

Employee Job Satisfaction and Its Impact on Performance of Private Security Industry

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Abstract:

This study focuses on employee job satisfaction and its impact on performance of private security industries. The study used a descriptive research design and sampled 847 security personnel's from 35 registered private security agencies in Maharashtra. The study concludes that most of the security personnel's not satisfied towards their job and facilities they are getting and it creates negative impact on performance of private security industry. Therefore, the study recommends the security agencies should improve performance appraisal system, motivational practices, training programmes, social responsibilities towards security personnel's etc. There should be a use of modernized technology as per changing needs for betterment of security industries. Researcher attempted to identify the various factors of job satisfaction and its impact on the job performance.

Keywords: Job satisfaction, Security guards, Employee performance.

1. Introduction:

Job satisfaction is a general attitude of every employee towards his job. It refers to a gathering of positive and negative feelings or emotions that an employee holds towards his or her job. Job satisfaction is related with life satisfaction. Job satisfaction is one of the most important and wide researched topics in the field of organisational psychology (Spector, 1997). According to Locke, job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job (Locke, 1995). There are various factors that can influence an employee's level of job satisfaction such as communication, co-workers, policy of organisation, appreciation, benefits in addition to salary, personal growth, promotional opportunities, awards, recognition, social security, pay, basic amenities at workplace etc. The concept of job satisfaction has gained importance ever since the human relations approach has become popular. Job satisfaction involves complex number of variables, conditions, feelings and behavioural tendencies (Singh, 2013). The employee who are happy with their job are also more satisfied with it. Security and safety are the most important basic needs of society. The development of society, critical urban life, changing nature of business, technological advancement, changing living conditions and limitations of police force required private security services and provisions of security services by private security providers. In many developed countries security services are provided by private security guards employed with private security agencies. The private security guards play an important role in reducing burden of police force. In private security industry, security guards have desires, social needs, social security, goals and objectives etc. In any organisations, employees are need to be not only satisfied financially but also to be satisfied socially to meet their goals and objectives. The job satisfaction of private security guard in the field of private security is the

important subject that requires proper attention. According to Howard, Donofrio & Boles, “an employee job satisfaction is measured by various factors, such as salary, promotion, benefits, policies & procedure, relationship with higher authority, working time etc. (Howard, 2004). Satisfied employees leads to take more effort to their job performance, then works harder and better. Security administration have shown that security officers and guards job satisfaction had significant importance influence on work related outcomes. Employee job satisfaction is an important factor to the success of any organisation. Satisfied employees are always motivated toward their duties and responsibilities. A high job satisfaction implies improvement in effectiveness and performance of employees in doing work and rendering services. In order to increase overall performance and effectiveness, every employer is trying to keep its employee more satisfied with their duties and responsibilities. According to Federation of Indian Chamber of Commerce and Industries (FICCI) there are around 6 – 6.5 million private security guard’s employed across the country and this is expected to continue to grow in the future. As per the Central Association of Private Security Industry (CAPSI) the private security industry is growing at the rate of 25 – 30 percent per annum in India. A private security agencies are registered civilian companies that specializes in providing contract commercial services to domestic and foreign entities with the intent to protect personnel and humanitarian and industrial assets within the rule applicable under domestic law and regulatory framework of concern authority. So, it is very important to know the role of private security industry and the challenges faced, opportunities available while rendering services to industry and society. In spite of rapid growth with growing responsibilities over the last few years, the security industry and security personnel’s facing various challenges in terms of administration, deplorable condition of work, lack of training facilities, lack of quality man power, minimum use of technology, Duty hours and other things etc. (Gandal, 2018). In order to carry out their jobs efficiently and effectively, there is a need to fulfil the basic needs and wants of security guards and focus on their job satisfaction. Therefore the security agency should be knowledgeable about the levels of job satisfaction and should perform the practices and procedures that will increase job satisfaction of security guard.

1. Literature Review:

The study of job satisfaction and its impact on performance of security industry is a topic of wide interest to both security agencies and people who are working with them. Job satisfaction is closely related with motivation, leadership, performance, employee attitude and morale etc. Davis and Newstrom stated that, the Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work. (Davis Keith, 1989). Job satisfaction is a positive emotional state in which people attaches importance to their own work or to their business life (Locke, 1995). According to the study conducted by Friedlander and Margulies it was discovered that management & friendly staff relationships contribute to the level of job satisfaction (Friedlander, 1969). Better job satisfaction reduce stress level, foster fewer absenteeism, decrease burnout and diminish employee turnover which can contribute towards optimizing the available human resources in the organisation (Lokesh, 2016). The level of education increases, the job satisfaction on promotion in the workplace increases too, however as the level of education increases job satisfaction in terms of appreciation decreases (Karacan, 2011). Private security can be defined as the set of any measures to protect and to ensure safety against fire, theft, robbery, looting, destruction, detention from work, health and body integrity of the workers to public or private institutions and organizations which contribute to national economy.

2. Objectives of the study:

The present research study aims to access the satisfaction level of security personnel’s towards HRM practices adopted and its impact on performance of private security services.

3. Hypothesis:

H0: There is no significant association between job satisfaction and performance of security industry

H1: There is significant association between job satisfaction and performance of security industry

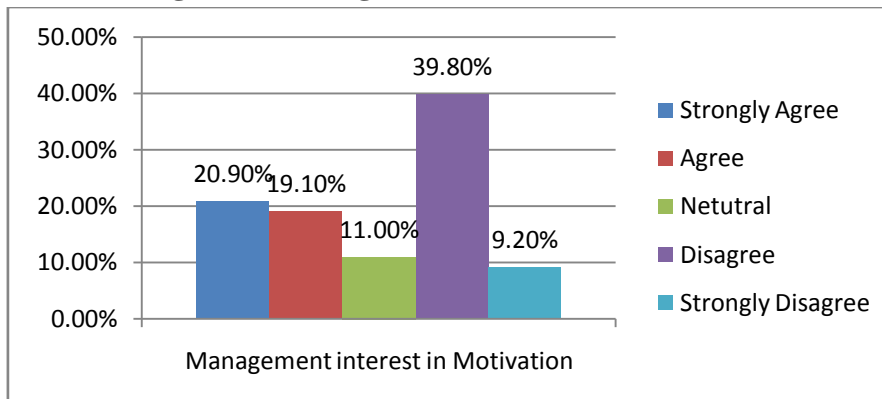
4. Methodology:

The study adopted a descriptive design using questionnaire method. The target population was 5650 security personnel’s of 235 registered private security agencies in three districts (Thane, Raigad & Pune) of Maharashtra. Out of 5650 security personnel’s 15% i.e. 847 security personnel’s was randomly selected from 35 registered private security agencies. The study also based on secondary data collected from journals, books and websites.

5. Result and Discussion:

6.1 HRM Practices by Private Security Agencies:

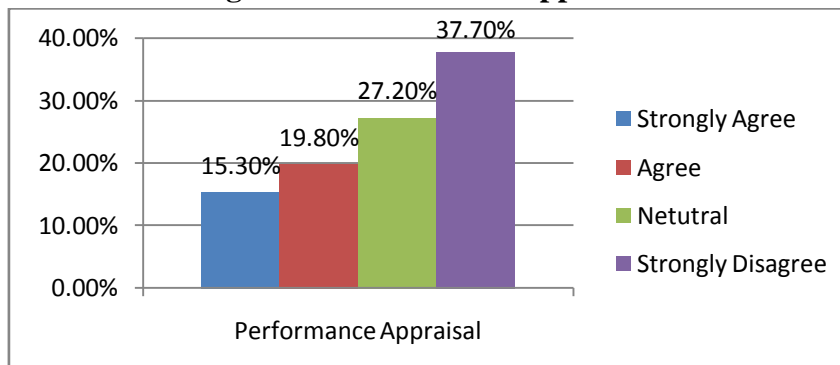
Figure: 1 Management interest in Motivation



Source: Primary data

The above figure clearly shows the status of management interest in employee motivation. 20.90% respondents were strongly agree and 19.10 respondents were agree while 11.00% respondents were neutral, 39.80% were disagree and 9.20 % were strongly disagree about management interest in employee motivation. On an average maximum 49.00% respondents said that the management in not interested in employee motivation which creates negative impact on overall performance of security agencies.

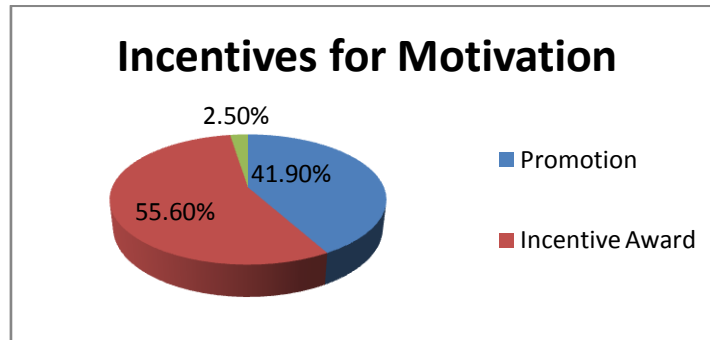
Figure: 2 Performance Appraisals



Source: Primary data

The above figure shows the status of performance appraisal system as a tool of employee motivation. Maximum 37.70% respondents said that performance appraisal activities not useful technique to get employees motivated while only 27.20% respondents were natural and 15.30% respondents were strongly agree, 19.80% respondents were agree with performance appraisal as a motivational tool.

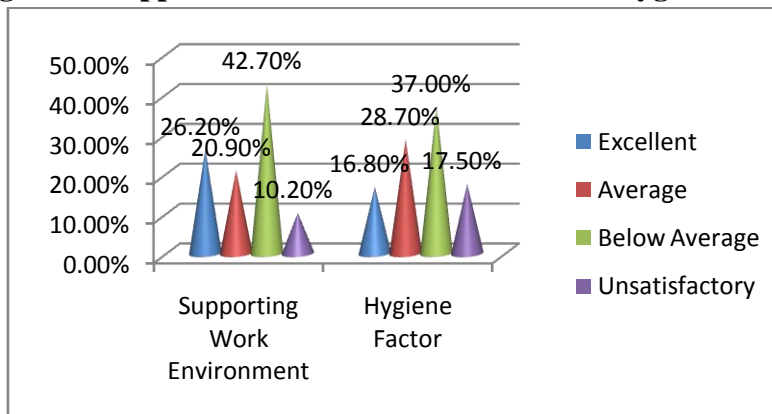
Figure: 3 Incentives for Motivation



Source: Primary data

From the above figure it is clearly observed that maximum 55.60% respondents are said that incentive awards are mostly motivates the employee, 41.90% respondents were agree with promotion and 2.50% respondents were agree with appreciation letter. The above pie chart clearly indicates that an incentive award is the most common incentive for employee motivation

Figure: 4 Supportive Work Environments and Hygiene Factor

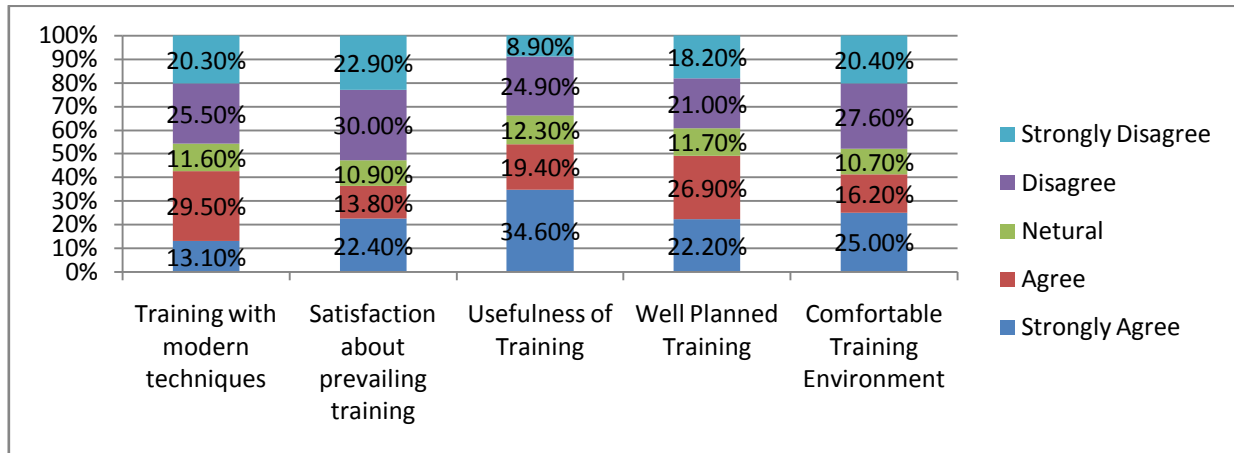


Source: Primary data

The above figure shows the status of supporting work environment at workplace which is used to motivate the employee. It is clearly observed that 26.20% respondents gave excellent responses about supportive work environment, 20.90% respondents gave average responses, 42.70% responses with below average and 10.20% respondents gave unsatisfactory responses about supporting work environment at workplace.

It is also cleared that only 16.80% respondents gave excellent responses about hygiene factor, 28.70% respondents gave average responses while 37.00% respondents gave with below average and 17.50% respondent’s unsatisfactory responses about hygiene factor indicating negative impact on employee motivation. Therefore is stated that there is a need of improvement in employee motivation in private security agencies.

Figure: 5 Satisfaction Level of Security Personnel’s about Training Program



Source: Primary Data

The above figure shows the satisfaction level of security personnel’s about prevailing training programs of private security agencies. It is clearly observed that maximum 45.80% respondents were not agree, 11.60% respondents were neutral whereas 42.60% respondents were agree about training received is with modern techniques.

52.90% respondents were not satisfied about prevailing training methods of security agencies.

54% respondents were satisfied about usefulness of training while 19.40% were neutral and 33.80% respondents were not agree about usefulness of training programs.

39.20% respondents said that there is a well-planned training program in private security agencies whereas 11.70% were neutral and 49.10% respondents said that well planned raining programs conducted by security agencies.

48.00% respondents were not agree with comfortable training environment, 10.70% were neutral whereas 41.20% respondents were agree with comfortable training environment within private security agencies.

From the above figure it is also stated that maximum 52.90% of the respondents were not satisfied about prevailing training programs of private security agencies which needs improvement. In other words it is said that the prevailing training programs of private security agencies need to cope up with modern techniques and changing need.

6. Hypothesis Testing:

H0: There is no significant association between job satisfaction and performance of security services

H1: There is significant association between job satisfaction and performance of security services

1. Job Satisfaction and Administrative Functions

Logit Regression

logit Satisfaction about Administrative System =Basic Amenities+ Background Check + Performance Appraisal +Working Culture +Management Instruction

Logistic regression	Number of obs	=	847
	LR chi2(5)	=	430.28
	Prob > chi2	=	0.0000
Log likelihood = -342.2484	Pseudo R2	=	0.3860

Satisfaction about Administrative System	Odds Ratio	Std. Err.	z	P> z	[95% Conf. Interval]
Basic Amenities	2.494554	.5923317	3.85	0.000	1.566301 3.972928
Background Check	1.349295	.3059182	1.32	0.186	.865204 2.104239
Performance Appraisal	19.92286	4.053155	14.71	0.000	13.37153 29.68398
Working Culture	2.359712	.4123855	4.91	0.000	1.675337 3.323653
MGT Instruction	.3317927	.0714368	-5.12	0.000	.2175697 .505982
_cons	.0009034	.0006091	-10.40	0.000	.000241 .0033871

Satisfaction About Administrative System=F(Basic Amenities+ Background Check +Performance Appraisal + Working Culture+ Management Instruction)

$$\text{Satisfaction} = .0009034 + 2.494554 + 1.349295 + 19.92286 + 2.359712 - .3317927$$

Interpretation:

In this research, we compared the output from the logistic commands. However, the logistics commands give odds ratio and their confidence intervals. The overall model is statistically significant (LR chi2(5) = 430.28, Prob > chi2 = 0.0000)

As shown in above table the Odds ratio of basic amenities (2.494554), Background Check (1.349295), performance appraisal (19.9228), working culture (2.359712) is greater than 1 which shows positive relation between satisfaction about administrative system and all the variables and it concludes that the security personnel’s are more likely to satisfy about basic amenities, background check, performance appraisal and working culture.

Whereas odds ratio of management instruction (.3317927) is less than 1 which shows negative relation with satisfaction about administrative system and concluded that security personnel’s are less likely to satisfy about management instruction.

The p-value of background check (0.095 ≥ 0.186) is greater than 0.05 which indicates statistically insignificant relation between the background check and satisfaction about administrative system.

The p-value of basic amenities (0.000 ≤ 0.05), Performance Appraisal (0.000 ≤ 0.05), Working Culture (0.000 ≤ 0.05), Management Instruction (0.000 ≤ 0.05), is less than 0.05 which is statistically significant. So null hypothesis is rejected and alternate hypothesis is accepted i.e. the security personnel’s are not satisfied about prevailing administrative system of private security agencies. We conclude that there is a statistically significant relationship between basic amenities, performance appraisal working culture, management instruction and satisfaction about administrative system. Hence, there is need of improvement in prevailing administrative system of private security agencies for effective functioning.

2. Job Satisfaction and Social Responsibilities

Logit Regression

logit Satisfaction about Social Responsibilities= Medical Facilities+ Statutory Welfare+ Scheme+ Hygiene Factor+ Supporting Work Environment

Logistic regression Number of obs = 847
 LR chi2(4) = 162.03
 Prob > chi2 = 0.0000
 Log likelihood = -505.90982 Pseudo R2 = 0.1380

Satisfaction about social Responsibilities	Odds Ratio	Std. Err.	z	P> z	[95% Conf. Interval]
Medical Facilities	1.375192	.2059119	2.13	0.033	1.02544 1.844236
Statutory Welfare Scheme	2.075743	.2138399	7.09	0.000	1.696228 2.540172
Hygiene Factor	1.814534	.1567266	6.90	0.000	1.531949 2.149245
Supporting Work Environment	.7846189	.1151113	-1.65	0.098	.5885442 1.046016
_cons	.0294366	.0102556	-10.12	0.000	.0148707 .0582698

SatisfactionAboutSocialResponsibilities=F(Medicalfacilities+StatutoryWelfareScheme+HygieneFactor+ SupportingWorkEnvironment)
 Satisfaction = 1.375192 + 2.075743 + .1.814534 + .7846189

Interpretation:

The overall model is statistically significant (Chi-square = 162.03, p = 0.0000)
 As shown in above table the Odds ratio of Medical Facilities (1.375192), Statutory Welfare scheme (2.075743), Hygiene Factor (1.814534), is greater than 1 which shows positive relation between all the variables and satisfaction about social responsibilities of security agencies towards their security personnel’s. It is also concluded that the security personnel’s are more likely to satisfy about medical facilities, statutory welfare schemes and hygiene factors.
 Whereas odds ratio of supporting work environment (.7846189) is less than 1 which shows negative relationship with satisfaction about social responsibilities and concluded that security personnel’s are less likely to satisfy about supporting work environment.
 The p-value of supporting work environment (0.098 ≥ 0.05) is greater than 0.05 indicating insignificant relation with satisfaction about social responsibilities at 0.05 level of significance.
 The p-value of Medical Facilities (0.033 ≤ 0.05), Statutory Welfare Scheme (0.000 ≤ 0.05), Hygiene Factor (0.000 ≤ 0.05), is less than 0.05 which shows variables are statistically significant.
 So null hypothesis is rejected and alternate hypothesis is accepted i.e. the security personnel’s are not satisfied about social responsibilities of private security agencies towards security personnel’s. The study conclude that there is a statistically significant relation between the variables and satisfaction about social responsibilities.
 Hence, there is need of improvement in social responsibilities of private security agencies towards security personnel’s.

7. Conclusions:

Most of the security personnel have not satisfied with motivational practices of their security agencies which indicate slight negative impact on overall performance of security services. Performance appraisal creates moderate impact on employee motivation and incentive award are the common motivational practise for employee motivation in private security agencies. Supporting work environment and hygiene factor creates negative impact on employee motivation in private security agencies.

Maximum 66.00% respondents satisfied about training and development activities which create positive impact and are necessary for betterment of security agency and security personnel's. Most of the respondents gave negative responses about supporting work environment at workplace, interpersonal relationship, statutory welfare schemes and medical facilities and which creates negative impact and we conclude that there is lack of social responsibilities of private security agencies towards security personnel's.

It is also stated that maximum 45.80% respondents not agreed about training received is with modern techniques which create slight negative impact indicating need of improvement in prevailing training programs. Hence, the prevailing training programs needs to cope up with modern techniques and changing need. The maximum 54% respondents are agree about usefulness of training programs indicating awareness of security personnel's about utility of training in their private security agencies. 49.10% respondents agreed about well-planned training and development programs of their security agencies which create positive impact on overall performance. Most of the security personnel's are disagree about comfortable training environment within security agencies which create negative impact. Hence there is a need of improvement in training environment within security agencies.

8. Suggestions:

1. Security agencies should make necessary improvement in performance appraisal system in such a manner so as to create its good impact on overall functioning of security operations.
2. Security agencies should make improvement in motivational practices like supporting work environment, hygiene factor, incentives, opportunity for leadership etc. which will helps to motivates employee more.
3. The security agencies have to make improvement in social responsibilities towards their employee like insurance cover, supporting work environment at workplace, statutory welfare scheme, medical facilities, and interpersonal relationship and training and development activities for the growth of security employees.
4. Security agencies should provide proper training to bridge the gap between the job requirement and present competence of security personnel's and improves overall performance and behaviour.
5. It is also suggested that the security agencies have to adopt modern technology in private security operations to improve the overall performance of their security operations.
6. The security agencies should use modernized security system as per the changing need and requirements of security industry which will improve overall performance of security personnel's and security agencies.

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Declaration of Interest:

The author declare that there is no conflict of interest.

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