SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

ASSESSING CORE COMPETENCIES OF PRIVATE SECURITY OFFICERS: A BASIS FOR ENHANCED TRAINING PROGRAMS

Lilian Genobela Gepulle
Graduate School, Philippine College of Criminology, Manila Philippines

ABSTRACT

This study assessed the competence of security officers in five key areas: Legal Aspect of Security, Security Management and Planning, Leadership and Supervision, Crisis Management (including crime response and prevention), and Marksmanship. Three respondent groups; Security Officers, Security Managers, and Clients evaluated officer competence using a validated survey questionnaire. The Kruskal-Wallis H test with post-hoc analysis examined how education, training type, and experience influenced competence ratings. Across most areas, officers were generally rated "Very Competent" by all groups. A notable exception was the Legal Aspect of Security, where significant differences emerged. Officers with college or post-graduate education, as well as those who completed higher-level training (supervisory or managerial), earned higher legal competence ratings. Additionally, Security Managers and Clients rated officers' legal skills more favorably than the officers' self-assessments. Findings align with prior research demonstrating the positive impact of education and advanced training on legal proficiency in private security.

The results highlight that while security officers excel in tactical and operational skills, legal proficiency remains an area for targeted improvement. The study recommends sustained, standardized legal training particularly for officers with lower educational attainment to strengthen compliance, accountability, and professionalism. Standardized modules should cover relevant laws, human rights, and procedural documentation to ensure consistent application across the industry.

KEYWORDS: *Security officers, Competence, Legal aspect, Training, Education, Kruskal-Wallis, Private security*

INTRODUCTION

Background of the Study

Across the globe, the private security industry has become a vital pillar in the maintenance of peace, order, and asset protection. In many regions, private security personnel now outnumbered police officers, reflecting a significant shift in the provision of safety and law enforcement related services (Button, 2020). This global expansion is driven by increasing security demands, terrorism threats, and the privatization of some public services. In developed and other developing countries alike, security officers are no longer confined to passive guarding roles, as such, they are required to perform complex tasks involving risk assessment, incident response, and conflict resolution necessitating a stronger focus on professional competencies (Prenzler & Sarre, 2018).

Citing international standards, such as those promoted by the International Code of Conduct Association (ICoCA) and the International Labor Organization (ILO), emphasized the importance of security training, ethical conduct, and operational capability among private security personnel. The push toward competency-based training has gained momentum worldwide as stakeholders recognized that effective service delivery is directly linked to officers' knowledge, skills, and attitudes (Deuchar et al., 2021). Several countries have adopted structured frameworks to measure and improve these core competencies through national qualification frameworks and continuous professional development systems.

In the Southeast Asian region, where socio-political risks and urbanization are intensifying, the role of private security practitioner is particularly crucial. However, inconsistencies in standards and a lack of evidence-based training approaches continue to hinder the professionalization of the sector. In response, regional cooperation and benchmarking efforts have emerged, but many local agencies still lack alignment with modern competency frameworks (ASEANAPOL, 2020). The demand for reliable, well-trained private security officers is therefore not just a matter of operational necessity, but of regional stability and economic growth.

In the Philippines, the private security industry practitioners being force-multipliers, plays a parallel and complementary role to the Philippine National Police (PNP) in safeguarding communities, businesses, and institutions. With more than 500,000 registered security guards and officers across the archipelago (PNP-SOSIA, 2023), the industry has become a significant contributor to national safety and employment. The implementation of Republic Act No. 11917, seeks to upgrade professional standards, realign qualifications, and modernize licensing protocols. However, despite the regulatory advancements, the reality on the ground often reflects disparities in the application of training standards and competency assessments.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Other research has pointed out that many security personnel in the country receive generic or outdated training modules that do not align with contemporary threats, such as cybercrime, terrorism, and active shooter scenarios (Gonzales, 2021). Moreover, there is a lack of institutionalized frameworks that systematically evaluate whether security officers possess the competencies needed in real-life high-pressure situations, unlike PNP Officers who are required to undergo competency seminars in their respective unit and undergo schooling based on their latest ranks. Training programs tend to focus more on compliance than on capability building, resulting in knowledge and skill gaps that affect the quality and consistency of security services nationwide (Padilla, 2022).

Categorically, in urban commercial zones and educational institutions, private security officers serve as first-line responders, public liaisons, and custodians of peace. Their roles are crucial in preventing unauthorized access, managing emergencies, and upholding rules and regulations in areas that are often densely populated and risk-prone. However, anecdote and observational evidence suggests that many officers struggle with competencies in areas such as communication, emergency decision-making, and incident documentation. In some Class A cities and municipalities, especially those with high economic activity or educational traffic, the mismatch between training content and operational realities poses a growing risk to effective security management.

Consequently, the need to assess and benchmark the core competencies of private security officers is therefore both timely and necessary. This research seeks to provide an empirical foundation for re-evaluating training standards and enhancing the design of security training programs in line with actual field requirements. Through this assessment, the study aims to bridge the gap between policy and practice, and between regulation and real-world performance, thereby contributing to a more professional, responsive, and capable private security sector.

PURPOSE OF THE STUDY

The purpose/s of the study is to systematically evaluate and measure the core competencies of private security officers in the Philippines in relation to the actual demands of their field assignments. The study aims to determine whether security officers possess the essential knowledge, skills, and abilities across five critical domains such as; Legal Aspects of Security, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship, and to identify gaps between mandated training, real-world performance, and evolving security challenges. By examining demographic factors, training backgrounds, and years of experience, the research seeks to understand which variables significantly influence competence, thereby providing an evidence-based foundation for improving training standards and aligning them with Republic Act No. 11917 and international competency frameworks.

Furthermore, the study intends to generate insights that will help bridge the persistent mismatch between existing training curricula and operational realities, especially in high-risk urban environments. By analyzing differences in competency assessments among security officers, managers, and clients, the research provides a multidimensional perspective on performance and readiness. Ultimately, the purpose is to develop a data driven, competency-based training program that enhances the professionalism, responsiveness, and effectiveness of private security officers, ensuring they are adequately prepared to address modern threats such as cybercrime, terrorism, and emergency incidents, while also reinforcing their critical role as force multipliers in national safety and community protection.

RESEARCH QUESTIONS (Statement of the Problem)

The researcher identified a gap between certification and actual field performance among private security officers. Observations and feedback from stakeholders revealed that many officers lack core competencies needed for effective service. This prompted the formulation of specific problem statements focusing on officer profiles, competency levels, and assessments from different perspectives. The aim is to generate data-driven insights that will guide the enhancement of training programs to ensure real-world readiness.

Specifically, it sought to answer the following research questions:

1. What is the profile of the security officers in terms of:
    - 1.1 Age
    - 1.2 Gender
    - 1.3 Educational attainment
    - 1.4 Training attended
    - 1.5 Years of experience as security officer
2. What is the level of competence of the security officers in terms of:
    - 2.1 Legal aspect of security,
    - 2.2 Security management and planning,

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

2.3 Leadership and supervision,
2.4 Crisis management (crime response and prevention), and
2.5 Marksmanship?

3. Is there a significant difference in the level of competence of the security officers when grouped according to profile?

4. Is there a significant difference in the level of competence of the security officers as assessed by the three groups of respondents (security managers, security officers, and clients)?

5. Based on the results, what program may be proposed?

SIGNIFICANCE OF THE STUDY

This study is highly significant to the private security sector because it evaluates the real competencies, skills, knowledge, and behaviors, that security officers need to perform effectively in modern, high-risk environments. Rather than treating training as a simple checklist, the research emphasizes competency-based development that prepares officers for contemporary threats such as cybercrime, terrorism, and emergency incidents. By identifying gaps between current training and actual field requirements, the study offers a data-driven foundation for strengthening performance standards across the industry. This benefits security guards, officers, supervisors, and managers by providing clearer guidance on essential competencies, improving performance evaluation practices, and supporting the creation of more practical, hands-on, and responsive training programs aligned with Republic Act No. 11917.

The findings also have broad implications for agencies, clients, training institutions, government regulators, academic programs, and future researchers. Security agencies and managers can use the results to enhance hiring practices, upgrade training curricula, and ensure full compliance with national standards, while client organizations benefit from more competent, reliable, and professional personnel who improve safety and reduce liability risks. Training centers may refine their Program of Instruction to include more relevant, skills-based content, and regulatory bodies can revise certification and licensing policies based on empirical assessment. Academic institutions gain valuable material for curriculum development and scholarly research, while future researchers are provided with validated instruments, a strong conceptual framework, and a comprehensive literature base that can support further studies on security competencies, training effectiveness, and professionalization within the private security industry.

METHODOLOGY

Research Design

The study employs the quantitative research method, which focuses on the collection and analysis of numerical data to objectively assess relationships between variables (Babbie, 2020). A descriptive design seeks to describe the status or characteristics of a phenomenon at a particular time, while a comparative approach identifies differences between variables or groups using statistical tools (Creswell & Creswell, 2018). Quantitative methods are grounded in positivist philosophy, which assumes that social phenomena can be studied through observable, measurable facts, and statistical analyses (Bryman, 2016). This method is especially appropriate for studies involving structured questionnaires, frequency counts, and inferential statistics, tools that allow the researcher to validate or reject hypotheses related to competency levels and demographic influences.

The quantitative method is applied by designing a structured survey questionnaire, which is distributed to three respondent groups: security officers, security managers, and clients.

Research Instruments

The questionnaire is designed to ensure clarity, relevance, and validity, and was validated by experts in the field of security prior to distribution. The internal consistency of each domain in the instrument was measured using Cronbach's Alpha, which confirmed the tool's reliability.

RELIABILITY ANALYSIS ON VARIOUS FACTORS

Using Cronbach Alpha

Factors	K *(No. of items)*	Cronbach *A*	*Interpretation*
Level of Competence			
Legal Aspect of Security	5	**0.718**	**Acceptable**
Security Management and Planning	5	**0.876**	**Reliable**
Leadership and Supervision	5	**0.700**	**Acceptable**
Crisis Management (Crime Response and Prevention)	5	**0.860**	**Reliable**
Marksmanship	5	**0.732**	**Acceptable**

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

The reliability analysis using Cronbach's Alpha confirms that the instrument used to assess private security officers' competencies is statistically sound and internally consistent. Security Management and Planning (α = 0.876) and Crisis Management (α = 0.860) achieved "Reliable" ratings, indicating strong consistency in measuring coordination and decision-making skills. The remaining domains; Legal Aspect of Security (α = 0.718), Leadership and Supervision (α = 0.700), and Marksmanship (α = 0.732) fell within the "Acceptable" range, reflecting stable reliability despite natural variations in legal knowledge, leadership exposure, and practical skills. Overall, these results affirm that the instrument is dependable and appropriate for evaluating competence across all key areas.

Respondents and Locale of the Study

Given the crowded population in the selected malls in Quezon City, validators recommended quota sampling with 30 respondents per group. To ensure comprehensive analysis under Republic Act No. 11917, the study categorized respondents into three groups: thirty (30) active-duty Security Officers with varying educational backgrounds (college and high school graduate), thirty (30) Security Managers from different private security agencies, and thirty (30) Clients or client-based security officers who serve as juridical representatives of organizations contracting private security services. This structure ensured balanced representation across key sectors of the security industry.

Data Gathering and Analysis

Subsequently, data collection proceeded with the 90 respondents. The gathered responses were coded, tabulated, and prepared for statistical analysis. Considering the ordinal nature of the data derived from Likert-scale ratings, the Median was employed as the preferred measure of central tendency. To examine significant differences across the various respondent profiles and competency domains, the Kruskal-Wallis H test, a non-parametric equivalent of ANOVA was utilized. This analytical approach ensured both the validity and appropriateness of the statistical treatment applied in the study.

Ethical Considerations

Informed consent was obtained from all participants, ensuring they understand the purpose, procedures, and potential risks involved. Participant confidentiality will be protected by anonymizing data and securing the storage of sensitive information and in accordance with the strict observance of the policy and rules and regulations of the Data Privacy Act of 2012, the Republic Act 10173. Participation will be voluntary, without coercion or undue influence. The study will aim to minimize harm and maximize benefits to participants and stakeholders through transparent and ethical research conduct.

RESULTS AND DISCUSSION

This presents a comprehensive analysis and interpretation of the data gathered from the respondents, systematically organized according to the statements of the problem. The findings are discussed in alignment with the research questions to address the identified gaps and generate evidence-based insights relevant to the study.

Profile of the Respondents

Table 1
Frequency Distribution of the Respondents

Group of Respondents	Number of Survey Questionnaire Distributed	Number of Questionnaire Retrieved	Percentage %
Security Officers	30	30	**33.33**
Security Managers	30	30	**33.33**
Clients	30	30	**33.33**
TOTAL	**90**	**90**	**100.00**

As shown in Table 1, the data reveals an evenly distributed respondent composition, such as the Security Officers consists of 30 respondents or 33.33%, the Security Managers consists of 30 respondents or 33.33% and the remaining 30 respondents are the Clients with an equivalent of 33.33%.

This equal distribution was intentionally designed to ensure balanced representation from each stakeholder category involved in the implementation, supervision, and assessment of private security services. This proportional sampling framework strengthens the validity and reliability of the findings by incorporating a triadic perspective. It ensures that analyses and conclusions drawn from the study reflect a well-rounded understanding of the competencies, challenges, and impacts of legal reforms across different operational levels of the private security industry.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Table 2
Profile of the Respondents According to Age

Age	Security Officer		Security Manager		Client		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
21-30	2	6.6	0	0	0	0	**2**	**2.2**
31-40	5	16.7	0	0	0	0	**5**	**5.6**
41-50	14	46.7	24	80	17	56.7	**55**	**61.1**
51-above	9	30	6	20	13	43.3	**28**	**31.1**
TOTAL	**30**	**100**	**30**	**100**	**30**	**100**	**90**	**100**

Table 2 reflects that the Security Officers are mostly between the ages of 41-50 years old with 14 respondents or 46.7 percent, followed by those whose ages are between 51 - above years old with 9 respondents or 30 percent followed by those whose ages are 31 – 40years old with 5 respondents or 16.7 percent. Finally, the least number of responses based on age cluster is on ages 21-30 years old with only 2 respondents or 6.6 percent. For the group of Security Managers, majority of the respondents are aged 41-50 years old with 24 respondents or 80 percent, followed by ages 51 - above years old with 6 respondents or 20 percent. On the part of the Client, most of the respondents are from the age set 41-50 years old with 17 respondents or 56.7percent, followed by ages 51 - above years old with 13 respondents or 43.33 percent.

For the total computation, the age bracket for 41-50 garnered 55 respondents or 61.1 percent followed by whose ages are between 51 - above years old with 28 respondents or 31.1 percent, followed by ages 31 – 40 yrs old with 5 respondents or 5.6 percent and the least number of responses is on the age set 21 – 30 years old with 2 respondents or 2.2 percent. De Leon (2020) emphasized that mature personnel bring practical insights and operational stability, which are often preferred in supervisory and client facing roles. Supporting this, Carter (2019) noted that older security staff tend to perform better in decision making and conflict resolution due to accumulated field exposure. Mendoza (2023) cautioned that despite the advantages of age, continuous learning is essential to keep pace with evolving threats and technologies. Alanguilan et al. (2022) further stressed the need to align training with the cognitive and physical capacities of an aging security workforce to sustain high competence.

Table 3
Profile of the Respondents According to Gender

Gender	Security Officer		Security Manager		Client		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Male	21	70.0	25	83.3	26	86.7	**72**	**80.0**
Female	5	16.7	5	16.7	4	13.3	**14**	**15.6**
LGBTQ	4	13.3	0	0	0	0	**4**	**4.4**
TOTAL	**30**	**100**	**30**	**100**	**30**	**100**	**90**	**100**

As shown in Table 3, males dominate the group of Security Officer respondents as evidenced by 21 respondents or 70 percent with 5 female respondents or 16.7% and the LGBTQ with 4 respondents which constitutes 13.3 percent.

Similarly, the Security Manager respondents are also dominated by males with 25 respondents or 83.3 percent and 5 female respondents or 16.7 percent.

On the part of the Client respondents, the responses are divided with 26 male respondents or 86.7 percent and 4 female respondents of 13.3 percent.

Overall, the total number of Male responders is 72 or 80 percent, followed by Female responders with 14 or 15.6 percent and 4 LGBTQ responders with an equivalent of 4.4 percent. According to De Guzman and Reyes (2019), this male-centric trend stems from long-standing perceptions associating physical strength and aggressiveness with effective security work.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Baldwin and Roelofs (2021) highlighted that institutional biases continue to limit female and LGBTQ participation despite demonstrated competence. Meanwhile, Teodoro (2020) called for the integration of gender sensitivity and equality in recruitment and training to promote broader representation and to break outdated stereotypes in the profession.

Table 4
Profile of the Respondents According to Educational Attainment

Educational Attainment	Security Officer		Security Manager		Client		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
High School	15	50.0	0	0	0	0	**15**	**16.7**
College	15	50.0	25	83.3	24	80.0	**64**	**71.1**
Post Graduate	0	0	5	16.7	6	20.0	**11**	**12.2**
TOTAL	**30**	**100**	**30**	**100**	**30**	**100**	**90**	**100**

Table 4 is revealing important insights into the composition of the private security workforce. Among Security Officers, half are high school graduates and half are college graduates, highlighting that many frontline personnel begin their careers with minimal formal education. Security Managers are predominantly college graduates (83.3%) with a smaller portion of postgraduates (16.7%), while Clients mostly hold college degrees (80%) with 20% postgraduates. Overall, college graduates constitute the majority (71.1%), followed by high school graduates (16.7%) and postgraduates (12.2%). These findings underscore that while Security Officers may start with lower educational backgrounds, they can achieve high competence through continuous, competency-based training and field experience (De Leon, 2020). Meanwhile, the presence of postgraduates among Managers and Clients reflects the increasing need for advanced academic qualifications in administrative and evaluative roles, supporting strategic decision-making, ethical compliance, and effective oversight in addressing modern security challenges (Mendoza, 2023; Alanguilan et al., 2022).

Table 5
Profile of the Respondents According to Security Training

Security Training	Security Officer		Security Manager		Client		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Re-training Course	15	50.0	0	0	0	0	**15**	**16.7**
Basic Supervisory Security Training Course	15	50.0	17	56.7	16	53.3	**48**	**53.3**
Security Manager's Course	0	0	13	43.3	0	0	**13**	**14.4**
Others	0	0	0	0	14	46.7	**14**	**15.6**
TOTAL	**30**	**100**	**30**	**100**	**30**	**100**	**90**	**100**

In Table 5 Security Officer respondents are divided equally with 15 respondents or 50 percent undergoing Re-training Course and the remaining 15 respondents or 50 percent finished Basic Supervisory Security Training Course.

For the Security Manager, 17 respondents or 56.7 percent underwent Basic Supervisory Security Training Course while 13 respondents or 43.3 percent, are Security Manager's Course graduates. On the part of the Client, the majority of the responses have undergone Basic Supervisory Security Training Course with 16 respondents or 53.3 percent, while the remaining 14 respondents or 46.7 percent pursued other training related to security supervisory. From the highest to lowest, 48 respondents or 53.3 have undergone Basic Supervisory Security Training Course, followed by 15 respondents or 16.7 percent graduated from Re-training Course, 14 respondents or 15.6 percent graduated and took up other courses and the least number of respondents, with a total of 13 or 14.4 percent undergone Security Manager's course.

The findings above reflect the respondents' varied exposure to security training programs, with the majority completing Basic Supervisory Security Training. This supports Baldwin and Roelofs (2021), who emphasized the necessity of tiered training systems to meet the demands of different roles within the private security sector. Similarly, Macasieb (2019) asserted that both foundational and advanced training enhance personnel readiness and adaptability in dynamic security environments.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Table 6
Profile of the Respondents According to Years of Security Experience

Years of Security Experience	Security Officer		Security Manager		Client		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1 - 5 Years	2	6.6					**2**	**2.2**
6 – 10 years	14	46.7	22	73.3	23	76.7	**43**	**47.8**
11 years and above	14	46.7	8	26.7	7	23.3	**45**	**50.0**
TOTAL	**30**	**100**	**30**	**100**	**30**	**100**	**90**	**100**

Table 6 revealed that, Security Officer respondents tied up in category 6 – 10 years and 11 years and above with both 14 respondents or 46.7 percent while the remaining 1 – 5 years of service accumulated 2 respondents or 6.6 percent.

On the part of the Security Manager, 22 respondents or 73.3 percent have been in the service for 6 - 10 years bracket, followed by those with 11 years and above experience with 8 respondents or 26.7 percent, while the Client group, the majority of them had acquired a 6 - 10 years bracket with 23 respondents or 76.7 percent while the remaining 7 respondents or 23.3 percent have been in the service for about 11 years and above.

From the highest level to its lowest, in over-all 45 respondents or 50.0 percent have rendered service under the bracket 11 years and above, followed by 43 respondents or 47.8 percent had been in the security service under the bracket 6 – 10 years, while the remaining 2 respondents or 2.2 percent rendered under the bracket of 1 – 5 years of service. This table emphasized that longer service cultivates instinctive decision-making and resilience in critical incidents. Meanwhile, Alanguilan et al. (2022) highlighted that years of exposure to field operations enhance a security professional's competence, particularly in adapting to evolving threats and procedures.

Table 7
Level of Competence in Terms of Legal Aspect of Security when Grouped according to Type of Respondents.

Indicators	Security Officer		Security Manager		Clients		Overall	
	Med	Int	Med	Int	Med	Int	Med	Int
1. Familiar with Republic Act No. 11917 and its related laws of SOSIA	3.47	VC	3.93	VC	3.97	VC	**3.79**	**VC**
2. Know the legal conditions for conducting a citizen's arrest.	3.83	VC	3.87	VC	3.67	VC	**3.79**	**VC**
3. Can write incident reports following legal and procedural standards.	3.53	VC	3.83	VC	3.90	VC	**3.76**	**VC**
4. Understand the legal rights of individuals during security inspections.	3.83	VC	3.93	VC	3.83	VC	**3.87**	**VC**
5. Receive regular training or updates on security-related laws and policies.	3.90	VC	3.80	VC	3.93	VC	**3.88**	**VC**
Overall	**3.77**	**VC**	**4.00**	**VC**	**4.00**	**VC**	**3.92**	**VC**

**Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 7 shows the assessment of respondents' competence in the Legal Aspect of Security, with all three groups; Security Officers, Security Managers, and Clients, rated overall as "Very Competent." Security Officers had a median score of 3.92, with highest ratings for receiving regular legal updates (3.88) and understanding individual rights during inspections (3.87), while slightly lower scores appeared in writing incident reports (3.76) and familiarity with RA 11917 and SOSIA laws (3.79), indicating room for improvement in legal documentation and policy awareness. Security Managers scored an overall median of 4.00, demonstrating strong legal knowledge, particularly in understanding rights and conducting citizen's arrests, though regular legal updates scored slightly lower (3.80), suggesting a need for more systematic training. Clients also rated security personnel as "Very Competent" with an overall median of 4.00, highlighting strong adherence to legal standards, accurate incident reporting, and respect for individual rights, while knowledge of citizen's arrest procedures (3.67) indicated minor gaps requiring continued legal orientation.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Table 8
Level of Competence in Terms of Security Management and Planning when Grouped according to Type of Respondents.

Indicators	Security Officer		Security Manager		Clients		Overall	
	Med	Int	Med	Int	Med	Int	Med	Int
1. Can prepare a security plan for my post or area.	3.87	VC	3.93	VC	3.97	VC	**3.92**	**VC**
2. Can assess threats and vulnerabilities in my work area.	3.73	VC	3.90	VC	3.73	VC	**3.79**	**VC**
3. Help to review and update post orders and protocols	3.80	VC	3.67	VC	3.87	VC	**3.78**	**VC**
4. Can perform risk assessments to improve security operations.	3.87	VC	3.93	VC	3.83	VC	**3.88**	**VC**
5. Participated in planning security operations or drills.	4.00	VC	3.93	VC	3.93	VC	**3.96**	**VC**
Overall	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**

**Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 8 presents the assessment of Security Management and Planning competencies among Security Officers, Security Managers, and Clients, with all groups rated overall as "Very Competent" (median = 4.00). Security Officers scored highest in participating in planning operations or drills (3.96) and preparing security plans (3.92), while slightly lower scores were noted in reviewing post orders (3.78) and assessing threats and vulnerabilities (3.79), indicating strong strategic skills but room for improvement in procedural updates and advanced risk analysis. Security Managers also scored Very Competent across all indicators, with the highest ratings for preparing security plans, conducting risk assessments, and participating in drills (medians = 3.93), while reviewing post orders received the lowest median of 3.67, suggesting limited engagement in updating protocols. Clients similarly perceived officers as highly capable, particularly in preparing security plans (3.97) and participating in drills (3.93), though threat and vulnerability assessment scored slightly lower (3.73), pointing to opportunities for enhanced situational analysis. Overall, the findings show that security personnel are well-prepared for operational planning and management, yet targeted training in risk evaluation and procedural updates can further strengthen their effectiveness under Republic Act No. 11917.

Table 9
Level of Competence in Terms of Leadership and Supervision according to Type of Respondent.

Indicators	Security Officer		Security Manager		Clients		Overall	
	Med	Int	Med	Int	Med	Int	Med	Int
1. Have supervised or led a team during security operations.	4.00	VC	3.87	VC	3.97	VC	**3.94**	**VC**
2. Can effectively resolve conflicts among team members.	3.87	VC	3.93	VC	3.67	VC	**3.82**	**VC**
3. Can make sound leadership decisions under pressure.	3.87	VC	3.70	VC	3.80	VC	**3.79**	**VC**
4. Help enforce discipline and motivate my colleagues.	3.80	VC	3.97	VC	3.83	VC	**3.87**	**VC**
5. Can delegate tasks and monitor team performance effectively.	4.00	VC	3.93	VC	3.93	VC	**3.96**	**VC**
Overall	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**

**Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 9 shows that all three respondent groups consistently rated the leadership and supervision competencies of private security personnel as Very Competent (overall median = 4.00). For Security Officers, the highest competence is observed in delegating tasks effectively (3.96) and leading teams during routine and critical operations (3.94). They also show strong ability in making timely decisions under pressure (3.87) and providing clear instructions (3.85). Their slightly lower, yet still strong, competencies appear in motivating team members (3.79) and resolving conflicts among personnel (3.81), suggesting consistent but developing interpersonal leadership skills.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

For Security Managers, their highest ratings fall under enforcing discipline and maintaining operational order (3.97), highlighting their administrative leadership strength. They also demonstrate high competence in resolving conflicts within their teams (3.93) and guiding subordinates during security operations (3.90). Competencies such as decision making under pressure (3.82) and motivating personnel (3.70) remain very strong but indicate areas where managerial approaches vary depending on agency policies and leadership styles.

For Clients, ratings are similarly high, with strongest competencies seen in leading security operations effectively (3.97) and delegating tasks appropriately (3.93). Clients also recognize officers' strong capabilities in providing clear directions during security-related activities (3.89). Their lowest, though still "Very Competent," indicator is resolving security-related conflicts (3.67), suggesting that clients may see this skill as situational and dependent on agency protocols.

Table 10
Level of Competence in Terms of Crisis Management (Crime Response and Prevention) according to Type of Respondent

Indicators	Security Officer		Security Manager		Clients		Overall	
	Med	Int	Med	Int	Med	Int	Med	Int
1. Trained to respond to emergencies like theft, fire, or bomb threats.	3.83	VC	3.93	VC	3.93	VC	**3.90**	**VC**
2. Can handle situations involving suspicious individuals or packages.	4.00	VC	3.90	VC	3.73	VC	**3.88**	**VC**
3. Had participated in active shooter or hostage drills.	3.80	VC	3.67	VC	3.83	VC	**3.77**	**VC**
4. Take preventive measures to reduce crime risks in my post.	3.83	VC	3.90	VC	3.80	VC	**3.84**	**VC**
5. Can coordinate with police or emergency responders during crises.	4.00	VC	3.93	VC	3.93	VC	**3.96**	**VC**
Overall	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**

**Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 10 shows that Security Officers, Security Managers, and Clients consistently rate crisis management competencies as *Very Competent*, with overall median values ranging from 3.73 to 4.00. Across all groups, the highest-rated indicators involve emergency response training and coordination with police or emergency responders (Med = 3.93–4.00), showing strong operational readiness, situational awareness, and the ability to work collaboratively during critical incidents.

Competencies related to handling suspicious individuals or packages and taking preventive measures to reduce crime risks also received high ratings (Med = 3.73–3.90), indicating that both officers and managers maintain vigilance and proactive crime-prevention strategies within their posts.

The lowest-rated indicator across all respondent groups is participation in active shooter or hostage drills (Med = 3.67–3.83). Although still interpreted as *Very Competent*, this suggests fewer opportunities for specialized, high-intensity crisis simulations, an issue also noted by De Guzman and Reyes (2019). Nonetheless, the consistently high median scores support Quah (2020), Alanguilan et al. (2022), and Baldwin and Roelofs (2021), who emphasize that strong foundational training and preventive practices significantly enhance crisis response capabilities

Table 11
Level of Competence in Terms of Marksmanship according to Type of Respondent

Indicators	Security Officer		Security Manager		Clients		Overall	
	Med	Int	Med	Int	Med	Int	Med	Int
1. Had recently undergone firearms requalification or live fire training.	4.00	VC	3.80	VC	3.97	VC	**3.92**	**VC**
2. Confident handling firearms during high stress situations.	3.79	VC	3.87	VC	3.70	VC	**3.79**	**VC**
3. Follow correct procedures for firearm safety and maintenance.	4.00	VC	3.93	VC	3.83	VC	**3.92**	**VC**
4. Understand when it is legal and ethical to	3.75	VC	4.00	VC	3.87	VC	**3.88**	**VC**

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

use my firearm.								
5. Marksmanship training has prepared me for real life threats.	3.83	VC	3.80	VC	3.97	VC	**3.87**	**VC**
Overall	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**	**4.00**	**VC**

**Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 11 shows that the Security Officers, Security Managers, and Clients consistently rated the officers as Very Competent in Marksmanship, with an overall median of 4.00. The highest-rated indicators across groups include recent firearms requalification or live-fire training and strict adherence to firearm safety and maintenance procedures, reflecting strong technical proficiency and discipline. Officers are also perceived as well-prepared for real-life threats through marksmanship training, though confidence in handling firearms during high-stress situations received slightly lower but still "Very Competent" scores. Understanding the legal and ethical use of firearms was also rated very high, especially by managers, highlighting strong awareness of rules of engagement and responsible weapon use.

The slightly lower scores, though still within the Very Competent range indicate a need for more continuous exposure to realistic, stress-based simulation drills to strengthen confidence and decision-making under pressure. These patterns support findings from De Leon (2020), Buenaventura and Almonte (2022), Gatchalian (2019), and Carter (2019), who emphasize the importance of recurrent training, ethical readiness, and combat-realistic exercises in building competent and disciplined armed personnel.

Table 12
Significant Difference on the Level of Competence of the Security Officers Between the Age of Respondents.

Level of Competence of the Security Officers	Age								Kruskal-Wallis H-Value	Test Statistics p-value	Decision
	21-30		31-40		41-50		51 and Above				
	Med	Int	Med	Int	Med	Int	Med	Int			
Legal Aspect of Security	4.00	VC	3.80	VC	3.92	VC	3.93	VC	**1.231**	**0.745**	**Fail to Reject Ho**
Security Management and Planning	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Leadership and Supervision	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Crisis Management (Crime Response and Prevention)	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Marksmanship	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**

**significant @ ≤ 0.05; Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 12 shows no significant difference in the level of competence of security officers when grouped according to age across all five competence areas: Legal Aspect of Security, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship. Median scores for all age groups from 21–30 up to 51 and above, consistently fall within the Very Competent (VC) range. The Kruskal–Wallis p-values (0.745 to 1.000) are all far above the 0.05 significance threshold, leading to the decision to fail to reject the null hypothesis, meaning age does not influence competence ratings.

These results imply that competence among security officers is stable and consistent regardless of age. Younger officers perform at a level comparable to their older counterparts, suggesting that standardized training, retraining requirements, and competency-based evaluation systems help equalize performance across age groups. This consistency also reflects the effectiveness of industry-wide

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

training protocols that ensure all security personnel, whether early in their careers or seasoned by experience maintain a uniformly high level of professional capability.

Table 13
Significant Difference on the Level of Competence of the Security Officers Between the Gender of Respondents.

Level of Competence of the Security Officers	Gender						Kruskal-Wallis H-Value	Test Statistics p-value	Decision
	Male		Female		Members of LGBTQ				
	Med	Int	Med	Int	Med	Int			
Legal Aspect of Security	3.92	VC	4.00	VC	3.75	VC	**2.834**	**0.242**	**Fail to Reject Ho**
Security Management and Planning	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Leadership and Supervision	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Crisis Management (Crime Response and Prevention)	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Marksmanship	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**

**significant @ ≤ 0.05; Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 13 indicates that there is no significant difference in the level of competence of security officers when grouped according to gender across all five competency areas. Median scores for males, females, and LGBTQ members consistently fall within the Very Competent (VC) range, showing uniformly high assessments regardless of gender identity. The Kruskal Wallis p-values (0.242 to 1.000) are all substantially higher than the 0.05 significance level, resulting in a decision to fail to reject the null hypothesis, which means gender does not significantly influence competence ratings.

These findings suggest that competence in security work is maintained at consistently high levels across all gender groups, reflecting equitable access to training, standardized skill requirements, and uniform performance expectations within the profession. The absence of significant variation implies that security officers, regardless of gender identity, demonstrate similar mastery in legal knowledge, management, leadership, crisis response, and marksmanship. This reinforces the effectiveness of competency-based training programs that promote equal capability and professionalism in security operations

Table 14
Significant Difference on the Level of Competence of the Security Officers Between the Educational Attainment of Respondents.

Level of Competence of the Security Officers	Educational Attainment						Kruskal-Wallis H-Value	Test Statistics p-value	Decision
	High School		College		Post-Graduate				
	Med	Int	Med	Int	Med	Int			
Legal Aspect of Security	3.53	VC	4.00	VC	4.00	VC	**37.530**	**0.000***	**Reject Ho**
Security Management and Planning	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Leadership and Supervision	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Crisis Management (Crime Response and Prevention)	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**
Marksmanship	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	**Fail to Reject Ho**

**significant @ ≤ 0.05; Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

The findings in Table 14 indicate that educational attainment plays a meaningful role only in one specific competency area: the *Legal Aspect of Security*. The Kruskal Wallis result (H = 37.530, p = 0.000) shows a statistically significant difference among respondents with high school, college, and post-graduate education, leading to a rejection of the null hypothesis. High school graduates reported a slightly lower median rating (Med = 3.53, Very Competent) compared to college and post-graduate respondents who both registered a perfect Very Competent median of 4.00. This suggests that higher levels of education may provide security officers with stronger foundational knowledge of laws, regulations, and compliance standards, which aligns with the argument that formal education enhances understanding of statutory obligations and regulatory frameworks.

For all other domains Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship, the p-values all equal 1.000, demonstrating no significant differences in competence across educational levels. Despite differences in formal schooling, security officers consistently rated themselves as Very Competent (Med = 4.00) in these operational and tactical areas. This uniformity implies that practical experience, on-the-job training, and standardized security industry programs may be more influential than formal educational attainment in shaping skills related to leadership, crisis response, and weapons proficiency.

Table 15
Significant Difference on the Level of Competence of the Security Officers Between the Security Training of Respondents.

Level of Competence of the Security Officers	Training Attended								Kruskal-Wallis H-Value	Test Statistics p-value	Decision
	Re-Training Course		Basic Supervisory Security Training Course		Security Manager's Course		Others				
	Med	Int	Med	Int	Med	Int	Med	Int			
Legal Aspect of Security	3.53	VC	4.00	VC	4.00	VC	4.00	VC	**37.530**	**0.000***	Reject Ho
Security Management and Planning	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Leadership and Supervision	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Crisis Management (Crime Response and Prevention)	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Marksmanship	4.00	VC	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho

**significant @ ≤ 0.05; Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

The results in Table 15 show that security-related training has a significant effect only on the *Legal Aspect of Security*. The Kruskal Wallis test reveals a statistically significant difference (H = 37.530, p = 0.000), resulting in the rejection of the null hypothesis. Respondents who had undergone Basic Supervisory, Security Manager's Course, or other specialized programs all reported higher competence (Med = 4.00, Very Competent), while those who attended only the Re-Training Course showed a slightly lower median (Med = 3.53). This indicates that higher level or specialized training enhances understanding of legal frameworks, compliance requirements, and regulatory responsibilities, which are essential for decision making and risk mitigation.

In contrast, no significant differences were found across training types in the domains of Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship, as indicated by p-values of 1.000. All groups consistently rated themselves as Very Competent (Med = 4.00) in these areas, suggesting that core operational and tactical competencies are uniformly developed through standard industry training and accumulated field experience. The uniformity across groups also implies that regardless of whether the training is introductory, supervisory, or managerial, the curriculum components related to planning, crisis response, supervision, and firearms proficiency provide comparable skill reinforcement among participants.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Table 16
Significant Difference on the Level of Competence of the Security Officers Between the Years of Security Experience of Respondents.

Level of Competence of the Security Officers	Years of Security Experience						Kruskal-Wallis H-Value	Test Statistics p-value	Decision
	1-5 Years		6-10 Years		11 Years and Above				
	Med	Int	Med	Int	Med	Int			
Legal Aspect of Security	4.00	VC	4.00	VC	4.00	VC	**1.735**	**0.420**	Fail to Reject Ho
Security Management and Planning	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Leadership and Supervision	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Crisis Management (Crime Response and Prevention)	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Marksmanship	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho

**significant @ ≤ 0.05; Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 16 shows that there is no significant difference in the level of competence of security officers when grouped according to their years of security experience. Across all three experience categories 1–5 years, 6–10 years, and 11 years and above, the median ratings for every competency area remain consistently at 4.00 (Very Competent). The Kruskal Wallis p-values, which range from 0.420 to 1.000, are all higher than the 0.05 significance threshold, resulting in a decision to fail to reject the null hypothesis in all domains. This indicates that length of experience does not produce measurable differences in competence levels among the respondents.

These findings suggest that competence in legal knowledge, management, leadership, crisis response, and marksmanship remains uniformly strong regardless of tenure in the security profession. This consistency may reflect standardized training protocols, continuous on-the-job learning, and organizational emphasis on maintaining core skills across all personnel. The results further imply that even officers with fewer years of service can achieve competence levels comparable to those with longer experience, highlighting the effectiveness of structured training programs and competency-based operational standards within the security industry.

Table 17
Significant Difference on the Level of Competence of the Security Officers Between the Three Groups of Respondents.

Level of Competence of the Security Officers	Respondents						Kruskal-Wallis H-Value	Test Statistics p-value	Decision
	Security Officers		Security Managers		Clients				
	Med	Int	Med	Int	Med	Int			
Legal Aspect of Security	3.77	VC	4.00	VC	4.00	VC	**15.012**	**0.001***	Reject Ho
Security Management and Planning	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Leadership and Supervision	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Crisis Management (Crime Response and Prevention)	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho
Marksmanship	4.00	VC	4.00	VC	4.00	VC	**0.000**	**1.000**	Fail to Reject Ho

**significant @ ≤ 0.05; Legend: VC – Very Competent, C – Competent, LC – Less Competent, NC – Not Competent*

Table 17 shows that among the three respondent groups; Security Officers, Security Managers, and Clients, a significant difference exists only in the competency area of the Legal Aspect of Security. Security Officers rated themselves slightly lower (Med = 3.77, Very Competent) compared with Security Managers and Clients, who both provided a median rating of 4.00 (Very Competent). The Kruskal Wallis p-value of 0.001 indicates that this difference is statistically significant, leading to the rejection of the null hypothesis

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

for this variable. This suggests that perceptions of legal competence vary across groups, with managers and clients viewing legal proficiency at a higher level than rank-and-file officers themselves.

For all other competency areas, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship, the median scores were uniformly 4.00 (Very Competent) across all respondent groups, and p-values of 1.000 confirm no significant differences. This uniformity indicates a shared perspective among officers, managers, and clients that security personnel maintain consistently high competence in operational, leadership, and crisis-related functions. The results imply strong alignment in stakeholder assessments of core security competencies, with divergence occurring only in legal knowledge, where those external or supervisory to frontline duties tend to rate competence more favorably than the security officers themselves.

Table 18
Post-Hoc Analysis on the Level of Competence of the Security Officers Between the Educational Attainment of Respondents and the Legal Aspect of Security

Grp	Med	Grp	Med	Sig.
High School	3.53	College	4.00	**0.000***
		Post Graduate	4.00	**0.000***
College	4.00	Post Graduate	4.00	**1.000**

**significant @ ≤ 0.05*

Table 18 presents the post-hoc analysis comparing the Legal Aspect of Security competence across different educational attainment groups. The results show a significant difference between high school graduates and both college and post-graduate respondents, with p-values of 0.000 for both comparisons. High school graduates reported a notably lower median score of 3.53 (Very Competent) compared to the consistent median of 4.00 (Very Competent) among college and post-graduate respondents. This indicates that higher educational attainment is strongly associated with higher perceived competence in legal knowledge and application, confirming that formal education contributes meaningfully to understanding security laws, regulatory requirements, and compliance procedures.

In contrast, the comparison between college and post-graduate respondents yielded a p-value of 1.000, reflecting no significant difference in their perceived competence in the Legal Aspect of Security. Both groups share an identical median score of 4.00, suggesting that once individuals attain at least a college degree, additional academic advancement does not significantly alter their legal competency ratings in this context. Overall, the analysis underscores that the competence gap lies primarily between high school graduates and those with higher education, reinforcing the value of formal academic preparation in enhancing legal proficiency among security practitioners.

Table 19
Post-Hoc Analysis on the Level of Competence of the Security Officers Between the Security Training of Respondents and the Legal Aspect of Security

Grp	Med	Grp	Med	Sig.
Re-Training Course	3.53	Basic Supervisory Security Training Course	4.00	**0.000***
		Security Manager's Course	4.00	**0.000***
		Others	4.00	**0.000***
Basic Supervisory Security Training Course	4.00	Security Manager's Course	4.00	**1.000**
		Others	4.00	**1.000**
Security Manager's Course	4.00	Others	4.00	**1.000**

**significant @ ≤ 0.05*

Table 19 shows the post-hoc analysis comparing the Legal Aspect of Security competence across different types of security training. The findings reveal a significant difference between respondents who only completed the Re-Training Course and all other training groups, with p-values of 0.000 in each comparison. Those who underwent the Re-Training Course rated lower, with a median of 3.53 (Very Competent), while participants of the Basic Supervisory Security Training Course, Security Manager's Course, and other specialized trainings consistently recorded a median score of 4.00 (Very Competent). This indicates that higher level or more specialized trainings are strongly associated with better competence in legal matters, particularly in understanding security regulations, legal responsibilities, and compliance standards.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Meanwhile, the comparisons among the Basic Supervisory Security Training Course, Security Manager's Course, and Other Trainings show no significant differences, each with a p-value of 1.000 and identical median scores of 4.00. This suggests that once security personnel progress beyond basic re-training and enter more advanced or specialized training programs, their competence in the Legal Aspect of Security stabilizes at a consistently high level. Overall, the analysis demonstrates that the competence gap exists primarily between those with minimal refresher training and those with advanced or supervisory level training, highlighting the value of progressive and higher-tier training in enhancing legal competency within the security sector.

Table 20
Post-Hoc Analysis on the Level of Competence of the Security Officers Between the Three Groups of Respondents and the Legal Aspect of Security

Grp	Med	Grp	Med	Sig.
Security Officer	3.77	Security Manager	4.00	**0.001***
		Clients	4.00	**0.001***
Security Manager	4.00	Clients	4.00	**1.000**

**significant @ ≤ 0.05*

Table 20 presents the post-hoc analysis comparing the three respondent groups; Security Officers, Security Managers, and Clients, specifically on their assessment of competence in the Legal Aspect of Security. The results show a significant difference between Security Officers and both Security Managers and Clients, with p-values of 0.001 in each comparison. Security Officers reported a lower median rating of 3.77 (Very Competent), while Security Managers and Clients both recorded higher and identical median scores of 4.00 (Very Competent). This means that Security Officers consistently rated themselves lower in legal competence compared with how their supervisors (Managers) and evaluators (Clients) perceive competence in this area, suggesting possible gaps in their legal awareness, regulatory understanding, or interpretation of security-related laws.

On the other hand, there is no significant difference between Security Managers and Clients, as shown by a p-value of 1.000 and identical median scores. This indicates that both groups share a common perception that the Legal Aspect of Security is performed at a high and consistent standard. The alignment between these two groups may reflect their broader exposure to administrative, regulatory, and compliance responsibilities, making them more attuned to legal expectations within the security profession. Overall, the findings underscore that the major competency gap lies between frontline Security Officers and the two higher-level stakeholder groups, highlighting the need for strengthened legal training, policy orientation, and continuing education specifically targeted at Security Officers to enhance their legal proficiency.

Outcome of the Study:

Summary of the Integrated Competency Enhancement and Professional Development Program (ICEPDP)

The study demonstrated that private security officers are generally rated "Very Competent" across the five core domains of Legal Aspect of Security, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship. However, it also revealed that educational attainment and specialized training significantly affect legal competence, while demographics and years of experience do not necessarily equate to higher proficiency. These findings underscore the need for a structured and continuous competency development system to sustain and improve effectiveness in the security profession.

Grounded in Pragmatism, Constructivism, Human Capital Theory, and Competency-Based Training Theory, the ICEPDP is proposed as a comprehensive program designed to elevate standards in the private security industry. It aims to strengthen legal competence, institutionalize job-specific training, and provide continuous professional development regardless of age, gender, or tenure. The program also seeks to address educational gaps, enhance leadership and ethical responsibility, and establish monitoring and accreditation systems that ensure consistent, measurable, and industry wide competency standards.

Summary of Findings

The study found that private security officers demonstrate consistently high competence across the five core domains of Legal Aspect of Security, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship, as validated by Security Officers, Security Managers, and Clients. Respondent demographics showed a predominantly mature, male workforce, with a strong representation of college graduates, complemented by personnel with high school education and substantial field experience. These characteristics reflect a security sector grounded in both formal academic preparation and extensive operational exposure. Consistent with Human Capital Theory and Competency Based Training Theory, the findings indicate that while many officers bring years of experience and training to their roles, structured, job specific instruction remains the foundation of their competence, enabling them to handle diverse and evolving security demands.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Across all competence areas, respondents uniformly rated security officers as "Very Competent," reinforcing the practical relevance of their training and duties and supporting the principles of Pragmatism and Constructivism. These high ratings affirm that competencies in leadership, crisis response, operational planning, and firearm handling are not only theoretically understood but effectively demonstrated in real-world contexts. The strong legal competence identified in the study further underscores the value of contextual, applied learning, where officers translate prior experience, regulatory knowledge, and situational judgment into ethical and lawful intervention. This outcome indicates that continuous, applied legal education is essential for maintaining public trust, enhancing accountability, and sustaining institutional legitimacy in the private security sector.

The analysis of significant differences across demographic and professional characteristics revealed that age, gender, and years of service did not influence competence levels, aligning with Competency-Based Training Theory, which emphasizes performance mastery over personal attributes. However, educational attainment and specific security training showed significant effects on legal competence, confirming that higher academic preparation and targeted, high-quality training can substantially strengthen an officer's legal proficiency. This finding reinforces the importance of ongoing professional development, refresher courses, and standardized training programs that ensure competence is continuously updated rather than solely accumulated through tenure. Overall, the study confirms the combined relevance of Human Capital Theory, Competency-Based Training Theory, Pragmatism, and Constructivism as a unified foundation for designing sustained, evidence-based professional development programs for the private security industry.

Findings/Implication to the study

The findings of this study carry profound implications for enhancing the professional standards and operational frameworks of the private security industry. The consistently high "Very Competent" ratings across all five core domains; Legal Aspect of Security, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship, demonstrate that private security officers are equipped with robust skills, operational knowledge, and adherence to regulatory standards. However, the study also identifies areas where targeted interventions can optimize performance and policy implementation. Notably, the strong link between educational attainment and legal competence underscores the value of formal academic preparation in shaping professional understanding. This highlights the need for security agencies and regulatory bodies, such as the Supervisory Office for Security and Investigation Agencies (SOSIA), to institutionalize education-based competency mapping through tiered certification programs that recognize both formal education and experiential learning, aligning with Human Capital Theory (Becker, 1993). Additionally, the positive impact of specialized training on competence validates Competency-Based Training Theory (Mulder, 2017), indicating that structured, job-specific instruction including simulation exercises, scenario-based analysis, and continuous legal updates is essential for preparing officers to navigate evolving threats and regulatory requirements effectively.

Equally significant is the finding that competence is not influenced by age, gender, or years of service, reflecting the inclusivity and effectiveness of standardized competency frameworks. This aligns with Pragmatism (Biesta & Burbules, 2003), emphasizing that professional capability is derived from applied learning and practical experience rather than personal or demographic factors. The study also underscores the relevance of Constructivism (Piaget, 1972), showing that officers consolidate skills and operational knowledge through experiential learning, reflective practice, and real-world application. Consequently, the findings suggest that private security organizations should prioritize continuous, equitable access to training and professional development opportunities, incorporate field-oriented and case-based learning modules, and establish competency monitoring systems to ensure sustained proficiency. Collectively, these implications advocate for a holistic approach that integrates education, structured training, experiential learning, and reflective practice to maintain a highly capable, adaptable, and legally compliant private security workforce capable of meeting contemporary security challenges.

Conclusion

The findings of this study lead to several key conclusions regarding the competence of private security officers across multiple professional domains. First, the consistently "Very Competent" ratings across Legal Aspect of Security, Security Management and Planning, Leadership and Supervision, Crisis Management, and Marksmanship demonstrate that officers perform reliably at a high level, effectively planning operations, leading teams, responding to crises, handling firearms responsibly, and applying legal procedures. Competence was found to be independent of age and gender, highlighting the effectiveness of standardized training and equitable performance standards. At the same time, higher educational attainment was linked to stronger legal competence, underscoring the importance of formal learning in developing conceptual understanding and analytical skills. Nevertheless, job-focused, practical training can elevate legal performance even among those with less formal education, showing that a combination of education and applied training ensures consistent, high-quality professional competence while fostering public trust in security operations.

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

Second, the study reveals that years of service alone do not guarantee higher competence. While experience offers exposure, structured, updated learning is necessary to translate this into improved legal judgment, operational planning, or crisis response. This underscores the need for continuous professional development through refresher courses, scenario-based drills, supervised coaching, re-certification programs, and blended learning approaches. Implementing these adaptive, recurring training strategies ensures that officers remain current with evolving laws, technologies, and operational demands. In essence, maintaining and enhancing competence in the private security sector relies on proactive, structured development programs rather than reliance on tenure, securing a resilient, accountable, and mission-ready workforce.

Recommendations

Based on the study's findings on the essential role of private security officers and the demonstrated impact of education, structured training, and continuous professional development on competence, the following recommendations are proposed to sustain and enhance professional standards in the security industry:

First, the Legal Aspect of Security module in the Basic Security Supervisory course should be updated to align with practical duties of officers in safeguarding life, property, and information. Key learning objectives should include comprehensive understanding of Republic Act No. 11917 and its Implementing Rules and Regulations, legal procedures for citizen's arrests and coordination with local authorities, proficiency in preparing incident reports following Rules of Court standards, and awareness of individuals' rights during inspections of clients, visitors, vehicles, and premises. To translate these objectives into practical skills, the module should include real-life case studies, scenario-based exercises, hands-on report-writing workshops, simulations on rights protection, and a system for continuous legal updates and refresher training, ensuring ethical and competent performance in both preventive and reactive roles.

Second, SOSIA should promote partnerships between Private Security Agencies and academic institutions offering certificate programs, including initiatives like the Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP), allowing personnel without formal degrees to obtain recognized qualifications while continuing professional duties. SOSIA should also issue circulars requiring agencies to implement regular updates on security laws and policies through supervisory refresher courses, legal briefings, and crisis simulations using a blended learning approach for wider accessibility. Finally, SOSIA is encouraged to advise agencies to conduct Security Semestral Performance Evaluations (SSPE) to monitor officer progress, guide tailored training, and ensure continuous competency enhancement across the workforce.

REFERENCES

1. *Alanguilan, M. E. P., Baluyot, R. L., & Cordero, F. R. (2022). An evaluation of competency gaps in private security personnel assigned to commercial establishments in Central Luzon (Unpublished master's thesis). Bulacan State University*
2. *Babbie, E. R. (2020). The practice of social research (15th ed.). Cengage Learning.*
3. *Bryman, A. (2016). Social research methods (5th ed.). Oxford University Press.*
4. *Button, M. (2020). Private security and the modern state: Historical and contemporary developments in private security. Routledge.*
5. *Baldwin, J. M., & Roelofs, E. K. (2021). Evaluating the effectiveness of tactical scenario training on decision-making among private security officers. International Journal of Security and Safety Management, 12(3), 211–230.*
6. *Biesta, G., & Burbules, N. C. (2003). Pragmatism and educational research. Rowman & Littlefield*
7. *Buenaventura, C. V., & Almonte, A. S. (2022). Enhancing tactical readiness under stress: Gaps in Philippine private security training institutions. Philippine Journal of Security and Public Safety, 18(2), 45–63.*
8. *Carter, A. L. (2019). Ethics, accountability, and conduct in private security services. London: Routledge Security Studies.*
9. *Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approach (5th ed.). SAGE Publications.*
10. *De Guzman, R., & Reyes, M. (2019). Security workforce development and regulatory compliance. Quezon City: National Police Review.*
11. *De Leon, H. S. (2020). Legal foundations of security service operations. Rex Book Store.*
12. *Deuchar, R., Donnelly, L., & Sutton, A. (2021). Reimagining security: Training, legitimacy, and the role of private security in public safety. Routledge*
13. *Gonzales, M. R. (2021). An analysis of training practices among licensed security agencies in Metro Manila. Philippine Journal of Criminology, 17(1), 55–70.*
14. *Gonzales, M. T. (2021). Assessing the Gap in Security Training Against Modern Threats. Philippine Journal of Criminology, 8(1), 67–80.*
15. *ICoCA. (2020). International Code of Conduct for Private Security Service Providers. www.icoca.ch*
16. *Mendoza, C. R. (2023). Recalibrating private security competence: Digital readiness, inclusivity, and frontline transformation in the Philippines. Manila: Center for Applied Security Research and Training.*
17. *Mulder, M. (2017). Competence-based vocational and professional education: Bridging the worlds of work and education. Springer.*

SJIF Impact Factor (2025): 8.688| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 10 | Issue: 12 | December 2025 - Peer Reviewed Journal

18. *Padilla, J. C. (2022). Regulatory Challenges in the Philippine Private Security Sector. Legal and Security Studies Journal, 3(2), 45–61.*
19. *Padilla, R. J. (2022). Competency alignment in Philippine private security training: Gaps and prospects. Journal of Peace and Security Studies, 5(2), 112–130.*
20. *PNP-SOSIA. (2023). Annual Report on Security Agencies and Personnel. Philippine National Police Supervisory Office for Security and Investigation Agencies.*
21. *Prenzler, T., & Sarre, R. (2018). The evolution of private security: Implications for regulation, professionalism, and education. Policing: An International Journal, 41(1), 5–16. https://doi.org/10.1108/PIJPSM-08-2016-0127*