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STRATEGIC LEADERSHIP AND INNOVATION AMONG PROFESSIONAL SECURITY GUARDS OF THE BANKING SECTOR IN THE VISAYAS

Faustino P. Lapus
Cebu Technological University, Main Campus, Corner R. Palma St., Cebu City

ABSTRACT

The increasing complexity of security threats in the banking sector presents significant challenges for private security guards, particularly in maintaining operational readiness, ensuring accurate incident reporting, and delivering quality customer service. This study examined the relationship among strategic leadership, innovation, and job performance of professional security guards (N = 277) in banking institutions across the Visayas region. It specifically assessed how guards' demographic profiles, leadership competencies, innovative practices, emergency response capability, incident reporting accuracy, and customer service execution influence overall work performance. A descriptive-correlational research design was employed. Quantitative data were collected through a structured questionnaire and analyzed using weighted means and Pearson correlation coefficients to determine relationships among the variables. The sample primarily comprised mid-career guards with significant experience and proficiency in technology-based security tools. Results indicated that all strategic leadership indicators, communication, flexibility, security awareness, ethical conduct, and empowerment, were rated exceptionally high. Innovation practices, including technology adoption, training methods, policy enhancement, and organizational culture, were consistently applied. Job performance indicators, covering emergency response, incident reporting, and customer service, were rated excellent. Statistical analysis confirmed significant positive correlations ($p < 0.001$) between strategic leadership and job performance, and between innovation and job performance. Flexibility/adaptability emerged as the strongest predictor of work performance, while technical adaptability most influenced emergency response efficiency. Based on these findings, the study developed the Strategic Leadership and Innovation Framework for Banking Security Excellence (SLIF-BSE), a practical output that provides guidelines, training modules, and standardized procedures to enhance leadership, innovation adoption, and job performance among security guards. The framework supports continuous improvement, cross-agency collaboration, and effective banking security operations, contributing to organizational resilience and client trust.

KEYWORDS: *strategic leadership; innovation; job performance; incident reporting; customer service; banking security; Strategic Leadership and Innovation Framework for Banking Security Excellence (SLIF-BSE); banking security; Master in Business Administration*

INTRODUCTION

In the rapidly evolving security environment, the banking industry required more than routine safety measures that merely addressed day-to-day operations. Financial institutions were continuously exposed to both physical and digital threats, which demanded high-quality security services anchored on strategic leadership and innovation, particularly among professional security guards who served as the first line of defense (Mawudor et al., 2015; Zvaková & Boroš, 2022). Banks operated under strict regulations of the Bangko Sentral ng Pilipinas (BSP), reinforcing the need for competent, proactive, and strategically oriented security personnel capable of mitigating risks and ensuring operational stability (Ajao & Emmanuel, 2013).

Despite the recognized importance of professional security guards, existing literature largely focused on institutional security systems, regulatory compliance, and technological infrastructure, with limited empirical studies examining strategic leadership and innovation at the level of deployed security guards, particularly in the banking sector of the Visayas region. Although records from the Philippine National Police–Supervisory Office for Security and Investigation Agencies (PNP-SOSIA) indicated that more than 575,000 licensed professional security guards operated across the Philippines (Alzate, 2025), there remained a significant research gap regarding how their leadership competencies and innovative practices directly influenced job performance within banking institutions. Most available

studies examined private security agencies at the organizational level rather than analyzing individual-level strategic behaviors, innovation adoption, and their measurable relationship to performance outcomes in bank assignments.
Operational challenges further emphasized this gap. Reports identified concerns such as high turnover rates, limited access to bank-specific training, inadequate exposure to digital security tools, and inconsistent compliance with evolving regulatory and technological standards (Ayeo-eo, 2023; Scollan, 2011). Although Republic Act No. 11917, otherwise known as the Private Security Services Industry Act of 2022, highlighted professionalization, ethical conduct, and continuous training, there remained insufficient empirical validation of its practical implications on enhancing strategic leadership and innovation among security guards deployed in banking facilities within the Visayas. Anchored on these conditions, the study examined the profile of professional security guards assigned to banks in the Visayas and assessed their level of strategic leadership across key competencies. It identified innovations in technology, training, policies, and organizational culture, evaluated job performance in emergency response, incident reporting, and customer service, and determined the significant relationships among strategic leadership, innovation, and job performance. Additionally, it explored the challenges encountered in bank assignments to better understand the operational context.

This study aligned with the United Nations Sustainable Development Goals (SDG), particularly SDG 8 on Decent Work and Economic Growth, which promoted productive employment and professional development, and SDG 16 on Peace, Justice, and Strong Institutions, which emphasized institutional security, accountability, and stability. By strengthening the competencies of professional security guards, the research supported safer financial institutions and contributed to sustainable economic growth in the Visayas region.

The primary output of the study was the development of the Strategic Leadership and Innovation Framework for Bank Security Excellence (SLIF-BSE), an evidence-based model aimed at enhancing strategic thinking, leadership capability, innovation adoption, and performance management among professional security guards in banking institutions. The framework integrated competency-based leadership development, technology-driven innovation in security processes, standards-aligned training, and performance monitoring mechanisms. Ultimately, it repositioned security guards as strategic contributors to operational excellence, effective risk management, and improved competitiveness of private security agencies in the Visayas region.

REVIEW OF RELATED LITERATURE

The Strategic Leadership Theory (Boal & Hooijberg, 2001) resembles the value of judgment contributed by every member of the organization, most particularly line managers and operations officers in a private security organization. This strategy aligns with the organization's long-term goals and enables it to adapt to the challenges of constant change that occur from time to time (Sharipov, F. F., Dyakonova, M. A., & Man, X., 2024).

Strategic leadership of professional security guards in the banking sector involves being aware of the situation before it happens, anticipating potential threats before they occur, and making swift decisions in emergencies (Barton, L., 2008). Security guards are not just people who follow rules; they often have to make decisions that require strategic and critical thinking, especially in high-risk situations such as robberies, emergency responses during medical or fire emergencies, and crisis management (Waruwu, E., Lase, D., et al., 2024).

Furthermore, strategic leadership theory supports the idea that security guards need to possess strategic skills to effectively address evolving security threats, utilize advanced technology in reporting, and contribute to creating a culture of safety in banks and other financial institutions (Bojinov, B. V., 2016). The theory also emphasizes the importance of management support and guidance by prioritizing training that highlights the value of leadership skills among professional security guards in the banking sector, enabling them to discharge functions beyond their usual security duties (Tancredi, N., 2013; Zvaková, Z., & Boroš, M., 2022).

Transformational Leadership Theory (Bass & Avolio, 1994) focuses on the strategies. Line managers, supervisors, and team leaders can employ various approaches to motivate their team members to exceed organizational expectations by providing them with ultimate moral support, coaching, encouragement, and demonstrating appreciation for their presence. Moreover, the achievements and success of every member shall be recognized to boost morale and inspire them to do more. Utilizing these techniques and strategies to enhance their creativity and foster growth. We should also give them credit for helping the organization succeed (Dennett, P., 2022).

This theory explains how security professionals carry out their functions by discharging leadership traits, such as honesty, teamwork, and empowerment, which foster a positive effect on their coworkers, boost team performance, and gain the trust of both clients in the banking sector and the security agency management (Obiekwe, O., & Obiekwe, P. A., 2023).

Transformational leadership is recognized as essential in the dynamic nature of an organization's environmental conditions (Ayaz, S., 2022). In these circumstances, they foster resilience, flexibility, adaptability, and their substantial input to the ongoing innovative strategies is regularly demanded (Purwanti, G. A., & Sarı, M., 2024). That contributed to ongoing enhancement in the administration of private security services. These leadership practices are essential and serve as an ideal guiding principle in managing security operations, particularly in banks (Butcovan, M. A., & Ivan, R., 2023).

Security practitioners who possess transformational traits are more likely to embrace new technologies, adapt to organizational changes, and collaborate effectively with bank personnel and friendly forces, particularly law enforcement agencies such as the PNP, BFP, Rescue Units, and other friendly forces that can immediately respond and provide immediate assistance in the event of challenging situations(Anandani, T., & Aslami, N., 2023).

The Innovation Diffusion Theory (Rogers, 2003) assesses the present level of implementation and practices among private security management to include its security guard employees in integrating new ideas and technologies into their processes, thereby enhancing service delivery to valued clients. This theory helps explain the manner in which security personnel adopt new technologies, such as biometric access systems or facial recognition, digital surveillance platforms, GPS tracking, and real-time communication tools, in the security field (Peycheva, Y., 2023).

Increasingly, professional security guards posted in banks need to utilize and embed technology in discharging their functions to optimize. The theory emphasizes the perceived benefits of technological advancements, which lead to making things more straightforward to use, and the culture of the organization is a crucial factor in how well new ideas are adopted. It also supports the notion that guards perform better in high-tech settings when they receive quality training, are introduced to new technologies, and have management support.

It is crucial that both outsourced security service providers, private security agencies, and the banking sector diligently implement the use and adaptation of technology into their processes. This technology explicitly and specifically includes the use of biometric access control, such as facial recognition, guard tour systems, and artificial intelligence-powered closed-circuit television and alarm systems.

Implementing new techniques is prevalent, such as utilizing digital security incident reporting through available communication channels. The same approach, which fosters behavioral shifts as a force multiplier in maintaining peace and order, exemplifies innovation in the technological evolution of security standards and practices. Moreover, security guards, who are the end-users of these advanced tools, make a significant contribution to enhancing policy and regulatory compliance, implementation, continuous improvement, and the long-term viability of these technologies.

The banking industry in the Visayas is continually improving, underscoring the importance and value of skilled, trained, and experienced professional security guards for more than just maintaining security and safety of the bank premises. They can also help with business strategy and new ideas. Security threats are becoming increasingly challenging to address, banking technologies are evolving, and everyone, including security professionals, is expected to take on more responsibilities (Rossi, F. D., et. Al., 2020). Therefore, everyone needs to be a better leader and adapt continuously to the latest technological trends, thereby innovating in their role (Strategic Leadership Theory and Transformational Leadership Theory both emphasize the importance of leadership in driving excellent performance that leads to customer satisfaction, competence, and innovation (A Study on Significance of Security Management in Retail Banking, 2024; Hooijberg, R., & Lane, N., n.d.). Nonetheless, there is a deficiency of empirical studies that highlight the role of professional security personnel in implementing these leadership styles, as they are generally perceived as frontline personnel responsible for maintaining peace and order by keeping the area free from intrusion, vandalism, and pilferage, rather than an instrument of strategic change.

Innovation Diffusion Theory examines and evaluates the private security organizations in terms of their ability to adapt and apply new techniques and technologies to their advantage (Peycheva, Y., 2023). However, a few studies

have been conducted to examine how professional security staff in banks adopt, implement, and accept new technologies and procedures, despite their importance in keeping the public safe and addressing recent evolving risks.

The study aims to address these theoretical and empirical gaps by introducing advanced and comprehensive leadership and innovation strategies with respect to the security professionals in the Visayas region's banking sector, where private security guards must adhere to stringent regulations and adapt to evolving technological demands (Smith, J. T., & Reyes, A. L., 2020). This integration will broaden the theoretical range in the premises of strategic leadership and innovation. Additionally, it is being implemented in private security agency operations as a value-added initiative to enhance service quality for their clients, primarily in the banking sector (Ahamed, S. S., & Nair, Suja S., 2019).

Furthermore, understanding the theories behind strategic leadership and innovation in the purview of security services in the banking sector is crucial. Several research studies exist that highlight he aspects of strategic leadership, transformational leadership, and innovation diffusion; however, most of these studies have concentrated strenuously on middle and senior executives of the organization, specifically in the corporate settings and large business institutions (Maharani, I. A. K., Alfina, A., & Indawati, N., 2024).

Specifically, these theoretical frameworks are typically applied and work in various senior management roles, most particularly by executives and organizational leaders (Atapattu, T., 2024). However, there is a significant gap in our understanding of how they work in operational settings at the lower level, particularly in essential but understudied areas, such as private security services.

The RA 11917 is a law that sets a standard for measuring and outlines the strategic leadership of security agencies. In this case, good leaders must ensure that their employees meet and exceed the standards. Compliance can lead to new ideas in training programmes and security measures. Security agencies shall explore new ways to improve their services and excel in the competition of the industry while still adhering to the standards provided by law.

Several security threats are becoming increasingly complex and prevalent in the banking sector. The Private Security Services Act or RA 11917 provides security agencies with a foundation to develop and enhance their operational methods and strategies for safeguarding and protecting bank clients. The Act also emphasizes honesty and doing the right thing, which are essential components of being a strategic leader in the industry. It is the responsibility of private security agency management to ensure that their professional security workforces adhere to the provisions stipulated in the legal foundation of the industry, as well as those of banks, and to discharge their operations in the most ethical manner possible.

The implementing rules and regulations of RA 11917 established and demonstrated how private security companies are under pressure from regulators to adhere to established guidelines and professional standards. Observing the rules and going above and beyond them can be seen as a strategic resource that boosts an agency's reputation and gives it a competitive edge. Leaders who can encourage new ideas and a commitment to continuous improvement, in line with the spirit of RA 11917, are likely to create a more professional and effective security workforce.

Consequently, these also support and justify the application of these frameworks in the purview of the security industry as a whole. Based on the researcher's assessment of the prevailing research journals, this aspect has not been studied, specifically in the leadership and innovation of professional security guards of private security agencies deployed in banks.

The expected outcome of this study will be the formulation of training plans and programs for security guards to address various performance gaps and enhance the security operations manual of both the private security agency and the banking sector. Considering the possible enhancements and improvements, these will boost performance, avoid regulatory penalties, and align with industry standards to promote more client engagements, foster a positive work environment, and build trust in the sector.

This study collected evidence-based data by assessing the skills and knowledge of professional security guards working in the banking sector of the Visayas region. It examined the influence of these factors on job performance and their contribution to more secure, responsive, and competent banking operations. The findings served as the basis for developing the Strategic Leadership and Innovation Framework for Bank Security Excellence (SLIF-BSE), an evidence-based model aimed at strengthening leadership, innovation, operational standards, and performance management among private security agencies and partner banks.

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METHODOLOGY

This study adopts a descriptive-correlational research design to examine the relationship between strategic leadership, innovation, and job performance among security personnel in the Visayas banking sector. Following an Input-Process-Output (IPO) framework, the research began by identifying respondent profiles—including age, service tenure, and education—and assessing current levels of leadership and innovation. The process involved the development and validation of a researcher-made questionnaire, which underwent pilot testing with 30 personnel to ensure reliability via Cronbach's Alpha. The primary objective of this systematic approach is the development of the Strategic Leadership and Innovation Framework for Bank Security Excellence (SLIF-BSE) to optimize security operations and client engagement.

The study was conducted across the Visayas region, specifically targeting personnel from Guardian Aces Security Agency, Inc. and Mega Matrix Security, Inc. deployed in Cebu, Negros, Panay, Samar, Leyte, Bohol, and Siquijor. Using a non-probability convenience sampling method, the researcher identified a total population of 850 personnel. Applying Slovin's Formula with a 5% margin of error, a sample size of 277 respondents was established, comprising Security Operations Managers (1.4%), Field Officers (2.8%), and Security Guards (95.8%). Data collection was facilitated through Google Forms, distributed personally in Cebu and via digital platforms like Messenger and Viber for satellite locations, ensuring broad geographical representation across the agencies' extensive networks.

Data analysis was performed using SPSS to ensure accuracy through both descriptive and inferential statistics. Frequency and percentage distributions characterized the demographic profiles, while weighted means and standard deviations, interpreted through 5-point Likert scales, measured levels of leadership, innovation, and performance. To test the hypotheses, the Pearson Product-Moment Correlation Coefficient was employed to determine the strength of relationships between variables, while Multiple Linear Regression assessed the predictive impact of leadership and innovation on job performance. All statistical tests were conducted at a 0.05 significance level, providing a rigorous empirical basis for the proposed security enhancement framework.

RESULTS AND DISCUSSION

This chapter presents the results of the study through a comprehensive analysis and interpretation of the data. It organizes the survey responses, statistical computations, and correlational findings to address each research question. The chapter examines how strategic leadership and innovation influenced job performance—particularly in emergency response, incident reporting, and customer service—and relates the findings to existing theories and research. The results further served as the basis for developing the Strategic Leadership and Innovation Framework for Bank Security Excellence (SLIF-BSE), the study's proposed output aimed at strengthening leadership, innovation, and overall security operations in the banking sector.

Profile of the Respondents

The demographic profile of the 277 security personnel reveals a predominantly mid-career workforce, with 70.7% of respondents falling between the ages of 26 and 45. Specifically, the 26–35 age group is the largest (38.6%), indicating a high level of physical readiness and potential for tech-driven training, while the 36–45 cohort (32.1%) provides necessary operational experience and mentorship capacity. Educational attainment follows a standard industry pattern, where 48% are high school graduates—meeting the minimum PNP-SOSIA requirements—while a significant 39% have either graduated from or attended college. This educational diversity suggests that while foundational, competency-based training remains essential, there is a substantial subset of personnel capable of handling advanced leadership roles and complex digital security systems.

Professional tenure within the industry indicates high organizational stability, as 62.5% of the respondents have served for seven years or more, with the largest group (37.2%) boasting over a decade of experience. This extensive background suggests a deep-rooted understanding of institutional security protocols and regulatory compliance. However, a notable gap exists in the 4–6 year service bracket (11.6%), hinting at potential mid-career attrition where personnel may reassess their career paths. To mitigate this, the data underscores the need for clearly defined "ladderized" career pathways and incentive systems to retain experienced guards and transition them into the supervisory roles required for long-term operational continuity.

The study reflects a balanced organizational and operational context, with respondents nearly equally split between Guardian Aces Security Agency (54.5%) and Mega-Matrix Security Agency (45.5%). This parity ensures that the findings reflect industry-wide standards rather than agency-specific anomalies. Similarly, the deployment across bank types is well-distributed between savings banks (52%) and commercial banks (48%). While savings bank assignments

often emphasize customer-service-oriented protocols and regulatory adherence, commercial bank assignments demand high-volume transaction monitoring and high-severity risk management. This balanced distribution confirms that the proposed Strategic Leadership and Innovation Framework will be applicable across diverse banking environments and institutional cultures in the Visayas region.

Strategic Leadership: Threat Assessment and Mitigation

The results indicate that security personnel possess a high degree of situational awareness, with a composite mean of **4.47**, which signifies a "Strongly Agree" level of competency. A strong emphasis is placed on the regular dissemination of information and training, which serves as the most critical factor in maintaining a proactive defense, earning the highest specific mean of **4.51**. The **implication** is that the security workforce has successfully transitioned from a reactive model to a strategic-prevention model. By internalizing threat assessment as a core duty, guards act as a vital early-warning system that safeguards the bank's assets and institutional stability.

Communication and Problem-Solving Techniques

In the realm of communication, personnel demonstrate a consistent ability to report incidents clearly to their superiors, evidenced by a high mean score of **4.60**. While they maintain emotional composure during high-pressure crises (Mean = 4.47), the data suggests a slightly lower confidence in resolving interpersonal conflicts among colleagues or clients, which carries a mean of **4.32**. The **implication** is that while technical reporting protocols are well-established, there is a need for enhanced training in soft skills and de-escalation. Strengthening these competencies ensures that security guards can manage the social complexities of a banking environment without compromising their primary safety functions.

Security Awareness and Vigilance

Vigilance remains a hallmark of the professional security guard, with an overall mean of **4.51** and a near-universal recognition of the importance of staying alert during duty (Mean = 4.64). However, there is a measurable gap between localized awareness and an understanding of broader industry-wide security trends, which recorded a relatively lower mean of **4.43**. The **implication** is that security personnel may be highly effective at monitoring their specific posts but less informed about evolving criminal tactics occurring elsewhere in the region. To address this, agencies should implement centralized intelligence-sharing platforms to ensure that frontline guards are equipped with a more comprehensive, macro-level perspective on security threats.

Technological Adoption and Innovation

The integration of technology into incident reporting and response shows a mature innovation culture, with an "Always" interpretation and an overall mean of **4.56**. Personnel exhibit high confidence in utilizing digital communication tools (Mean = 4.61) and operating surveillance systems (Mean = 4.61), though the perceived sufficiency of digital training is slightly lower at **4.52**. The **implication** is that the workforce is ready for deeper digital transformation. Since guards already rely on informal digital channels for speed, formalizing these into encrypted, bank-specific security management systems would likely meet minimal resistance and significantly improve data accuracy.

Integrity and Ethical Standards

Ethical standards among the respondents are high (Mean = 4.33), characterized by a strong adherence to professional codes of conduct (Mean = 4.49) and a rejection of bribery (Mean = 4.24). Nevertheless, the results indicate a hesitation to report the misconduct of peers, which yielded the lowest mean in this category at **4.17**. The **implication** is that a "culture of silence" may exist, which can pose a risk to organizational transparency. To counter this, management must establish safe, anonymous reporting channels and reinforce a culture where ethical accountability is viewed as a collective responsibility rather than a personal betrayal of colleagues.

Job Performance and Customer Relations

Job performance is consistently rated as "Excellent," with peak scores in professional customer assistance (Mean = 4.71) and emotional composure during emergencies (Mean = 4.59). The composite mean for customer service and community relations stands at **4.63**, though the projection of a positive image through conduct is slightly lower at **4.54**. The **implication** is that the security guard's role has evolved into a hybrid of safety and service. Because their conduct directly influences public trust and the bank's reputation, sustained performance in this area requires a dual focus on rigorous tactical drills and advanced emotional intelligence training.

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RELATIONSHIP BETWEEN STRATEGIC LEADERSHIP AND JOB PERFORMANCE

Relationship between strategic leadership and job performance of professional experience security guards in the banking industry (Table 1). The findings indicate strong, positive cross-correlations between the constructs (all relationships $p < .001$), indicating that an increase in strategic leadership agent traits is associated with higher job performance scores in emergency response, responsible reporting, and customer service. There is a stronger association with episode flexibility and reporting adaptability ($r = .685$), and, finally, with incident flexibility and adaptability in support ($r = .647$). It would indicate the flexibility of leaders in coping with dynamic, stressful tasks (Schein & Schein, 2021). The weakest relationship with customer service is also observed in threat assessment and mitigation; nevertheless, it is considered relatively strong ($r = .471$) and partly reflects transfers of effectiveness, such as maneuverability and less reliance on jury-rigged, interoperable adaptations for service orientation performance.

This finding is aligned with prior studies in the literature (in high-risk context) that demonstrates managers who have a greater flexibility and adaptability to develop leading also enhance their managerial decision-making and Communication against requirements of operations as well as customers' needs, i.e. to be able to lead managers can foster managerial experiences, in which there are loose roles and an open atmosphere for leadership development (Yukl, 2020). In the retail banking industry, where technical security competencies are integrated with customer service (Anderson, 2003), this conclusion is aligned with a story of who and what that person should be when it comes to effectiveness in information security leadership, as being both strategically minded and people-sensitive fit together (Kapucu & Van Wart, 2008).

Table 1

Relationship between Strategic Leadership and Job Performance

Construct	Emergency (r / p)	Incident Report (r / p)	Customer Service (r / p)
Threat Assessment and Mitigation,	.593 / .000	.542 / .000	.471 / .000
Communication and problem-solving techniques	.641 / .000	.627 / .000	.568 / .000
Security Awareness	.619 / .000	.643 / .000	.597 / .000
Flexibility and adaptability	.661 / .000	.685 / .000	.647 / .000
Integrity and Ethical Standards	.547 / .000	.589 / .000	.590 / .000
Empowerment and Team Building	.653 / .000	.616 / .000	.606 / .000
Note. All correlations are significant at $p < .001$ (two-tailed).			

The study has revealed that strategic leadership competencies positively affect the performance of security guards. The fact that the exact dimensions of social capital were examined across two different organizations implies that leadership characteristics are directly applicable to security personnel performing functions across a range of operations (Yukl, 2020). More specifically, significant results were obtained for communication and problem-solving style, which are highly related to all of the performance dimensions ($r =$. 568 to. 641 by guards who can communicate and think critically illustrates a curriculum that more closely mirrors what will allow them to respond promptly to clients and emergencies.

These findings provide additional support for the idea that leaders who foster an adaptive climate for flexibility and decision-making help their people perform well (Schein & Schein, 2021). The positive associations between flexibility and adaptability, on the one hand, and incident reporting/customer orientation, on the other, highlight the centrality of adaptive leadership in security work. These are antecedents that enable guards to be customized to the variety of situational demands imposed, remain calm under pressure, and think on their feet across both the task and people dimension of their demonstration (Amabile & Pratt, 2016).

The inclusion of practical leadership training in Communication, flexibility, and ethics within law enforcement platforms is required to better position job performance across sectors. This is important because leadership entrains followers in the organization, and that's how the organization learns to act flexibly (Schein & Schein, 2021).

Since flexibility and job performance are closely linked, frequent scenario-based exercises and crisis drills should be implemented. Those were designed to be part of the guards' toolbox for making rapid, effective decisions in times of crisis (Kapucu & Van Wart, 2006).

Security leaders and security personnel were taught to manage and mentor colleagues, and being the first line should promote a leadership style that provides team members with some autonomy (enough to perform decision-making to

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perform their task, with the ability and opportunity to work together) vs… Keep Watching. These have the potential to enhance morale and work, enabling guards to feel supported and bring their best effort on the job (Yukl, 2020). Incorporating ethics into Training and the review process could slow down non-professional or immoral behaviour, as well as unethical behaviour under pressure (Goleman 2006).

Security institutions and banks can enhance leadership effectiveness through performance reviews, enabling the early identification of high-potential employees who can be developed to perform effectively within their security environments (Schein & Schein, 2021).

RELATIONSHIP BETWEEN INNOVATION AND JOB PERFORMANCE

Table 2 presents the relationship between innovation and job performance among bank security guards. These correlations are all positive and significant at p < 001, meaning that the more advanced the order of innovation, the better job performance in emergency response, incident reporting, and customer service. The correlation is most significant between technology usage in incident reporting and response and emergency performance (r = .689), suggesting that the adoption of technology has an effect on response rates and reaction times of security guards to critical incidents. Strong relationships between training processes and problem-solving methods are also evident (r = .661 for response time and r = .620 for incident reporting), which emphasize the importance of discovery and ownership: reflection and learning (Venkatesh et al., 2016). To a lesser degree, policy and process innovation, as well as behavior and culture, are related to all performance dimensions, indicating that an organizational level culture of innovation is conducive to continued exceptional operations (Kshetri, 2021).

These findings align with previous research, which emphasizes digital innovation as a potential driver of enhanced operational performance. The positive effects of integrating electronic tools in innovative technological programs, such as EIR factors (incident reporting), SA (surveillance analytics) and CS (communication systems), suggest that further technological integration supports higher levels of accuracy and faster response times during emergency scenarios mean the benefits of technological program applications resulted in consistent support for improved team performance relative to speed and decision accuracy in these dynamic distributed settings (Salas et al., 2015). They suggest that innovation is not just technological, but also includes Training and problem-solving approaches, as well as an organizational culture, with similar influences on improvements in job performance in the security domain (Salas et al., 2015).

Table 2

Relationship between Innovation and Job Performance

Construct	Emergency (r / p)	Incident Report (r / p)	Customer Service (r / p)
Technological adoption in incident reporting and response	.689 / .000	.684 / .000	.596 / .000
Training methods and problem-solving techniques	.661 / .000	.620 / .000	.496 / .000
Policy and process innovation	.639 / .000	.639 / .000	.558 / .000
Behavior and culture	.673 / .000	.632 / .000	.547 / .000

*Note. All correlations are significant at **p <.001** (two-tailed).*

The results also suggest that creativity is an important predictor of the job performance of security guards working under uncertain, risky conditions, such as those encountered in banks. The performance measures are closely tied to adopting technology, which means security agents need to understand digital technologies if they want to be more efficient in their work and respond to emergencies more quickly. For the next level of sec-tech operations, mobile reportage systems, AI-based network surveillance tools, and real-time communication devices have become vital aids, enabling everything to run faster and more responsively (Kshetri, 2021).

Furthermore, the findings suggest requirements for lifelong learning and challenge adaptive algorithms. Security guards can maintain control even under stress and adapt quickly to changing situations. Our findings are also in line with work that provides evidence for human capital as a key to innovation, at least as much as technology (Venkatesh et al., 2016). The positive relationship between policy and process innovation and job performance suggests that

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security organizations should not "rest on their laurels". It should further fine-tune their task technology configuration to adapt to future challenges (Salas et al., 2015).

Devices for automated alerting to threats, AI-powered monitoring, and mobile-based response will guarantee that security operations are up to real-time operational testing and C&C (Kshetri, 2021).

In-house education projects (e.g., simulations, fully developed web-based courses, and problem-based scenarios) are mentioned to strengthen security guards' problem-solving skills, decision-making, and adaptability, thereby improving crisis management outcomes (Venkatesh et al.).

Continuity is reinforced through continued adoption of policies and procedures that represent industry best practices, as well as by attention to emerging technology risk factors (toward proactive rather than reactive wildfire-fighting; Kapucu & Van Wart, 2006).

Foster a sense of belonging and encourage the agency to share its creative process. This culture of innovation will lead to more thought leadership in security, and therefore better ways and results (Amabile & Pratt, 2016).
As the quality of service is often associated with innovation based on new technology, which in turn motivates employees and builds trust (Goleman, 2006), companies within the security sector should employ client-based innovation (i.e., user-centered approach) when aiming to enhance processes related to safety, increase customer satisfaction, and build significant trust.

RELATIONSHIP BETWEEN STRATEGIC LEADERSHIP AND INNOVATION

These findings demonstrate the relationship between strategic leadership and innovation among professional security guards at a bank. Results of all these relationships are positive and statistically significant at $p < 001$, as more demanding leadership attributes lead to higher levels of innovative security operations. Flexibility and adaptability are most correlated with technology adoption ($r = .695$); in other words, they can make better use of the technology knowledge available among their team members (Yukl, 2020). Similarly, it underscores that Communication and problem-solving strategies oriented towards each innovation behaviour should resonate with reliable bivariate effects based on an innovation's 4-component model, and technological adoption is no exception ($r = .10$). 658) and behavioral and cultural ($r = .561$). These suggest that leadership behaviour serves as an intermediary in the integration of new technology and technology rejuvenation.

The results of this study align with previous studies, showing that strategic leadership is one of the key factors driving organizational innovation. Leaders' policy flexibility and adaptability also encourage the adoption of new technologies or practices within a team, thereby promoting organizational performance (Yukl, 2020). Furthermore, the findings suggest that Communication and Problem-solving are more deeply embedded in successful leadership: The innovation or creativity of the leadership style invites sharing knowledge, experimenting, and producing new solutions to problems.

Table 3

Relationship between Strategic Leadership and Innovation

Construct	Tech Adoption (r / p)	Training (r / p)	Policy (r / p)	Behavior (r / p)
Threat Assessment and Mitigation,	.598 / .000	.557 / .000	.508 / .000	.496 / .000
Communication and problem-solving techniques,	.658 / .000	.556 / .000	.552 / .000	.561 / .000
Security Awareness,	.629 / .000	.588 / .000	.584 / .000	.578 / .000
Flexibility and adaptability,	.695 / .000	.544 / .000	.594 / .000	.570 / .000
Integrity and Ethical Standards, and	.618 / .000	.464 / .000	.482 / .000	.491 / .000
Empowerment and Team Building?	.636 / .000	.519 / .000	.551 / .000	.536 / .000
Note. All correlations are significant at ***p <.001*** *(two-tailed).*				

The findings demonstrate the significance of strategic leadership in driving innovation within security institutions. Innovate-ready people — leaders who are nimble and effective communicators — help the team adopt new technology, better processes, and a culture of constant innovation. The correlation between flexibility and technology adoption

indicates that by managing change, managers can encourage their teams to adopt new tools, which bodes well for the security world's efficiency and modernization. This highlights the need to balance between communication leadership (which is really problem-solving) with innovation, and emphasizes the need to promote greater transparency and be much less secretive in mature teams or organizations, so private security personnel with ideas can be heard and encouraged to change.

Moreover, the link between security awareness and innovation also suggests that strategic orientation leadership might have to operate in a way that uses them at a short horizon; in other words, weak signals of threats/risks that lead to rule-making are beneficial for systems or safety practices. Ethics and integrity ensure that innovation is used in a manner consistent with organizational values, practical rather than misused or rejected.

Security agencies, the lead security organizations, could build an in-house leadership development initiative focused on capabilities, including adaptiveness, problem-solving, and technology savviness, to (measurably) connect leadership outcomes with innovative impacts (Schein & Schein, 2021).

Organizations must find followers and leaders can foresee, embrace, and handle the disruption; create a smooth process of integration to emerge with new technology systems" (Yukl, 2020).

Open exposure and dialogue across top-down and bottom-up Communication would contribute to cooperation and innovation, especially in the process of policy upgrading and digital transformation (Schein & Schein, 2021).

As each new system or technology comes on board, staff are to believe they can trust the information system and management when they are unbiased (Goleman, 2006).

An open environment in which your security officers can voice their thoughts, participate in shaping policy constellations related to innovation, and be part of the decisions that shape the direction of innovation is a must for giving momentum to a bottom-up culture of creativity and improvement (Yukl, 2020).

CHALLENGES OF BANK SECURITY GUARDS

While those who are professionally trained security guards and are now positioned in various banks within the Visayas region may already be doing a good job, some limitations have been noted: not all of them can be deployed immediately to different locations, which can lead to slow response times. These dilemmas highlighted the importance of a more robust strategic planning process, triggering innovation and providing permanent organizational support.

An issue for bank guards is that, due to the nature of their job, they are exposed to continuous risk and may even be attacked, be the subject of attempted hold-ups, be abused by customers, or be involved in ATM crime. There were only so many excruciating hours of watching and emotional bearing they could take. For instance, work environments that are high in stress (e.g., banks) have been shown to have strong effects on how workers think and feel, so the regular cycle of crisis training coupled with psychologicalizing guards would be priceless (Robbins & Judge, 2019).

Guards have to be two-role players too. They need to keep a hard edge to protect themselves, but also let down their guard and be friendly, make sure the vulnerable are not harmed, and work on setting an upbeat tone. Such perceived norms may contribute to role strain and emotional stress. Other scholars, too, have suggested that customer contact and risk management require especially high levels of emotional labor and relational skills (Mayer et al., 2020).

The technology gap is also a concern. As officers increasingly enjoy the benefits of new digital tools — taking reports on people's porches through mobile apps and monitoring streets with glassy, closed-circuit TV systems, for example — not everyone is digitally "ready," or ready at the same pace. Technology and training imbalances: Different training opportunities (or the absence of them) influence technology use among employees. 'Digitization-at-the-speed-of-light' translates into skill-sets development - of not just using technology for security operations in the most optimal manner, but also to identify aspects where guards could do with more assistance (Kshetri, 2021).

It also identified flaws in the teamwork between external responders (PNP, BFP, LGUs) and the Health Team. Guards may do their best to respond correctly, but if there is no coordinated approach and a delay or lack of communication, they will not respond together. It had been stated that in times of crisis, through well-conceived planning and

communication, and a defined way of working for collaboration, an effective response to an emergency would be made based on multiple agencies' situations through joint training (Kapucu & Van Wart, 2006).

A training gap, including a lack of practice drill scenarios, also poses challenges. Training where the "newness" of the threat can create a decoupling between the frequency and quality of scenario work. These have led to a lack of standardized staff training. Simulation/experiential training was shown to increase judgment, decision-making, and team processes, which means that simulation-based training elements need to be enhanced with regard to task-relevant aspects of banking security (Salas et al., 2020).

Guards also struggle with reporting and documentation, particularly the prompt generation of digital incident reports. Quality and reliability are often linked to a series of skills, such as writing or digital skills, and a grasp of accepted newsroom practice. The need for a sound incident-based reporting system to support transparency and risk control in an organization was emphasized (Zhao et al., 2015).

Security personnel are also being injured (body and ergonomic). Fatigue and concentration. Poor working environment (Working long hours, having to stay on one's feet for a long time), insufficient break times, and short-handed. Research on job tasks has already shown that ergonomic burden is very important for workers' efficiency and health, thereby supporting workforce organization through rotation and encouraging ergonomic inquiries (ILO, 2021).

Lastly, there are structural and cultural hurdles that correctional officers have to navigate — policies applied unevenly, good work behavior that goes unrewarded, and variations in leadership qualities. Organizational Culture is very important for motivation and morale; it would drain efficiency without it. Corporate Culture has an impact on employees' engagement, innovation, and sustainability in the long run (Schein & Schein, 2021), and the risk to Corporate Culture is a serious threat to security personnel.

To summarize, these challenges call for long-term staff capacity development, formal management training, ongoing systems strengthening, digital literacy, and improved coordination of emergency responses - along with a supportive Culture across the organization. These issues must be addressed to build a stronger, more creative, and higher-performing security workforce for private-sector businesses and banks.

CONCLUSIONS

This study aimed to determine the influence of strategic leadership and innovation on the job performance of professional security guards assigned to banking institutions in the Visayas. Specifically, it examined their demographic profile, leadership competencies, innovation practices, and performance outcomes in addressing h*ow* strategic leadership and innovation affect the job performance of professional security guards in the banking sector. The findings revealed that respondents demonstrated high levels of strategic leadership, strong innovation adoption, and excellent job performance across emergency response, incident reporting, and customer service. Statistical analysis confirmed significant and positive relationships between strategic leadership, innovation, and job performance, indicating that flexibility, communication skills, and technology adoption substantially enhance operational effectiveness.

The study concludes that strategic leadership and innovation are critical drivers of superior job performance among professional security guards in the banking sector. Leadership competencies such as adaptability, ethical conduct, and problem-solving foster a culture that supports technological advancement and continuous improvement. Innovation, particularly in digital reporting and emergency preparedness, strengthens response accuracy and efficiency. The study contributes to existing knowledge by empirically confirming the interconnected roles of leadership and innovation in private security operations within high-risk financial settings. It further emphasizes that professional excellence in bank security relies on strong leadership, continuous innovation, and effective organizational support.

RECOMMENDATIONS

In light of the findings, the researcher recommends the institutional adoption of the Strategic Leadership and Innovation Framework for Bank Security Excellence (SLIF-BSE) as the primary output of this study. This framework integrates leadership development, digital capability enhancement, structured mentorship, scenario-based emergency training, and innovation-driven collaboration mechanisms. Implementing this model will systematically strengthen

adaptability, communication competence, ethical decision-making, and technological readiness among professional security guards deployed in banks.

Private security agencies and banking institutions should embed structured leadership development programs, digital literacy initiatives, and scenario-based emergency simulations into their regular training systems. Establishing mentorship and succession planning programs will cultivate future supervisors while preserving institutional knowledge. Furthermore, fostering a collaborative and innovation-oriented culture, through after-action reviews, joint drills, standardized reporting systems, and inter-agency partnerships, will enhance agility and resilience against emerging security threats. By operationalizing these strategies under the SLIF-BSE model, private security agencies can elevate leadership capacity, accelerate innovation adoption, and sustain high-performance standards in safeguarding banking institutions.

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