

Kitteringham Security Group Inc.

'KNOWLEDGE-BASED DECISION MAKING'

www.ksginc.ca

1-403-909-8949

glen@ksginc.ca

Good Practice Guide #2

A systematic review of research into security officer retention tactics

Dr. Glen Kitteringham M.Sc., MSI

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ABOUT THESE GOOD PRACTICE GUIDES,
MY APPROACH IS GEARED PRIMARILY TOWARDS END
USERS INCLUDING CLIENTS, CONTRACT GUARD COMPANY
OWNERS AND MANAGERS, SECURITY MANAGERS,
SUPERVISORS AND OFFICERS. THE SECONDARY GROUP IS
RESEARCHERS. I HAVE DELIBERATELY CHOSEN TO AVOID
THE ACADEMIC PUBLISHING ROUTE FOR TWO REASONS.
FIRST IT IS MY BELIEF THAT ANY PUBLISHED JOURNAL
MATERIAL IS LIKELY TO BE IGNORED AS SO FEW
PRACTITIONERS READ RESEARCH JOURNALS AS THERE IS
A SIGNIFICANT GAP BETWEEN RESEARCHERS AND
PRACTITIONERS. SECONDLY, MY GOAL IS TO PRESENT MY
FINDINGS IN AS CLEAR LANGUAGE AS POSSIBLE TO MAKE
THE CONTENT APPEALING TO THE LAYPERSON BY
PROVIDING CLEAR TACTICS FOR CONSIDERATION OF
IMPLEMENTATION. HOWEVER, IN CONSIDERATION OF
FOLLOWING AN APPROVED RESEARCH PROCESS I HAVE
PROVIDED MY METHODOLOGY IN APPENDIX 2 FOR THOSE
INTERESTED.

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1. EXECUTIVE SUMMARY

Abstract

Employee turnover & retention, within the uniformed contract guard industry has, while catching the attention of researchers, has been long ignored by many within the security industry itself. Retention is an important element of security program effectiveness, but many contract guard companies do not focus upon this and instead are more concerned with maintaining staffing levels, even when it means constantly bringing in new employees, regardless of their ineffectiveness. The industry is often accused of simply being a staffing agency at best. This guide evaluates 65 documents using a systematic review process focussing upon retention, training and employee satisfaction. Employee retention is based upon employee satisfaction which consists of several factors including quality leadership from supervisors, management support, fair salaries, specific and focussed training, and communication between employees, with management and with customers. This study concludes with several recommendations to engage employees.

Key words: retention, turnover, leadership, training, communication, tasks, organizational fairness, compensation, employee engagement.

To no surprise, job satisfaction is a prime component of employee retention. Following are several tactics for consideration to increase job satisfaction thereby reducing turnover.

- Supervisors have an oversized impact on retention / turnover. As such, supervisors should be provided with appropriate soft skills leadership training to ensure they engage with their teams.
- Staff require respectful, fair and supportive treatment from: their employer, clients, public, and local law enforcement.
- Tasks that security personnel engage in are difficult, stressful, potentially violent, sometimes boring, and usually under-appreciated. Providing quality instruction/training in alignment with the risks officers face is important. It may be necessary to conduct an assessment of the risks that security personnel encounter and complete a job hazard analysis, as can be found in many occupational health and safety processes. Quality instruction includes qualified and competent instructors, appropriate instructional material, effective delivery of that material and effective testing. See Appendix 8 for the Security Instructor Competency Model. For example:
 - If security personnel deal with confrontational and potentially violent people, officers require both conflict de-escalation and self-defence training at a minimum;
 - If expected to conduct investigations, officers require investigations training,
 - When tasked with writing reports officers require report writing training,
 - When tasked to operate or use equipment whether it is PPE or computer systems, personnel require the appropriate instruction to effectively use said equipment.

- Communication skills are vital, there training, both written and verbal in the following areas should be provided:
 - management to employees,
 - between co-workers,
 - between client and employees,
 - between the public and employees.
- Fair salaries: salaries should be commensurate with the tasks that security personnel perform.
- Security personnel are asking for assistance in both career planning and being provided with opportunities for advancement. A career planning document is available at: <https://ifpo.org/wp-content/uploads/2025/02/IFPO-SO-Risks-Competencies-1st.pdf>. Where possible, advancement within the organization should be considered. This also may require performance plans for employees.
- Security work is often highly stressful therefore stress management tactics need to be provided via employee assistance programs. Not only should tactics be made available, information workshops should be scheduled and delivered.
- Both employer and employee would benefit from task alignment between specific security tasks and the employee required to complete those tasks. Before hiring, contract providers and clients should fully understand of the security tasks and their complexities at specific sites. Second, the employee being hired should possess the competencies to complete those tasks. See Appendix 8 for the four competency models associated with the security industry.
- There is no doubt that developing and maintain an effective security program and employee engagement requires considerable effort to develop a culture of employees feeling valued. Therefore, effective and efficient managers and supervisors who genuinely care about their welfare are required.

Benefits of increased security personnel retention

- Employers will save money on recruiting. These savings can go into training.
- Client security program and departmental effectiveness will increase, thereby leading to a reduced risk profile to the organization, leading to reduced costs.

Suggested steps to reduce turnover include:

1. Conduct pre- and post-exit interviews (formal and informal) to determine why staff are leaving.
2. Consider completing an assessment of local hiring conditions including mandatory licensing and training requirements, local industry salaries/living wage requirements, current job market, and site work load. This should identify site requirements and conditions for hiring & retention.
3. Set goals to increase retention / reduce turnover by specific percentages over a specific time period. Goals should be SMART: Specific, Measurable, Achievable, Realistic & Timely.
4. Address the issues identified in the interviews and assessment.
5. Implement the appropriate recommendations made in this systematic review.
6. Provide management and supervisors support for their teams.
7. Develop an employee validation program to ensure that staff understand their importance to the success of the organization.

Suggested steps to determine the total cost to hire a single employee:

- List each step in the recruiting/hiring process. These steps may include:
 - Pre-screening interview
 - Website job posting cost
 - Initial interview
 - Client interview, if completed
 - Uniforming time
 - Uniform cost
 - Employee training time and cost
 - Trainer cost
 - Any other related cost.
- Once it is determined what the cost for each step, a total cost for recruiting per employee can be determined. After determining this cost, this number can be multiplied by the annual turnover of the organization providing a firm number of the annual cost of recruitment.
- Other costs may include unscheduled non-billable overtime for last minute book-offs where the client cannot be billed.
- Many organizations state that they cannot afford training because they fear the employee will immediately leave. While this is true, research suggests that employees tend to stay with an organization longer upon receiving training. In addition, the reality is that the employer is spending the money already. I believe that if the money spent on recruitment can be shifted to employee retention that this may actually result in savings to the organization.

2. BACKGROUND

Why should you care about employee turnover? Particularly if you are the client, what does it matter? After all, the cost of turnover including recruiting, uniforming and training are carried by the contract guard provider. To many clients, it should make no difference as long as there are guards on site, regardless of their experience and training. However, we know this is not true. Security personnel provided with appropriate instruction coupled with experience and site familiarity will provide a higher level of protection than a constant influx of new security officers. In addition, the stability and quality of the guard force has a direct impact on the effectiveness of the client's security program consisting of hardware, documentation and personnel. To be successful, today's security practitioners require numerous competencies to manage the threats facing organizations. See Appendix 8 for four models: Security Officers/Patrol Services, Supervisors, Instructors & Management. Even the most basic security program consists of a variety of hardware including fire protection, electronic access control, fixed and mobile video surveillance, a mechanical & electronic lock program including keys, cabinets, and software tracking, multiple communication systems including radios, intercoms, emergency broadcast & mass communication systems, incident report writing, guard tracking, physical barriers, contraband detection, lighting, and intrusion detection. In addition, personnel are expected to learn how to operate these systems, learn standard operating procedures, emergency response plans, interact with people from every walk of life who have access to the site. This may include the homeless and vulnerable, who may be in mental health crisis, are experiencing addictions, and/or have serious physical ailments. Even the most basic security program is a significant investment for most organizations. To increase return-on-investment costs, training and education of security personnel are required. Security tasks are complex and varied. Unfortunately, clients often treat security personnel with less respect than deserved, often begrudge them a fair salary all while security staff regularly face harassment and the threat of physical violence on behalf of the organization.

The guard contractor spends a considerable sum of money recruiting, uniforming, and training to get their employee to a minimum site ready standard. High turnover can be a huge time waster for their operating staff when it comes to responding to customer complaints, filling shifts and last-minute book-offs and paying non-billable overtime that cannot be passed onto the client. Finally, there is the organization's reputation regarding their ability to provide quality staff.

For the security officer, the impact is about job satisfaction which is foundation on which retention rests as well as their personal safety. Security Officer Harshandeep Singh was murdered December 8, 2024 in Edmonton, Alberta, Canada. He was only on the job for three

days. He is not the first security officer to be murdered and unfortunately will certainly not be the last. I question what his level of training was before being assigned to the site where he was killed fulfilling his duties? From a legislative perspective, he would have received the mandatory 40-hour training program entitled the Alberta Basic Security Training program. However, the reality is that this 40-hour training program is not nearly enough to prepare someone for work in the security industry. I also question if he understood the risks he faced? Security officers may and in some cases do receive other training but it is often not enough. I speak with some authority in this topic as it was the focus of my doctoral thesis from 2015 – 2017. The document: *Security Practitioners' Perspective of the Alberta Basic Security Training Programme* is available upon request. In addition, I undertook research in 2019, focusing upon the violence that security officers encounter at work. This document: *'Good Practice Guide #1: Protecting the Protectors: security guard tactics for managing workplace violence'* is also available. It is not a matter of 'if' officers experience violence, it is how often each shift they are victimized.

My experience with high turnover in the contract security industry started in 1997. I was hired as a security officer at a commercial high-rise property in downtown Calgary, Alberta, Canada. The site awarded the contract to a local provider effective February 1, 1997. There were 20 security personnel hired. By December 31 of the same year, 200 security personnel had rotated through the site. This is over 1000% turnover. It was chaos. I went from being a security officer, shift supervisor, site supervisor then in-house security manager. Once in-house, I was able to convince senior management to take the department in-house. In the 13 years I worked for this organization, I was able to reduce in-house turnover to 17% annually from 2008 to 2010. This included retirements, transfers between sites, transfer into other departments and promotions. Of course, we still had personnel leave the department for better opportunities and we terminated poorly performing employees who had no interest in working to expectations.

When I started as an officer, some security personnel had no interest in writing a proper incident report, knew how to conduct an effective patrol nor effectively operate a fire alarm panel. These shortcomings can be attributed to non-existent hiring standards, poor leadership, non-existent training and low pay. When I left, our department was winning awards for services provided and our departmental average length of service was seven years.

The issue of security employee turnover is one of the defining challenges within the uniformed guard industry for a number of reasons. I have been conducting risk assessments and evaluating security programs for over 25 years and can say unequivocally that the effectiveness of an organization's security program is directly related to the stability of the guard force. When

managers and supervisors are reactively involved in constantly hiring, training, firing and investigating employee misconduct, they cannot proactively focus on providing the level of security protection required for the organization. Security staff are not using the highly expensive security countermeasures that were designed, installed and maintained as intended thereby reducing security program effectiveness. High turnover increases stress, frustration and risks for everyone involved.

High turnover has a reputational impact on the entire security industry. As the one the most visible sectors within the security industry, public perception is often negative leading to officers being disrespected equally by clients, their own employer, law enforcement and site visitors who regularly threaten staff with job loss or violence. Low industry respect has been directly linked to low job satisfaction, leading to turnover, just one factor in many. Perhaps the worst culprit in all this are the lawmakers who refuse to either create or develop higher standards. Their lack of will to create and/or enforce standards for the industry is shameful. It is actually a miracle that officers stay as long as they do, given the many challenges they face.

3. TRENDS TO BE AWARE OF THAT REQUIRE SECURITY DEPARTMENT STABILITY

- Organizational risk profiles are generally increasing leading to increased losses and costs if not responded to appropriately.
- There is less tolerance for risk from many organizations.
- An increasing risk profile can lead to additional costs associated with security program growth.
- There is a growing call for the maturing of the security industry. This has led to the development of standardized competency models for officers, supervisors, instructors & managers, all of whom require training and education to develop their potential for maximizing the effectiveness of the security program and reducing the risk profile. Competency models form the foundation of the professionalization of the security industry by identifying the tasks that security personnel engage in along with the corresponding skills necessary for task success.
- Security personnel are requesting assistance in career planning and growth. This suggests they have an interest in staying within the industry as they see its career potential.
- There is a recognition of the violence and PTSD experienced by security personnel on behalf of clients. This issue can no longer be ignored. Dealing with violence and harassment requires a specific set of skills for security personnel provided by specialized training. Non-existent or low training can lead to lawsuits, reputation damage and harm to all parties involved.
- There is a growing gap between employee skills, task complexity and salaries. Employers require a skilled labour force. Paying employees fair compensation is part of employee engagement. This also requires appropriate training to be delivered to staff and management.
- There is a growing disconnect between employees and the work they engage in (Gallup, State of the Global Workforce, 2024). This has led to passive and active disengagement where more employees are doing less. This has led to a smaller group of employees taking on more tasks. Employers must take proactive steps to keep their employees engaged. Passively disengaged employees do the bare minimum to not be fired. Actively disengaged employees engage in various forms of sabotage against the organization.
- There is an expansion of security responsibilities that was formerly dealt with by law enforcement. The expansion of responsibilities requires additional instruction and training. Globally, the private security industry is now larger than public law enforcement. According to Nalla and Wakefield 'the number of security officers employed globally has been estimated at well over 20 million, far exceeding the number of police officers (2022, pp. 606/607, Handbook of Security, Third Edition, Ed: Martin Gill). On a related note, The Canadian Association of

Chiefs of Police's (CACP) concluded its 119th Annual Summit in Halifax, Nova Scotia in August 2024. The professional program focused on 'the impact of global events on local policing'. One key conclusion of the Summit 'is that national issues and global conflicts have led to an increase in the frequency, duration, complexities, risks and threats of protests and demonstrations in communities across Canada, creating an unsustainable demand on police services and operations'. This unsustainable demand has spilled out into many other areas. To be able to effectively respond to these various threats, the security industry requires employee stability and subsequent training and education to ensure appropriate and effective response to these threats.

- A significant issue facing the security industry is the continued expansion of the homeless and vulnerable population. Homelessness is a singular government failure on many levels including failed economic policies, health care challenges, social services shortcomings, and the criminal justice system's inability or unwillingness to deal with the criminal activity that many of the homeless and vulnerable engage in. While homelessness itself is not a crime, some of their activities are criminal or unwanted. Their growing numbers has resulted in many incivilities, creating conflict between each other and others. It has fallen upon the shoulders of the private sector to manage at an operational level and in turn security personnel are expected to deal with this issue, often resulting in failure for all parties. Homeless encampments and groups of homeless congregating on properties often leads to public health and safety issues including violence, drugs and alcohol consumption, and inter- and intra-group criminal activity requires their removal from the site. The resulting interactions between security and the homeless often leads to violence and high levels of stress. While it is acknowledged that moving them off property results in a zero-sum game they are still removed. Security personnel are often being blamed for this issue they did not create and cannot resolve. However, they do require appropriate training and ongoing support as they contend with this issue on a more-or-less permanent basis.
- The Covid-19 pandemic also exposed many employees, particularly security staff to higher levels of abuse and violence. Staff were expected to enforce draconian rules resulting often in confrontation with the public and other employees.
- Globally, more and more people are experiencing mental health crises, leading to many organizations relying upon their security staff to help their employees, visitors and the public to 'feel' safe at all times.

4. RESEARCH QUESTIONS & ANSWERS

Part of the process is to identify potential questions around the research.

- **RQ1: are there any common themes in the research regarding security officer retention, both positively or negatively?** See 5. Research and Synthesizing Findings and Table 2, page 21.
- **RQ2: what is the connection between the research and employee retention?** See 5. Research and Synthesizing Findings.
- **RQ3: What are the trends concerning demographics, data sources, and time regarding security officer retention tactics?** See 5. Research and Synthesizing Findings.
- **RQ4: How did the identified themes concerning security officer retention evolve during the past 20 years?** See 5. Research and Synthesizing Findings and Table 2, page 21.
- **RQ5: What and how did the authors share and collaborate to research security officer retention related tactics?** Researchers share their results via a combination of published journals as well as uploading to academic websites used for such sharing of information.
- **RQ6: What is considered appropriate retention rates?** This is based upon individual organizations, the local jurisdiction in which they operate as well as national employee turnover. For example, the national occupation voluntary turnover rate in Canada in 2024 is 11.9% (see Appendix 7). For additional context, when looking at the 10-year licensing statistics for Alberta security guards (see Appendix 6), new licenses issued vs. renewed licenses increased from 43% (new) – 57% (renewed) in 2018 to 66% (new) – 34% (renewed) in 2024. There has been a 50% increase in new licenses being renewed. Regarding appropriate retention rates, this is up to the contract guard employer and client to determine. Further consideration should include turnover of the organization as a whole and turnover of particular sites. Regardless, those interested in dealing with this issue, whether they are client, employer, manager or individual employee first needs to determine their site rate, organizational rate, provincial/state/federal rate and then determine if the turnover/retention is impacting the operations of the security department. I do encourage researchers to look at retention rates

nationally, locally and specific to the organizations they are working with and to publish them were possible to add context to this issue.

- **RQ7: What specific training should security personnel receive?** This should be based upon a detailed needs assessment undertaken by qualified personnel. At least two sources of training should be considered. First, a review of the appropriate competency models should form the foundation for general training to be provided. Details can be found in Appendix 8 and at <https://ifpo.org/competency-models/>. Second, a risk assessment should be undertaken to identify those risks that have the greatest impact on security and site operations. This risk assessment should include data collection and analysis of site security reports first to identify the general trends occurring on site. Once this has been completed, specific studies can be undertaken of escorts off property, weapons seized/used, assaults, break & enters and other criminal activity, and fire alarms and other specific emergencies. A detailed review of the incidents should identify if staff are appropriately trained to deal with the various situations. Adequate or appropriate training also needs to be determined. One avenue is to ask the staff on site regarding their level of confidence in completing their tasks. Generally, the more complex the task, the more instruction the trainee requires. Other data includes an evaluation of lawsuits, complaints against the site, the security department and individual employees. Readers are encouraged to review the following document: The Competence of Frontline Security Professionals and What They Say About Their Work. This document can be downloaded at <https://ifpo.org/resources/security-research-project/>.

- **RQ8: By what percentage will implementation of various tactics reduce turnover?** The following observations and recommendations are highlighted.
 - A study conducted in Indonesia concluded that 'simultaneous testing of results shows that training and work environment simultaneously have a positive and significant effect on the job satisfaction of Security officers at Royal Prima Medan Hospital' (Rongjie, 2023, p. 22).
 - Diana identified the following four most important retention factors: 1. Instituting a retirement benefit scheme in Ghana, 2. Promote professional development, 3. Increase salary for retention of security personnel, 4. Recognize & reward hard working and outstanding security employees (2022, p. 22).
 - Williams identified the following: the higher the job satisfaction and organizational commitment, the lower the intention to quit. Four factors were identified: Private security officers are 1. least satisfied with their pay followed by 2. promotional opportunities, 3. they

are most satisfied with coworkers, followed by 4. communication (2011, p. 177). He further recommends that 'the role that supervisors play is of significant importance (p. 176).

- Santos (2012) recommends (a) economic benefits (fair compensation, paid on time, benefits, time off), (b) supervision (trained, understand their roles, fair, caring with good communication skills), (c) awareness of security officers' personal traits (align personal traits with job: individualize / personalize), (d) recognition of security officer's good work and behaviors (acknowledgement) and (e) promotion of good relationships among employees (supervisors should proactively problem solve) (p. xii).
- In Kenya (2013) the following recommendations were made: 1. enhanced training of Human Resource (HR) managers on the emerging HR management practices, 2. designing and adopting welfare activities that are suitable to the workforce, 3. engaging employees in determining Work Life Balances practices and 4. improving internal systems of communication (Wekesa, et. Al, 2013, p. 15).
- In South Korea (2013) Chang-ho & Jeong-hoon identified that SOs experience high degrees of stress from: 1. customer relationships, 2. co-worker relations & 3. supervisor stress. Research confirmed that high levels of stress lead to turnover. As a result, management needs to recognize interpersonal stress in private security guards and that awareness and training is required to manage various types of stress (p. 117).
- In South Africa, regarding cash-in-transit security personnel, the following recommendations were made: organizations need to become more proactive and assist with stress management, medical compensation, financial aid to cover funeral expenses, access to psychological services, drug and alcohol rehabilitation, and the introduction of effective staff rotation programs. Other strategies may include therapy groups, self-help groups and learning interventions. These support structures may assist guards to effectively cope with stress, and add value to the services they provide (Poisat, Mey, & Theron, 2014, pp. 317/318).
- Nyandoro, Munyoro, Masanga & Gorimani (2016) found that satisfactory retention strategy constituted a bundle of tactics including career development, positive recognition, staff engagement and positive recognition and management style. Staff engagement and an employee's relationship with supervisors has the greatest impact on whether to stay or go, because a supervisor has control over the CORE elements that create job satisfaction: Compensation, Opportunity, Recognition & Environment (pp. 17/18).
- Baeriswyl, Krause & Schwaninger suggest that workload and supervisor support may play a crucial role in the emergence of emotional exhaustion and job satisfaction in airport

screeners. They indicate that reducing the workload and promoting a supportive working environment may contribute to preventing emotional exhaustion and promoting job satisfaction (2016, p. 1).

- Nalla & Cobina (2016) identified: inadequate training, poor pay, shift-work schedules, boredom and a lack of basic amenities at work were among the factors identified that left them with low-job satisfaction. Responses include: guards will tolerate these conditions if safety is increased through self-defense training and tactics to manage risk (eg. conflict de-escalation training), equipment is improved, females generally have higher stress levels from the job so they require specific attention as a gender to help them feel safe (p. 215).
- Anyango & Ailia (2017) recommend that management of security firms should create effective employee voice structures in order to achieve job satisfaction. Employee voice refers to structures that enable employees to participate in the process of decision making in their organizations. Private security guard's performance can be improved through job satisfaction. The five characteristics of a job that is responsible satisfaction are; skill variety, autonomy, significance, task identity and feedback. Autonomy and feedback are considered most important in determining job satisfaction. Voice is participation by employees in the management of an organization and it depends on the organization's system. Employee voice can be through direct communication between management and employees, suggestion schemes, union representation, direct contributions through meetings, problem or grievance solving procedures, joint consultation and attitude surveys. In fact, findings showed that employee voice significantly affect job satisfaction explains as much as 25.8% variance in job satisfaction (p. 25).
- Freitas & Maciel's research results indicated that the most critical items concerning the QWL (quality/work life) are related to remuneration, career growth, equipment weight, and non-compliance with safety standards (2019, p. 306).
- Demirci & Ergen found that wage seems to be an important determinant of job satisfaction for private security officers. Therefore, they recommend to consider paying security officers a fair salary in alignment with the tasks they are engaging in (2020, p. 1314).
- Koeppen & Hopkins found that SOs who experience violence require organizational support. Without it, they often disengage passively or actively (2020, p. 1).
- Nagpaul, Leong, Toh, Amir, Chin & Tan provided the following recommendations: improve security officers' job satisfaction by creating awareness among them about the relevance of their work in maintaining the safety of public spaces and private premises in the country. This would encourage the officers to take pride in their job and work towards engendering

intrinsic forms of motivation. Further, educating the public about the importance of treating security employees with respect and dignity and the legal repercussions of any form of abuse may go a long way in making this important section of the workforce feel appreciated and recognized (2022, p. 496).

- The remaining research confirms repeatedly the same results or variations of the same recommendations. See Table 1, below on page 17.
- **RQ9: what does turnover cost the employer annually?** One method to determine turnover costs is straightforward. Identify all steps in the recruiting, interviewing, hiring and training process before an employee is assigned to a specific site. Once all the steps are listed, determine the time spent on average per individual. Calculate the cost based on either the hourly or annual salary, the cost of annual fees to maintain systems or software involved in the process, uniform and PPE, fees associated with the instructor(s), instruction material, wages paid to trainees, etc. Once this is added up, the contractor should have a good idea of what it costs to bring one new staff member on. Then multiply this number by the number of employees who left the organization in the year. This will give an estimate of annual turnover costs. Other costs can be included including non-billable unscheduled overtime paid to employees to fill shifts at sites where employees booked off with little or no notice. This cost often cannot be passed onto the client. The ironic thing is that when employers often state they cannot afford high quality training, they don't recognize that the money to pay for increased retention is already there. It just needs to be shifted from one column to another. The costs associated with turnover are reactive whereas costs associated with retention are proactive. Contract providers need to shift their mindset. For far too long, many contract providers have operated under the assumption that there are always many new applicants walking in the front door. This led to a belief that it was not worth the effort to retain employees. However, since the Covid-19 Pandemic, new applicants walking in has flowed to a trickle and employees are still quitting because the guard companies are still operating under this old way of thinking. Without a doubt, it requires a tremendous amount of work to retain employees but it takes more work to replace them. To develop quality employees it requires time, effort and money. But the payoff is well-worth the effort.

5. RESEARCH AND SYNTHESIZED FINDINGS

Table 1 below provides a breakdown of research by country in descending order of research projects undertaken by country, continent as well as percentage of both.

Table 1: Research by Country & Continents						
#	Country	# of projects	Continent	# of projects by continent/region		% of total projects
1	Australia	1	Australia	Africa	28	43
2	Bahrain	1	Asia	Asia	17	26.2
3	Belgium	1	Europe	Europe	8	12.3
4	Brazil	2	South America	North America	6	9.2
5	Canada	2	North America	Global	3	4.6
6	Côte d'Ivoire	1	Africa	South America	2	3
7	Croatia	1	Europe	Australia	1	1.5
8	European Union	1	Europe			
9	Finland	2	Europe	Research by country and placing		
10	Ghana	3	Africa	1. South Africa	8	12.3
11	Global	3	Global	2. Kenya	6	9.2
12	India	3	Asia	3. Turkey	5	7.7
13	Indonesia	2	Asia	4. Ghana	3	4.6
14	Israel	1	Asia	4. Global	3	
15	Kenya	6	Africa	4. India	3	
16	Malaysia	1	Asia	4. United States	3	
17	Mexico	1	North America	5. Brazil	2	3.1
18	Namibia	1	Africa	5. Canada	2	
19	Nigeria	2	Africa	5. Finland	2	
20	Serbia	1	Europe	5. Indonesia	2	
21	Singapore	2	Asia	5. Nigeria	2	
22	South Africa	12	Africa	5. Singapore	2	
23	South Korea	1	Asia	5. United Kingdom	2	
24	Taiwan	1	Asia	5. Zimbabwe	2	
25	Turkey	5	Asia	6. All remaining countries	1	
26	United Kingdom	2	Europe			
27	United States	3	North America			
28	Zambia	1	Africa			
29	Zimbabwe	2	Africa			
	Total	65				

Themes identified from this review include:

1. Of the 65 research projects referenced, in 5-year periods:
 - a. 2005 – 2009: 1 (.2/year & 1.5% of all research)
 - i. this single article focused on PTSD/violence experienced by security guards.
 - b. 2010 – 2014: 14 (2.8/year & 21.5% of all research) themes include:
 - i. Violence: 2 articles
 - ii. Job satisfaction / retention: 7 articles
 - iii. Professional development: 5 articles

- c. 2015 – 2019: 22 (4.4/year & 34% of all research) themes include:
 - i. Job satisfaction / retention: 18 articles
 - ii. Professional development: 4 articles
- d. 2020 – 2024: 28 (5.6/year & 43% of all research)
 - i. Violence: 6 articles
 - ii. Job satisfaction / retention: 16 articles
 - iii. Professional development: 6 articles

	Violence	Job satisfaction/retention	Prof. Development
1. 2005 – 2009:	1	0	0
2. 2010 – 2014:	2	7	5
3. 2015 – 2019:	0	18	4
4. <u>2020 – 2024:</u>	6	16	6
Total:	9 (13.8%)	41 (63.1%)	15 (23.1%)

Note there is considerable overlap in many of the research articles between all three themes. A detailed statistical analysis would likely provide greater specificity of the themes.

- This review suggests there is a growing interest in the violence facing security personnel. There was twice as much research on the topic from 2020 – 2024 as in the previous 15 years.
- Regarding job satisfaction/retention, there was no research in the years 2005 – 2009. Researchers started exploring from 2010 on and it has remained steady from 2015 to 2024.
- Security personnel have a growing interest in training, education and career growth potential. This suggests that people entering the industry recognize the opportunity within the industry and do not see it just as a stepping stone to other occupations.
- In this 20-year period, divided into four 5-year segments, there is a steady increase in the number of research projects focused on retention. This is a 28-fold increase overall.
- 43% of all research undertaken in this area has been undertaken in the last five years, this topic has caught the interests of researchers.
- The research suggests that as the security industry continues to expand, there is a growing interest in employee retention and related issues included employee satisfaction, training, leadership effectiveness, and violence and its consequences experienced.
- The increase in research may also be due to the Internet’s expansion, thereby identifying potential gaps in research. Internet research is also providing accessibility to research through numerous online databases that have been established in the past two decades. Those managing research databases are constantly seeking to add content.

- I acknowledged that while several journals and databases were searched, far more were not. There is likely a large body of additional research to be evaluated.
2. Research approach:
 - a. 38 quantitative (58.5%)
 - b. 23 qualitative (35.4%)
 - c. 4 mixed (6.1%)
 3. Personnel research review results:
 - a. Security personnel specifically identified in 63 studies (97%)
 - b. Security and police personnel studied jointly in 2 studies (3%)
 4. Identified research themes:
 - a. Occupational challenges: lack of training, poor hiring practices, violence, harassment, victimization, liminality, stress & PTSD, high turnover, and co-worker conflict.
 - b. Job skills: training, competencies, communication skills development. However, there were only two pieces of research that addressed specific training programs. The remaining articles discussing training were in general terms.
 - c. employee retention: wages, leadership, security/police cooperation, working conditions, organizational fairness, stress management skills development/practices (exercise), career pathing, leadership effectiveness, importance of supervisors, gender equality, and motivation & job satisfaction.
 5. An analysis of the 65 documents identified the following:
 - a. The need for social support when personnel experience violence and job burnout.
 - b. Improved training in the following areas:
 - i. Communications
 - ii. Overall job preparation
 - c. Improving the quality of trainers
 - d. Hiring more licensing inspectors and empower them to enforce legislation.
 - e. Improve the quality of leadership including communication.
 - f. Improve working conditions for security personnel.
 - g. Fair compensation for the work performed.
 - h. Providing career planning and opportunities for growth and promotion.
 - i. An acknowledgement of the benefits of developing competencies for security personnel.

6. Research Journal Themes:	#	%
Security & Criminology	16	24.6
Social Sciences (anthropology, economics, geography, history, political science, psychology, and sociology)		
Sociology	16	24.6
HR/Business Management	15	23.1
Psychology	5	7.7
Public Health (health & social sciences)	4	6.2
Communications	1	1.5
Social sciences combined	41	63.1
General research	6	9.2
Unknown	2	3.1
Total	65	100

Findings and recommendations:

- A review of the publishing source identifies that over 63% of the material published on topics associated with security personnel retention are not published in security related journals.
- A second issue is that there is a gap between research and practice suggesting that even when published in security related journals, end-users, those people most impacted by turnover, are not accessing nor applying the research findings.
- As the majority of research sources are related to the social sciences including business, human resource management and even public health, this may be considered less a security issue and more a business issue. Fundamentally employee retention/turn-over is an important resource management issue. It suggests that security managers should be paying more attention to this issue.
- As detailed on page 21, stress and related issues were identified as significant factors experienced by security officers on a regular basis as well as a factor in retention challenges. Appendix 3 provides some insights into stress management. Stress, PTSD and appropriate responses are outside the scope of this review. Therefore, it is recommended that those organizations interested in the mental health and well-being of their employees should engage with mental health professionals to determine the most appropriate responses to manage stress through the appropriate channels include employee assistance programs.

- Specific topics discussed with clusters of related concepts:

Table 2: Specific topics and related concepts in descending number of times found in the research		
#	Key word search and related concepts	Numbered research article addressing issue(s). See Table 3 on page 28 for numbered articles.
1	Engagement / disengagement / job satisfaction / intent to quit / morale / motivation / precariousness / push factors / retention / turnover	2, 3, 4, 6, 7, 8, 11, 16, 17, 18, 20, 21, 22, 23, 25, 26, 29, 30, 31, 32, 33, 36, 37, 39, 40, 41, 42, 43, 44, 45, 46, 47, 50, 56, 57, 58, 59, 60, 62, 64 (40 articles)
2	Education / orientation / professional development / standards / training or lack thereof	2, 4, 7, 8, 10, 13, 14, 16, 18, 20, 22, 23, 25, 26, 27, 28, 29, 32, 33, 36, 38, 42, 47, 48, 50, 51, 53, 56, 57, 59, 61, 63, 65 (33 articles)
3	Supervision / leadership / mentoring / organizational support	1, 5, 6, 8, 11, 15, 20, 21, 22, 32, 36, 44, 46, 47, 49, 51, 54, 58, 61 (19 articles)
4	Compensation: salaries, benefits, time off, etc.: low or fair	2, 3, 4, 6, 10, 11, 15, 16, 19, 20, 28, 34, 40, 42, 43, 48, 57 (17 articles)
5	Career opportunities / promotion / progression or lack thereof	3, 4, 6, 12, 14, 19, 20, 22, 23, 26, 33, 34, 35, 42, 48, 54, 65 (17 articles)
6	Stress / distress / post-traumatic stress disorder / violence / victimization	1, 5, 8, 13, 15, 16, 19, 32, 36, 38, 41, 47, 48, 60, 62, 64 (16 articles)
7	Communication with employer, co-workers, clients / customers including communication skills development:	4, 6, 7, 29, 31, 32, 36, 42, 51, 52, 56, 64 (12 articles)
8	Working conditions (fair or unfair) / fair workload / hygiene	6, 11, 26, 30, 36, 40, 42, 54, 55, 58, 61, 62 (12 articles)
9	Organizational commitment	4, 16, 17, 22, 24, 37, 43, 46 (8 articles)
10	Co-worker satisfaction	4, 8, 13, 16, 19, 30, 43 (7 articles)
11	Recognition of employee efforts	6, 20, 42, 43, 58 (5 articles)
12	Work / life balance	7, 11, 34, 35, 54 (5 articles)
13	Competencies for the task including discussion of a model	6, 9, 34, 56 (4 articles)
14	Absenteeism	4, 24 (2 articles)
15	Disrespect	32, 62 (2 articles)

Opportunities for additional research include:

1. The effectiveness of specific training programs is limited, with a few exceptions: #28, 29, & 56. It is recommended that additional research be conducted into the effectiveness of specific training programs to better understand what does and does not better prepare officers for the tasks and challenges they engage in and encounter.
2. Issues of violence need to be further researched. 16 of the research articles identified related words: stress / distress / post-traumatic stress disorder / violence / victimization.
3. Task complexity: research focussing upon a competency model for officers were made in Projects #9 & #10. More research in this area needs to be undertaken to determine the effectiveness of the competency model approved by the U.S. Department of Labor in 2021. Models for officers, supervisors and instructors can be accessed at: <https://ifpo.org/competency-models/>.
4. One promising area of research, introduced by Paese, Rissi, Ceconello & Costa (Brazil, 2014) focussed upon the value of hiring employees partly based upon the results of psychological profiling. When done correctly it is suggested to be an effective tactic for aligning the right officer for the right job can also reduce their stress. A second article entitled *New regulations in the Brazilian private security industry: effects on turnover and human capital outcomes* by Souza, Cabral & Ribiero (2024) focusses upon refining selection and training process and those effects upon retention. This area should be explored further.
5. One research question not asked: what is considered appropriate retention? There is limited research data to support any of the recommendations. There is no actual turnover/retention data provided. While there is considerable research into employee retention tactics researchers are not measuring implementation effectiveness. This area should be explored.
6. Security officers often requested assistance in career progression planning and additional training and education. Researches also called for the professionalization of the sector.
7. Why does Africa have 43% of the research on guard retention and Asia 26.2%? this is unknown.
8. Why does South Africa lead the world in security guard retention research? This is unknown.

6. APPENDICES

APPENDIX 1: ACKNOWLEDGEMENTS

I am grateful for feedback on this review from the following people.

- Brion P. Gilbride, Ph.D, CPP, MSI, CFE, CSSM, CPO
- Dr. Richard Smith, MBA

APPENDIX 2: THE RESEARCH PROCESS

The following content details the research process followed. This may of interest to those who wish to better under the process I undertook.

1. SYSTEMATIC REVIEW EXPLAINED

This research was undertaken using the systematic review process which “attempts to collate all empirical evidence that fits pre-specified eligibility criteria in order to answer a specific research question” (Toronto Metropolitan University, 2024). There are several types of systematic reviews. These include a scoping, rapid, narrative, meta-analysis & mixed methods/mixed studies. Based upon a review of the various categories, it was decided the most appropriate response is the ‘meta-aggregation’ review which itself is defined as ‘a systematic review method that follows the traditions of qualitative research while mirroring the process of a quantitative review’. It was determined to follow this process after answering the questions at the following website: <https://rightreview.knowledgetranslation.net>.

The steps in the meta-aggregation process include:

1. Review question(s) and objectives
2. Identifying the theoretical framework or model
3. Searching and screening
4. Establishing inclusion criteria for research
5. Assessing quality of included studies
6. Extracting and categorizing data
7. Presenting and synthesizing findings
8. Reporting transparently

The goal is this systematic review is to determine if researchers have identified common retention tactics for security personnel that has been validated allowing for replication in the workforce.

2. IDENTIFYING THE THEORETICAL FRAMEWORK

Research Approach: primarily is through the mixed methods approach using a combination of qualitative and quantitative research. 38 quantitative, 23 qualitative and 4 mixed research studies were evaluated.

Research Strategy: thematic coding approach where all or parts of the data are coded and labelled. The labels are then grouped into themes. The themes are then used as a basis for further data analysis and interpretation (Robson, 2011, p. 467).

Research Method:

- Data is mixed: a combination of qualitative and quantitative research.
- Secondary data: collected by others.
- Descriptive: measurements of something that is.

In addition, primary data was gathered on turnover retention on related projects undertaken in 2023, 2024 and 2025 by the author of this good practice guide. Findings support much of the research evaluated in this systematic review. 55 interviews were undertaken to include security officers, supervisors and management.

4. <https://www.scribbr.com/category/methodology/>

5. Robson, C. (2011). *Real World Research, Third Edition*. West Sussex: Wiley.

3. SEARCHING AND SCREENING

Source of information include Security Journal, Google Scholar, Academia.edu & Research Gate. Search terms included: 'security guard/officer retention tactics', 'guard/officer training', 'security guard/officer turnover', 'security guard/officer support', 'security employer retention strategies', 'security guard/officer violence', 'security supervisor retention', 'security career planning', 'security guard/officer stress management', 'security guard/officer PTSD', 'security guard/officer violence', 'security personnel satisfaction' and variations of these terms.

4. INCLUSION / EXCLUSION CRITERIA

This systematic literature review identified and evaluated 82 documents. Using inclusion and exclusion criteria, all documents were scored 0, 1 or 2. Those documents not relevant received a 0 resulting in 17 documents being removed (see Appendix 3 for a list of excluded research). Exclusion criteria included using the term 'security officer' despite the fact that security personnel were not studied. In some cases, police or other government personnel were referred to as security when specifically pertaining to positions, not people. For example, research undertaken in India involved federal police despite being referred to as 'airport security'. This condition resulted in the removal of this particular research. While I acknowledge that there has been a blurring of responsibilities between security and law enforcement personnel over the past two decades, I discarded any research where it was clear that the personnel studied were not part of the uniformed guard industry. This is because salaries, benefits and working conditions are usually very different as well as the lack of respect towards uniformed security personnel.

A second example, in Israel referred to 'security personnel' again but the review found the subjects of the study to be government agents. In several articles captured in the search parameters, it was found the employees studied did not include security personnel. Other research articles were excluded because the research did not include retention, employee satisfaction, or other related terms. In one case, one research document was excluded as it was a Masters dissertation which formed the foundation for a published article which was used.

The remaining 65 documents received either a score of 1 if they were indirectly relevant or a score of 2 if they were directly relevant to the search parameters. This resulted in 34 directly relevant, and 31 articles indirectly relevant. Direct relevance was identified when the research specifically identified employee retention as a key component of retention was specifically identified.

5. ASSESSING QUALITY

Assessing quality of the individual research can be problematic. While detailed and lengthy, the following quote from Siddaway, Wood and Hedges (2019, pp. 764-765) is presented here.

Problems with study quality tools. Examining the impact of study quality on the results of a systematic review is neither as simple nor as straightforward as might initially be assumed. Several articles have discussed the limitations of examining study quality and drawn attention to the potential complexities involved (e.g., Garside 2014, Juni et al. 1999). For instance, calculating a summary score may involve assigning weights to the different items that make up a measure of study quality, and it may be difficult to justify the weights assigned. There is also great

variation in what researchers perceive constitutes quality (Valentine & Cooper 2005), and study quality scales have been shown to be unreliable assessments of validity (Juni et al. 1999). It is noteworthy that the use of scales for assessing quality or risk of bias is explicitly discouraged in Cochrane reviews. A study quality tool should not be used to determine inclusion or exclusion from your review. If study quality is somehow to be examined empirically, a considered approach is required. It is probably preferable to look separately at a few workable indicators of bias risk rather than calculating a summary score. These indicators can be used to estimate the degree to which the literature that forms the content of the systematic review may have been affected by bias.

As such, the results of all 65 articles were incorporated into the study. I encourage other researchers, if so inclined, to undertake a meta-analysis for a greater in-depth evaluation to determine the quality of individual research presented here.

Siddaway, A.P., Wood, A.M. & Hedges, L.V. (2019). *How to Do a Systematic Review: A Best Practice Guide for Conducting and Reporting Narrative Reviews, Meta-Analysis, and Meta-Synthesis*. Annual Review of Psychology. 2019. 70:747-70.

6. EXTRACTING AND CATEGORIZING DATA

The content from all articles were reviewed. Data headings included:

- Sequential article number
- Year research published
- Country
- Author(s)
- Title of research
- Publisher
- Journal type: security, business, social sciences, health, psychology, social sciences, etc. (see pages 21/22)
- Research question posed
- Research focus group: either security or security/police jointly
- Type of analysis: qualitative, quantitative or both
- Key words in the research article including specific topics discussed with clusters of related concepts
- Scoring: 0 (reject), 1 (indirectly related) or 2 (directly related)
- Keep or reject
- Findings
- Recommendations
- Identify the main themes that emerged from the review

7. REPORTING TRANSPARENTLY

Reporting transparency, according to Robson is done so ‘the methods and procedures can be made visible and accessible to other parties (be they professional colleagues, clients, or the public audience for the study report), so that the implementation as well as overall research design can be assessed (2011, p. 240).

All aspects of this research, its processes and the documents I have utilized have been detailed in this document.

Robson, C. (2011). *Real World Research, Third Edition*. West Sussex: Wiley.

All research used in this systematic review are detailed below in Table 3.

Table 3: Research Projects by Year, Authors, Title & Source					
#	Year	Country	Author(s)	Title	Source
1	2007	Belgium	Frédéric Declercq, Stijn Vanheule, Samuel Markey & Jochem Willemsen	Posttraumatic Distress in Security Guards and the Various Effects of Social Support	Journal of Clinical Psychology
2	2010	Global	Ronald van Steden & Rick Sarre	The Tragic Quality of Contract Guards: A Discussion of the reach and theory of Private Security in the World Today	The Journal of Criminal Justice Research
3	2011	Turkey	Esin Karacan	Job satisfaction of Private Security Guards	Sosyal Bilimler Enstitüsü Dergisi: (Social Sciences)
4	2011	South Africa	Christopher Juan Williams	The Impact of Push Factors on the intent to quit amongst private security officers	Mini-thesis, degree of Magister Commercii in the Department of Industrial Psychology, Faculty of Economic and Management Sciences, University of Western Cape.
5	2011	Finland	T. M. Leino, R. Selin, H. Summala & M. Virtanen	Violence and psychological distress among police officers and security guards	Occupational Medicine
6	2012	Mexico	Lozano Gerardo de los Santos	An exploratory study of contracted security officers' retention	Dissertation submitted for the Degree of Doctor of Education in Organizational Change, Pepperdine University
7	2013	Kenya	Dennis Wafu Musaba Wekesa, Peter Kiprotich Cheruiyot & Josphat Kwasira	An Assessment of Human Resource Management Practices on Organizational Performance in Private Security Firms in Kenya	International Journal of Human Resource Management and Research

8	2013	South Korea	Kim Chang-ho & Ha Jeong-hoon	A study on the relationship between interpersonal stress, job satisfaction, and turnover intention of private security guards	Korean Security and Security Society
9	2013	South Africa	Antoni Barnard	Security guarding: a competency model	South African Journal of Labour Relations
10	2013	Australia	Anne Junor, Ian Hampson, Erica Smith & Andy Smith,	Views of skill in low-wage jobs: Australian security guards and cleaners	28th Annual Conference of AIRAANZ (Association of Industrial Relations Academics of Australia and New Zealand)
11	2013	South Africa	Thabang Sefalafala & Edward Webster	Working as security guards: The limits of Professionalisation in a low status occupation	South African Review of Sociology
12	2013	India	Nandini Gooptu	Servile Sentinels of the City: Private Security Guards, Organized Informality, and Labour in Interactive Services in Globalized India	Internationaal Instituut voor Sociale Geschiedenis. Published online by Cambridge University Press
13	2014	Brazil	Paese A., Rissi V., Ceconello W. C. & Costa C.	Stress among Brazilian Security Guards: Analysis of Vulnerability Factors	International Journal of Psychology and Behavioral Sciences
14	2014	United States	Richard Kezeli	The Private Security Industry; The Development of Higher Educational Training Standards	Academic research: American Military University
15	2014	South Africa	Paul Poisat, Michelle Mey, Anthonie Theron	Social support key to cash in transit guards' psychological wellbeing	Problems and Perspectives in Management
16	2015	India	Nisha Yadav & U.V. Kiran	Occupational Stress among Security Guards	Journal for Studies in Management and Planning
17	2015	Nigeria	Alade Y. Saliu, Rotimi A. Gbadeyan & Jackson O. Olujide	Organizational Commitment and Job Satisfaction of Security Operatives in Selected Tertiary Institutions In Kwara State	Asia Pacific Journal of Multidisciplinary Research
18	2015	Singapore	Mahesh K. Nalla, Swee Lian Sylvia Lim & Ismail Cenik Demirkol	The relationship between goal difficulty, goal specificity, rewards and job satisfaction: A study of Singapore security guards	Security Journal
19	2015	South Africa	David du Toit	Working as a security guard on Potchefstroom Campus: Issues, challenges and strategies	South African Review of Sociology

20	2016	Zimbabwe	Zivanai Nyandoro, Gerald Munyoro, Ganyanhewe Masanga & Charity Gorimani	Employees' Evaluation of Human Resource Retention Strategy: A Case Study of a Private Security Company in Zimbabwe	Africa Development and Resources Research Institute Journal
21	2016	European	Sophie Baeriswyl, Andreas Krause & Adrian Schwaninger	Emotional Exhaustion and Job Satisfaction in Airport Security Officers – Work– Family Conflict as Mediator in the Job Demands– Resources Model	Frontiers in Psychology
22	2016	Ghana	Emmanuel Yaw Ampofo & Margaret Momo Laryea	What is the Watchman Thinking about- Stay or Go? Examining Leadership Style and Organisational Commitment as Precursors of Turnover Intention of Private Security Employees	Global Journal of Management and Business Research: Administration and Management
23	2016	Global	Declan Garrett	Private Security Career Paths: Establishing the Foundations of a Structured Progression Model for the Manned Guarding Sector	Doctoral Thesis: University of Portsmouth, Department of Security Risk Management
24	2016	South Africa	Tamara Singh, Nishika Chetty & Anis Mahomed Karodia	An Investigation into the impact of Absenteeism on the organisational performance of a private security company in Durban, Kwazulu-Natal	Singaporean Journal of Business Economics and Management Studies
25	2016	Croatia	Dubravko Derk, Irena Cajner Mraović & Marko Prpić	Public Police Officers' and Private Security Guards' Attitudes towards their professional training: Case of the Croatian Capital Zagreb	Faculty of security- Skopje, International scientific conference, Ohrid, Republic of Macedonia
26	2016	United States	Mahesh K. Nalla & Jennifer E. Cobbina	Environmental factors and job satisfaction: The case of private security guards	Security Journal
27	2016	United States	Jennifer E. Cobbina, Mahesh K. Nalla & Kimberly A. Bender	Security officers' attitudes towards training and their work environment	Security Journal
28	2017	Alberta/ Global	Glen Kitteringham	Security Practitioners' Perspectives of the Alberta Basic Security Training Programme	Doctoral Thesis: University of Portsmouth, Department of Security Risk Management
29	2017	Malaysia	Anie Attan, Sarimah Shamsudin, Noh Muhammad Adlan Mohd Noh, Nik Hasnaa, Nik Mahmood & Zulfikar Ahmad	Proposing a Comprehensive Training Needs Approach for the Communication Skills Training of Security Guards	LSP International Journal

30	2017	South Africa	Ruby Weber	Protection and Pragmatism: an exploration of the mentalities of workers in the private security industry	Unpublished dissertation presented in part fulfilment for the Master Of Philosophy degree in the Department of Public Law, Law Faculty University Of Cape Town
31	2017	Kenya	Christine Anyango & Fredrick Ailia	Employee Voice and Job Satisfaction among security guards	International Journal of Scientific Research and Innovative Technology
32	2018	India	Ernesto Noronha · Saikat Chakraborty · Premilla D'Cruz	'Doing Dignity Work': Indian Security Guards' Interface with Precariousness	Journal of Business Ethics
33	2018	Kenya	Gerald Peter Mutonyi & Cyprian Kavivya	Incentives as Determinants of Job Retention among the Private Security Guards in Kenya: A Case of Radar Security Company	IOSR Journal of Humanities and Social Sciences
34	2018	Namibia	Cosmas Mwanza	Applying SÜMER'S model of military turnover on junior officers for a private security firm in Windhoek, Namibia	Journal of Management & Administration
35	2019	Brazil	André Luís Policani Freitas & Felipe Ramos Maciel	Quality of work life of bank security guards in Brazil: a research note	Security Journal
36	2019	Bahrain	Khalil I. Al-Mulla	Stress Reduction Strategies for Improving Private Security Officer Performance	Doctoral thesis: Walden University
37	2019	Turkey	Ugur Demirci	The Effect of private security police cooperations on the relationship between job satisfaction and occupational commitment	Business & Management Studies: An International Journal
38	2020	Alberta, Canada	Glen Kitteringham	Protecting the protectors: security guard tactics for managing workplace violence	Self-published Kitteringham Security Group, Inc.
39	2020	Kenya	Sharon Jerotich Koech, Ronald K. Chepkilot & Maina Waiganjo	Effect of recruitment and selection practices on job satisfaction of security personnel in public secondary schools in Baringo County, Kenya	International Journal of Business and Management Review
40	2020	Turkey	Uğur Demirci & Banu Ergen	The effect of wage on private security officers' job satisfaction and intention to quit: an empirical study in Turkey	Electronic Journal of Social Sciences

41	2020	Finland	Jyri Paasonen & Mikko Aaltonen	Violent Victimization, Fear of Crime, and Experiences of Criminal Justice Processes Among Security Personnel in Finland: Evidence From Survey Data	Journal of Contemporary Criminal Justice
42	2020	Kenya	David Irungu Njoroge & Mathew Kariuki Thuku	Employee Engagement in Private Security Firms: A Case Study of G4S Security Services Kenya Limited	The International Journal of Business & Management
43	2020	Nigeria	Uche Ikemefune & Emmanuel Aziegbe Akhigbe	Organizational Climate and Turnover Intention of Employees in Private Security Firms in Port Harcourt	NDIM's Journal of Business and Management Research
44	2020	Zambia	Esnart Mwaba Tayali & Kwesi Atta Sakyi	The Health and Well-being of Low Paying Jobs in Southern Africa: Case Study of Security Guards in Zambia	Advances in Social Sciences Research Journal
45	2020	Serbia	Jovica Jovanović, Ivana Šarac, Jasmina Debeljak Martačić, Gordana Petrović Oggiano, Marta Despotović, Biljana Pokimica & Blerim Cupi	The influence of specific aspects of occupational stress on security guards' health and work ability: detailed extension of a previous study	Arh Hig Rada Toksikol
46	2020	Turkey	Serap Benligöray & Ugur Demirci	Organizational Policy Perceptions of Employees in the Private Security Sector The Relationship Between Job Satisfaction and Intentions to Leave Mediation Effect	Anadolu University Journal of Social Sciences
47	2020	United Kingdom	Benjamin Koeppen & Matt Hopkins	Security guards as victims of violence: using organisational support theory to understand how support for victims could have positive implications for the security industry	Security Journal
48	2020	Global	Martin Gill, Charlotte Howell & Caitlyn McGeer	Understanding influences on security as a career/job choice: what those working in the security sector think	Security Research Initiative: Perpetuity Research & Consultancy International
49	2020	United Kingdom	Risto Talas, Mark Button, Mark Doyle & Jaideep Das	Violence, Abuse and the Implications for Mental Health and Wellbeing of Security Operatives in the United Kingdom: The Invisible Problem	Publish source not listed

50	2020	Turkey	Hakan Inankul	A Research on KAAN project and Job Satisfaction of Private Security Officers: An Empirical Study	International Journal of Society Researches
51	2021	South Africa	Linda Mbana, Jacob Tseko Mofokeng, Dorcas Khosa & Witness Maluleke	Exploring hindrances for professionalising South African Private Security Industry: Experiences and recommendations	Social Sciences Journal
52	2021	Israel	Raz Shpeizer	On the Threshold: The Story of School Security Guards in Israel	Mediterranean Journal of Social Sciences
53	2021	South Africa	Linda Mbana, Jacob T. Mofokeng, Witness Maluleke & Dorcas Khosa	Sharpening the Axe: Identifying and Closing Gaps Within the Training Space of the South African Private Security Industry	International Journal of Criminology and Sociology
54	2021	South Africa	Shandré K. Jansen van Rensburg	Doing gender well: Women's perceptions on gender equality and career progression in the South African security industry	SA Journal of Industrial Psychology / SA Tydskrif vir Bedryfsielkunde
55	2021	Zimbabwe	Moment Bhebhe	Curbing Precariousness Facing Non-Standard Employees in the Private Security Industry: Employers' Viewpoint	African Journal of Employee Relations
56	2022	Indonesia	Ani Pujiastuti, Yogi Saputra Mahmud, & Haris Herdiansyah	Communication Challenges and Needs in the Multilingual Workplace: The Case of Security Officers in Jababeka Area Indonesia	International Journal of Indonesian Society and Culture
57	2022	Ghana	Aburiya A. Diana	The most significant factors influencing private security employees' job retention in Ghana: A case of the Bolgatanga Municipality	Africa Development and Resources Research Institute (ADRRI) Journal
58	2022	Singapore	Tania Nagpaul, Chan-Hoong Leong, Chin-Seng Toh , Ardi Bin Amir, Raymond Chin & Steve Tan	Exploring Job Satisfaction and Intentions to Quit among Security Officers: The Role of Work Hygiene and Motivator Factors	Social Sciences
59	2023	Indonesia	Yang Rongjie	Influence of Training and Work Environment on Job Satisfaction Level of Security Officers	International Journal of Multidisciplinary Research and Publications
60	2023	South Africa	Shandré Kim Jansen van Rensburg, Muzukhona Buthelezi, Mokata Johannes Nkwana, Nomsa Pride Msimang & Moitsadi Zitha	"You are reminded that you don't have power": The victimization of security guards working in Gauteng, South Africa	Research in Business & Social Science

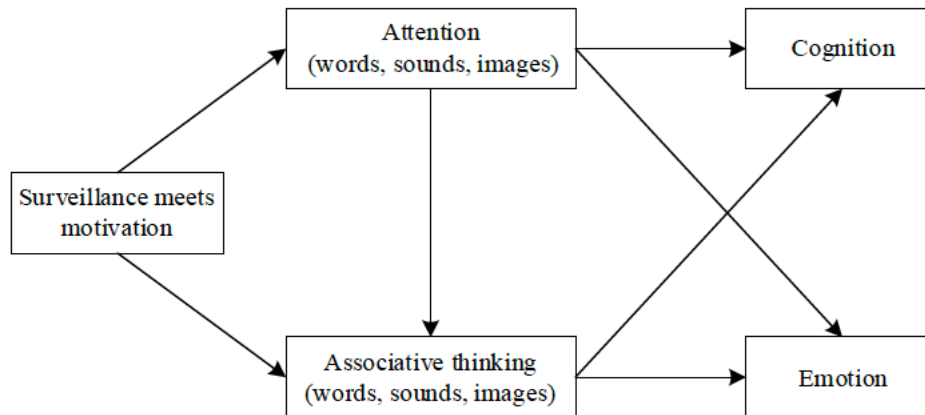
61	2024	South Africa	Saskia Hanft-Robert, Lindokuhle Shongwe, Qhama Cossie, Philasande Sithole, Tessa Roos, Mike Mosko & Leslie Swartz	"They are not even called by name": Security guards in a South African psychiatric hospital	Social Science & Medicine
62	2024	Côte d'Ivoire	Dr. Ahodan Stéphane, Dagbe, Dr. Apie Monique Acho & Carmen Vanessa Mariline Yao.	Victimization of private security guards in Abidjan	International Journal of Social Science, Management and Economics Research
63	2024	Ghana	Opoku, F. K., Narcotey, I. , Kwao, I. T. & Antwi, B. O.	Impact of training and development on job performance in higher education: The case of Security Guards in the University of Cape Coast, Ghana	Journal of Business and Enterprise Development
64	2024	Taiwan	Ying-Han Lee, Yun-Hsuan Wu, Chiu-Ying Chen, Patricia Chiao-Tzu Lee, Tzu-Hsien Lin and Chane-Yu Lai	Objectives: To investigate the relationship between workplace violence (WPV) and mental and physical health (MPH) of security guards during the COVID-19 pandemic in Taiwan.	Frontiers in Public Health
65	2024	Kenya	Maende Linet Awino Awuor & Lucy Gichinga	Career Development and Employee Performance in Private Security Firms in Mombasa County – Kenya	International Journals of Academics & Research

APPENDIX 3: STRESS MANAGEMENT

This section details some concepts on stress management.

Cognitive mediation model as it pertains to perception of stress

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Stress is based upon perception. Changing people's perception of stress can either increase or decrease their stress levels.

Analysis of the value of news and cultural communication using multimodal learning

Wei Shi^{1,†}

1. College of Humanities and Law, Nanchang HangKong University, Nanchang, Jiangxi, 330063, China. Page 13, figure 3

QUICK REFERENCE

A model of anxiety reduction that is aimed at modifying affect-eliciting cognitions. It assumes that emotional arousal is mediated by cognition rather than environmental cues, therefore it is possible to reduce anxiety by modifying thoughts that often elicit and reinforce emotionality.

<https://www.oxfordreference.com/display/10.1093/oi/authority.20110803095622295>

Cognitive mediation models, such as the transactional model of stress, can help explain how people react to stressful situations at work. These models can also help identify strategies to reduce stress by changing how people think about stressful situations.

Here are some concepts related to cognitive mediation models and stress management:

- **Transactional model of stress**

This model explains how people react to stress by comparing their perceived personal resources to the demands of a situation. The model suggests that changing how people think about a stressful situation can change how they experience stress.

- **Cognitive appraisal**

Cognitive appraisal is the process of evaluating a situation to determine if it's a threat, challenge, or something harmful.

- **Cognitive behavioral stress management (CBSM)**

This therapeutic approach focuses on how people's thoughts affect their emotions and behaviors. CBSM aims to help people identify and change irrational thoughts and behaviors.

- **Cognitive action strategies**

These mental approaches can help people deal with stress by analyzing problems, identifying who is responsible, and separating facts from assumptions.

- **Diaphragmatic breathing**

This simple cognitive coping strategy involves taking a deep breath in while pulling your diaphragm down

Beneficial effects of a cognitive-behavioral occupational stress management group training: the mediating role of changing cognitions

Petra H. Wirtz, Alisa Auer, Norbert K. Semmer, Ulrike Ehlert & Fridtjof W. Nussbeck
 Front. Psychol. 14:1232172. doi: 10.3389/fpsyg.2023.1232172

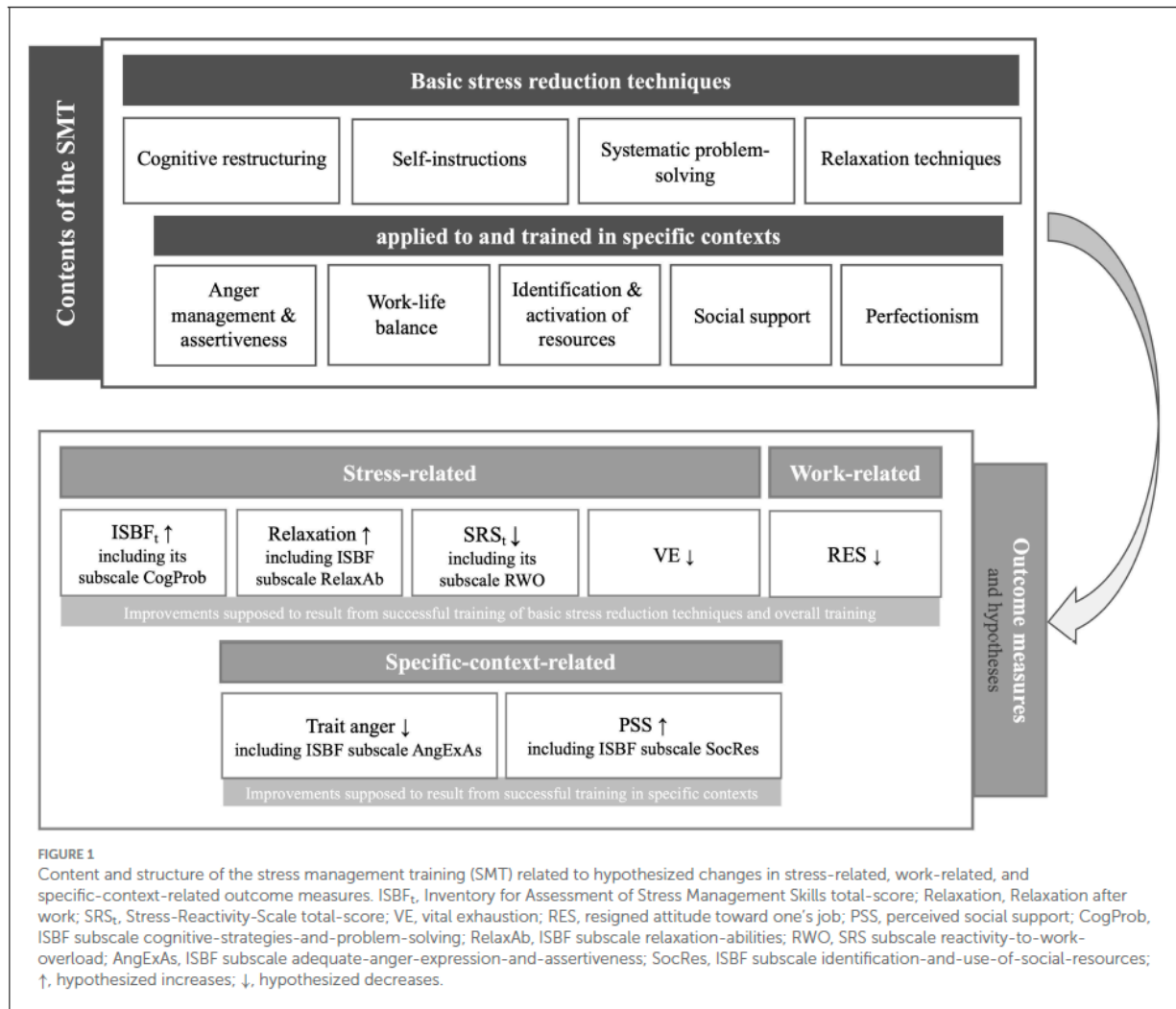


FIGURE 1
 Content and structure of the stress management training (SMT) related to hypothesized changes in stress-related, work-related, and specific-context-related outcome measures. ISBF_t, Inventory for Assessment of Stress Management Skills total-score; Relaxation, Relaxation after work; SRS_t, Stress-Reactivity-Scale total-score; VE, vital exhaustion; RES, resigned attitude toward one's job; PSS, perceived social support; CogProb, ISBF subscale cognitive-strategies-and-problem-solving; RelaxAb, ISBF subscale relaxation-abilities; RWO, SRS subscale reactivity-to-work-overload; AngExAs, ISBF subscale adequate-anger-expression-and-assertiveness; SocRes, ISBF subscale identification-and-use-of-social-resources; ↑, hypothesized increases; ↓, hypothesized decreases.

APPENDIX 4: RESEARCH INCLUDED IN THIS REVIEW

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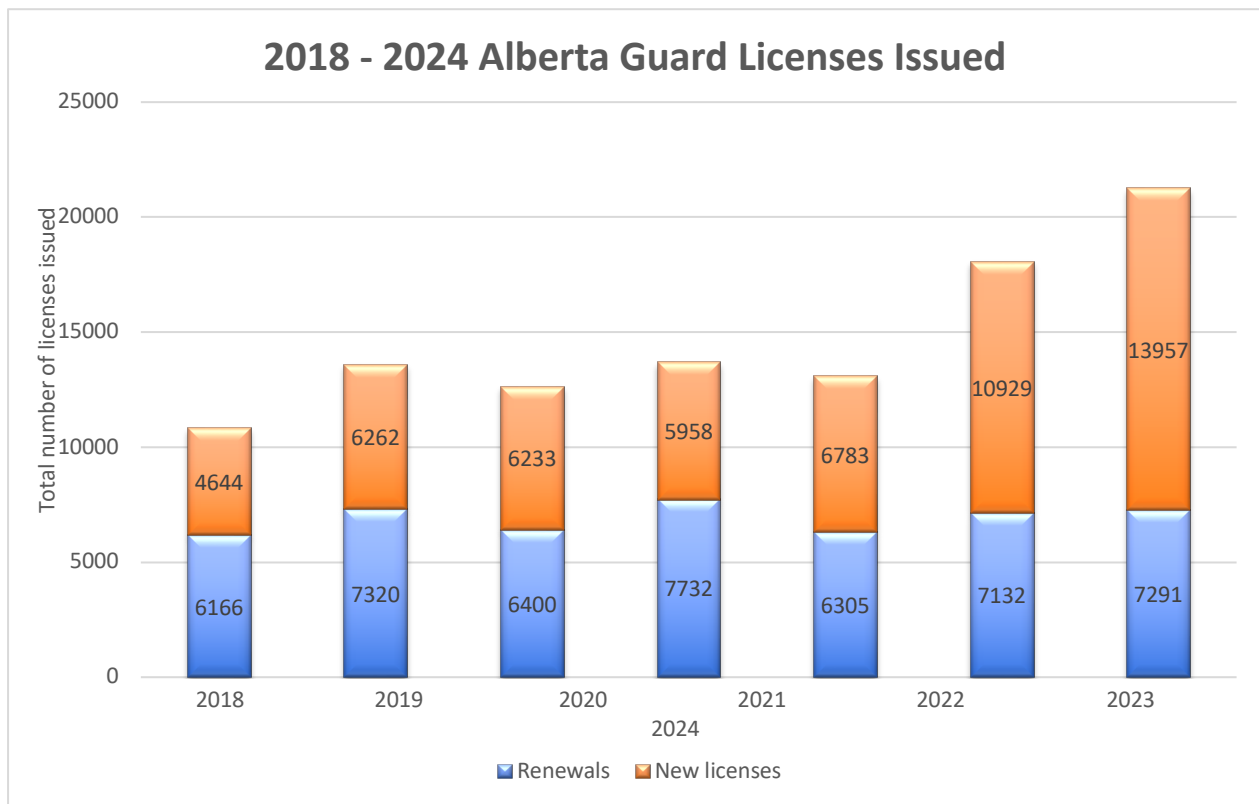
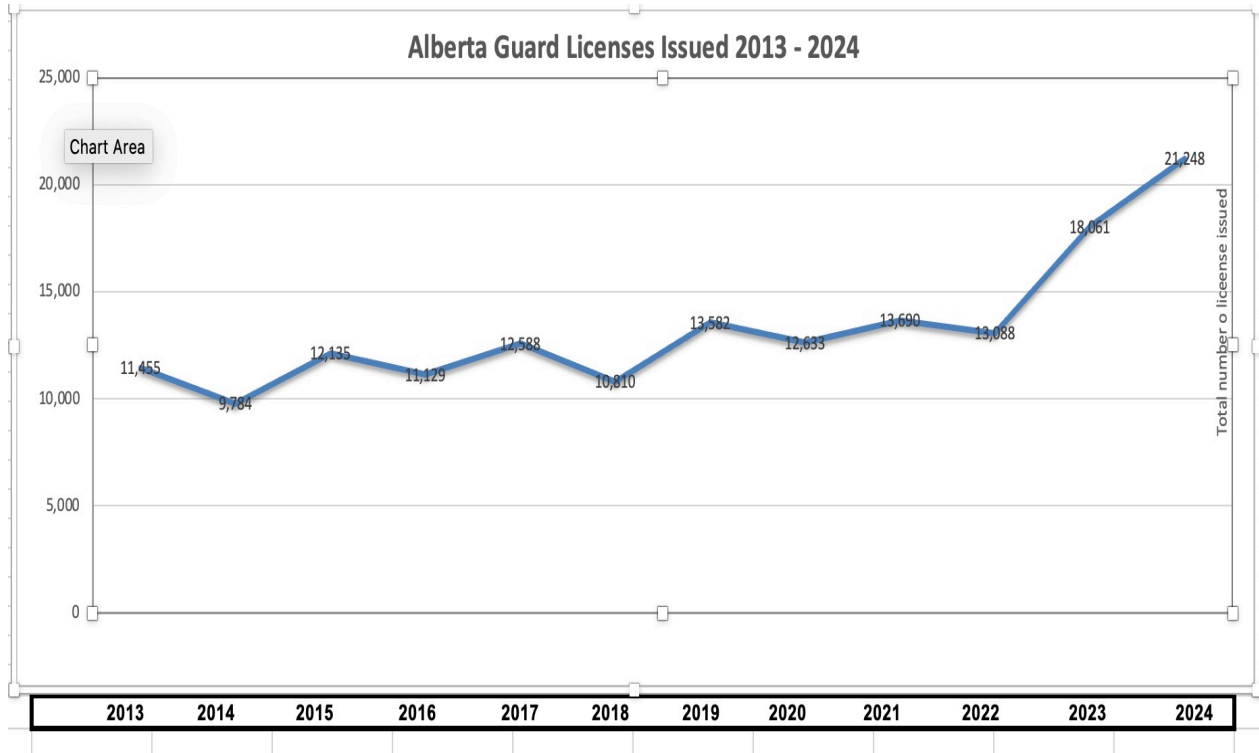
APPENDIX 6: ALBERTA SECURITY GUARD LICENSING STATISTICS

I have provided licensing statistics for the Province of Alberta to add some context for local licensing numbers and turnover within the industry. Readers are encouraged to gather similar statistics in their jurisdictions.

Table 4: Alberta Licensed Guards by Year											
2013	2014	2015	2016	2017	2018	2019	2020 (pandemic)	2021 (pandemic)	2022	2023	2024
<u>11,455</u>	<u>9,784</u>	<u>12,135</u>	<u>11,129</u>	<u>12,558</u>	New licences: 4,644 Renewed: 6,166 total <u>10,810</u>	New licences: 6,262 Renewed: 7,320 total <u>13,582</u>	New licences: 6,233 Renewed: 6,400 total <u>12,633</u>	New licences: 5,958 Renewed: 7,732 total <u>13,690</u>	New licences: 6,783 Renewed: 6,305 total <u>13,088</u>	New licences: 10,929 Renewed: 7,132 total <u>18,061</u>	New licences: 13,957 Renewed: 7,291 total <u>21,248</u>
					New to renewed licenses ratio: 43 - 57	New to renewed licenses ratio: 46 - 54	New to renewed licenses ratio: 49 - 51	New to renewed licenses ratio: 44 - 56	New to renewed licenses ratio: 52-48	New to renewed licenses ratio: 61-39	New to renewed licenses ratio: 66-34
100%	100%	106%	114%	103%	97%	108%	117%	101%	104%	132%	162%
		Increase of 6% over 2013	Increase of 14% over 2014	Increase of 3% over 2015	Decrease of 3% over 2016	Increase of 8% over 2017	Increase of 17% over 2018	Increase of 1% over 2019	Increase of 4% over 2020	Increase of 32% over 2021	Increase of 62% over 2022
					Increase of 10% increase from 2014 to 2018.	Increase of 15% increase from 2013 to 2019.	Increase of 29% from 2014 to 2020.	Increase of 20% increase from 2013 to 2021.	Increase of 31% from 2014 to 2022	Increase of 58% from 2013 to 2023	Increase of 217% from 2014 to 2024
2013/2014: 21,239		2015/2016: 23,264		2017/2018: 23,368		2019/2022: 26,215		2021/2022: 26,778		2023/2024: 39,309 185% increase from 2013/2014	

I placed guard licensing into two-year periods as there seems to be a pattern in the licensing cycle. Regarding the increase in new and renewed licenses in 2023 and 2024, anecdotally, some security officers have identified in interviews that they know friends obtaining licenses 'in case they lose their job so they have a job to quickly move into'. As such, some license holders may never work in the industry.

In 2013/2014 there were 21,239 new licenses issued or renewed. In 2023/2024 there were 39,309 licenses either issued for the first time or renewed. This is a growth of 185% or approximately an 11% annual growth.



APPENDIX 7: EMPLOYEE TURNOVER ACROSS CANADA

This information has been provided to add context to the issue of turnover across the Canadian workforce.

Workforce turnover insights for Canada

In Canada, the average voluntary turnover rate sits at 11.9%. The Retail and Wholesale industry leads with a 25.9% turnover rate, while the Energy industry has one of the lowest at 8%.

Here's how voluntary turnover rates vary by employee group in Canada:

- Head of organizations and executives: 3.8%
- Management: 6.6%
- Sales professionals: 6.4%
- Non-sales professionals: 8.3%
- White collar professionals: 10.5%
- Blue collar professionals: 11.5%

Higher positions tend to have lower turnover rates, likely due to better compensation, positive work environments, strong support systems, and more autonomy in their roles.

<https://www.imercer.com/articleinsights/workforce-turnover-trends-canada>

How many Canadian employees plan to look for a new job in the first half of 2024?

- Forty-two per cent of workers have already started looking or plan to look for a new job in the first half of 2024.
- This number is up slightly from 41 per cent in July 2023, but down from 50 per cent in December 2022, according to new research from [Robert Half](#).
- Notably, three-quarters (72 per cent) of HR workers surveyed said they were likely to change employers, which is up from 42 per cent in July 2023.

<https://press.roberthalf.ca/2024-02-06-Many-Workers-Planning-to-Change-Jobs-While-Demand-for-Skilled-Talent-Continues>

Many Workers Planning to Change Jobs While Demand for Skilled Talent Continues

TORONTO, Feb. 6, 2024 /CNW/ - Despite an uncertain economy leading to less turnover in the labour market recently, the demand for skilled talent remains high, which is good news for the Canadian professionals looking for new opportunities. According to new research from talent solutions and business consulting firm Robert Half, 42 per cent of workers have already started looking or plan to look for a new job in the first half of 2024, up slightly from 41 per cent in July 2023, but down from 50 per cent in December 2022.

Workers' Main Motivators

With inflation and cost of living top of many people's minds, it's no surprise that salary is the largest motivating factor. When asked what would lead them to look for a new position, workers cited:

- A higher salary (47%)
- More advancement opportunities (32%)
- Better perks and benefits (31%)
- A job with more flexibility (31%)

"While some businesses are being more cautious about bringing on new employees, many of the employers looking to hire are facing consistent challenges", said David King, Senior Managing Director, Robert Half, Canada and South America. "Job seekers with desired skills are still in high

demand and are looking for better pay, advancement, perks, and benefits. Employers need to be ready to attract skilled talent with competitive offerings."

What's Making People Stay?

Though slightly more professionals are seeking new roles compared to 6 months ago, the number is down from where it was a year ago. Some of the reasons behind this are:

1. Their current job offers a level of flexibility that they aren't willing to lose (38%)
2. They feel fulfilled in their current role (36%)
3. They feel well compensated for their work (30%)

"The constant labour market turnover we were seeing in the pandemic has somewhat slowed down," King added. "Many workers are settled into jobs they negotiated better pay, perks, and benefits for in the past few years, and they aren't willing to make a move unless the right opportunity presents itself. For employers, this means that recruitment challenges are likely here to stay at least for the foreseeable future."

Demand is High for Skilled Workers

Our research shows that over half (54 per cent) of hiring managers are actively seeking talent for new roles, mostly to support company growth, and organizations are primed to move ahead with strategic initiatives. However, competition for professionals with in-demand skills remains high. Most managers (64 per cent) say it takes longer to hire now than a year ago, and they risk losing skilled people to competitors if they don't speed things up.

<https://hrpar.ca/employee-turnover-why-are-canadian-workers-resigning/>

Employee Turnover: Why are Canadian workers resigning? + How to Calculate Turnover

March 1, 2024

[Human Resources](#)

Employee attrition is often an uncomfortable discussion for business leaders, but as Canada continues to recover from [The Great Resignation](#), it is just as important as ever to monitor trends in employee turnover. Data from 2023 surveys demonstrate there is still cause for concern. While it may seem like an uphill battle, the statistics can help employers make plans on how to foster better retention.

Employee Turnover Statistics

According to a study conducted by [Mercer LLC](#)¹, the average voluntary turnover rate in Canada has grown to 15.5% in 2023, up from 12.4% in 2022. The highest contributions were from workers in Sales, Marketing, and Property Management. Even more troubling, [PwC's Hopes and Fears survey for 2023](#) showed that almost 1 in 4 Canadian employees planned to change employers within the first half of 2024. These statistics mirrored a global trend of discontent and uncertainty in the job market. If this data concerns you, you're not alone. In a [2023 survey](#), Statistics Canada reported that almost half of businesses with 20+ employees were anticipating challenges with retaining skilled workers. But what is swaying individuals to clean up their resumes and re-enter the labour market?

Factors Motivating Talent Migration

Cost of Living

It's no surprise that the rising cost of living is at the top of the list, considering economic fluctuations in the last couple of years. As many as 1 in 3 Canadians reported that they live in a household experiencing financial difficulties, as noted by the [2023 Labour Force Survey by Statistics Canada](#).

The stress from inflation on basic living essentials such as housing and food is enough for workers to consider their options, especially if their annual salary increases cannot keep up with the discrepancy.

Benefits & Perks

Adjacent to the cost of living, the need for better benefits and perks may influence employee turnover. Employer-sponsored Extended Health, Dental, and Vision coverage may be more than just nice-to-haves in uncertain times. Some employees may be persuaded by other specific perks, such as pension plans, tuition reimbursement, and skill training.

Flexible Work Options

The COVID-19 pandemic challenged the status quo in many ways, including an overhaul to what people think of as an ideal workplace. The ability to work from home has never been more accessible. The allowance for more flexibility, facetime with family, and the savings of both time and money on commuting all make it a very desirable perk. Canadian surveys have also confirmed testimonials that remote workers report feeling [equally or more productive](#). The desire for remote or hybrid work options has grown to be a major prerequisite for job seekers as well as driving employees to look for greener pastures. A growing number of organizations are also offering four-day work weeks as further incentive. Read our latest article: [6 Reasons Canadian Companies are Embracing the 4-day Work Week](#).

Work Environments

For some workers, it may be down to how they feel in their workplace. A toxic work environment can wreak havoc on an employee's well-being and be the motivation behind their resignation letter. It can stem from a lack of trust in management, feeling overworked, or simply not feeling heard.

Managing Employee Turnover

With all of this in mind, what can business leaders do to mitigate negative employee attrition?

Calculating Turnover

It's recommended that business leaders keep track of turnover, no matter the size of their organization. This can sound like an arduous task for larger groups, but it comes down to a simple formula:

- Monthly Voluntary Turnover
- Employees Resigning in a month ÷ Average # of Employees in a Month
- Annual Voluntary Turnover
- Employees Resigning in a Year ÷ Average # of Employees in a Year

It's important to note that some employee turnover is expected and can even be beneficial. Healthy attrition rates are not universal and can vary depending on the field, business type, and external factors. However, monitoring these numbers over time can help spot trends before they become a greater issue.

Collecting Employee Feedback

One of the greatest lines of defense is collecting regular feedback from employees. Employee surveys are a powerful tool that every business should utilize, measuring metrics ranging from engagement to benefits, and more. It gives workers the opportunity to voice their opinions and brings about positive change to the workplace.

For example, Engagement Surveys can help identify areas in the organization that need attention by asking employees...

- Whether they feel supported by their manager
- How they feel about the work culture

- If they feel appropriately recognized
- If they feel satisfaction with their job duties

Alternatively, a survey around Benefits can paint a clear picture of what the employee values by asking questions such as:

- How they feel about particular options
- How well they understand the resources available to them
- Their preferences or recommendations for perks

Finally, conducting exit surveys or interviews when a member of the team resigns can provide candid insight that otherwise may be missed. Holding surveys anonymously also gives the employee greater peace of mind to be honest about how they truly feel.

Form a Plan and Take Action

With this data at your disposal, you can now formulate an action plan. Consider the following:

- Are there adjustments to available benefits, or room in the budget for desirable perks?
- Are there specific groups or departments that could benefit from tailored training or coaching?
- Is there a need for further learning and development opportunities?
- Is there information that can inform strategies for the next compensation cycle?

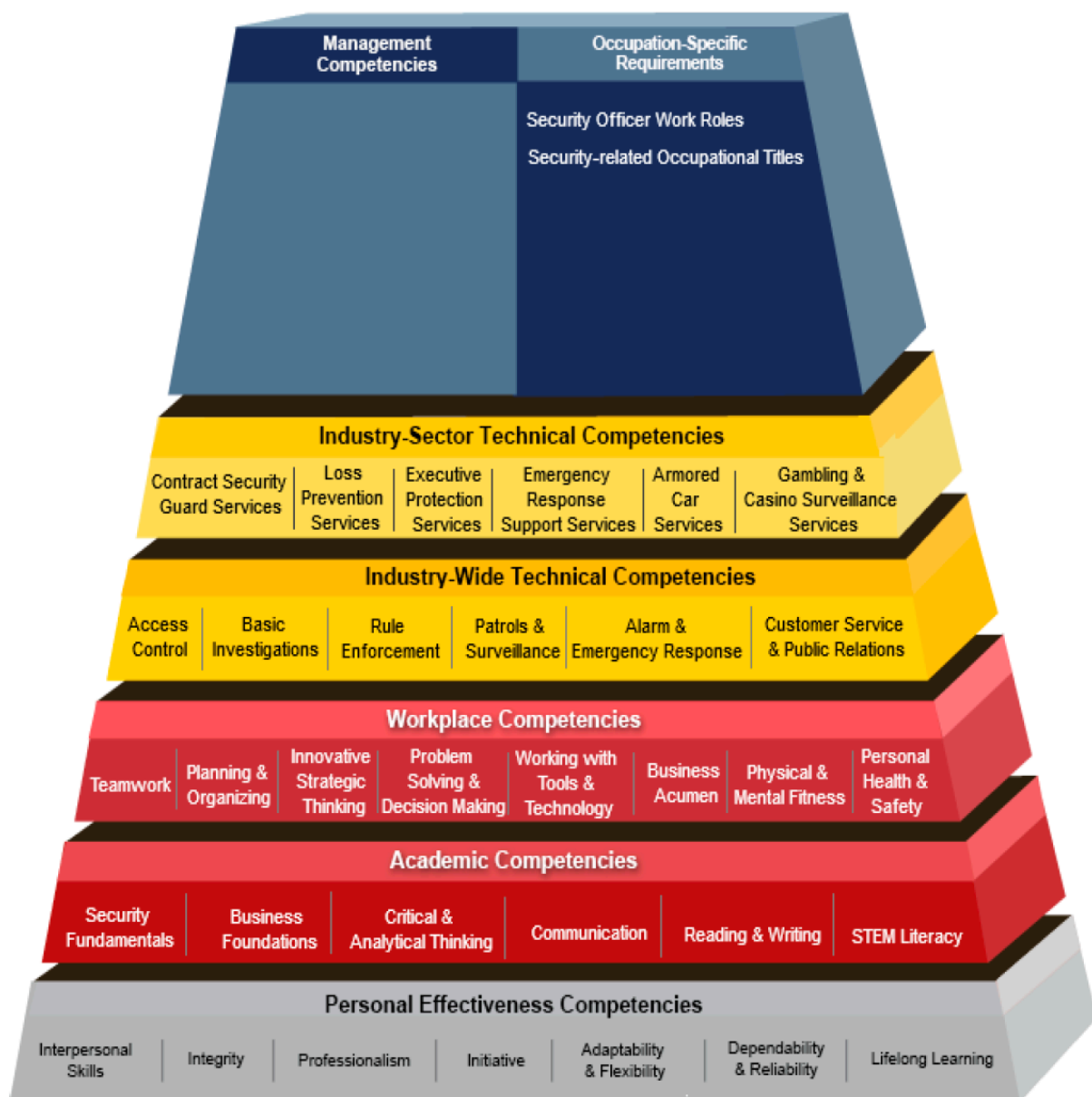
Collaborate with managers, be open to new possibilities, discuss options with your Human Resources department, and set milestones for your workplace.

If you are having challenges attracting and retaining top talent in your organization, you have options. HR Performance and results can assist with facilitating Employee Opinion Surveys and conducting exit interviews to improve workplace culture and employee retention.

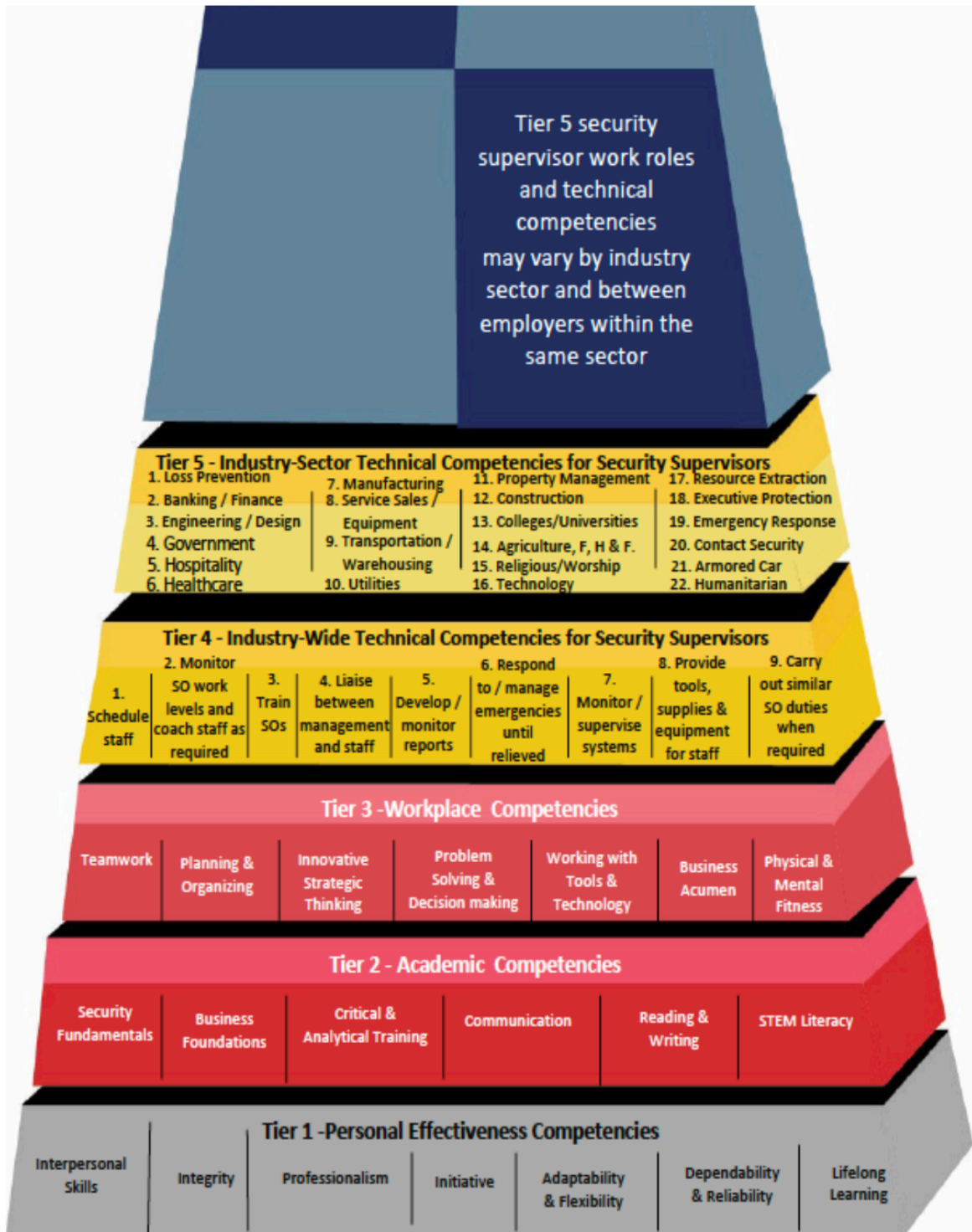
APPENDIX 8: SECURITY COMPETENCY MODELS

These competency models have been provided for the reader to show them one path forward for the identification of tasks for specific positions as well as the potential training and education required for the successful completion of those tasks.

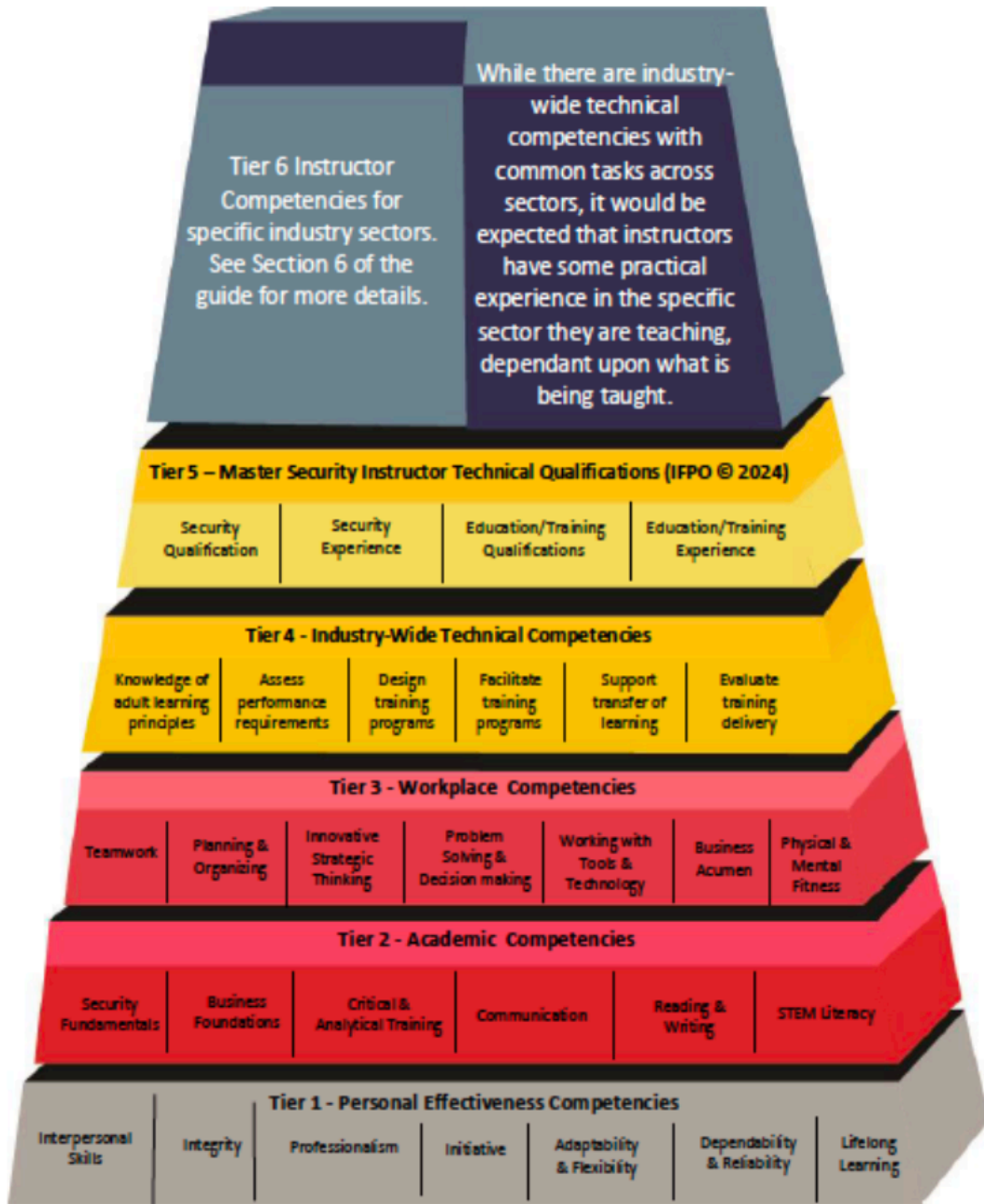
Security Officers and Patrol Services Competency Model



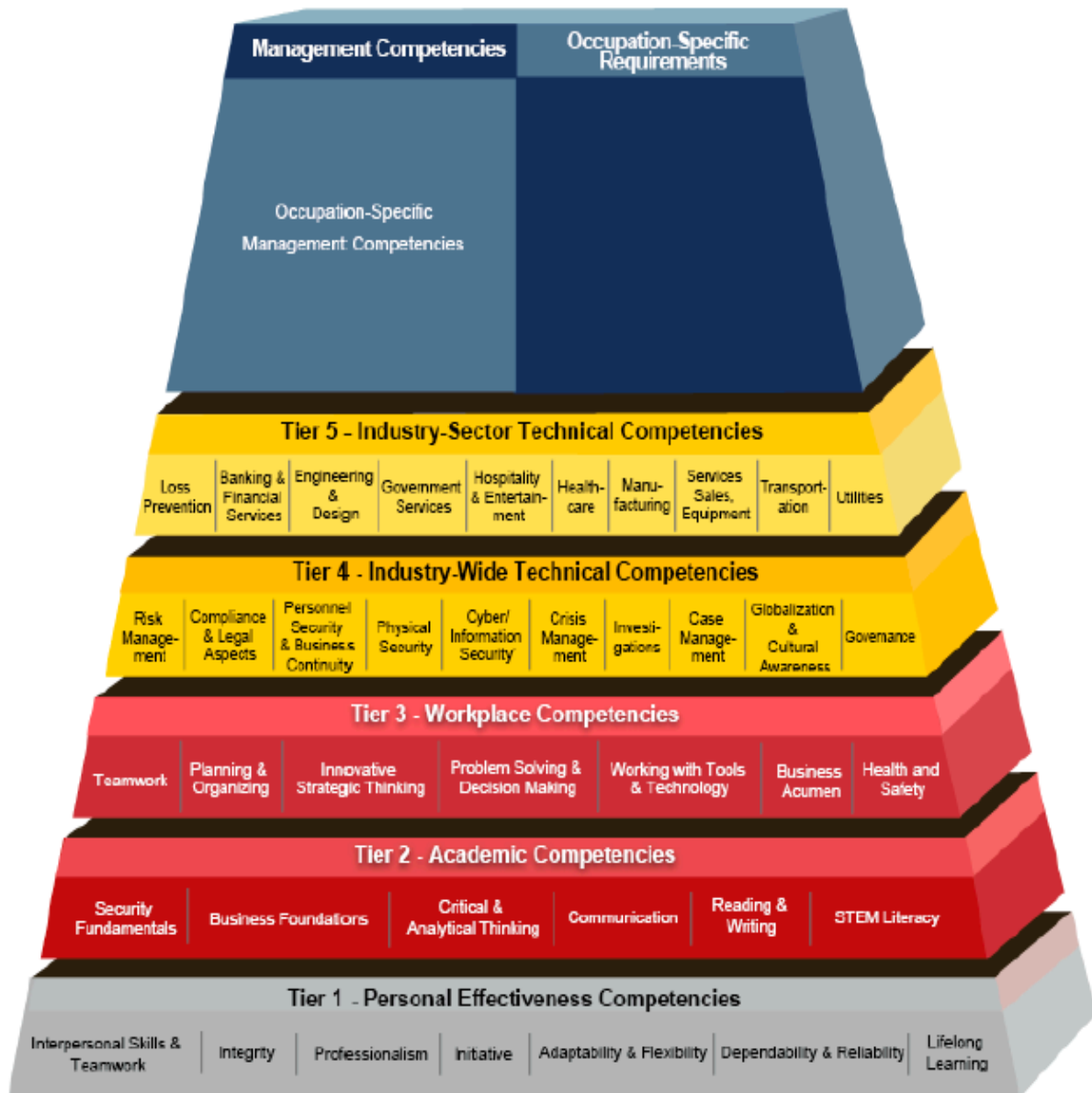
Security Supervisor Competency Model (IFPO © 2024)



Security Instructor Competency Model (IFPO © 2024)



Enterprise Security Competency Model



APPENDIX 9: ABOUT THE AUTHOR

Dr. Glen Kitteringham M.Sc., MSI is a security professional working in the industry since 1990. He started his career at The Bay in loss prevention and investigations, conducted insurance fraud investigations with Bison Security Group and was a site supervisor with Minion Protection Services. In 1997 he joined Brookfield Properties as Manager, Security & Life Safety and left in 2010 as Director for Western Canada. He was instrumental in developing their national security and life safety program.

Dr. Kitteringham obtained his Professional Doctorate in Security Risk Management from the University of Portsmouth in 2017. He completed several 300-hour certificates in Security Management, Terrorism Awareness, General Management, three Adult Learning certificates specializing in Adult and Community Education, e-Learning & Workplace Learning between 1995 and 2019. He completed his Certified Protection Professional (CPP) designation from ASIS International in 2002, his Master Degree in Security and Crime Risk Management in 2001 and a Diploma in Criminology in 1992 from Mount Royal University.

He was an adjunct instructor with the University of Calgary from 2008 to 2021: online classes include 'Security Administration', 'Physical Security Planning', 'Information Security', 'Managing Investigations' and 'Emergency Planning for Industry'. He has instructed since 2010 for the Justice Institute of British Columbia developing and delivering online courses including 'Introduction to Risk Management', 'Developing Strategic Partnerships', 'Technology Applications in Emergency & Security Environments', 'Safety & Security Planning for Major Events' and 'Managing Information and Technology in the Fire Services'. He has several thousand hours experience in creating and delivering many in-class and online courses ranging from one to 200 hours.

His expertise in security and life safety is recognized internationally. He actively managed more than 8 million square feet of A and AA property with over 100 security staff. He's conducted research into Security Practitioners Perspectives of the Alberta Basic Security Training program, Crime Prevention Through Environmental Design, Laptop Theft Prevention, Offender Perspectives on Shoplifting, Security Guard Managing Workplace Violence & Security Officers Duties and Task Complexity. He has authored or co-authored over 250 articles, books and papers on various elements of security and life safety. His book, 'Security and Life Safety for the Commercial High-Rise' was published in 2006. He wrote Lost Laptops = Lost Data in 2008. He wrote a monthly column for Canadian Security Magazine from 2009 to 2013. His latest book 'The Science and Art of Security Risk Assessment' was published by ASIS International in 2021.

Professional memberships have included ASIS International, the International Foundation for Protection Officers and National Fire Protection Association. He has been active on the BOMA Calgary Public Safety Committee since 2002. In January 2022 he joined the IFPO Certification Committee.

KSGInc. provides three services: first, is the provision of security, crisis management and research expertise to clients. Second, he provides time that clients do not have themselves to evaluate documents and programs. Third, he provides products including standard operating procedures, emergency response plans, posters and training material. Consulting since 2004, clients come from agriculture, education, energy, financial services, government, health care, property management, publishing, security and technology. His expertise includes research, employee mentoring, violence prevention, risk and physical security assessments, CPTED audits, personnel security and crisis management/life safety planning.