical Security
- 1.2 Personnel Security
- 1.3 Document Security and Information Security?

2. What is the level of security personnel's performance in terms of:

- 2.1 Protecting lives and properties
- 2.2 Enforcing rules and regulations
- 2.3 Reporting and documenting incidents/important details?

3. What is the level of security personnel's job satisfaction in terms of:

- 3.1 Compensation and fringe benefits
- 3.2 Working conditions
- 3.3 Interpersonal relationship
- 3.4 Motivation at work
- 3.5 Present Job?

4. Is there a significant relationship between the following:

- 4.1 Training and security personnel's performance

4.2 Training and job satisfaction?

5. What are the challenges encountered in the training, performance, and job satisfaction of the security personnel?

6. Based on the findings, what programs can be proposed?

METHODOLOGY

This study employed a **mixed-methods research approach**, specifically an **explanatory sequential design**, in which quantitative data were collected and analyzed first, followed by a qualitative phase intended to provide deeper explanations and contextual understanding of the quantitative findings. Mixed methods integrate quantitative and qualitative evidence within a single study to provide a more comprehensive understanding of the research problem and to strengthen the credibility of findings through triangulation (Creswell & Clark, 2017; Banawa, 2025).

The study followed the **explanatory sequential process**. After the quantitative data were analyzed, the findings were used to develop a structured, open-ended interview guide for the qualitative phase. This allowed the researcher to identify areas requiring further explanation and to explore participants' experiences relevant to the quantitative results. The qualitative findings were subsequently compared with and integrated into the quantitative findings to provide a more comprehensive interpretation of the results.

The respondents of the study were the security professionals, including human resource personnel, administration executives, operations managers, supervisors, and security guards in Davao City who are active in their duties from various operating security agencies. Considering the proper computation of determining the exact number of active security personnel within Davao City, out of 9,773 security officers and security personnel in Davao City, the researcher decided to utilize Slovin's Formula sampling population tool to determine the exact number of respondents, wherein the computation resulted to 384 number of respondents were surveyed randomly.

Out of 384, the 34 questionnaires were considered invalid because so many items do not have answers. The respondents comprise of two groups, namely the Security Officers and Security Personnel; all taken from the three districts of Davao City. There were 53 security officers and 297 security personnel while in the first district of Davao City, 133 respondents were taken, because it is the area where most of the security personnel are concentrated, 114 from the second district and 103 from the third district. The respondents were distributed as follows:

Noor, Tajik, and Golzar (2022) mentioned that one popular sampling technique for quantitative research using survey instruments is simple random sampling. In populations that are homogenous and evenly picked, simple random sampling is said to be advantageous. In this selection strategy, where the selection procedure is solely dependent on chance, every participant has an equal chance to take part in the study. In terms of inclusion, only security professionals actively working within Davao City will be taken as respondents of the study, particularly those employed through a security agency.



Table 1. Distribution of Respondents

Respondents	Security Officers	Security Personnel	Total	Percentage
1st District	21	112	133	38
2 nd District	18	96	114	33
3 rd District	14	89	103	29
Overall	53	297	350	100

The gathering tool that was used in the study includes a questionnaire for the quantitative phase and guide questions for the qualitative phase, wherein both training and security professional performance as the independent variables of the study were based on the readings of the researcher from the articles in the Internet as well as from online journals and constructed the questionnaires. For the independent variable training, the questionnaire for the first indicator physical security was based on the article of Center for Development of Security Excellence (2017), while the second indicator of the variable training, personnel security was formulated from the article of Protect UK (2022), and the indicator document and information security was formulated based on the article of Hawthorne (2023).

The indicators on the protection of lives and property were formulated from the article of Ellis, Hertig, and Metscher (2020). The indicators on enforcing rules and regulation, was based on the article published by Rock Security Solutions (2023). The indicators on reporting and documenting incidents/important details was based from the article of Great Clacton Church of England Junior School (2019). For the indicators on Job Satisfaction of Security Personnel, they were adopted from Angeles, Saludo, Virtus, and Tun (2015).

Validation of the Tool. To establish content validity, the research instrument was evaluated by three (3) experts in security management and research. This included two (2) security agency consultants with experience in security operations, training, and management, and one (1) academic

expert in research methodology, instrument development, and security or criminology education. They assessed the instrument's relevance, clarity, organization, language, comprehensiveness, and alignment with the study objectives and constructs of training, security personnel performance, and job satisfaction. The interview guide was likewise reviewed for its suitability in eliciting meaningful qualitative responses. Based on their recommendations, revisions were made to improve item clarity, remove ambiguous or redundant statements, refine question sequencing, and ensure alignment with the research objectives. The validators subsequently confirmed that the instrument had satisfactory content validity and was appropriate for data collection.

Reliability of the Instrument. Prior to the actual data collection, the questionnaire was pilot-tested among forty (40) security guards from Goncar Security Agency who had characteristics similar to the target respondents but were excluded from the main study to prevent response contamination. The data were analyzed using Cronbach's alpha, which yielded a coefficient of .860, indicating good internal consistency. Following George and Mallery (2003), an alpha of 0.80–0.89 is considered good. Thus, the instrument was deemed sufficiently reliable for measuring training, security personnel performance, and job satisfaction and was used for the actual data collection in Davao City.

The questionnaire on training, security personnel performance, and job satisfaction used a four-point Likert scale. The following descriptive equivalents were applied:

Numerical Rating	Statistical Limit	Training	Performance	Job Satisfaction
4	3.26–4.00	Very Extensive (VE)	Very Good (VG)	Very Satisfied (VS)
3	2.51–3.25	Extensive (E)	Good (G)	Satisfied (S)
2	1.76–2.50	Less Extensive (LE)	Fair (F)	Less Satisfied (LS)
1	1.00–1.75	Not Extensive (NE)	Poor (P)	Not Satisfied (NS)

The median was used to determine the levels of training, security personnel performance, and job satisfaction because the four-point Likert scale produces ordinal data. The median represents the middle value of ordered responses and is appropriate for ordinal data because it does not assume equal intervals between categories or become unduly affected by extreme values (Boone & Boone, 2012).

The Spearman rank-order correlation coefficient (Spearman's rho) was employed to determine the significant relationships between training and security personnel performance and between training and job satisfaction. This non-parametric test is appropriate for ordinal data and determines the strength and direction of association between variables without requiring normally distributed data.

For the qualitative component, Braun and Clarke's Thematic Analysis (2006) was used to identify and interpret recurring patterns and themes concerning the challenges encountered by security personnel in training, performance, and

job satisfaction. The analysis followed six phases: (1) familiarization with the data, (2) generation of initial codes, (3) searching for themes, (4) reviewing themes, (5) defining and naming themes, and (6) producing the report. This process enabled the researchers to systematically organize participants' experiences and derive meaningful themes from the semi-structured interviews.

RESULTS AND DISCUSSIONS

This section presents presents, analyzes, and interprets the data gathered from the respondents.

Level of Training of Security Personnel

This section presents the findings on the level of training of security personnel in terms of physical security, personnel security, and document and information security.

Physical Security. Table 2 shows that the overall level of training of security personnel in terms of physical security was Very Extensive (Median = 3.75), with Security Officers



obtaining a median of 3.50 and Security Personnel 4.00, both interpreted as Very Extensive. Training in access control systems, unauthorized access detection technologies, and protection of critical systems received the highest ratings (Median = 4.00), while awareness of physical barriers and protective devices was rated Extensive (Median = 3.00). A notable disparity was observed in the use of video cameras and monitoring systems, rated Very Extensive by Security Personnel (Median = 4.00) but Less Extensive by Security Officers (Median = 2.00). These results indicate that the organization provides strong foundational training in physical security, although surveillance and monitoring technologies represent a potential training gap, particularly among Security Officers.

The findings imply that the physical security training program generally equips personnel with the competencies needed to protect facilities, assets, and critical systems and to address threats such as unauthorized access, theft, and sabotage. Consistent with the Center for Development of Security Excellence (2017), physical security involves layered active and passive measures that deter, detect, delay, and document unauthorized access. However, the qualitative findings reveal challenges in translating knowledge into practice. SP1 reported difficulty using new security equipment due to insufficient practical training, while SP3, SP7, and SP8 cited limited opportunities for firearms practice, self-defense exercises, and realistic crowd-control simulations. SP5 likewise emphasized the difficulty of emergency response drills requiring rapid and coordinated decisions, while SP10 noted the physical demands of combining practical exercises with classroom instruction.

Overall, the qualitative findings validate the quantitative results by showing that, despite the Very Extensive level of physical security training, gaps remain in practical application, technical equipment operation, and integrated emergency exercises. The organization should therefore standardize training across Security Officers and Security Personnel and strengthen hands-on exercises, realistic simulations, refresher courses, and competency-based assessments, particularly in CCTV operation, video analytics, and integrated monitoring systems. Such measures would

promote more consistent competencies, improve operational readiness, and further strengthen a coordinated and technology-driven physical security program.

Personnel Security. The overall level of training in personnel security was **Very Extensive** (Median = 4.00), with both Security Officers and Security Personnel reporting identical median ratings of 4.00. This consistency indicates that the organization implements personnel security training uniformly across positions. Four indicators received Very Extensive ratings from both groups: initiating actions during terrorist incidents, identifying and responding to suspicious items using HOT and Four Cs protocols, conducting effective site searches, and using emergency equipment such as defibrillators (Median = 4.00). The remaining indicators, including threat assessment, CBR incident response, bomb threat management, marauding terrorist attack response, evacuation and lockdown procedures, patrolling, incident reporting, and the use of logs and checklists, were rated Extensive (Median = 3.00), indicating adequate training but opportunities for further skills development.

The findings suggest that the organization has established a comprehensive personnel security training program that promotes emergency preparedness and coordinated responses to security threats. This is consistent with Protect UK (2022), which emphasized that security personnel should be properly trained, regularly briefed, and continuously exercised in emergency procedures, as well as Sas et al. (2021), who highlighted the importance of continuous security training in maintaining readiness for evolving threats. However, qualitative responses identified challenges in practical application. SP4 had difficulty understanding security laws and regulations, SP6 struggled with radio codes and communication protocols, SP2 found accurate incident reporting challenging, and SP9 experienced difficulty recalling emergency procedures. SP5 also noted that emergency drills required rapid decision-making and coordination, while SP10 found the combination of physically demanding activities and classroom instruction exhausting. These experiences support the lower ratings for communication, reporting, emergency procedures, and related operational competencies.

Table 2.
Level of Training of Security Personnel

A. Physical Security	Security Officers		Security Personnel		Overall	
	Med	VI	Med	VI	Med	VI
1. Trained in systems designed to restrict entry to authorized personnel, using tools like key cards, biometric scanners, and traditional locks.	4.00	VE	4.00	VE	4.00	VE
2. Trained to do measures to secure the outer boundaries of a property, including fences, walls, and gates to deter or detect intruders	3.00	E	4.00	VE	3.50	VE
3. Trained to use technology that identifies unauthorized access, such as motion sensors, tripwire alarms, and security cameras.	4.00	VE	4.00	VE	4.00	VE
4. Trained to use video cameras and other monitoring systems to observe and record activities within and around a facility.	2.00	LE	4.00	VE	3.00	E
5. Aware of the physical structures and devices that prevent or delay unauthorized entry, such as doors, windows, and secure cabinets.	3.00	E	3.00	E	3.00	E
6. Trained to safeguard critical systems like power, network, and water supplies from damage or disruption.	4.00	VE	4.00	VE	4.00	VE



Overall	3.50	VE	4.00	VE	3.75	VE
B. Personnel Security						
1. Trained to initiate actions at a terrorist incident	4.00	VE	4.00	VE	4.00	VE
2. Trained how to build response levels and different activities required should there be an increase in threat	3.00	E	3.00	E	3.00	E
3. Trained how to identify and respond to hostile reconnaissance/suspicious behavior	3.00	E	3.00	E	3.00	E
4. Appropriately trained how to identify and respond to suspicious items; the application of the HOT protocol (Hidden, Obvious, Typical) and the 'Four Cs' protocol (Confirm, Clear, Communicate, Control)	4.00	VE	4.00	VE	4.00	VE
5. Properly trained how to identify and respond to chemical, biological and radiological incidents	3.00	E	3.00	E	3.00	E
6. Aptly trained how to identify and respond to a bomb threat	3.00	E	3.00	E	3.00	E
7. Trained how to identify and respond to a marauding terrorist attack (MTA) and the Run Hide Tell principles	3.00	E	3.00	E	3.00	E
8. Fully trained for any evacuation, invacuation and/or lockdown	3.00	E	3.00	E	3.00	E
9. Appropriately trained how to search a site effectively	4.00	VE	4.00	VE	4.00	VE
10. Trained how to patrol effectively to deter/disrupt hostile activity	3.00	E	3.00	E	3.00	E
11. Properly trained how and when to report incidents appropriately and to whom	3.00	E	3.00	E	3.00	E
12. Trained concerning the use of incident logs and checklists to ensure an effective response to incidents such as terrorist incidents, bomb threats etc.	3.00	E	3.00	E	3.00	E
13. Trained in learning the requirement to use emergency equipment such as defibrillators etc.	4.00	VE	4.00	VE	4.00	VE
Overall	4.00	VE	4.00	VE	4.00	VE
C. Document Security and Information Security						
1. Properly trained to strengthen access control	2.00	LE	4.00	VE	3.00	E
2. Aptly trained to implement regular backups	2.00	LE	2.00	LE	2.00	LE
3. Trained how to secure mobile networks	2.00	LE	2.00	LE	2.00	LE
4. Appropriately trained how to encrypt storage and file transfers	2.00	LE	2.00	LE	2.00	LE
5. Trained how to establish remote work security policies	2.00	LE	2.00	LE	2.00	LE
6. properly trained to digitize paper documents	2.00	LE	4.00	VE	3.00	E
7. Trained how to utilize version control for document management security	2.00	LE	2.00	LE	2.00	LE
8. Fully trained how to standardize documentation processes	3.00	E	3.00	E	3.00	E
9. Learned how to minimize email for file transfers	3.00	E	3.00	E	3.00	E
10. Trained how to Conduct security audits regularly	3.00	E	3.00	E	3.00	E
11. Properly trained to implement a DMS like Folderit	3.00	E	3.00	E	3.00	E
12. Able to train security personnel on document management security	3.00	E	3.00	E	3.00	E
13. Implement secure document sharing	3.00	E	3.00	E	3.00	E
14. Appropriately trained to monitor for unusual activity	3.00	E	3.00	E	3.00	E
15. Trained how to keep software up-to-date	3.00	E	3.00	E	3.00	E
Overall	3.00	E	3.00	E	3.00	E

VE- Very Extensive; E-Extensive; LE - Less Extensive

Overall, the qualitative findings validate the quantitative results: personnel security training is Very Extensive, particularly in critical emergency response and threat-management competencies, but some specialized and procedural areas remain Extensive rather than Very Extensive. The organization should therefore sustain continuous professional development through refresher courses, realistic simulations, scenario-based drills, and competency assessments, particularly for CBR incidents, bomb threats, evacuation and lockdown procedures, incident reporting, communication protocols, and emergency response. Strengthening hands-on practice and balancing physically demanding activities with

classroom instruction would further enhance skill retention, operational readiness, and the organization's capacity to respond effectively to evolving security threats.

Document Security and Information Security. The overall level of training in document and information security was **Extensive** (Median = 3.00), with both Security Officers and Security Personnel reporting identical median ratings of 3.00. Most indicators, including documentation processes, secure file sharing, security audits, document management systems, monitoring unusual activities, and software updates, were rated Extensive. However, several technical areas—regular backups, mobile network security, encryption, remote



work security policies, and version control—were rated Less Extensive (Median = 2.00). Differences were also observed in training on access control and document digitization, with Security Officers rating these Less Extensive while Security Personnel rated them Very Extensive. These results indicate adequate training in conventional document management but comparatively limited competency in modern cybersecurity and digital information protection.

The findings suggest that although the organization has established a reasonable foundation for protecting records and information, document and information security remains the least developed training domain compared with physical and personnel security. This is consistent with Hawthorne (2023), who emphasized the importance of training personnel in secure document handling to prevent data breaches, compliance violations, and operational disruptions, and with Sas et al. (2021), who stressed continuous training as security technologies and threats evolve. The qualitative findings further support these results. SP1 and SP8 identified limited practical exposure and simulation opportunities, while SP5 and SP10 noted challenges in emergency drills and the difficulty of absorbing training content when physically demanding activities are combined with classroom instruction. These experiences suggest that limited hands-on exposure and the stronger emphasis on operational training may contribute to weaker competencies in digital information security.

Overall, the qualitative findings validate the quantitative results by showing that document and information security training is generally Extensive, but technical and digital competencies require further development. The organization should strengthen training in cybersecurity awareness, data encryption, regular backups and disaster recovery, mobile and remote-work security, cloud-based systems, digital document management, and version control. Hands-on workshops, technology-based exercises, cybersecurity simulations, refresher courses, and competency-based assessments should be regularly conducted to ensure consistent capability among Security Officers and Security Personnel. Strengthening these competencies would reduce vulnerabilities to data breaches, unauthorized access, information loss, and cyber threats while promoting a more comprehensive and resilient organizational security program.

Level of Security Personnel's Performance

This section presents the level of personnel's performance in terms of protecting lives and properties, enforcing rules and regulations, and reporting and documenting incidents/important details.

Protecting Lives and Properties. Table 3 shows that the overall performance of security personnel in protecting lives and properties was Very Good (Median = 4.00), with both Security Officers and Security Personnel reporting identical median ratings of 4.00. Most of the 19 indicators were rated Very Good, particularly proactive surveillance, access control, coordination, evacuation assistance, conflict de-escalation, policy enforcement, risk assessment, asset protection, patrolling, emergency response, observation and reporting, and

deterrence. However, visible presence and customer and employee confidence were rated Good (Median = 3.00), while Security Officers rated first responder capability and incident reporting Fair (Median = 2.00), compared with Very Good ratings from Security Personnel (Median = 4.00). These differences suggest generally strong operational performance but some inconsistencies in emergency preparedness, reporting, and stakeholder engagement.

The findings indicate that security personnel effectively perform their core protective functions and contribute to maintaining a safe and secure environment. This is consistent with PalAmerican Security (2023) and Ellis, Hertig, and Metscher (2020), who emphasized surveillance, access control, emergency response, risk management, and asset protection as fundamental security responsibilities. Christopher and Charles (2020) likewise highlighted accurate incident reporting as essential for investigations, accountability, and organizational decision-making. The qualitative findings reinforce these results: SP2 reported difficulty preparing detailed incident reports, SP6 experienced challenges with radio communication protocols, SP9 had difficulty recalling first-aid procedures, and SP4 struggled with legal and regulatory concepts. SP5 also noted that emergency drills required rapid decision-making and coordination, while SP10 found the combination of physically demanding exercises and classroom instruction challenging. These experiences help explain the comparatively lower ratings in first response and incident reporting.

Overall, the qualitative findings validate the quantitative results by demonstrating Very Good performance in surveillance, access control, patrol operations, policy enforcement, emergency response, and asset protection, while identifying areas requiring further development. The organization should strengthen first responder training, incident documentation, radio communication, legal and procedural knowledge, and public engagement through standardized reporting protocols, refresher courses, hands-on exercises, and realistic emergency simulations. Enhancing visible security presence and customer-service and communication skills may also improve stakeholder confidence. These measures would promote more consistent performance across security personnel and further strengthen their capacity to protect lives, properties, and organizational assets.

Enforcing Rules and Regulations. The overall performance of security personnel in enforcing rules and regulations was Very Good (Median = 4.00), with both Security Officers and Security Personnel reporting identical median ratings of 4.00. All ten indicators—including monitoring and surveillance, access control, maintaining order, rule and policy enforcement, incident response and reporting, client-specific authority, observance of legal boundaries, detention procedures, and teamwork—were rated Very Good (Median = 4.00) by both groups. The uniformly high ratings indicate that security personnel consistently perform their duties effectively, understand the scope and limits of their authority, and adhere to organizational procedures and legal standards.

**Table 3. Level of Training of Security Personnel's Performance in Terms of Protecting Lives and Properties**

Indicators	Security Officers		Security Personnel		Overall	
	Med	VI	Med	VI	Med	VI
1. Visible Presence	3.00	G	3.00	G	3.00	G
2. Proactive Surveillance	4.00	VG	4.00	VG	4.00	VG
3. Access Control	4.00	VG	4.00	VG	4.00	VG
4. First Responders	2.00	F	4.00	VG	3.00	G
5. Coordination	4.00	VG	4.00	VG	4.00	VG
6. Evacuation Assistance	4.00	VG	4.00	VG	4.00	VG
7. Conflict De-escalation	4.00	VG	4.00	VG	4.00	VG
8. Customer and Employee Confidence	3.00	G	3.00	G	3.00	G
9. Policy Enforcement	4.00	VG	4.00	VG	4.00	VG
10. Incident Reporting	2.00	F	4.00	VG	3.00	G
11. Risk Assessment	4.00	VG	4.00	VG	4.00	VG
12. Protection of Assets	4.00	VG	4.00	VG	4.00	VG
13. Patrolling	4.00	VG	4.00	VG	4.00	VG
14. Surveillance Monitoring	4.00	VG	4.00	VG	4.00	VG
15. Access Control	4.00	VG	4.00	VG	4.00	VG
16. Emergency Response	4.00	VG	4.00	VG	4.00	VG
17. Enforcing Rules and Policies	4.00	VG	4.00	VG	4.00	VG
18. Observation and Reporting	4.00	VG	4.00	VG	4.00	VG
19. Deterrence	4.00	VG	4.00	VG	4.00	VG
Overall	4.00	VG	4.00	VG	4.00	VG
Enforcing Rules and Regulations						
1. Monitoring and Surveillance: Security professionals are responsible for observing activities on the property, patrolling the area, and monitoring surveillance equipment like cameras to ensure compliance and deter rule violations.	4.00	VG	4.00	VG	4.00	VG
2. Access Control: They control entry and exit points, checking identification and verifying credentials to prevent unauthorized access and enforce visitor policies.	4.00	VG	4.00	VG	4.00	VG
3. Maintaining Order: A visible presence is a deterrent to misconduct, and security personnel act to maintain order by enforcing property rules and procedures.	4.00	VG	4.00	VG	4.00	VG
4. Enforcing Rules and Policies: Security professionals are trained to understand and enforce client-specific policies, which may involve safety protocols, restricted areas, and general behavioral guidelines.	4.00	VG	4.00	VG	4.00	VG
5. Responding to Incidents: Security professionals respond to emergencies and disturbances, acting decisively to resolve problems or to contact and assist law enforcement when necessary.	4.00	VG	4.00	VG	4.00	VG
6. Reporting: Maintaining detailed records and reports of observations, incidents, and enforcement actions is a critical part of security professionals' role	4.00	VG	4.00	VG	4.00	VG
7. Client-Specific Authority: Security professionals operate under the authority of their client or employer to enforce rules and regulations specific to that property or event.	4.00	VG	4.00	VG	4.00	VG
8. Legal Boundaries: Security professionals' action must be within the lawful extent of their powers, avoiding abuses like false claims of authority or excessive force.	4.00	VG	4.00	VG	4.00	VG
9. Detention: In some cases, Security professionals may have the authority to detain individuals for trespassing or other violations until law enforcement arrives, according to their training and local laws.	4.00	VG	4.00	VG	4.00	VG
10. Collaboration: Effective enforcement often requires collaboration with fellow security staff to address concerns and handle emergencies efficiently.	4.00	VG	4.00	VG	4.00	VG



Overall	4.00	VG	4.00	VG	4.00	VG
Reporting and Documenting Incidents/Important Details						
Security professionals...	Med	VI	Med	VI	Med	VI
1. complete the report as soon as possible after the incident while the details are fresh and evidence (like security footage) is accessible	4.00	VG	4.00	VG	4.00	VG
2. use a standardized format following the organization's template for incident reports to ensure consistency and make it easier for others to understand and analyze the data	4.00	VG	4.00	VG	4.00	VG
3. stick to observable details and avoid personal opinions, speculation, or emotional language	4.00	VG	4.00	VG	4.00	VG
4. use plain, professional language. If quoting someone directly, note any swear words or specific phrases accurately	4.00	VG	4.00	VG	4.00	VG
5. include supporting evidence: Attach any relevant supporting documentation, such as security logs, photographs, or witness statements	4.00	VG	4.00	VG	4.00	VG
6. describe the environment and note any physical or environmental conditions that may have contributed to the incident	4.00	VG	4.00	VG	4.00	VG
7. detail any damage or injury: Document any physical or psychological injuries, as well as any property damage that occurred	4.00	VG	4.00	VG	4.00	VG
8. get witness details: Thus, include the names and contact information of any witnesses and a brief summary of what they saw	4.00	VG	4.00	VG	4.00	VG
9. maintain confidentiality and follow organizational procedures for handling and storing reports, especially those containing sensitive or personal information	4.00	VG	4.00	VG	4.00	VG
Overall	4.00	VG	4.00	VG	4.00	VG

VG- Very Good; G - Good; F - Fair

The findings suggest that security personnel demonstrate strong competence in maintaining order, controlling access, responding to incidents, documenting events, and enforcing organizational policies while respecting legal and ethical boundaries. These results are consistent with Rock Security Solutions (2023) and PalAmerican Security (2023), which identify monitoring, access control, emergency response, and maintaining public order as fundamental security responsibilities. The findings also support Christopher and Charles (2020), who emphasized accurate and timely incident reporting as essential for investigations, accountability, and effective security management. Qualitative responses further reinforce the results: SP1, SP3, SP7, and SP8 cited limited practical opportunities involving security equipment, firearms, self-defense, and crowd-control simulations, while SP5 emphasized the demands of emergency drills requiring rapid decision-making and coordination. SP10 likewise noted the physical demands of combining practical exercises with classroom instruction. Despite these challenges, the respondents continued to demonstrate strong performance in enforcing rules and maintaining order.

Overall, the qualitative findings validate the quantitative results by confirming Very Good performance across all aspects of rule and regulation enforcement. The consistently high ratings reflect effective training, coordination, procedural compliance, and awareness of legal authority and limitations. Nevertheless, continuous professional development should be sustained through refresher training, practical exercises, realistic simulations, and regular updates on laws, policies, ethical decision-making, conflict management, and

emergency response. Strengthening hands-on training in crowd control, security equipment, and other high-pressure situations will help ensure that personnel can consistently apply rules, exercise lawful authority, document incidents accurately, and respond effectively to complex security situations.

Reporting and Documenting Incidents/Important Details. The overall performance of security personnel in reporting and documenting incidents and important details was Very Good (Median = 4.00), with both Security Officers and Security Personnel reporting identical median ratings of 4.00. All nine indicators—including prompt report completion, standardized formats, objective and factual accounts, professional language, supporting evidence, incident conditions, injuries and property damage, witness information, and confidentiality—were rated Very Good (Median = 4.00) by both groups. These results demonstrate that security personnel are proficient in preparing timely, accurate, complete, and confidential incident reports that support investigations, legal compliance, organizational decision-making, and security improvements.

The findings indicate that the organization has established effective reporting and documentation practices. This is consistent with Christopher and Charles (2020), who emphasized documenting the 5Ws and 2H of incidents, including relevant environmental conditions, injuries, property damage, and other circumstances. PalAmerican Security (2023) and Rock Security Solutions (2023) likewise identified incident reporting as an essential security responsibility that facilitates communication, investigation, accountability, and coordinated response. Qualitative findings reinforce the quantitative results.



SP2 acknowledged that preparing detailed and accurate incident reports was challenging, while SP4 identified difficulty understanding legal concepts, SP6 cited challenges in memorizing radio communication protocols, and SP9 reported difficulty recalling procedures during emergencies. These experiences indicate that, despite Very Good performance, technical, legal, and procedural demands continue to make incident documentation challenging.

Overall, the qualitative findings validate the quantitative results by confirming Very Good performance in incident reporting and documentation while identifying areas for continued development. The organization should sustain this performance through refresher training in report writing, legal and documentation requirements, communication protocols, evidence recording, and digital incident management systems. Scenario-based documentation exercises conducted during simulated emergencies can further strengthen personnel's ability to produce timely, objective, and complete reports under pressure. Maintaining these competencies will enhance accountability, support evidence-based decision-

making, strengthen legal compliance, and contribute to the continuous improvement of security operations.

Level of Security Personnel's Job Satisfaction

This section presents the level of security personnel's job satisfaction in terms of identified variables.

Compensation and Fringe Benefits. Table 4 shows that the overall level of job satisfaction in terms of compensation and fringe benefits was Satisfied (Median = 3.00), with both Security Officers and Security Personnel reporting identical median ratings of 3.00. Three indicators—frequency of bonuses, connection between pay and performance, and access to company-sponsored training and seminars—were rated Satisfied (Median = 3.00) by both groups. However, a notable difference emerged in benefits, with Security Officers rating them Very Satisfied (Median = 4.00) and Security Personnel Less Satisfied (Median = 2.00), resulting in an overall Satisfied rating. This disparity suggests differences in perceived benefit adequacy, accessibility, or expectations between personnel categories.

Table 4. Level of Security Personnel's Job Satisfaction

A. Compensation and Fringe Benefits	Security Officers		Security Personnel		Overall	
	Med	VI	Med	VI	Med	VI
1. Benefits	4.00	VS	2.00	LS	3.00	S
2. Frequency of bonuses	3.00	S	3.00	S	3.00	S
3. Connection between pay and performance	3.00	S	3.00	S	3.00	S
4. Access to company-sponsored training and seminars	3.00	S	3.00	S	3.00	S
Overall	3.00	S	3.00	S	3.00	S
B. Working Conditions						
1. Workload	4.00	VS	2.00	LS	3.00	S
2. Flexibility of work hours	3.00	S	3.00	S	3.00	S
3. Physical working environment	3.00	S	3.00	S	3.00	S
4. Job security	3.00	S	3.00	S	3.00	S
5. Opportunity to work on interesting projects	4.00	VS	2.00	LS	3.00	S
Overall	3.00	S	3.00	S	3.00	S
C. Interpersonal Relationship						
1. Communication with his/her supervisor	3.00	S	3.00	S	3.00	S
2. Recognition received from his/her supervisor	4.00	VS	2.00	LS	3.00	S
3. The supervisor's management capabilities	3.00	S	3.00	S	3.00	S
4. The supervisor's active involvement in his/her career development	4.00	VS	2.00	LS	3.00	S
5. The overall relationship with his/her supervision	3.00	S	3.00	S	3.00	S
6. The relationship with his/her peers	3.00	S	3.00	S	3.00	S
Overall	3.00	S	3.00	S	3.00	S
D. Motivation at Work						
1. A security professional is passionate about his work.	3.00	S	3.00	S	3.00	S
2. The supervisor/manager delegates important projects/tasks to security professionals that significantly impact his department's overall success.	4.00	VS	2.00	LS	3.00	S
3. A security professional has mastered the skills necessary for the job.	3.00	S	3.00	S	3.00	S
4. The supervisor/manager recognizes when the security professional competently performs his job.	4.00	VS	2.00	LS	3.00	S
5. Throughout the year, the security professional department celebrates its progress toward achieving its goals.	3.00	S	3.00	S	3.00	S
6. Security professionals regularly receive evidence/information about his/her progress.	3.00	S	3.00	S	3.00	S
Overall	3.00	S	3.00	S	3.00	S



E. Present Job						
1. A security professional is noticed when he does a job	3.00	S	3.00	S	3.00	S
2. Getting recognition for the work he does	3.00	S	3.00	S	3.00	S
3. Security professionals pay and the amount of work he does	3.00	S	3.00	S	3.00	S
4. The way his boss handles employees	3.00	S	3.00	S	3.00	S
5. The way his boss takes care of complaints brought to him/her employees	3.00	S	3.00	S	3.00	S
Overall	3.00	S	3.00	S	3.00	S

VS- Very Satisfied; S - Satisfied; LS - Less Satisfied

The findings indicate that compensation practices generally support employee satisfaction, motivation, and organizational commitment, consistent with Suganya and Sujith (2025), who identified compensation and fringe benefits as important determinants of job satisfaction. Similarly, Fauzia et al. (2024), drawing on Herzberg's Two-Factor Theory, emphasized compensation, economic benefits, and organizational support as hygiene factors that help reduce dissatisfaction and promote a favorable work environment. Qualitative responses reinforce these findings: SP1 emphasized that health insurance and overtime pay increased the feeling of being valued, while SP2 and SP6 noted that recognition and incentives enhanced motivation and performance. SP9 likewise associated adequate benefits and management support with greater work focus. SP3 and SP7 highlighted the influence of fair promotion opportunities on morale, while SP10 emphasized that fair leadership, benefits, recognition, and promotion collectively contribute to job satisfaction.

Overall, the qualitative findings validate the quantitative results by showing that security personnel are generally Satisfied with their compensation and fringe benefits, although concerns remain regarding the perceived adequacy and equity of benefits. The organization should periodically review and benchmark compensation and benefit packages, particularly for Security Personnel, while ensuring transparent communication regarding eligibility and performance-based rewards. Strengthening recognition, promotion, and career development programs alongside equitable benefits may further improve motivation, organizational commitment, and employee retention. These measures would help ensure that compensation practices remain fair, competitive, and responsive to the needs of all security personnel.

Working Conditions. The overall level of job satisfaction in terms of working conditions was Satisfied (Median = 3.00), with both Security Officers and Security Personnel reporting identical median ratings of 3.00. Flexibility of work hours, physical working environment, and job security were consistently rated Satisfied (Median = 3.00). However, differences emerged in workload and opportunities to work on interesting projects: Security Officers rated both Very Satisfied (Median = 4.00), while Security Personnel rated them Less Satisfied (Median = 2.00), resulting in an overall Satisfied rating. This disparity suggests that operational personnel may experience heavier workloads, more routine assignments, or fewer opportunities for professional growth than supervisory personnel.

The findings indicate that working conditions are generally adequate and supportive of employee well-being, performance, and job stability. This is consistent with Adelon and Recelis (2021), who emphasized that safe workplaces, manageable workloads, adequate facilities, and organizational support are

important for security personnel working under demanding conditions. Similarly, Fauzia et al. (2024), based on Herzberg's Two-Factor Theory, identified physical working conditions, job security, and workplace environment as hygiene factors that reduce dissatisfaction and support positive employee attitudes. The qualitative findings reinforce these results: SP9 associated management support and adequate benefits with greater work focus, while SP2 and SP6 highlighted the motivational effects of recognition and incentives. SP3 and SP7 emphasized the importance of fair promotion opportunities, while SP10 identified fair leadership, benefits, recognition, and career advancement as important contributors to job satisfaction.

Overall, the qualitative findings validate the quantitative results by confirming that security personnel are generally Satisfied with their working conditions, while highlighting workload and limited opportunities for challenging assignments as areas for improvement. The organization should periodically assess workload distribution, promote equitable work assignments, and provide Security Personnel with opportunities for job rotation, special projects, mentoring, and career development. Strengthening supervisory support, recognition, and professional growth opportunities can further improve employee morale and engagement. These measures would help create more balanced and motivating working conditions while supporting productivity, job satisfaction, and long-term retention.

Interpersonal Relationship. The overall level of job satisfaction in terms of interpersonal relationships was Satisfied (Median = 3.00), with both Security Officers and Security Personnel reporting identical median ratings of 3.00. Communication with supervisors, supervisors' management capabilities, overall relationships with supervisors, and relationships with peers were consistently rated Satisfied (Median = 3.00). However, differences emerged in recognition from supervisors and supervisors' involvement in career development, with Security Officers rating both Very Satisfied (Median = 4.00) and Security Personnel Less Satisfied (Median = 2.00), resulting in overall Satisfied ratings. This suggests that while workplace relationships are generally positive, frontline personnel may perceive less recognition and developmental support than supervisory staff.

The findings indicate that effective communication, teamwork, and supportive supervisory relationships contribute to a positive work environment and employee satisfaction. This is consistent with Fauzia et al. (2024), who identified interpersonal relationships and management practices as important factors influencing job satisfaction, and Anjali (2022), who emphasized that effective communication, active listening, and empathy from supervisors foster employee respect, trust, and motivation. The qualitative findings reinforce these results: SP2 reported discussing work concerns with a supervisor and



seeking guidance, while SP4 emphasized cooperation and mutual support among colleagues. SP9 likewise sought advice from experienced senior personnel to manage workplace challenges. These accounts demonstrate that open communication, teamwork, and supervisory support help sustain positive interpersonal relationships.

Overall, the qualitative findings validate the quantitative results by confirming that security personnel are generally Satisfied with their interpersonal relationships, while identifying recognition and career development as areas requiring greater attention. The organization should implement structured recognition programs, regular feedback, mentoring and coaching, individualized development plans, and transparent promotion opportunities. Supervisors should ensure that recognition and developmental support are provided equitably, particularly to frontline Security Personnel. Strengthening these practices can improve morale, motivation, employee engagement, and retention while fostering stronger interpersonal relationships and overall organizational performance.

Motivation at Work. The overall level of job satisfaction in terms of motivation at work was Satisfied (Median = 3.00), with both Security Officers and Security Personnel reporting identical median ratings of 3.00. Four indicators—passion for work, mastery of job-related skills, celebration of departmental achievements, and regular feedback—were rated Satisfied (Median = 3.00) by both groups. However, differences emerged in delegation of important tasks and supervisory recognition of competent performance, with Security Officers rating both Very Satisfied (Median = 4.00) and Security Personnel Less Satisfied (Median = 2.00), resulting in overall Satisfied ratings. This suggests that while personnel are generally motivated, frontline employees may experience fewer opportunities for meaningful responsibility and recognition.

The findings indicate that meaningful work, skill development, feedback, and recognition contribute to employee motivation, consistent with Sarkar (2024), who emphasized the importance of supportive conditions, meaningful responsibilities, and financial and non-financial incentives in motivating security personnel. Similarly, Suganya and Sujith (2025) highlighted intrinsic factors such as achievement, recognition, responsibility, and opportunities to use skills as important sources of job satisfaction. Qualitative responses reinforce these findings: SP1, SP7, SP8, and SP10 demonstrated professionalism, commitment, optimism, and dedication despite workplace challenges, while SP3 used feedback for improvement, SP5 strengthened time management, and SP6 pursued seminars and training for professional growth. These accounts demonstrate that intrinsic motivation and self-development help sustain performance even when recognition and advancement opportunities are limited.

Overall, the qualitative findings validate the quantitative results by confirming that security personnel are generally Satisfied with their motivation at work, while identifying equitable recognition and delegation of meaningful responsibilities as areas for improvement. Supervisors should provide frontline personnel with greater opportunities to handle important tasks, participate in decision-making, and receive timely and consistent recognition. Mentoring, employee

recognition programs, regular feedback, and transparent career development opportunities should also be strengthened to promote engagement, initiative, professional growth, and sustained organizational effectiveness.

Present Job. The overall level of job satisfaction of security personnel in terms of their present job was Satisfied, with an overall median of 3.00. Both Security Officers and Security Personnel reported the same median of 3.00 (Satisfied). All five indicators—being noticed for good performance, receiving recognition, the relationship between pay and workload, supervisors' treatment of employees, and supervisors' handling of complaints—were consistently rated Satisfied (Median = 3.00) by both groups. These uniform ratings indicate a generally positive and stable work environment characterized by acceptable compensation, recognition, supportive supervision, and fair complaint handling. However, the absence of Very Satisfied ratings suggests opportunities to further improve employee satisfaction through stronger recognition programs, employee involvement, career advancement opportunities, and regular reviews of compensation and workload equity.

The findings are supported by *Security Guards: Authority and Power* (2020), which noted that security personnel perform meaningful responsibilities such as patrolling, surveillance, access control, emergency response, policy enforcement, incident documentation, and protection of people and property. Satisfaction is enhanced when these responsibilities are performed in an environment that promotes professionalism and organizational support. Similarly, Fauzia et al. (2024), drawing on Herzberg's Two-Factor Theory, identified salary, management, interpersonal relationships, working conditions, and supervision as important factors influencing job satisfaction. The respondents' satisfaction with supervisory treatment and complaint handling therefore suggests that management practices generally contribute to a supportive work environment.

The qualitative findings reinforce the quantitative results. SP4 emphasized that good leadership provides clear direction and support, SP5 noted that fair treatment promotes a positive workplace, and SP8 highlighted the importance of leaders listening to employees' concerns and suggestions. Other participants demonstrated positive coping and professional development through resilience, constructive feedback, time management, and participation in seminars and training. Overall, the findings confirm that security personnel are Satisfied with their present jobs due to supportive supervision, fair treatment, recognition, and opportunities for growth. To elevate satisfaction beyond an acceptable level, the organization should strengthen employee recognition, responsive leadership, feedback mechanisms, career development, and professional development programs while maintaining equitable management practices.

Significant Relationship Between Training and Security Personnel's Performance and Training and Job Satisfaction

This section presents the significant relationship between training and security personnel's performance and between training and job satisfaction.

Training and Security Personnel's Performance.

Table 5 presents the correlation between the level of training



(physical security, personnel security, and document security and information security) and the performance of security personnel using Spearman's rho.

The results indicate that training generally has no significant relationship with the performance of security personnel. Most of the computed correlation coefficients were negligible, with corresponding p-values greater than 0.05, leading to the failure to reject the null hypothesis. Specifically,

physical security training and personnel security training were not significantly related to any of the three performance dimensions: protecting lives and properties, enforcing rules and regulations, and reporting and documenting incidents/important details. Likewise, document security and information security training showed no significant relationship with enforcing rules and regulations or reporting and documenting incidents.

Table 5. Correlation Between Training and Security Personnel Performance

Spearman rho Performance	Training	Physical Security	Personnel Security	Document Security & Information Security	Overall
Protecting Lives and Properties	Correlation Coefficient Degree of Correlation	-.036 Negligible	.018 Negligible	-.162** Negligible Negative Correlation	
	p-value	.504	.737	.002	
	Decision	Failed to Reject H_0	Failed to Reject H_0	Reject H_0	
Enforcing Rules and Regulations	Correlation Coefficient Degree of Correlation	0.28 Negligible	-.011 Negligible	.053 Negligible	
	p-value	.601	.839	.324	
	Decision	Failed to Reject H_0	Failed to Reject H_0	Failed to Reject H_0	
Reporting and Documenting Incidents/ Important Details	Correlation Coefficient Degree of Correlation	-0.29 Negligible	.026 Negligible	-.029 Negligible	
	p-value	.590	.626	.595	
	Decision	Failed to Reject H_0	Failed to Reject H_0	Failed to Reject H_0	
Overall	Correlation Coefficient				-.018
	Degree of Correlation				Negligible
	p-value				.733
	Decision				Failed to Reject H_0

However, one statistically significant relationship was identified. Document Security and Information Security training exhibited a significant but negligible negative correlation with performance in protecting lives and properties ($\rho = -0.162$, $p = 0.002$). This finding indicates that although the relationship is statistically significant, its magnitude is very weak. Thus, increases in document security and information security training were associated with only a slight decrease in perceived performance in protecting lives and properties.

Overall, the correlation between training and security personnel performance was negligible ($\rho = -0.018$), indicating that the level of training was not significantly associated with the overall performance of security personnel. Hence, the null hypothesis failed to be rejected for the overall relationship.

The findings imply that although security personnel have generally received extensive training and demonstrated very good performance, training alone does not appear to be a significant predictor of job performance. This suggests that performance outcomes are likely influenced by a combination of other organizational and individual factors beyond formal training.

Factors such as work experience, quality of supervision, leadership effectiveness, employee motivation, availability of resources, organizational support, standard operating procedures, and individual competencies may have a greater influence on how security personnel perform their duties. The consistently high performance ratings observed in the earlier tables may reflect the cumulative effects of operational experience and established organizational practices rather than training alone.

The significant but negligible negative correlation between document security and information security training and performance in protecting lives and properties should be interpreted cautiously. Although statistically significant, the correlation coefficient is very small, indicating minimal practical significance. One possible explanation is that personnel who receive more specialized training in document and information security may perform more administrative or information management functions, resulting in less direct involvement in frontline protective duties. Consequently, increased specialization in one area of training may not



necessarily translate into improved performance in another operational domain.

Overall, the findings suggest that organizations should adopt a holistic approach to improving security personnel performance. While continuous training remains essential, management should also strengthen leadership development, coaching and mentoring, performance evaluation systems, employee motivation, resource provision, and operational support. Future studies should examine additional variables, such as years of service, leadership style, organizational commitment, employee engagement, and work environment, to better explain the factors that contribute to high levels of security personnel performance.

The findings partially contrast with the study of Vikrant Safe Guard India (2023), which emphasized that adequate training equips security personnel with the competencies necessary to perform their duties effectively. The study asserted that comprehensive training in communication, surveillance, conflict resolution, emergency response, first aid, and legal responsibilities improves security personnel's ability to respond appropriately to operational challenges. While the present study found that respondents possessed extensive training and demonstrated very good performance, the absence of significant correlations suggests that the level of training alone did not account for differences in individual job performance.

Similarly, the findings differ from those of Pamfilo (2021), who concluded that education and training significantly improve security personnel's career development, motivation, professional competence, and work performance. Pamfilo further emphasized that continuous education enhances employees' knowledge, skills, attitudes, and commitment, resulting in higher-quality security services. In the present study, however, although respondents reported extensive training and very good performance, statistical analysis revealed that increases in training levels were not associated with corresponding improvements in performance. This suggests that respondents may have already attained relatively similar competency levels through standardized training programs, thereby limiting measurable differences in performance.

The results are, however, consistent with the findings of Pauya and Flores (2021), who reported that the relationship between job performance and several work-related factors was not statistically significant. Although their respondents generally demonstrated good job performance and satisfactory job satisfaction, performance variations were not significantly explained by demographic characteristics or work environment variables. Similarly, the present study indicates that performance may be influenced by factors beyond training alone, such as organizational culture, supervisory support, work experience, availability of resources, motivation, and operational procedures.

The negligible but statistically significant negative relationship between document security and information security training and performance in protecting lives and properties may be explained by the specialized nature of these competencies. As discussed by Vikrant Safe Guard India

(2023), security training encompasses diverse domains, including physical security, emergency response, legal compliance, surveillance, communication, and information security. Document and information security primarily develop competencies related to protecting digital information, managing confidential records, and ensuring cybersecurity, whereas protecting lives and properties requires operational competencies such as patrol operations, emergency response, access control, and physical intervention. Because these domains emphasize different skill sets, improvements in document and information security training may not necessarily translate into higher performance in physical protection tasks, resulting in the observed negligible inverse relationship.

Training and Job Satisfaction. Table 6 presents the correlation between the level of training (physical security, personnel security, and document security and information security) and the job satisfaction of security personnel using Spearman's rho. The findings reveal that training generally has no significant relationship with the job satisfaction of security personnel. Most of the computed correlation coefficients were negligible, with corresponding p-values greater than 0.05, leading to the failure to reject the null hypothesis. Specifically, no significant relationships were found between any of the three training dimensions and the job satisfaction domains of compensation and fringe benefits, interpersonal relationships, motivation at work, and present job.

However, one statistically significant relationship emerged. Physical security training demonstrated a significant positive correlation with working conditions ($p = 0.114$, $p = 0.033$), leading to the rejection of the null hypothesis for this specific relationship. Although statistically significant, the correlation coefficient indicates only a very weak positive relationship, suggesting that higher levels of physical security training are associated with a slight increase in satisfaction with working conditions.

In sum, the relationship between training and job satisfaction was negligible ($p = 0.074$, $p = 0.168$), indicating that the level of training was not significantly associated with the overall job satisfaction of security personnel. Thus, the null hypothesis for the overall relationship failed to be rejected.

The findings imply that while training is an important organizational investment, it does not, by itself, substantially influence the overall job satisfaction of security personnel. Job satisfaction is a multidimensional construct that is shaped by a combination of organizational, managerial, and personal factors beyond the amount or type of training employees receive.

The significant but very weak positive relationship between physical security training and satisfaction with working conditions suggests that employees who receive more comprehensive physical security training may feel slightly more confident and comfortable in performing their duties. Adequate training in access control, surveillance, emergency response, and facility protection may contribute to a safer and more organized work environment, thereby modestly enhancing employees' perceptions of their working conditions. However, because the relationship is weak, training explains only a small portion of employees' satisfaction with their work environment.

**Table 6. Correlation Between Training and Job Satisfaction**

Spearman rho	Training	Physical Security	Personnel Security	Document Security & Information Security	Overall
Compensation and Fringe Benefits	Correlation Coefficient	.019	-.015	.053	
	Degree of Correlation	Negligible	Negligible	Negligible	
	p-value	.723	.779	.319	
Working Condition	Decision	Failed to Reject H ₀	Failed to Reject H ₀	Failed to Reject H ₀	
	Correlation Coefficient	.114**	-.033	.096	
	Degree of Correlation	Positive Correlation	Negligible	Negligible	
Interpersonal Relationship	p-value	.033	.536	.074	
	Decision	Reject H ₀	Failed to Reject H ₀	Failed to Reject H ₀	
	Correlation Coefficient	0.36	-.006	-.027	
Motivation at Work	Degree of Correlation	Negligible	Negligible	Negligible	
	p-value	.496	.910	.608	
	Decision	Failed to Reject H ₀	Failed to Reject H ₀	Failed to Reject H ₀	
Present Job	Correlation Coefficient	.092	.033	.059	
	Degree of Correlation	Negligible	Negligible	Negligible	
	p-value	.087	.540	.267	
Overall	Decision	Failed to Reject H ₀	Failed to Reject H ₀	Failed to Reject H ₀	
	Correlation Coefficient	-.081	-.014	-.013	
	Degree of Correlation	Negligible	Negligible	Negligible	
Overall	p-value	.132	.793	.814	
	Decision	Failed to Reject H ₀	Failed to Reject H ₀	Failed to Reject H ₀	
	Correlation Coefficient				.074
Overall	Degree of Correlation				Negligible
	p-value				.168
	Decision				Failed to Reject H ₀

The absence of significant relationships between training and other job satisfaction dimensions indicates that factors such as compensation, fringe benefits, supervisory support, recognition, career advancement opportunities, organizational culture, leadership practices, and work-life balance are likely more influential in determining how satisfied security personnel are with their jobs. Earlier findings in the study showed variations in satisfaction regarding benefits, recognition, workload, and career development, suggesting that these organizational factors may have a greater impact than training alone.

Overall, the findings emphasize that organizations should adopt an integrated human resource management approach that combines continuous training with supportive leadership, equitable compensation, employee recognition, career development opportunities, and healthy working conditions. While maintaining high-quality training remains essential for enhancing competence and operational readiness, improving job satisfaction requires broader organizational initiatives that address both employees' professional development and their overall work experience. Future research may examine other variables, such as leadership style,



organizational commitment, employee engagement, work environment, and perceived organizational support, to better explain the factors that contribute to job satisfaction among security personnel.

The findings partially differ from the study of Pamfilo (2021), which concluded that education and training positively influence employees' career development, motivation, interpersonal relationships, and overall professional growth. According to Pamfilo, continuous education and training provide employees with new knowledge, skills, and perspectives that improve commitment and organizational performance. While the present study likewise found that respondents received extensive training and reported satisfactory job satisfaction, the statistical results indicate that improvements in training levels did not significantly translate into higher levels of overall job satisfaction.

The findings also align with the observations of Abarca (2021), who reported that job satisfaction among security guards is influenced by a combination of intrinsic and extrinsic factors based on Herzberg's Two-Factor Theory. The study found that higher job satisfaction reduces employees' turnover intention, but satisfaction itself is largely shaped by motivational factors such as recognition, achievement, advancement, and organizational support, as well as hygiene factors including compensation, supervision, and working conditions. This supports the present findings that training alone may not be sufficient to explain employees' satisfaction because numerous organizational factors simultaneously influence how employees evaluate their jobs.

Overall, the findings indicate that training is not a significant predictor of overall job satisfaction among security personnel. Although extensive training remains essential for developing professional competence and operational readiness, employees' satisfaction appears to be more strongly influenced by organizational practices involving compensation, leadership, recognition, promotion, and workplace support. These results support the view that security organizations should continue investing in comprehensive training while simultaneously strengthening employee welfare programs, supervisory practices, recognition systems, and career development initiatives to achieve higher levels of employee satisfaction and long-term organizational commitment.

Challenges Encountered in the Training, Performance, and Job Satisfaction of the Security Personnel

This section presents the challenges encountered in the training, performance, and job satisfaction of the security personnel. Using Braun and Clarke's approach, 10 informants (security personnel) were interviewed to determine the challenges encountered in the training, performance, and job satisfaction of the security personnel.

Barriers or Problems Experienced in Acquiring Security Training. Through the thematic analysis of the interview responses, several recurring challenges emerged that hindered the security personnel's participation in and completion of training programs. The participants shared their experiences regarding the difficulties they encountered before and during training, highlighting both organizational and personal constraints that affected their professional development. The analysis revealed three major themes: (1)

Work Schedule and Operational Demands, (2) Limited Organizational Resources and Training Opportunities, and (3) Financial and Logistical Challenges. These themes illustrate that while security personnel recognize the importance of continuous training, various workplace demands, resource limitations, and financial concerns restrict their ability to fully participate in capacity-building activities. The findings underscore the need for organizational interventions that provide accessible, well-supported, and flexible training opportunities to enhance the competencies of security personnel.

Theme 1: Work Schedule and Operational Demands. Participants consistently identified work schedules and operational demands as major barriers to security training. Heavy workloads, frequent duty assignments, delayed training announcements, and sudden schedule changes made it difficult to attend training consistently. SP1 cited lack of time due to duty assignments, SP4 noted late dissemination of training schedules, and SP10 emphasized frequent schedule changes caused by operational requirements. These experiences indicate that operational priorities often take precedence over professional development despite personnel recognizing the importance of continuous training.

The findings are consistent with Human Capital Theory (Becker, 1964), which views training as an investment in employees' knowledge, skills, and productivity, but whose benefits depend on employees having adequate opportunities to participate. They are also supported by Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model, particularly the Learning and Behavior levels, since limited attendance reduces opportunities to acquire, reinforce, and apply competencies. Likewise, Herzberg et al.'s (1959) Two-Factor Theory highlights working conditions and organizational policies as factors that may influence employees' work experiences. Scheduling difficulties and operational demands may therefore constrain professional development and reduce the organization's ability to maximize its training investment.

Overall, the findings demonstrate that training effectiveness depends not only on the availability of programs but also on organizational conditions that facilitate participation and workplace application. Security agencies should therefore integrate training with operational planning through advance dissemination of schedules, flexible or staggered training arrangements, adequate duty coverage, and management-supported training leave. Such measures can provide personnel with meaningful opportunities for professional development without compromising essential security operations.

Theme 2: Limited Organizational Resources and Training Opportunities. Participants reported that limited training slots, insufficient organizational support, inadequate resources, and shortages of equipment and training materials restricted their access to professional development. SP3 noted that limited training slots prevented some personnel from participating, SP6 described insufficient company support and resources, SP7 reported having to wait for succeeding training schedules, and SP9 experienced delays due to inadequate equipment and materials. These findings suggest that the availability of training programs alone does not ensure



equitable access when organizational resources and opportunities are limited.

The findings support Human Capital Theory (Becker, 1964), which emphasizes sustained organizational investment in employee knowledge and competencies. They also align with Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model, as insufficient training opportunities, equipment, and materials may limit learning and the subsequent application of competencies in the workplace. Further, Herzberg et al.'s (1959) Two-Factor Theory suggests that organizational support and opportunities for growth influence employees' work experiences and motivation. Restricted access to training may therefore limit both competency development and the motivational benefits associated with professional growth.

Overall, the findings indicate that organizations need to strengthen their investment in training by increasing training slots, allocating adequate funds, providing sufficient equipment and instructional materials, and ensuring fair participant selection. More frequent training offerings and equitable access to professional development can help ensure that all security personnel have opportunities to develop the knowledge and skills necessary for effective performance. These measures will also maximize the organization's investment in human capital and strengthen the eventual transfer of training into workplace practice.

Theme 3: Financial and Logistical Challenges.

Participants identified financial and logistical difficulties as additional barriers to continuous training participation. Transportation and meal expenses, distant training venues, lengthy travel, and operational schedule disruptions increased the burden of attending training. SP2 reported difficulties meeting transportation, food, and other expenses, while SP5 cited the inconvenience of distant venues and long travel times. SP10 likewise noted that schedule changes related to operational requirements disrupted continuous participation. These experiences demonstrate that even when training opportunities are available, practical and financial barriers may discourage or limit attendance.

The findings are consistent with Human Capital Theory (Becker, 1964), which emphasizes organizational investment in training and employee development. When personnel must personally shoulder substantial training-related expenses or travel burdens, the accessibility and continuity of human capital development may be affected. The findings also support Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model, since attendance difficulties can reduce opportunities for learning and ultimately limit the transfer of competencies into workplace behavior. Similarly, Herzberg et al.'s (1959) Two-Factor Theory highlights the importance of supportive working conditions; although financial and travel costs are not direct components of the theory, organizational support in addressing such barriers can contribute to a more favorable work experience.

Overall, the findings suggest that training effectiveness requires attention to the practical conditions surrounding participation. Organizations should consider transportation assistance, meal or training-expense reimbursement, accessible training venues, decentralized or online learning options, advance scheduling, and improved

coordination of operational duties. Reducing these financial and logistical barriers can promote more consistent participation, provide equitable access to professional development, and strengthen the organization's ability to translate training investments into improved competencies and workplace performance.

Areas of Training Barriers Which Informants Encountered Difficulties or Problems With. The participants identified specific components of the training program that they found challenging, reflecting the practical and technical demands of their profession. Through thematic analysis of the interview responses, three major themes emerged: (1) Limited Practical Training and Hands-on Exercises, (2) Technical and Procedural Training Requirements, and (3) Demanding Emergency and Integrated Training Activities. The findings indicate that security personnel experienced difficulties in mastering practical skills due to limited opportunities for hands-on application, understanding technical procedures and legal requirements, and coping with physically and mentally demanding emergency response activities. These challenges suggest the need to strengthen experiential learning, provide adequate practice opportunities, and enhance instructional strategies to improve the effectiveness of security training programs and better prepare personnel for real-world security operations.

Theme 1: Limited Practical Training and Hands-on Exercises. Participants consistently identified the lack of practical training, hands-on activities, and realistic simulations as major challenges in acquiring essential security skills. Limited opportunities to practice equipment operation, firearms handling, self-defense, and crowd control reduced their confidence and competence in applying theoretical knowledge to actual situations. SP1 reported difficulty using new security equipment because of insufficient practical training, SP3 cited limited opportunities for actual shooting exercises, SP7 emphasized the need for regular practice in self-defense, and SP8 identified inadequate realistic crowd-control simulations as a challenge. These experiences indicate that theoretical instruction alone is insufficient for developing performance-based security competencies.

The findings are consistent with Human Capital Theory (Becker, 1964), which views training as an investment in employees' knowledge, skills, and competencies. They also support Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model, particularly the Learning and Behavior levels, as practical exercises are necessary to reinforce learning and facilitate its transfer to workplace performance. Likewise, Herzberg et al.'s (1959) Two-Factor Theory highlights achievement, responsibility, and growth as motivational factors; opportunities to master new skills can therefore enhance both competence and professional development. The participants' experiences demonstrate that insufficient practice may limit both operational readiness and the developmental benefits of training.

Overall, security training should place greater emphasis on experiential and simulation-based learning. Training institutions and agencies should provide adequate time and resources for hands-on equipment training, firearms qualification, defensive tactics, crowd-control exercises, and realistic scenario-based drills. Regular practice, immediate



feedback, and competency assessments should be incorporated to strengthen skill mastery and confidence. These measures will help ensure that training investments translate into observable competencies and effective performance during actual security operations.

Theme 2: Technical and Procedural Training Requirements. Participants reported difficulties in mastering technical and procedural competencies, particularly incident reporting, legal concepts, communication protocols, and first aid procedures. These areas require accuracy, comprehension, retention, and consistent application. SP2 found incident reporting challenging because reports must be detailed and accurate; SP4 had difficulty understanding security laws and regulations; SP6 struggled with radio codes and communication protocols; and SP9 experienced difficulty remembering proper first aid procedures. The findings indicate that exposure to instructional content does not necessarily guarantee mastery of technical and procedural competencies.

The findings support Human Capital Theory (Becker, 1964), which emphasizes investment in knowledge and skills as essential to employee productivity. They are also consistent with Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model, particularly the Learning and Behavior levels, because technical knowledge must be reinforced through practice before it can be consistently applied in the workplace. Further, Herzberg et al.'s (1959) Two-Factor Theory suggests that achievement, responsibility, and opportunities for growth can enhance motivation. Mastery of reporting, communication, legal, and emergency-response competencies can therefore strengthen both job performance and employees' sense of accomplishment and professional development.

Overall, technical and procedural training should use learner-centered and practice-oriented approaches rather than relying primarily on lectures. Case studies, reporting workshops, communication drills, legal application exercises, first-aid demonstrations, scenario-based activities, and periodic refresher courses should be incorporated to improve comprehension and retention. Regular competency assessments and feedback can further ensure that personnel can accurately apply procedures in actual situations, thereby strengthening the transfer of training into workplace behavior and performance.

Theme 3: Demanding Emergency and Integrated Training Activities. Participants identified emergency response and integrated training activities as particularly demanding because these required rapid decision-making, coordination, physical readiness, and sustained mental concentration. SP5 reported that emergency response drills were challenging because they required quick decisions and proper coordination, while SP10 found it difficult to combine physically demanding exercises with consecutive classroom lectures because of fatigue. These experiences indicate that the intensity and sequencing of training activities can affect participants' ability to absorb information, perform practical tasks, and develop integrated competencies.

The findings are consistent with Human Capital Theory (Becker, 1964), which emphasizes training as an investment in developing employee capabilities, while recognizing that effective competency development requires appropriate instructional design. They also support Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation

Model, particularly the Learning and Behavior levels, as emergency drills allow personnel to translate knowledge into rapid decisions and coordinated actions. Herzberg et al.'s (1959) Two-Factor Theory further highlights achievement, responsibility, and growth as motivational factors. Successfully completing challenging exercises may promote professional growth and confidence, but excessive physical and cognitive demands may reduce the learning and motivational benefits of training.

Overall, training providers should adopt a balanced, progressive, and scenario-based training design. Emergency drills should progressively develop decision-making, communication, coordination, and physical readiness while allowing adequate rest and recovery. Physically demanding exercises and classroom sessions should be appropriately spaced and sequenced to minimize fatigue and maximize learning. Post-training feedback, team exercises, and realistic simulations should also be incorporated to strengthen competency development. Such an approach can maintain the operational rigor of security training while ensuring that physical and cognitive demands do not undermine learning and workplace application.

Effects of Challenges to the Security Personnel's Performance

The informants described how the difficulties they experienced influenced their confidence, work efficiency, decision-making, and overall job performance. Through thematic analysis of the interview responses, three major themes emerged: (1) Initial Challenges Temporarily Reduced Confidence and Work Performance, (2) Limited Practical Experience Affected Decision-Making and Operational Competence, and (3) Challenges Fostered Greater Caution, Motivation, and Continuous Improvement. The findings indicate that although training-related challenges initially affected the security personnel's confidence and operational effectiveness, these difficulties were largely temporary. With continuous practice, instructor feedback, and increased work experience, the participants gradually enhanced their competence and developed greater confidence in performing their duties. Moreover, the challenges served as valuable learning experiences that encouraged continuous improvement, resilience, and a stronger commitment to professional development.

Theme 1: Initial Challenges Temporarily Reduced Confidence and Work Performance. Participants reported that training challenges initially reduced their confidence and affected work performance. Limited experience, difficulty mastering new skills, and the need to relearn procedures caused hesitation, slower task completion, and anxiety during practical activities. However, these effects were temporary as participants gradually improved through practice and continued learning.

The participants' statements support this theme. SP1 shared, "*Sa una, bumaba ang aking kumpiyansa dahil nahirapan akong makasabay sa ilang bahagi ng training, ngunit unti-unti rin akong nag-improve*" ("At first, my confidence decreased because I struggled to keep up with some parts of the training, but I gradually improved."). SP2 explained that performance became slower because procedures had to be



reviewed and relearned, while SP3 reported anxiety during practical exercises due to limited experience. These experiences indicate the need for structured orientation, instructor guidance, mentoring, and progressive skills development during the early stages of training.

The finding is consistent with Sas, Reniers, Ponnet, and Hardyns (2021), who emphasized continuous security training to strengthen personnel competence and confidence. Protect UK (2022) likewise highlighted the importance of frequent training, briefings, and rehearsal to reinforce knowledge and skills. These perspectives support the participants' experiences of needing repeated exposure and practice before becoming more confident and proficient.

The finding also aligns with **Human Capital Theory** (Becker, 1964), which views training as an investment that progressively develops employees' knowledge, skills, and capabilities. Similarly, **Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model** suggests that newly acquired knowledge must be reinforced and translated into workplace behavior. **Herzberg et al.'s (1959) Two-Factor Theory** further suggests that overcoming initial difficulties can create opportunities for achievement, mastery, and professional growth.

Overall, the findings demonstrate that training difficulties may temporarily reduce confidence and performance but can be overcome through continued learning, repetition, practice, and feedback. Security agencies should therefore provide adequate supervision, refresher training, practical exercises, and constructive feedback to help personnel progress toward greater competence, confidence, and operational readiness.

Theme 2: Limited Practical Experience Affected Decision-Making and Operational Competence. Participants reported that limited practical experience and hands-on training affected their decision-making, confidence, concentration, and task performance. Difficulties in simulations, equipment handling, report preparation, and balancing work with training initially reduced their effectiveness, but feedback and experience gradually improved their competence.

The participants' statements support this theme. SP4 reported difficulty making correct decisions during simulations until becoming familiar with proper procedures. SP5 noted low confidence in using security equipment due to limited hands-on training, while SP6 learned from mistakes in report preparation through instructor feedback. SP7 experienced fatigue and reduced concentration when balancing work and training. These experiences highlight the importance of practical exposure, repeated practice, and constructive feedback in developing operational competence.

The findings imply that security organizations should strengthen experiential learning through simulations, practical drills, supervised training, and continuous coaching. Proper scheduling and workload management may also reduce fatigue and improve concentration.

The finding is consistent with RA 11917 (Private Security Services Industry Act), which recognizes training as essential for developing the knowledge, skills, and competencies required of private security professionals. It is also supported by the PNP (2025), which emphasized that inadequate training may result in insufficient competence during security incidents.

Libo-on and Tayco (2022) likewise stressed that security personnel must translate training into competent, accountable actions, while Ayeo-eo (2024) highlighted the influence of workload and job satisfaction on performance.

Overall, the findings show that limited practical exposure may initially hinder decision-making and operational competence but can be addressed through repeated simulations, hands-on training, instructor supervision, feedback, and adequate training schedules. Thus, private security training should maintain a balance between theoretical instruction and practical, competency-based learning.

Theme 3: Challenges Fostered Greater Caution, Motivation, and Continuous Improvement. Participants reported that training challenges ultimately contributed to their professional growth. Learning from mistakes, maintaining motivation, and engaging in continuous practice helped them become more cautious, improve their skills, and overcome initial difficulties.

The participants' experiences support this theme. SP8 stated, "*Naging mas maingat ako sa pagganap ng aking tungkulin dahil ayaw kong maulit ang mga pagkakamaling naranasan ko sa training*" ("I became more careful in performing my duties because I did not want to repeat the mistakes I made during training."). SP9 shared that the challenges motivated further skills improvement, while SP10 explained that continuous learning and practice helped overcome the temporary effects of training difficulties. These experiences suggest that training challenges can serve as opportunities for reflection, growth, and improved performance.

The findings imply that security organizations should promote reflective learning, continuous skills development, constructive feedback, and a supportive training environment to help personnel learn from mistakes and sustain professional growth.

The finding is consistent with Sas, Reniers, Ponnet, and Hardyns (2021), who emphasized continuous training to maintain security personnel's competence and confidence. Protect UK (2022) likewise highlighted frequent training, briefings, and rehearsal to reinforce knowledge and skills. These support SP8's increased caution and SP10's use of continuous learning and practice to overcome training difficulties.

The theme also aligns with Human Capital Theory (Becker, 1964), which views training and skills development as investments that enhance employee competence. Kirkpatrick and Kirkpatrick's (2006) Four-Level Training Evaluation Model further supports the progression from learning to behavioral improvement, as demonstrated by participants' increased caution and improved performance. Similarly, Herzberg et al.'s (1959) Two-Factor Theory suggests that opportunities for achievement and growth can strengthen motivation, as reflected in SP9's response to training challenges.

Overall, the findings demonstrate that training difficulties can become constructive learning experiences when supported by reflection, practice, feedback, and continuous development. These approaches can promote greater caution, motivation, confidence, and sustained improvement in security personnel performance.



Proposed Program Based on the Findings

The findings of the study revealed that while security personnel demonstrated very extensive training in physical and personnel security and very good performance in protecting lives and property, enforcing rules and regulations, and reporting incidents, opportunities remain to strengthen competencies in document and information security, which obtained only an extensive level of training. Furthermore, although the respondents were generally satisfied with their jobs, qualitative findings indicated that job satisfaction is significantly influenced by the availability of organizational support, recognition, career advancement opportunities, fair leadership, effective communication, and work-life balance.

The qualitative results further showed that security personnel encountered challenges related to limited hands-on training, technical and procedural learning difficulties, and balancing operational responsibilities with training requirements. Nevertheless, respondents demonstrated

resilience by engaging in continuous learning, seeking guidance from supervisors, collaborating with colleagues, and maintaining a positive attitude toward professional development. These findings emphasize the need for a comprehensive intervention that not only enhances technical competencies but also strengthens leadership, employee motivation, organizational support, and career development.

Anchored on Human Capital Theory (Becker, 1964), Herzberg's Two-Factor Theory (1959), and the Kirkpatrick Training Evaluation Model (1959), the Security Personnel Capability Enhancement and Employee Development Program (SPCEDP) is proposed to sustain organizational excellence through competency enhancement, continuous learning, employee engagement, and supportive leadership. The program aims to improve operational effectiveness while fostering higher levels of job satisfaction, commitment, and organizational performance.

Major Themes Identified	Proposed Program Component
Limited practical training and simulation opportunities	Enhanced Practical Security Skills Development Program
Technical and procedural learning difficulties	Continuous Learning and Professional Development Program
Need for mentoring and guidance	Coaching, Mentoring, and Peer Support Program
Need for continuous practice and self-improvement	Performance Feedback and Quality Improvement Program
Importance of recognition, benefits, and motivation	Employee Recognition and Career Advancement Program
Need for supportive leadership and communication	Leadership Excellence and Communication Enhancement Program
Workload, stress, and work-life balance concerns	Work-Life Balance and Employee Wellness Program
Limited access to training resources and opportunities	Training Accessibility and Resource Enhancement Program

General Objectives

1. Enhance practical and operational competencies through simulation-based security training.
2. Improve knowledge and skills in document and information security.
3. Strengthen leadership, coaching, and mentoring practices among supervisors.
4. Increase employee motivation through recognition, career development, and wellness programs.
5. Promote continuous learning, collaboration, and organizational support.
6. Improve employee satisfaction and organizational commitment.

4. Leadership and Communication Development
5. Employee Recognition and Career Development
6. Wellness and Work-Life Balance Initiatives
7. Training Resource and Accessibility Enhancement
8. Continuous Performance Monitoring and Feedback

Security Personnel Capability Enhancement and Employee Development Program (SPCEDP) - Proposed Comprehensive Program

Goal:

To improve the competence, operational performance, and job satisfaction of security personnel through competency-based training, supportive leadership, continuous professional development, employee wellness initiatives, and effective recognition systems.

Program Components

1. Practical Skills and Simulation Training
2. Continuous Learning and Refresher Education
3. Coaching and Mentoring System

Budget Allotted for Each Program Component:

1. Enhanced Practical Security Skills Development Program - Php 150,000
2. Continuous Learning and Professional Development Program - Php 60,000
3. Coaching, Mentoring, and Peer Support Program - Php 50,000
4. Leadership and Communication Enhancement Program - Php 80,000
5. Employee Recognition and Career Development Program - Php 100,000
6. Employee Wellness and Work-Life Balance Program - Php 80,000
7. Training Resource and Accessibility Enhancement Program - Php 200,000
8. Performance Feedback and Quality Improvement Program - Php 60,000

Sustainability Mechanism

To ensure the long-term effectiveness of the Security Personnel Capability Enhancement and Employee



Development Program (SPCEDP), the following sustainability strategies shall be adopted:

1. Institutionalization of the Program. Integrate the program into the organization's annual training and human resource development plan to ensure regular implementation and budget allocation.

2. Annual Training Needs Assessment (TNA). Conduct a yearly competency assessment to identify emerging training needs and revise program content based on organizational priorities, operational risks, and technological advancements.

3. Training of Trainers (TOT). Develop a pool of certified internal trainers and mentors who can continuously conduct training sessions, coaching, and mentoring, reducing dependence on external resource persons.

4. Dedicated Budget Allocation. Include the program in the organization's annual operating budget to sustain training activities, procure updated equipment, and support employee development initiatives.

5. Performance-Based Monitoring. Integrate competency development, training participation, and professional growth indicators into the organization's performance management and appraisal system.

6. Continuous Feedback Mechanism. Conduct periodic employee satisfaction surveys, focus group discussions, and program evaluations to gather feedback and improve future program implementation.

7. Strategic Partnerships. Establish collaborations with government agencies, accredited training institutions, law enforcement organizations, and professional associations to provide specialized training, technical assistance, and resource-sharing opportunities.

8. Recognition and Incentive System. Sustain employee engagement by institutionalizing recognition programs, career development pathways, and merit-based incentives linked to training completion and exemplary performance.

9. Digital Learning Platform. Develop or adopt an online learning management system (LMS) that provides continuous access to training modules, updated policies, standard operating procedures, and competency assessments.

10. Periodic Program Review. The Program Management Committee shall conduct an annual review of program outcomes, performance indicators, and budget utilization to ensure that interventions remain responsive to organizational goals and the evolving security environment.

Expected Outcomes

By the end of the implementation period, the program is expected to achieve the following:

1. Security personnel demonstrate higher competency in physical, personnel, document, and information security.

2. Improved performance in protecting lives and property, enforcing rules, and documenting incidents.

3. Increased employee job satisfaction through better leadership, recognition, and career development opportunities.

4. Enhanced teamwork, communication, and supervisory support.

5. Reduced operational errors, workplace stress, and employee turnover.

6. A sustainable culture of continuous learning, professionalism, and organizational excellence among security personnel.

Conclusions

Based on the findings of the study, it is concluded that:

The security personnel have attained a high level of training, particularly in physical security and personnel security, indicating that they possess strong competencies in safeguarding people, facilities, and organizational assets. However, the comparatively lower ratings in document security and information security, although still extensive, suggest the need for continued enhancement in managing sensitive records and information security practices to address evolving security threats.

The security personnel demonstrate a very good level of job performance, particularly in protecting lives and properties, enforcing organizational rules and regulations, and reporting and documenting incidents. This indicates that they are effectively carrying out their assigned duties and responsibilities and are capable of maintaining safety, security, and operational order within the organization.

The security personnel are generally satisfied with their jobs, particularly regarding compensation and fringe benefits, working conditions, interpersonal relationships, motivation at work, and their present job. This suggests that the organization provides a work environment that supports employee well-being and promotes positive attitudes toward work, although there remains room for further improvements to achieve higher levels of satisfaction.

The study concludes that the level of training does not have a statistically significant relationship with either the performance or the job satisfaction of security personnel. This implies that while training remains an essential component of professional development, other organizational and individual factors, such as work experience, leadership, organizational support, motivation, and workplace environment, may have greater influence on employees' performance and job satisfaction.

The security personnel continue to experience challenges related to demanding work schedules and operational requirements, limited organizational resources and training opportunities, and financial and logistical constraints. These barriers limit participation in training programs, affect the application of acquired competencies, and may reduce overall employee satisfaction if not properly addressed by the organization.

The identified findings and challenges justify the development of the **Security Personnel Capability Enhancement and Employee Development Program (SPCEDP)**. The proposed program is appropriate for addressing the identified gaps by strengthening training opportunities, improving organizational support, enhancing professional competencies, and promoting employee well-being. Its implementation is expected to contribute to the continuous development of security personnel and sustain high standards of performance and job satisfaction.



4.3 Recommendations

Based on the findings and the conclusions, the following are recommended:

1. The administration should strengthen the security training program by placing greater emphasis on document security and information security, where the ratings were relatively lower than physical and personnel security. Regular refresher courses, specialized workshops, and competency-based training should be conducted to ensure that security personnel remain updated with current security protocols, information protection measures, and emerging threats.

2. Since the security personnel demonstrated a very good level of performance, the organization should continue implementing performance monitoring, periodic evaluations, coaching, and recognition programs to maintain and further improve competencies in protecting lives and properties, enforcing rules and regulations, and incident reporting and documentation.

3. The organization should continue enhancing employee welfare programs by reviewing compensation and fringe benefits, improving working conditions, promoting healthy interpersonal relationships, and implementing motivational and recognition initiatives. These measures will help sustain employee satisfaction and encourage long-term organizational commitment.

4. Considering that no significant relationship was found between training and both performance and job satisfaction, management should also focus on other factors that may influence employee outcomes, such as leadership effectiveness, organizational support, career development opportunities, work-life balance, communication, and employee engagement. Future interventions should adopt a more holistic approach rather than relying solely on training.

5. To minimize the challenges encountered by security personnel, management should allocate adequate resources for training, establish flexible training schedules that accommodate operational demands, and provide financial and logistical support to encourage greater participation in professional development activities without disrupting security operations.

6. The proposed **Security Personnel Capability Enhancement and Employee Development Program (SPCEDP)** should be adopted and implemented to address the identified gaps and challenges. The program should include regular capacity-building activities, competency enhancement initiatives, employee development interventions, and continuous monitoring and evaluation to ensure its effectiveness and sustainability.

7. Future researchers may replicate this study in other institutions or security organizations using larger and more diverse samples to improve the generalizability of the findings. They may also investigate additional variables—such as leadership style, organizational commitment, work engagement, organizational support, occupational stress, and work-life balance—to better explain the factors influencing security personnel's performance and job satisfaction. Longitudinal or mixed-methods studies are likewise recommended to examine changes over time and gain deeper insights into the experiences of security personnel.

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