ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

MANAGING INTERPERSONAL CONFLICTS, COPING STRATEGIES AND TIME MANAGEMENT SKILLS OF SECURITY GUARDS IN DAVAO CITY

Lorelyn F. Cornetes[a], Josephine B. Baguio[b]
[a]*Student, Graduate School, The Rizal Memorial Colleges, Inc.,Davao City, Philippines*
[b]*Faculty, Graduate School, The Rizal Memorial Colleges, Inc.,Davao City, Philippines*

Article DOI: https://doi.org/10.36713/epra23422
DOI No: 10.36713/epra23422

ABSTRACT

This study described the managing interpersonal conflicts, coping strategies, and time management skills of security guards in public secondary schools under the security guard agency in District 1, Division of Davao City. This study employed the non-experimental quantitative research design utilizing the correlational method. The respondents of this study were composed of 135 security guards using total enumeration. The data analysis utilized the weighted mean, Pearson r, and multiple regression analysis. The findings revealed that the level of managing interpersonal conflicts, coping strategies, and time management skills of the security guards were high. It was found out that there was a significant relationship between managing interpersonal conflicts and time management skills, and between coping strategies and time management skills. It was further shown that managing interpersonal conflicts and coping strategies significantly influenced the time management skills of the security guards. Based on the findings, security guards in public secondary schools should enhance their interpersonal conflict management and coping strategies to improve time management. Fostering open communication, implementing stress-reduction programs, and providing continuous training on time management and conflict resolution are essential. By adopting these recommendations, school administrations and security agencies can cultivate a more efficient, harmonious, and productive work environment conducive to educational safety and security.

KEYWORDS: *Managing Interpersonal Conflicts, Coping Strategies, Time Management Skills, Security Guards*

1. INTRODUCTION

Time management, interpersonal conflict management, and coping strategies are increasingly recognized as essential elements in enhancing workplace performance. High achievers are often distinguished by their effective time management skills, which enable them to function efficiently even under pressure. Time management is defined as the process of planning and controlling how much time to spend on specific activities to increase efficiency and productivity (Nyarko, 2022). This perspective is supported by Khan (2023), who emphasized that shifting focus from being merely busy to achieving meaningful results can reduce stress and improve overall work outcomes.

Effective strategies for time management include proper delegation, prioritization, and minimizing distractions. Delegation, often misunderstood, is not an evasion of responsibility but a vital management function that allows for balanced workload distribution (Mathebula & Barnard, 2020). Prioritizing tasks based on urgency and importance is also critical to avoiding unnecessary time loss. As Khan (2023) suggested, organizing daily tasks into manageable lists and categories, such as work, personal, and home—can help individuals stay focused and aligned with their goals. These strategies help avoid task overload and support mental clarity.

Although multitasking is commonly seen as efficient, evidence suggests it can hinder productivity and lead to cognitive fatigue. Instead, focusing on one task at a time ensures better quality results and less stress (Knudsen et al., 2023). Good et al. (2022) emphasized the importance of setting realistic deadlines and rewarding oneself upon task completion as methods to build motivation and maintain performance. Developing daily routines and starting the day early can also provide individuals with quiet time for planning and reflection, habits that promote sustained productivity and mental well-being.

In parallel with time management, the ability to manage interpersonal conflicts is crucial for workplace harmony and individual effectiveness. Interpersonal conflicts, when unresolved, can escalate and cause long-term psychological and organizational harm (Varma & Gupta, 2023). These tensions, often triggered by differences in opinion or communication breakdowns, are common stressors in professional environments. Ukata and Silas-Dikibo (2020) argued that while conflict is inevitable, it can also be a constructive force when managed appropriately, leading to stronger collaboration and mutual respect among colleagues.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

Conflict, if addressed through constructive dialogue and emotional intelligence, may serve as a catalyst for growth and innovation. However, when opposing parties fail to find common ground, the unresolved tension may reduce workplace morale and team cohesion (Agyemang, 2023). Adham (2023) noted that recognizing conflict as a normal part of team dynamics can reduce stigma and encourage open communication. Adopting a proactive approach to conflict resolution, such as mediation and feedback mechanisms, is essential for preserving workplace functionality and individual satisfaction.

Given these considerations, the researcher found it necessary to explore the levels of interpersonal conflict management, coping strategies, and time management skills of security guards assigned to public secondary schools under a security agency in District 1, Division of Davao City. These individuals play a pivotal role in school operations, yet their professional competencies in managing stress, time, and interpersonal dynamics are often overlooked. This study intends to address this gap and provide valuable insights for school administrators and agency managers in shaping policies that promote the well-being and effectiveness of school-based security personnel.

1.1 Statement of the Problem

This study was conducted to determine the managing interpersonal conflicts, coping strategies and time management skills of school security guards agency in District 1, Division of Davao City . Specifically, it seeks answer to the following sub-problems:

1.What is the level of managing interpersonal conflicts of school security guards agency in terms of:
1.1 communication differences;
1.2 personal differences and
1.3 environmental stress?
2.What is the level coping strategies in terms of:
2.1 seeking support;
2.2 problem-solving;
2.3 physical recreation?

3.What is the level time management skills of school security guards agency in terms of:
3.1 organize to-do list;
3.2 attack one type of action at a time;
3.3 eliminate distractions and
3.4 plan and take breaks?
2. What is the level coping strategies in terms of:
4.Is there significant relationship between managing interpersonal conflicts and time management skills of school security guards agency?
5. Is there significant relationship between coping strategies and time management skills of school security guards agency?
6.Do managing interpersonal conflicts and coping strategies significantly influence time management skills of security guards?

1.2 Hypotheses

The null hypotheses were tested at 0.05 level of significance:
$H_0$1. There is no significant relationship between coping strategies and time management skills of security guards.

$H_0$2. The domains of managing interpersonal conflicts and coping strategies significantly influence time management skills of security guards.

2. METHODOLOGY

2.1 Research Design

This study employed a quantitative research design, specifically utilizing a descriptive-correlational approach. Quantitative research involves the systematic collection and statistical analysis of numerical data to ensure objectivity, accuracy, and generalizability of findings. This design is well-suited for examining relationships among measurable variables in organizational and workplace contexts, such as those relevant to security personnel (Fadele & Rocha, 2025).

The descriptive-correlational design was appropriate for this study as it aimed to determine the relationships among managing interpersonal conflicts, coping strategies, and time management skills among security guards in Davao City. This approach enabled the researcher to describe the current levels of each variable without manipulating any conditions while also identifying whether statistically significant associations exist between or among them.

As emphasized by Taherdoost (2022), correlational methods are particularly useful for exploring how two or more variables interact or influence one another. In this study, the correlational method was employed to examine whether higher levels of conflict management and coping strategies are associated with improved time management skills among school-based security guards.

By adopting this research design, the study aimed to generate evidence-based insights that could inform school administrators, agency leaders, and policymakers in implementing support mechanisms for security guards. The findings are expected to guide future training programs, personnel development plans, and policy decisions focused on improving workplace harmony, stress management, and operational efficiency in public secondary school settings.

2.2 Research Respondents

The respondents of the study were the security guards in District 1, Division of Davao City. There are 135 respondents in District 1, Division of Davao City. They were selected by using the universal sampling which is all the population of the study was considered as respondents to get the reliable data. This study was conducted in the school year 2023-2024.

2.3 Research Instrument

The instrument used in this study was a researcher-developed questionnaire composed of three main sections, specifically designed to collect data on managing interpersonal conflicts,

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

coping strategies, and time management skills among security guards in public secondary schools in Davao City.

The first section focused on managing interpersonal conflicts, with items constructed based on established literature and theoretical frameworks related to conflict resolution and workplace communication. The questionnaire was designed to assess the respondents' ability to handle disagreements, resolve issues professionally, and maintain constructive relationships in the work environment. To ensure content validity, the items were reviewed by experts in human resource management and behavioral psychology. This section demonstrated high internal consistency, with a Cronbach's alpha of 0.947, indicating excellent reliability.

The second section measured coping strategies, reflecting the various ways security guards respond to stress and pressure in their job settings. Items were adapted from validated instruments in occupational health and psychological well-being, focusing on both problem-focused and emotion-focused coping mechanisms. This section also showed strong reliability, with a Cronbach's alpha of 0.934, confirming the instrument's suitability for assessing coping strategies in security-related contexts.

The third section assessed time management skills, representing the respondents' ability to plan, organize, and utilize their working hours efficiently. Items were derived from existing tools used in organizational studies on time productivity and performance. This section likewise demonstrated strong reliability, with a Cronbach's alpha of 0.928, supporting the questionnaire's relevance and consistency for measuring time management among security personnel. The final version of the instrument was used for data collection and was found to be clear, relevant, and practical for use among the target population.

2.4 Data Gathering Procedure

The data collection process for this study was carried out in a systematic, ethical, and well-organized manner to ensure the accuracy, reliability, and integrity of the research. Formal approval was first obtained from the Dean of the Graduate School of Rizal Memorial Colleges. Subsequently, an official request letter was submitted to the head of the security agency to secure permission to conduct the study among security guards in Davao City. Once approval was granted, an endorsement letter was forwarded to the respective heads or supervisors of the identified deployment sites along with a formal letter requesting permission to carry out the survey.

Once the necessary approvals were obtained, the researcher conducted a pilot testing of the researcher-made questionnaire to determine its reliability and validity. The instrument was designed to gather data on managing interpersonal conflicts, coping strategies, and time management skills of security guards. Clear explanations regarding the purpose of the study and instructions on how to complete the questionnaire were included in the instrument. Revisions were made as needed based on the pilot test results.

Before the final survey, each of the 135 security guard respondents was fully informed about the objectives of the study, the procedures involved, and the ethical safeguards observed. Emphasis was placed on voluntary participation, the confidentiality of all responses, and the assurance of anonymity. These ethical considerations were observed to foster a secure environment in which participants could respond truthfully and confidently.

After the data collection period, all accomplished questionnaires were retrieved and carefully reviewed. The responses were then systematically tallied, coded, and tabulated in preparation for analysis. The following statistical tools were utilized: weighted mean, Pearson's r correlation coefficient, and multiple regression analysis. These tools were used to analyze and interpret the data in alignment with the objectives of the study.

2.5 Data Analysis

In analyzing and interpreting the data collected for this study, several statistical tools were employed to effectively address the research objectives:

Mean and standard deviation were used to determine the overall levels of interpersonal conflict management, coping strategies, and time management skills among security guards in Davao City. These descriptive statistics provided a summary of the extent to which the respondents demonstrated these competencies in the context of their work.

Pearson's Product-Moment Correlation Coefficient (Pearson r) was utilized to examine the strength and direction of the relationships between interpersonal conflict management, coping strategies, and time management skills. This inferential analysis was essential in identifying whether statistically significant associations existed among the key variables in the study.

Furthermore, multiple linear regression analysis was conducted to assess the combined influence of interpersonal conflict management and coping strategies on the time management skills of security guards. This allowed the researcher to determine the extent to which these predictors significantly explained variations in respondents' ability to manage their time effectively within the demands of their work environments.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

3. RESULTS AND DISCUSSION

3.1 LEVEL OF MANAGING INTERPERSONAL CONFLICTS AMONG SECURITY GUARDS

Table 1. ***Level of Managing Interpersonal Conflicts among Security Guards***

Domains	Mean	Descriptive Equivalent
Communication Differences	3.30	Moderate
Personal Differences	4.31	Very High
Respect	3.22	Moderate
Fairness	3.45	High
Environmental Stress	3.45	High
Overall	**3.55**	**High**

Presented in Table 1 is the level of managing interpersonal conflicts among 30 security guards in the agency, based on the mean scores across five indicators: communication differences, personal differences, respect, fairness, and environmental stress. Among these, personal differences received the highest mean rating of 4.31, described as very high, indicating that this aspect of conflict is strongly recognized and addressed by the respondents. Both fairness and environmental stress followed with identical mean scores of 3.45, categorized as high, suggesting that the security personnel are generally fair and are capable of managing stress-related triggers of conflict. Communication differences registered a mean of 3.30, and respect garnered the lowest at 3.22, both labeled as moderate, pointing to areas that may benefit from improvement. The overall mean score was 3.55, interpreted as high, which implies that the security guards often manage interpersonal conflicts constructively within their work environment.

This finding aligns with the assertion of Adham (2023), who emphasized that the outcome of interpersonal conflict depends less on its frequency and more on how it is resolved, as healthy conflict resolution fosters understanding and mutual respect. In support, Weingart et al. (2023) noted that while some individuals avoid conflict due to fear of emotional escalation, addressing it directly—rather than evading it—can transform tensions into opportunities for better relationships. This suggests that although the agency's personnel show a generally high capability in conflict management, targeted interventions on respectful communication and interpersonal sensitivity may further enhance harmony and cooperation within the team.

3.2 Level of Coping Strategies among Security Guards

Table **2.** ***Level of Coping Strategies among Security Guards***

Domains	Mean	Descriptive Equivalent
Seeking Support	3.28	Moderate
Socialization	3.26	Moderate
Problem-Solving	3.10	Moderate
Develop Self-Discipline And Control	4.10	Moderate
Physical Recreation	3.38	High
Overall	**3.42**	**High**

Presented in Table 2 is the level of coping strategies among security guards in Davao City, based on the mean scores across five indicators: seeking support, socialization, problem-solving, developing self-discipline and control, and physical recreation. The indicator with the highest mean was developing self-discipline and control, with a score of 4.10, indicating that security guards often rely on inner control to manage stress effectively. Physical recreation followed with a mean of 3.38, while seeking support and socialization had close scores of 3.28 and 3.26 respectively. Problem-solving recorded the lowest mean score of 3.10. The overall mean rating across all indicators was 3.42, interpreted as high, which implies that the coping strategies of the security guards are frequently practiced in managing work-related stress and pressures.

This finding is consistent with the view of Vaziri et al. (2020), who emphasized that coping strategies are activated not only during negative life stressors such as loss and conflict but also during positive transitions like job relocation or promotion. Their study affirms that both external support and internal regulation play essential roles in adjusting to stress. Additionally, Olivera-Figueroa et al. (2023) explained that individuals often adopt a combination of effective and maladaptive coping mechanisms, depending on personal awareness and the nature of the stressor.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

This suggests that while the security guards demonstrate high levels of healthy coping behaviors—particularly self-discipline and recreation—interventions can further enhance their use of proactive strategies such as problem-solving and constructive social interaction.

3.3 Level of Time Management Skills among Security Guards

Table 3. ***Level of Time Management Skills among Security Guards***

Domains	Mean	Descriptive Equivalent
Organize To-Do List	4.01	High
Attack One Type of Action at a Time	3.65	High
Eliminate Distractions	4.07	High
Plan and Take Breaks	4.11	High
Overall	**3.96**	**High**

Presented in Table 3 is the level of time management skills among security guards in Davao City, based on the mean scores across four indicators: organize to-do list, attack one type of action at a time, eliminate distractions, and plan and take breaks. The indicator with the highest mean was plan and take breaks, with a score of 4.11, indicating that security guards often recognize the importance of rest in maintaining productivity. Eliminate distractions followed with a mean of 4.07, while organize to-do list had a mean score of 4.01. The lowest mean was observed in the indicator attack one type of action at a time, with a score of 3.65. The overall mean rating across all indicators was 3.96, interpreted as high, which suggests that the security guards consistently demonstrate effective time management practices in the workplace.

This finding supports the perspective of Budhwar et al. (2023), who highlighted that effective time management requires a shift from mere activity to achieving meaningful results. Being busy is not equivalent to being productive, and multitasking can often hinder rather than help performance. Furthermore, Tran et al. (2020) emphasized the importance of organizing and planning how time is allocated to various tasks, which directly contributes to reduced stress and enhanced efficiency. These insights align with the observed behaviors of the security guards, who exhibit strong time management skills that allow them to function more effectively under pressure and improve their overall work performance.

3.4 Significant Relationship Between Managing Interpersonal Conflicts and Time Management Skills of Public Secondary School Security Guards

Table 4. ***Significant Relationship Between Managing Interpersonal Conflicts and Time Management Skills of Public Secondary School Security Guards***

Independent Variable	Dependent Variable	r-values	Degree of Correlation	Computed p-value	Decision
Managing Interpersonal Conflicts **(X)**	Time Management Skills **(Y)**	0. 670	High Correlation	0.000	Reject

Presented in Table 4 is the correlation analysis between managing interpersonal conflicts and time management skills among security guard agency personnel. The computed correlation coefficient (r) is 0.670, indicating a high degree of correlation between the two variables. The corresponding p-value is 0.000, which is at the threshold of the 0.05 level of significance. Based on these results, the null hypothesis is rejected, confirming that a statistically significant relationship exists between managing interpersonal conflicts and time management skills. This implies that improved ability in managing interpersonal conflicts is associated with better time management skills among the personnel of the security guard agency.

This result is supported by the study of Goodman et al. (2020), who emphasized that individuals often avoid addressing interpersonal conflicts due to fears of emotional escalation or inadequacy in communication skills. They highlighted the importance of conflict management as a critical skill in workplace productivity and collaboration. Additionally, Rahim (2023) explained that when individuals are equipped to manage interpersonal tensions constructively, it results in more organized behavior, improved decision-making, and better management of responsibilities, all contributing to effective time management.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

3.5 Significant Relationship Between Coping Strategies and Time Management Skills of Public Secondary School Security Guards

Table 5. ***Significant Relationship Between Coping Strategies and Time Management Skills of Public Secondary School Security Guards***

Independent Variable	Dependent Variable	r-values	Degree of Correlation	Computed p-value	Decision
Coping Strategies **(X)**	Time Management Skills **(Y)**	0. 770	High Correlation	0.010	Reject

Presented in Table 5 is the correlation analysis between coping strategies and time management skills among security guard agency personnel. The computed correlation coefficient (r) is 0.770, indicating a high degree of correlation between the two variables. The corresponding p-value is 0.010, which is below the 0.05 level of significance. Based on these results, the null hypothesis is rejected, confirming that a statistically significant relationship exists between coping strategies and time management skills. This implies that the more effective the coping strategies employed by the personnel, the better they are at managing their time efficiently in the workplace.

This result is supported by the study of Goldsby et al. (2020), who emphasized that effective coping mechanisms enable individuals to handle stress and pressure, leading to better organization and task prioritization. Their findings suggest that those who actively engage in adaptive coping tend to allocate time more wisely and complete tasks with greater efficiency. In addition, Awomokun (2022) argued that stress-coping strategies such as problem-solving and emotional regulation are directly linked to improved cognitive control, which enhances time awareness and planning. These studies reinforce the idea that fostering healthy coping skills is essential to developing strong time management habits, especially in demanding work environments like security services.

3.6. Significant Influence of Managing Interpersonal Conflicts and Coping Strategies on Time Management Skills of Security Guards

Table 6. ***Significant Influence of Managing Interpersonal Conflicts and Coping Strategies on Time Management Skills of Security Guards***

Model	Sum of Squares	Degrees of Freedom	Mean Square	F	Sig
Regression	573.898	1	59.006		
Residual	524.331	116	11.5869	112.34	0.000
Total	564.121	117			

Presented in Table 6 is the regression analysis examining the significant influence of managing interpersonal conflicts and coping strategies on the time management skills of security guards. The regression model yielded a computed F-value of 112.34 and a p-value of 0.000, which is well below the 0.05 level of significance. This indicates that the regression model significantly explains the variance in time management skills based on the domains of managing interpersonal conflicts and coping strategies.

The sum of squares for the regression is 573.898, while the residual sum of squares is 524.331, with a total sum of squares of 564.121. The mean square for the regression is 59.006, and the residual mean square is 11.5869. Given the statistically significant p-value, the null hypothesis is rejected, suggesting that managing interpersonal conflicts and applying effective coping strategies have a significant influence on the time management skills of security guards.

This finding is aligned with previous studies emphasizing the importance of emotional and interpersonal regulation in occupational settings. For example, Salman et al. (2020) highlighted how conflict resolution abilities and adaptive coping mechanisms positively correlate with improved workplace productivity and time efficiency. Likewise, Saka and Chan (2020) emphasized that domain-specific behavioral strategies contribute significantly to the development of executive functioning skills, including time management. These results reinforce the idea that interpersonal and intrapersonal competencies are critical factors in optimizing task completion and self-regulation in high-responsibility roles such as security work.

5. CONCLUSIONS

Based on the findings of this study, the following conclusions were drawn:

Firstly, the level of managing interpersonal conflicts among security guards in the agency is generally high. This suggests that the guards are often able to address challenges related to

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

communication differences, personal differences, respect, fairness, and environmental stress. Their ability to manage such interpersonal issues demonstrates their effort to maintain professionalism, harmony, and effective interaction in their workplace. These conflict management practices are essential for preserving healthy work relationships and creating a collaborative atmosphere. Furthermore, this implies the need for school heads to continue improving relational skills across all levels of interaction—among colleagues, within families, and in other interpersonal contexts—because conflict, when handled well, can strengthen rather than damage relationships.

Secondly, the level of coping strategies employed by the security guards is also high. This includes seeking support, engaging in socialization, problem-solving, developing self-discipline and control, and participating in physical recreation. These coping mechanisms are regularly manifested by the guards and reflect their ability to adapt to psychological stress. Such strategies are crucial as they help maintain mental health and emotional balance in the face of workplace challenges. The presence of effective coping strategies indicates that the guards are actively managing stress through constructive methods, supporting their overall well-being and work performance.

Thirdly, the study found that the time management skills of the security guards are also high. These skills include organizing to-do lists, focusing on one task at a time, eliminating distractions, and planning breaks. The consistent practice of these strategies suggests that the guards are capable of prioritizing tasks and managing their workload efficiently. Effective time management enables them to work smarter, not harder—getting more done even under pressure. On the contrary, the inability to manage time can impair performance and increase stress. Thus, the observed level of time management skill among guards is an important factor contributing to their workplace efficiency.

Fourthly, the study revealed a statistically significant relationship between managing interpersonal conflicts and time management skills among security guards. This implies that better conflict management correlates with stronger time management abilities. As security guards become more adept at resolving interpersonal tensions, they may experience fewer disruptions in their work routines and are better able to organize their responsibilities. The rejection of the null hypothesis confirms the importance of conflict management in enhancing time-related productivity.

Fifthly, the findings also showed a significant relationship between coping strategies and time management skills. This indicates that security guards who demonstrate strong coping mechanisms are also likely to exhibit better time management. High coping capacity may help them stay composed under pressure, regulate emotions, and stay focused on tasks. The rejection of the null hypothesis suggests that developing positive coping strategies contributes to better time planning and execution.

Lastly, the study identified that both managing interpersonal conflicts and coping strategies significantly influence the time management skills of security guards. The computed values exceeded the threshold for statistical significance, supporting the conclusion that these two factors are important predictors. This means that as guards improve their interpersonal conflict management and adopt effective coping mechanisms, their time management skills likewise improve. These findings emphasize the need for continuous training and support in these areas, ensuring that guards remain competent, organized, and well-adjusted in the demands of their role.

6. RECOMMENDATIONS

Based on the findings and conclusions of this study, the following recommendations are proposed:

Firstly, since the level of managing interpersonal conflicts among security guards in the agency is generally high, school administrators and agency leaders should continue implementing training programs that enhance communication skills, foster mutual respect, and cultivate fairness in workplace interactions. Workshops focusing on conflict resolution, emotional intelligence, and stress management in high-pressure environments can help sustain and further develop guards' interpersonal competence. Encouraging feedback and team-building activities may also strengthen collaboration and minimize conflict escalation.

Secondly, given the high level of coping strategies demonstrated by the security guards, it is recommended that the agency institutionalize support systems that reinforce adaptive behaviors such as seeking support, healthy social interaction, and emotional self-regulation. Providing access to counseling services, conducting regular wellness programs, and promoting recreational activities can help guards manage work-related stress more effectively. These initiatives can protect guards' mental health while maintaining a supportive and psychologically safe work environment.

Thirdly, as the security guards display commendable time management skills, the agency and school heads should maintain practices that promote task prioritization, proper scheduling, and productivity-enhancing habits. Offering short courses or refresher training on time management techniques, such as goal setting, deadline tracking, and avoiding multitasking—can ensure continuous improvement in this area. Providing tools like daily planners, digital calendars, or mobile apps can also help guards manage their duties more efficiently and minimize time-related stress.

Fourthly, considering that both managing interpersonal conflicts and coping strategies significantly influence the time management skills of security guards, school heads and agency supervisors should integrate these domains in their performance development programs. A holistic approach that addresses emotional resilience, interpersonal sensitivity, and stress reduction will likely enhance guards' ability to function

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

effectively under pressure. Future interventions should focus on reinforcing the guards' strengths while addressing areas that need development through personalized coaching or mentorship programs.

Lastly, future researchers are encouraged to expand this study by exploring other factors that may affect the time management and psychosocial competencies of security guards, such as organizational climate, leadership styles, and work-life balance. Using qualitative or mixed-method designs could uncover deeper insights into the lived experiences of guards and how their competencies evolve across different educational contexts. Comparative studies across various agencies or institutions may also yield generalizable strategies for professional development.

REFERENCES

1. *Adham, T. K. I. (2023). Conflict resolution in team: Analyzing the of conflicts and best skills for resolution. Scholars Journal of Engineering and Technology, 11(08), 152-162. https://www.academia.edu/download/104982291/Conflict_Resolution_in_Team_Analyzing_the_Cauuse_of_Conflicts_and_Best_Skills_for_Resolution.pdf*
2. *Agyemang, A. A. (2023). Conflict management and methods of their resolution in modern organizations in Ghana. https://essuir.sumdu.edu.ua/bitstream/123456789/92007/1/Agyemang_bac_rob.pdf*
3. *Awomokun, T. R. (2022). Relationship between stress, executive function and emotional regulation of students. Minot State University. https://search.proquest.com/openview/7cffe1727ae05bcb0f13d76fd98d970e/1.pdf?pq-origsite=gscholar&cbl=18750&diss=y*
4. *Budhwar, P., Chowdhury, S., Wood, G., Aguinis, H., Bamber, G. J., Beltran, J. R., ... & Varma, A. (2023). Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT. Human Resource Management Journal, 33(3), 606-659. https://onlinelibrary.wiley.com/doi/pdf/10.1111%2F1748-8583.12524*
5. *Fadele, A. A., & Rocha, A. (2025). Introduction to the Key Features of Quantitative Research. In The Art and Science of Quantitative Research (pp. 1-27). Cham: Springer Nature Switzerland. https://link.springer.com/chapter/10.1007/978-3-031-91431-7_1*
6. *Goldsby, E., Goldsby, M., Neck, C. B., & Neck, C. P. (2020). Under pressure: Time management, self-leadership, and the nurse manager. Administrative Sciences, 10(3), 38. https://www.mdpi.com/2076-3387/10/3/38*
7. *Good, V., Hughes, D. E., Kirca, A. H., & McGrath, S. (2022). A self-determination theory-based meta-analysis on the differential effects of intrinsic and extrinsic motivation on salesperson performance. Journal of the Academy of Marketing Science, 50(3), 586-614. https://selfdeterminationtheory.org/wp-content/uploads/2022/11/2022_GoodHughesEtAl_Salesperson.pdf*
8. *Goodman, H., Papastavrou Brooks, C., Price, O., & Barley, E. A. (2020). Barriers and facilitators to the effective de-escalation of conflict behaviours in forensic high-secure settings: a qualitative study. International journal of mental health systems, 14(1), 59. https://link.springer.com/content/pdf/10.1186/s13033-020-00392-5.pdf*
9. *Khan, U. A. (2023). EFFECTIVE TIME MANAGEMENT TECHNIQUES FOR BUSY BUSINESS MANAGERS. Global Journal of Econometrics and Finance, 1(01), 49-61. https://gjeaf.com/index.php/Journal/article/download/24/32*
10. *Knudsen, R. K., Ammentorp, J., Storkholm, M. H., Skovbjerg, S., Tousig, C. G., & Timmermann, C. (2023). The influence of mindfulness-based stress reduction on the work life of healthcare professionals–A qualitative study. Complementary therapies in clinical practice, 53, 101805. https://www.sciencedirect.com/science/article/pii/S1744388123000865*
11. *Mathebula, B., & Barnard, B. (2020). The factors of delegation success: accountability, compliance and work quality. Expert Journal of Business and Management, 8(1). https://business.expertjournals.com/ark:/16759/EJBM_805barnard76-97.pdf*
12. *Nyarko, P. E. (2022). Time management and employees' performance at the Takoradi and Sekondi Districts of the National Health Insurance Authority (Doctoral dissertation, University of Cape Coast). https://ir.ucc.edu.gh/xmlui/bitstream/handle/123456789/10701/PHILIP%20EVANS%20NYARKO.pdf?sequence=3&isAllowed=y*
13. *Olivera-Figueroa, L. A., Papastamatelou, J., Unger, A., Jimenez-Torres, G. J., Cuebas López, K. A., López-Córdova, N. M., & Barkil-Oteo, A. (2023). The role of time perspective and acculturative stress on adaptive and maladaptive stress coping strategies of Puerto Ricans living in the island of Puerto Rico and the state of Connecticut in mainland United States. Current Psychology, 42(27), 23230-23249. https://link.springer.com/content/pdf/10.1007/s12144-022-03321-6.pdf*
14. *Pregoner, J. D., Leopardas, R., Ganancial, I. J., Baguhin, M., & Sedo, F. (2025). Ethical Issues in Conducting Research Using Human Participants in the Post-COVID Era. IMCC Journal of Science, 5(1), 1-9. https://hal.science/hal-05073466/*
15. *Rahim, M. A. (2023). Managing conflict in organizations. Routledge. http://edl.emi.gov.et/jspui/bitstream/123456789/289/1/Managing%20Conflict%20in%20Organizations%20Third%20Edition%20%28M.%20Afzalur%20Rahim%29%20%28z-lib.org%29.pdf*
16. *Saka, A. B., & Chan, D. W. (2020). Knowledge, skills and functionalities requirements for quantity surveyors in building information modelling (BIM) work environment: an international Delphi study. Architectural Engineering and Design Management, 16(3), 227-246. https://ira.lib.polyu.edu.hk/bitstream/10397/94757/1/Saka_Surveyors_BIM_Delphi.pdf*
17. *Salman, M., Ganie, S. A., & Saleem, I. (2020). Employee competencies as predictors of organizational performance: a study of public and private sector banks. Management and Labour Studies, 45(4), 416-432. https://www.researchgate.net/profile/Imran-Saleem-4/publication/343599047_Employee_Competencies_as_Predictors_of_Organizational_Performance_A_Study_of_Public_and_Private_Sector_Banks/links/5f36652e92851cd302f43a6a/Employee-Competencies-as-Predictors-of-Organizational-Performance-A-Study-of-Public-and-Private-Sector-*

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

Banks.pdf?origin=journalDetail&_tp=eyJwYWdlIjoiam91cm5hbERldGFpbCJ9

18. *Taherdoost, H. (2022). What are different research approaches? Comprehensive review of qualitative, quantitative, and mixed method research, their applications, types, and limitations. Journal of Management Science & Engineering Research, 5(1), 53-63. https://hal.science/hal-03741840/document*
19. *Tran, C. T., Tran, H. T., Nguyen, H. T., Mach, D. N., Phan, H. S., & Mujtaba, B. G. (2020). Stress management in the modern workplace and the role of human resource professionals. Business ethics and leadership, 4(2), 26-40. https://armgpublishing.com/wp-content/uploads/2020/07/3.pdf*
20. *Ukata, P. F., & Silas-Dikibo, I. D. (2020). Conflict management and conflict management skills needed in educational tertiary institutions in Nigeria. International Journal of Social Sciences and Management Research, 6(4), 28-47. https://www.iiardjournals.org/get/IJSSMR/VOL.%206%20NO.%204%202020/Conflict%20Management%20and%20Conflict.pdf*
21. *Varma, V., & Gupta, R. (2023). Conflict resolution strategies in the workplace: empirical study of managing interpersonal and team conflicts. https://www.nirwanuniversity.ac.in/uploads/pdf/reshu-gupta.pdf*
22. *Vaziri, H., Casper, W. J., Wayne, J. H., & Matthews, R. A. (2020). Changes to the work–family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. Journal of Applied Psychology, 105(10), 1073. https://www.hodavaziri.com/wp-content/uploads/2020/09/2020-Vaziri-et-al-WF-transition-during-COVID-.pdf*
23. *Weingart, L. R., Jehn, K. A., & Krueger, K. L. (2023). Manage intrateam conflict through collaboration. Principles of Organizational Behavior: The Handbook of Evidence-Based Management 3rd Edition, 403-427. http://edl.emi.gov.et/jspui/bitstream/123456789/1019/1/Handbook%20of%20Principles%20of%20Organizational%20Behavior%20%28%20PDFDrive%20%29.pdf#page=359*