GET INTERNATIONAL RESEARCH JOURNAL

Competency and Security Functions of Hotel Guards in Pasig City: A Basis for Security Plan

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Available Online:	November 2025	Volume III Issue 4 (2025)
Revised:	October 2025	DOI: 10.5281/zenodo.23875310
Accepted:	October 2025	E-ISSN: 2984-7184
Received:	September 2025	P-ISSN: 2984-7176
		https://getinternational.org/research/

Abstract

This study assessed the competency and security functions of hotel guards in selected 4-star and 5-star hotels in Pasig City to develop a proposed hotel security management plan. Employing an explanatory sequential mixed-methods design, the research involved 117 hotel security personnel with at least three years of experience. Data were collected through a validated questionnaire and follow-up interviews. The study measured the level of implementation of hotel security functions—specifically in safety and security, guest and staff interaction, and administrative tasks—and evaluated guard competencies in seven domains: observation, communication, problem-solving, knowledge of procedures, emergency response, legal awareness, and customer service. Results indicated varying levels of implementation and competency across hotel types and respondent groups. A significant relationship was found between competence and the effectiveness of security function implementation. Qualitative findings revealed challenges such as limited training, outdated security technology, and gaps in emergency response. A comprehensive security management plan was proposed to address these issues. The study offers insights for hotel managers and security professionals in strengthening hotel safety systems, enhancing guest trust, and supporting overall operational integrity.

Keywords: *hotel security, security functions, competence, Pasig City, security management, mixed methods*

Recommended Citation:
Dimalanta, S. G. (2025). Competency and security functions of hotel guards in Pasig City: A basis for security plan. *GET International Research Journal, 3*(4), 157–188. https://doi.org/10.5281/zenodo.23875310

INTRODUCTION

Security is a multifaceted concept broadly understood as the absence of threats—real or perceived—to what individuals consider important. It encompasses the ability to prepare for, adapt to, withstand, and recover from deliberate and malicious acts such as physical harm, assault, robbery, and other risks to safety (Zacka, 2018). This concept becomes especially significant in the context of hotels, which have evolved from simple lodging establishments into complex, multifunctional institutions that play critical roles in modern society. Far beyond their traditional role of providing temporary shelter, hotels now operate as towering symbols of luxury and sophistication, accommodating hundreds or even thousands of guests at any given time (Paiva, 2024; Whyte, 2020). They are often venues for high-level negotiations, soft power projection, and peace-building initiatives, frequently hosting affluent, influential, and politically important figures (Burridge, 2023). These functions elevate hotels from purely commercial enterprises to strategic infrastructures with geopolitical significance.

The rapid development of technology and the internet has made hotel reservations more accessible, affordable, and convenient, leading to a surge in tourism and reinforcing the hotel industry's relevance as essential infrastructure for travelers (Marcelo, 2023). However, the ease of booking accommodations—combined with the presence of high-profile individuals—has heightened the importance of hotel security in contemporary times. Hotel security and management encompass a wide range of measures, systems, and personnel dedicated to safeguarding guests, staff, and property while ensuring a safe and secure environment (Shahida et al., 2022; Stanciu & Ciocarlie, 2023). Growing trends on social media, particularly among younger generations and women, reveal a heightened awareness of personal safety during hotel stays, with users often sharing precautionary tips such as blocking doors or covering peepholes (Briedenhann, 2024). This emerging public discourse underscores both the rising demand for secure accommodations and the gap in comprehensive studies assessing hotel security measures in light of evolving guest expectations.

Globally, hotels have long been pillars of a country's tourism and economic infrastructure, serving as both havens for leisure travelers and secure lodgings for VIPs, diplomats, and political leaders (Burridge, 2023). Their reputation for safety is intrinsically linked to a nation's broader tourism appeal (Williams, 2018). While technological innovations have improved booking systems and personalized services, they have also exposed hotels to new vulnerabilities, such as cyberattacks, identity theft, and data breaches (Laković, 2024; En et al., 2023). The international literature reflects growing concern over these risks, highlighting the need for security systems that integrate physical, operational, and cyber measures (Zolyomi, 2020; Celdran et al., 2018). Security is no longer an operational afterthought; it is a critical determinant of guest confidence, competitive advantage, and long-term sustainability (Binns & Kempf, 2021; Wibowo & Kusumawati, 2024).

In the Philippines, tourism is one of the primary drivers of economic growth. According to the Philippine Statistics Authority (2023), the sector contributed 8.6% to the country's GDP, with a Tourism Direct Gross Value Added of Php 2.09 trillion—the highest since records began. This makes the tourism industry not only a cultural showcase but also an economic lifeline. Given this central role, hotel security emerges as a parallel priority. Yet, gaps persist. Many hotels operate without updated security protocols or advanced systems to address emerging threats such as cybercrime, while others face resource constraints that limit investment in safety infrastructure (Blancaflor et al., 2023; Presado, 2016). Moreover, scholarly research on hotel security management within the Philippine context remains scarce, underscoring the need for empirical assessment and strategic improvement (Alzate-Galiza, 2020).

Locally, the case of hotels in Ortigas Center, Pasig City, illustrates the vital importance of robust security management practices. These establishments cater to both leisure and business travelers, including VIPs whose safety is paramount. Effective security in such settings demands preventive measures that avert incidents, responsive protocols for emergencies, and continuous upgrades in infrastructure and personnel training (Ugao & Apritado, 2023). The stakes are high—not only in protecting life and property but also in preserving the hotel's credibility as a safe, reputable destination (Torralba & Ylagan, 2021). A lapse in security can tarnish a hotel's reputation irreversibly, while strong, well-publicized safety measures can attract and retain loyal guests (Amador & Estember, 2021).

The literature, both foreign and local, provides strong evidence of the interconnectedness between hotel security and guest satisfaction. Studies highlight that safety is a decisive factor influencing customer loyalty, willingness to pay, and positive word-of-mouth (Tiwari & Mishra, 2022; Tetiana & Viktoriia, 2023). Internationally, security management is described as a systematic and coordinated approach that combines mechanical systems, digital tools, and human vigilance (Zolyomi, 2020). It demands organizational alignment, strong IT competence, and proactive risk awareness (Celdran et al., 2018). Technological advancements, while enabling more sophisticated security such as smart key systems, surveillance networks, and biometric access, also introduce new risks, particularly in cybersecurity (Shabani, 2017; Usta, 2024). Hotels without regular security audits and updated IT infrastructure face heightened exposure to data breaches and operational disruptions (Nguyen et al., 2021).

In the Philippine setting, tourism's contribution to the economy amplifies the stakes of hotel security. Research shows that guests' perceptions of safety—whether physical, health-related, or cyber—directly influence their decision to visit or return (Carino, 2017; Baraero-Era & Del Rosario, 2020). The COVID-19 pandemic heightened awareness of hygiene and emergency preparedness (Balila et al., 2022), while the digitalization of hotel services increased vulnerability to hacking, phishing, and ransomware attacks (Aquino & Norona, 2021; Tagud et al., 2024). Despite the creation of the Department of Information and Communications Technology in 2016 and the implementation of the Cybercrime Prevention Act, challenges such as outdated infrastructure, insufficient training, and limited cybersecurity literacy persist (De Ramos & Esponilla II, 2022; Godoy et al., 2022). Hotels, as repositories of sensitive personal and financial data, are particularly attractive targets for cybercriminals (Petrović et al., 2023).

At the operational level, security personnel play a critical role in creating a secure hotel environment. Studies in the Philippines indicate that while many security guards are competent and effective, performance gaps remain due to insufficient training, lack of professional development opportunities, and resource limitations (Ayeo-do, 2024; Estremera & Fruto, 2023). Stressful working conditions and temporary employment arrangements further hinder optimal performance (Deles, 2023). Addressing these human resource challenges through continuous training, evaluation, and investment in personnel capability is essential to achieving comprehensive hotel security (Baluca et al., 2021).

Overall, the synthesis of literature and studies points to an urgent need for enhanced, integrated security systems in hotels—systems that are both preventive and responsive, physical and digital, human-centered and technologically advanced. Effective hotel security is not only about protecting assets and individuals but also about strengthening a hotel's brand, fostering guest trust, and sustaining its role within the broader tourism economy (Romanykha et al., 2021; Pleshakova et al., 2022). In the face of evolving threats—from petty theft to cybercrime, from natural disasters to public health crises—hotels must adopt a holistic approach to security management. This research, therefore, seeks to assess current hotel security systems, identify their strengths and weaknesses, and

propose a comprehensive security manual to guide management in building safe, secure, and resilient hospitality environments capable of meeting the demands of an increasingly security-conscious public.

Theoretical and Conceptual Framework

The study is anchored on the Routine Activity Theory (RAT), which offers insights into how crimes occur and how they can be prevented in specific contexts such as hotel security. According to Binns and Kempf (2020), RAT posits that the occurrence of crime depends on three key elements: the presence of a motivated offender, a suitable target, and the absence of capable guardians. In the context of hotel security, the focus is on the latter two elements—suitable targets and the absence of capable guardians. A hotel with outdated or inadequate security measures, whether in terms of technology, cybersecurity infrastructure, physical security personnel, or emergency protocols, may present itself as an attractive target for criminal activity. Conversely, the presence of competent and well-trained security personnel, supported by updated technological systems and comprehensive policies, reduces the opportunity for crime. RAT underscores the need to minimize opportunities for offenders by increasing capable guardianship and safeguarding potential targets.

In the Philippine context, the role of the private security sector is formalized and regulated under Republic Act No. 5487, also known as the Private Security Agency Law, enacted on June 21, 1969, which established the licensing and operational requirements for private security personnel. However, recognizing the evolving nature of security threats, the law was repealed and replaced by Republic Act No. 11917, or the Private Security Services Industry Act, signed on July 30, 2022. This reform strengthened regulatory standards, mandated competency-based training, and expanded the professional roles of security practitioners. Notably, Section 3(h) institutionalizes the Private Security Training Agency (PSTA) as an accredited body authorized to conduct security training aligned with Philippine National Police (PNP) and Technical Education and Skills Development Authority (TESDA) standards. Section 3(i) recognizes security consultants as professionals who develop security plans, conduct risk assessments, and manage emergency responses, reflecting the strategic nature of security management in modern contexts.

RA 11917 also emphasizes technical competency through TESDA's National Certificate II (NCII) in Security Services, ensuring that personnel assigned to high-risk environments possess the necessary knowledge, operational skills, and field experience. Moreover, Section (j) defines security hardware as devices for intrusion detection, identification, screening, and deterrence, while Section (k) identifies security hardware and systems designers and planners as specialists who integrate both hardware and software solutions to meet facility security requirements.

In the hospitality industry, hotel security is further guided by the Tourism Act of 2009 (Republic Act No. 9593), which mandates the Department of Tourism (DoT) to set and monitor compliance with safety and security standards for tourism-related establishments. This framework ensures that hotels, as part of the country's tourism infrastructure, maintain measures that protect both guests and property while supporting the nation's tourism competitiveness.

The theoretical framework of the present study integrates RAT with the Philippine legal and institutional framework governing security operations. The input includes the level of implementation and the competency of hotel security functions and management practices, categorized into three dimensions: personnel training, security technology, and established policies/protocols. The process involves collecting data through a structured questionnaire, applying statistical treatment, conducting analysis, and interpreting the results. The output is the development of a

comprehensive hotel security manual that addresses identified gaps, strengthens both physical and digital security measures, and aligns with national security regulations and best practices.

Statement of the Problem

This study aims to analyze the perception of security managers on the security functions and security management practices of hotels. Specifically, it seeks to answer the following research questions:

1. What is the level of implementation of hotel security functions in terms of:
   1.1. Safety and security;
   1.2. Guest and staff interaction; and
   1.3. Administrative and operational tasks?
2. Is there a significant difference in the level of implementation of hotel security functions when grouped according to:
   a) Type of respondent (security guards and other hotel personnel); and
   b) Hotel classification (4-star and 5-star hotels)?
3. What is the level of competence of hotel security guards in terms of:
   3.1. Observation;
   3.2. Communication;
   3.3. Problem-solving;
   3.4. Knowledge of security procedures;
   3.5. Emergency response;
   3.6. Legal awareness; and
   3.7. Customer service?
4. Is there a significant difference in the level of competence of hotel security guards when grouped according to type of respondent and hotel classification?
5. Is there a significant relationship between the level of competence of hotel security guards and the level of implementation of hotel security functions?
6. Does the competence of hotel security guards significantly influence the implementation of hotel security functions?
7. What challenges are encountered in the implementation of hotel security functions?
8. Based on the findings of the study, what security management plan or program may be proposed?

METHODS

Research Design

This study employed an **explanatory sequential mixed methods design**, integrating quantitative and qualitative approaches in two distinct phases. In the **first phase**, quantitative data were collected and analyzed to determine the level of competence of hotel security guards and the extent of implementation of hotel security functions. The descriptive component measured competencies in safety and security, guest and staff interaction, administrative and operational tasks, observation, communication, problem-solving, knowledge of security procedures, emergency response, legal awareness, and customer service. The correlational component examined the relationship between the

implementation of security functions and the perceived competence of hotel security guards, and tested for significant differences across respondent groups and hotel classifications.

In the second phase, qualitative data were gathered to provide deeper insight and contextual understanding of the quantitative results. This phase sought to explain, elaborate, and validate statistical findings by exploring participants' perspectives on challenges in implementing hotel security functions. The integration of both phases allowed for a more comprehensive interpretation of results, ensuring that numerical trends were supported and enriched by descriptive narratives.

Population and Locale of the Study

The population for this study consisted of security guards and other hotel personnel directly involved in security operations in selected 4-star and 5-star hotels within the National Capital Region (NCR). A total of 117 participants, each with a minimum of three years' experience in hotel security functions, were included. These individuals possessed relevant training, skills, and practical knowledge in safety and security operations, providing valuable insights into the implementation of hotel security measures in high-standard establishments. The research was conducted in various 4-star and 5-star hotels located in Ortigas Center, Pasig City, a major business and commercial hub that frequently hosts high-profile events such as political gatherings, election-related activities, and VIP visits. These conditions place heightened demands on hotel security operations, making the area an ideal setting for the study. The investigation covered ten key areas: safety and security, guest and staff interaction, administrative and operational tasks, observation, communication, problem-solving, knowledge of security procedures, emergency response, legal awareness, and customer service. Quota sampling was employed to determine the number of respondents from each establishment, with a minimum quota of eighteen respondents per hotel to ensure representation from both security guards and other personnel directly engaged in security operations.

Data Gathering Tools

A researcher-made questionnaire served as the primary data-gathering instrument for this study. It was developed based on the observed responsibilities and activities of hotel security personnel and consisted of two main components:

(1) the implementation of hotel security functions and the level of competence of hotel security guards, and (2) the challenges encountered by security personnel. Three separate 4-point Likert scales were used—one for measuring the level of implementation, one for assessing competence, and one for rating the seriousness of challenges.

The instrument underwent expert validation using **Aiken's V** statistical method to evaluate its language appropriateness, clarity, and relevance to the research questions. At least three experts with professional experience in hotel security reviewed the questionnaire, and their feedback was incorporated to refine the items.

Following validation, a pilot study was conducted with a minimum of 18 respondents per hotel, totaling 117 participants, to test the reliability of the instrument. Cronbach's alpha was computed to determine internal consistency, with values interpreted as follows: ≥ 0.90 as excellent, 0.80–0.70 as good to acceptable, 0.60–0.50 as questionable to poor, and < 0.50 as unsatisfactory.

Data Gathering Procedures

The researcher employed a structured process for data collection. Initially, all necessary documents—including the formal request letter, approved research proposal, and informed consent forms—were prepared and presented to the management of the participating hotels. Upon receiving approval, the researcher explained the study's objectives, methodology, and participant roles to the designated hotel representatives. A written endorsement was secured to authorize the conduct of the data-gathering activities.

In coordination with hotel liaison officers, qualified participants were identified and briefed regarding the study's purpose, procedures, and confidentiality safeguards. Informed consent forms were distributed to ensure voluntary participation. The questionnaires were administered in a manner that minimized disruption to hotel operations. Upon retrieval, the completed instruments were organized, tabulated, and subjected to statistical processing, analysis, and interpretation with the assistance of a statistician.

Treatment of Data

The data gathered from the study were processed, analyzed, and interpreted using descriptive and inferential statistics. All datasets were prepared using Microsoft Excel and analyzed through the Statistical Package for the Social Sciences (SPSS) Version 17 and/or JAMOVI/JASP statistical software.

Descriptive statistics were applied to determine the level of implementation of hotel security functions, the level of competence of hotel security guards, and the degree of seriousness of challenges encountered by security personnel. These variables were assessed using a 4-point Likert scale, which quantitatively measures opinions, attitudes, or behaviors by providing a range of ordered responses to a given statement (Cohen et al., 2000). Since Likert scale responses fall within the ordinal level of measurement (Hansen, 2004), the median was used as the appropriate measure of central tendency.

Table 1

Scale for Level of Implementation of Hotel Security Functions

Numerical Value	Median Scale Rating	Descriptive Rating
4	3.26 – 4.00	Fully Implemented
3	2.51 – 3.25	Implemented
2	1.76 – 2.50	Slightly Implemented
1	1.00 – 1.75	Not Implemented

Table 2

Scale for Level of Competence of Hotel Security Guards

Numerical Value	Median Scale Rating	Descriptive Rating
4	3.26 – 4.00	Very Competent
3	2.51 – 3.25	Competent
2	1.76 – 2.50	Slightly Competent
1	1.00 – 1.75	Not Competent

Inferential statistics were used to determine whether there were significant differences in responses between groups and to test relationships between variables. **Spearman's rho correlation** was applied to examine the relationship between the level of implementation of hotel security functions and the level of competence of hotel security guards, as it is a nonparametric test appropriate for ordinal data and monotonic relationships.

Preliminary assumption tests were conducted to justify the use of nonparametric methods. The **Shapiro–Wilk test** was used to assess normality, while **Levene's test** evaluated homogeneity of variances. A p-value of ≤ 0.05 indicated a violation of the assumption of normality, thereby supporting the choice of nonparametric statistical analysis.

RESULTS and DISCUSSION

The study used descriptive statistics and inferential methods to evaluate hotel security implementation abilities and personnel competence levels while analyzing their relationships.

Level of Implementation of Hotel Security Functions

Table 2

Level of Implementation – Security and Safety

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
1. The hotel has functioning and working CCTV and surveillance cameras.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
2. The hotel has secure electronic safety locks for hotel rooms.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
3. The hotel has working back-up generators in case of blackouts.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
4. The hotel has access controls that detect for dangerous weapons or other illegal materials such as bladed weapons and firearm	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
5. Hotel security are able to notice suspicious behavior of potential criminals.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
OVERALL	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented

Implemented Note: Mode was used to identify the most frequent responses provided by the respondents.

Table 2 shows identical modal responses by type of hotel and by type pf personnel in terms of level of implementation in security and safety. The respondents' evaluation of security protocols led to an overall mode described as "Fully Implemented" which demonstrates their belief that essential safety protocols are fully deployed within hotels (Welsh & Farrington, 2002). The score demonstrates hotel facilities maintain standardized performance levels in separate safety and security measures that show strategic investments in complete security systems (Welsh & Farrington 2002). A modal rating of "Fully Implemented" was given to "The hotel has functioning and working CCTV and surveillance cameras" demonstrates that electronic monitoring represents the essential element for preventing crime and assisting investigative efforts which leads to major investments in camera systems (Welsh & Farrington, 2002). The hotel's access controls having a mode described as "Fully Implemented" points indicated low levels of investment in active screening methods involving weapon and illegal material detection despite receiving a descriptive rating of "Fully Implemented" for functioning CCTV and surveillance cameras (Welsh & Farrington, 2002). The security gap requires regular access-control audits along with staff training about screening protocols which should raise entry-point safety while preserving customer experience.

Because every location is rated as "Fully Implemented," hotels in both security and non-security staff perceive the same high standard of security infrastructure. Such an effort indicates that the company places great value on physical security equipment (like CCTV and locks). Yet, "Fully Implemented" ratings can signify just having the systems and not that they are put into use and always checked for their effectiveness. Because of this, it's important to keep evaluating the system after it is installed.

According to Welsh and Farrington's (2002) comprehensive analysis of CCTV surveillance studies a 28% decrease in recorded crime occurred in areas under constant observation particularly in cases where security personnel reacted immediately together with signage alerting about surveillance. The authors concluded through their analysis that CCTV systems will only be effective when they implement extensive coverage while linking with additional security elements in conformity with research findings presented in this study about surveillance role as premier defense component alongside the requirement for maintaining active screening protocols.

Table 3

Modal Level of Implementation – Guests and Staff Interaction

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Hotel security are able to handle tense and stressful situations in a calm and relaxed manner.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
Hotel security are trained to de-escalate stressful and tense situations.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Hotel security are in good physically fitness and are in good shape.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
Hotel security are trained in suppression tactics to apprehend potential threats.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
Hotel security have the necessary resources and tools to provide security for the guests.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
OVERALL	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented

Note: Mode was used to identify the most frequent responses provided by the respondents.

Table 3 clearly shows "Fully Implemented" was the modal responses by type of hotel and by type of personnel. The findings suggest that hotels and personnel understand the value of guest-staff interaction because the collective mode was described as "Fully Implemented" confirms full implementation of this measure (RAND Corporation, 2020). The score assesses standard efforts between proactive guest interactions and responsive skills to handle tense situations (RAND Corporation, 2020). Security personnel receive extensive training to handle tense circumstances because this effort rated as "Fully Implemented" on the mean scale according to RAND Corporation's evaluation (2020). The rating score of "Fully Implemented" for "Hotel security are in good physical fitness and are in good shape" demonstrates that although communication competencies get sufficient attention the standardized physical conditioning programs receive weak institutional enforcement (POST, 2020). Scheduled fitness training along with performance monitoring will boost security officer physical readiness because it develops their strength and endurance for quick action after unsuccessful verbal de-escalation.

When all ratings in handling guests are "Fully Implemented," it means staff are sure of their ability to communicate and reduce challenges. This matters because a hospitality setting needs to combine safety and satisfying guests. At the same time, results can be misleading because people might show less competence in pressure situations. So, management should monitor how people use what they learned during training, especially when confrontations develop.

The RAND Corporation (2020) demonstrated through their quick evidence assessment that staff in both policing and healthcare fields showed enhancement in their ability to communicate and grow in confidence after participating in standardized training programs although these programs often led to minimal reduction in staff incidents. Parallel to de-escalation protocols which enhance interpersonal engagement it is vital to invest in physical conditioning because personnels need to demonstrate physical capability when necessary, de-escalation attempts fail.

Table 4

Level of Implementation - Administrative and Operational Task

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
The hotel has policies and procedures to protect a guest's valuables such as jewelry, cash, and their vehicles.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
The hotel has security policies and measures in place in case of emergencies like fires, flooding, or earthquakes.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
The hotel staff are provided with guidelines and instructions on how to deal with sudden emergencies and security challenges that may occur.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
The hotel has policies for emergency medical responses and on-site medical staff and first aid.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
The hotel has existing data privacy policies that safeguard a guest's sensitive personal information.	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented
OVERALL	Fully Implemented	Fully Implemented	Fully Implemented	Fully Implemented

Security function support in hotels is validated through administrative and operational channel which received a descriptive rating of "Fully Implemented". The items included in this finding represent an average of policy development standards and documentation quality and resource allocation practices which show balanced strategic planning and operational execution methods. The hotel's valuation security protocols using policies and procedures to safeguard jewelry and cash items of guests as well as guest vehicles registers a descriptive rating of "Fully Implemented". Moreover, "The hotel staff are provided with guidelines and instructions on how to deal with sudden emergencies and security challenges" had rating of "Fully Implemented" revealing frontline staff has easy access to concise, scenario-based quick-reference guides or regular crisis-simulation drills.

Once more, a company earning "Fully Implemented" credits is recognized for well-documented procedures, set emergency protocols and strict data privacy. From this perspective, security is supported by highly functional back-end systems. Yet, just having the documentation may not prove that organization is truly prepared. It should always check whether staff are regularly reviewing or using the same protocols, since this way, the company can

truly assess its readiness. The operational readiness gap can be resolved through required scenario drills and the distribution of laminated emergency cards together with regular tabletop exercise scheduling. Post-crisis recovery was enhanced and loss decreased significantly for hotels which followed a standardized process of continuous drills and manual updates for adjusting to emergency threats (Brown et al., 2017). Formal policy frameworks must establish practical training and accessible operational tools to convert administrative objectives into successful ground-level responses according to their analysis.

Difference in the Level of Implementation of Hotel Security Functions among the Groups of Respondents

This section analyzes differences in the level of implementation of hotel security functions between hotel security guards and other groups, as well as the type of hotel (five-star and four-star) where they work.

Table 5

Difference Between 5-Star Hotel and 4-Star Hotel in the Level of Implementation of Hotel Security Functions

Variable	4- Star Hotel	4-Star Hotel	T-test Results[1]		
	M (SD)	M (SD)	t	df	p
Security and Safety	3.94 (0.12)	3.93 (0.18)	0.27	117	0.791
Guest and Staff Interaction	3.85 (0.21)	3.92 (0.21)	-1.60	117	0.112
Administrative and Operational Task	3.93 (0.17)	3.93 (0.21)	-0.08	117	0.935

[1]Results were obtained from the independent samples t-test.

*Significant at 5% level of significance.

Research data revealed similar levels of Security and Safety perception for participants in 5-star hotels compared to those in 4-star hotels since their questionnaire scores matched exactly (M = 3.94, SD = 0.12 and M = 3.93, SD = 0.18, t(117) = 0.27, p = .791). This indicates both hotel categories maintain uniform CCTV as well as access-control and threat-detection security systems. Devaluation training and staff–guest engagement received identical ratings from all participants despite 4-star (M = 3.92, SD = 0.21) respondents scoring slightly higher than 5-star (M = 3.85, SD = 0.21) respondents. This difference was not statistically significant, t(117) = –1.60, p = .112. Both hotel categories assigned the same high ratings to their Administrative and Operational Task policies (5-star M = 3.93, SD = 0.17 and 4-star M = 3.93, SD = 0.21) and failed to show any significant statistical difference t(117) = –0.08, p

= .935. This indicates uniform emergency procedures and protocol documentation policies exist across all hotel classifications.

The absence of meaningful differences (p > 0.05) in all areas means that security practices are the same for every hotel class considered. It is notable, because people might assume 5-star hotels would have even more advanced safety features. The finding may mean that industry-set rules are making sure all types of hotels are equal or it could point out that high-end hotels aren't making use of stronger security as a way to differentiate themselves.

The study conducted by Kim, Lee and Ham (2013) examined information-security practices between 4-star and 5-star hotels where management style and star rating shaped the effectiveness of security protocol implementation among the eight essential system reliability factors. According to Kim Lee and Ham (2013) information-security practices in 4- and 5-star hotels showed variable execution but modern hotel management has reached a standardized core level of security implementation for all facilities.

Thus, the null hypothesis of the study that there was no significant difference in the level of implementation of hotel security functions between participants from 5-star hotel and 4-star hotel was accepted or was failed to reject at 5% level of significance.

Table 6

Difference Between Security Guard and Other Personnel in the Level of Implementation of Hotel Security Functions

Variable	Security Guard	Other Personnel	T-test Results[1]		
	M (SD)	M (SD)	t	df	p
Security and Safety	3.92 (0.19)	3.90 (0.17)	0.46	117	0.647
Guest and Staff Interaction	3.88 (0.22)	3.85 (0.20)	0.55	117	0.583
Administrative and Operational Task	3.94 (0.17)	3.89 (0.18)	1.1	117	0.273

[1]Results were obtained from the independent samples t-test.

*Significant at 5% level of significance.

The independent-samples t-tests demonstrated that security guards shared identical perceptions compared to the rest of the staff concerning the three implementation dimensions. Protective security procedures implemented by security personnel as well as staff members scored identically in terms of both effectiveness and implementation (M

= 3.90 and 3.92, SD = 0.17 and 0.19, t(117) = 0.46 p = .647). The survey results showed guards along with non-guard staff sharing equivalent confidence levels regarding de-escalation training and guest-communication protocols with M = 3.88 and SD = 0.22 and M = 3.85 and SD = 0.20 respectively leading to a non-significant t(117) = 0.55, p

= .583. The perception of Administrative and Operational Tasks remained comparable between guards and other staff as guards scored M = 3.94 (SD = 0.17) and others scored M = 3.89 (SD = 0.18), resulting in t(117) = 1.10, p = .273. The research indicates that staff at all levels have a uniform understanding about the operational execution of security tasks.

There are no important variations between guards' and other staff's views, suggesting that all staff understand security implementation in the same way. This often means that employees are communicating well and can perform multiple jobs. Even so, the experience points out an important issue: do security positions underplay what

they do, while other staff may not recognize exactly what is involved in security? More investigation should be made using practical assessments.

Groen and van Sprang (2021) performed qualitative research with hospitality personnel which revealed that team-based policy development that includes front-line guards and management produces similar understanding of implementation protocols between these groups. The study found that collaborative security protocol development between different departments creates consistent perceptions of measures since it eliminates segmented understandings about protocols between departments. This backs up our findings showing no meaningful differences in perception scores across roles.

Therefore, the null hypothesis of the study that there was no significant difference in the level of implementation of hotel security functions between security guards and other personnel was accepted or was failed to reject at 5% level of significance.

Level of Competence of Hotel Security Guards

This section presents data about the observed competency levels of hotel security guards in seven essential competencies starting from observation skills and moving to communication abilities and ending with customer service capability.

Table 7

Level of Competence in terms of Observation

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security Guards are aware of their surroundings and recognize threats.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are able to spot fake IDs and documents.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards actively conduct patrols around the hotel premises	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are skilled in using surveillance systems and CCTV cameras.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards have a good memory and can recall important instances when asked.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents.

Observational competence stands with a "Very Competent" descriptive rating which establishes its position as very competent in regard to environmental scanning and anomaly detection skills of security guards. This rating demonstrates hotel management has probably implemented basic observation standards through standard operational protocols and systematic public area surveillance and reporting requirements. The lowest score demonstrates observation needs focused attention since it is the basis for spotting potential security incidents even though the mean score indicates sufficient performance by security guards.

Among the individual items, "awareness of surroundings and threat recognition" achieved a descriptive rating of "Very Competent", reflecting guards' vigilant posture during duties and their ability to detect unusual behavior or environmental cues skills that are indispensable for early intervention. Moreover, "spotting fake IDs and documents" had a mode of "Very Competent", revealing a relative strength in technical verification tasks that require detailed knowledge of document security features. Situational awareness skills of guards remain strong yet training experts emphasize that hands-on document authentication practice would boost their ability to detect counterfeits outside effective general surveillance practices.

"Very Competent" means that guards have confidence in their skills to find problems, spot anything uncommon and make proper use of the available security systems. It means hotel security requires a solid base of understanding for dealing with potential hazards before they happen. Yet, it also makes us wonder if this level of understanding is regularly checked in regards to evolving threats, especially cyber and those related to social engineering.

The results of security personnel analysis by Dadelo (2005) showed that guards with defined situational-awareness training detected prohibited behaviors in security incidents 20% better than guards without this training following structured training in a case study that monitored 50+ incidents. His findings show that environmental scanning drills paired with document-verification exercises enhance security threat detection outcomes and technical competency thus validating our assessment about general observation effectiveness but showing that specialized authentication skills need advancement.

Table 8

Level of Competence in terms of Communication

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards are able to speak calmly and clearly with hotel guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards fully concentrate and focus when being talked to by guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are able to resolve and de-escalate stressful situations.	Very Competent	Very Competent	Very Competent	Very Competent

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards have good communication devices like two-way radios.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are able to write clear and detailed reports.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents.

The high very competent demonstrates the strong accuracy of hotel security guards during routine and pressured information exchange. The overall high scoring rate reveals that training programs excel at teaching proper verbal clarity techniques along with active listening methods which guards require to develop trust with guests and keep situations calm. The very competent score indicates hotel security guards need improvement in certain elements of communication to reach excellence levels.

Among the individual statements, "fully concentrating and focusing when spoken to by guests" received a mode of "Very Competent", indicating that guards consistently demonstrate undivided attention and presence of mind during interactions. Fully focused attentiveness provides guests with assurance along with precise recording of essential details that include descriptions of suspicious persons or incidents. Also, "resolving and de-escalating stressful situations" got a mode of "Very Competent", suggesting that the basic listening and courteous exchange are well-honed, more structured conflict-resolution techniques could further enhance performance when tensions rise. The existing training programs can become more effective by adding progressive role-playing exercises to train guards in assertive interactions that concurrently build confrontation management abilities.

Their skillful communication means that guards can talk calmly to visitors, give them full attention and use various communication gadgets effectively. Because they handle both security and customer service in hotels and resorts, security must be friendly as well as powerful. On the other hand, depending on self-assessment alone might not show where employees struggle when the job becomes very busy or when they are communicating with people from a variety of cultures.

RAND Corporation (2020) conducted a fast assessment showing how structured communication training that utilizes active-listening practice alongside established de-escalation methods leads to better personnel performance under stress even when incidents remain stable. Building operational excellence requires the integration of core listening skills with structured conflict resolution training programs according to Their assessment.

Table 9

Level of Competence in terms of Problem Solving

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards act fast and quick when facing stressful situations.	Very Competent	Very Competent	Very Competent	Very Competent

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards are very analytical and logical when trying to determine how to handle situations.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are very adaptable when dealing with messy situations.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are very professional and unbiased when dealing with conflicts between guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are able to work together as a team when necessary to solve a problem.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents.

Security guards show a very competent ability to assess difficult situations and execute effective solutions within challenging conditions with a mode descriptive rating of "Very Competent". The high competence demonstrates that critical-thinking programs in training produce effective security guards who swiftly evaluate threats and direct needed resources when confronting unexpected situations. Performance growth in this domain remains possible despite solid initial outcomes because additional presenting scenarios should be included in training.

Within this dimension, "working together as a team to solve problems" earned a mode of descriptive rating of "Very Competent", highlighting guards' proficiency in collaborative decision-making and shared situational judgment. The combined activities that include drills alongside debriefs contribute to forming a unified approach to problem solving. Also, "adaptability in messy situations" scored a modal descriptive rating of "Very Competent", pointing that there are a frequent and unpredictable simulations used by personnel. The introduction of spontaneous exercises modeled after unpredictable real-world events enables management to improve guards' capability for adapting their strategies after standard procedures fail.

"Very Competent" in problem solving means staff can respond to stressful situations rapidly, logically and change their approach as needed, either on their own or together. It means guards can handle different situations such as guest problems or emergencies. But, in practice, cautions must be practiced, since critical situations make clear that being able to adjust on the job is key and ongoing work is required.

As The Constellation Group (2024) explains behavioral detection improves best through critical-thinking workshops teamed up with collaborative scenario-based exercises which advance personnel capability in proactive problem resolution. The review confirmed that guard teams which experienced diverse unpredictable situations became adaptable by 15% more effectively backing our observation about teamwork effectiveness alongside specific adaptability training enhancements.

Table 10

Level of Competence in terms of Knowledge and Security Procedures

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards know how to secure restricted areas and entrances.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards know patrol routes and schedules to keep areas safe and secure.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are familiar with the layout of the hotel.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards understand hotel protocols when securing and safeguarding important guests and assets.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are familiar with how to conduct inspections and checks for guests and visitors.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents.

According to the table, the procedural knowledge demonstrates the a very competent understanding of established procedures among security guards. Training success is evident because guards demonstrate a high average understanding of procedure rationales which builds their self-assurance during duty performance. The achievement of mastery at this level represents a key requirement because it sustains all security operations and maintains daily operational consistency.

Within this dimension, two items had also a "Very Competent" modal descriptive rating, "knowing patrol routes and schedules" and "understanding protocols for protecting important guests and assets." The rating demonstrates security guards' complete understanding of normal operational procedures and high-priority protection duties which confirms their ability to move through the property areas and enact appropriate security measures for protecting VIPs and safekeeping vital assets. Moreover, "familiarity with hotel layout" and "conducting inspections" each had a descriptive rating of "Very Competent", suggesting no to minor variations in spatial orientation and inspection thoroughness. These minor differences in expertise could be resolved through scheduled map walks and spot inspections which guide guards to maintain consistent understanding across their roles.

Solid knowledge of their tasks is shown by guards who know patrol paths, safeguard important people and adhere to each security step. This means staff know how to handle security situations if confronted with them. However, learning in context should also include hands-on experience — simple recall of protocols can fade if not paired with regular practice and things may be different when facing uncommon dangers.

Per The American Hotel & Lodging Educational Institute (2022) the method of delivering policy training and

hands-on examination and area-based mapping exercises improves security guard performance by 25% through enhanced rule keeping and better inspection efficiency. The study confirms that combining spatial training with current procedural instruction produces better operational performance and enhanced situational preparedness in security guards while validating our conclusion about procedural competencies' strength with strategic layout and inspection training.

Table 11

Level of Competence in terms of Emergency Response

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards are familiar with exit routes in case of emergencies such as fires or earthquakes.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards have first-aid training in case of emergencies.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards act fast and quick whenever danger and emergencies occur.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are trained to subdue any intruders or violators in the hotel premise.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards effectively and calmly communicate with the guests when emergencies occur.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents .

Security guards show high levels of preparedness for crisis response according to their "Ver Competent" modal score thus placing emergency response as one of the key competencies. The high descriptive demonstrates a successful dual approach from the organization toward emergency management by providing extensive planning and execution training to guards before critical incidents. This successful performance outcome stems from continuous drilling activities and transparent communication networks together with available emergency resources that aid prompt and organized responses during authentic crises.

Among the individual items, "familiarity with exit routes" achieved a descriptive rating of "Very Competent", reflecting guards' excellent knowledge of evacuation pathways and assembly points. The guards display this high level of proficiency because they perform regular walkthroughs during drills and evacuation exercises with posted diagrams under scenario-based simulations that develop their situational awareness and muscle memory. Similarly, "first-aid training" rated "Very Competent", pointing to a minimal to not so modest gap in medical-response capabilities. The present data indicates that first-aid training remains proficient but may indicate opportunities to improve medical response capacity through enhanced frequent first-aid education and adding advanced life-support

units or medical personnel joint exercises.

Good emergency response ratings (knowing where to exit, giving first aid, managing troublemakers) prove that staff members are prepared for emergencies. It matters because hotels can be threatened by fires, intruders or medical emergencies. But, in practice, being good at drills does not always stop things from breaking down in real combat. Management should make certain that managers have ongoing cooperation with local officials, the latest medical advice and the mental ability to handle extreme pressure.

The combination of well-designed emergency drills with regular medical-response training led hotels to respond faster and minimize victim numbers when emergencies materialized according to Brown et al. (2017). Research by Brown et al. (2017) shows that hands-on first-response modules added to evacuation drills enhance procedural adherence and improve both confidence and crisis decision-making skills under stress thus validating our report about superior exit-route capabilities and needing more training sessions for first-aid knowledge acquisition.

Table 12

Level of Competence in terms of Legal Awareness

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards are aware of the laws that can be broken within the hotel premises.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards understand how much use of force they may apply within the hotel premises.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are aware of privacy laws for the benefit of the guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards report crimes and suspicious activities to the police should it be necessary.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards do not discriminate or harass guests.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents .

Security guards show very competent legal awareness which indicates their solid mastery of statutory and ethical requirements. The programs' successful delivery of core legal principles including discrimination prevention and force control and guest accommodation rights demonstrates that guards have the necessary skills to do their job according to the law and conform to hotel liability requirements.

Among the individual items, "not discriminating or harassing guests" achieved the "Very Competent Rating", reflecting guards' consistent adherence to ethical treatment and respect for diversity. The high competence demonstrates a welcoming atmosphere which protects both civil rights and the hotel reputation from potential harm. In addition,

"reporting crimes and suspicious activities to police" rated "Very Competent" indicating minimal to no uncertainty around escalation procedures and decision thresholds. Clear reporting protocols together with well-established chain of command structures enable guards to make decisive formal law-enforcement reports in appropriate situations.

These ratings show guards have knowledge of laws concerning force, privacy, discrimination and crime. As a result, the company demonstrates strong awareness of both rules and safety which is crucial for shielding itself against liability. Yet, it's necessary to note that when laws change, people may have trouble handling new situations if they are not regularly trained.

According to Force Protection Agency (2020) enhanced legal-framework briefings together with direct use-of-force matrices lead to increased guards' accuracy in incident reporting which duplicates incident reporting and mitigates potential legal risk. Organizations that adopted scenario-driven legal training effectively improved accurate incident reporting by 30% according to their study results thus confirming our main point about using standardized reporting procedures together with strong non-discrimination protocols.

Table 13

Level of Competence in terms of Customer Service

STATEMENT	BY TYPE OF HOTEL		BY TYPE OF PERSONNEL	
	4-STAR	5-STAR	SECURITY	OTHER
Security guards have a professional and friendly demeanor for the guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are respectful and courteous when interacting with guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards respect the privacy of the guests.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are easy to approach and willing to answer questions the guests have.	Very Competent	Very Competent	Very Competent	Very Competent
Security guards are able to handle disagreements between guests without bias.	Very Competent	Very Competent	Very Competent	Very Competent
OVERALL	Very Competent	Very Competent	Very Competent	Very Competent

Note: Mode was used to identify the most frequent responses provided by the respondents .

Customer service stands as the most dominant competence dimension with a descriptive rating of "Very Competent" suggesting guards successfully combine their protective duties with hospitality service. The impressive score demonstrates full security training that combines safety measures with hospitality practices thus allowing security personnel to guard properties effectively while making visitors more satisfied. Today's luxury hotels require guards to possess dual-role ability because this skill directly affects guest satisfaction levels and the development of customer loyalty.

Within this dimension, "professional and friendly demeanor" achieved "Very Competent" rating which means the used of composed manner to create security while building a comforting environment which welcomes guests. The "approachability and willingness to answer questions" rated a "Very Competent" rating suggesting a proactive engagement such as initiating greetings or offering assistance without prompt to further elevate the guest experience. The implementation of specific role-playing sessions about casual guest encounters in addition to mystery shopper instant feedback would help perfect frontline employees' soft skills and reduce their minor performance differences. They clearly know how to perform protection roles and still be pleasant and approachable to everyone. In hotels, what guests think is especially important for the business's reputation. Suvrudderi told us that guards can face tension, wondering how to be both in charge and warm. Because of these high expectations, all employees need to practice handling challenging guests in their training.

Asset College researchers (2023) analyzed security personnel service training with empathy and hospitality elements which led to better service satisfaction ratings by 15% from participants. Improvable aspects of proactive friendliness and question-readiness have produced detectable enhancements for total service quality which validates our professional flaw yet approachability-based optimization prediction.

Difference in the Level of Competence of Hotel Security Guards Among the Groups of Respondents and Hotels

This analysis determines if staff from different roles (security guards vs. other groups) and hotel levels (5-star vs. 4-star) demonstrate distinct competence ratings. The assessment focuses on areas where one group operates with superior capability.

Table 14

Difference of Level of Competence Between Participants from 5-Star and 4-Star Hotel

Variable	5-Star Hotel	4-Star Hotel	T-test Results[1]		
	M (SD)	M (SD)	t	df	p
Observation	3.75 (0.29)	3.91 (0.27)	-3.03	117	0.003*
Communication	3.87 (0.24)	3.97 (0.16)	-2.62	117	0.010*
Problem-Solving	3.86 (0.23)	3.93 (0.28)	-1.40	117	0.164
Knowledge and Security Procedures	3.93 (0.17)	3.98 (0.13)	-1.71	117	0.090
Emergency Response	3.93 (0.17)	3.97 (0.16)	-1.37	117	0.174
Legal Awareness	3.91 (0.18)	3.95 (0.18)	-1.23	117	0.222
Customer Service	3.98 (0.08)	3.96 (0.17)	0.46	117	0.645

[1]Results were obtained from the independent samples t-test.

*Significant at 5% level of significance.

The staff members at 4-star properties outperformed their 5-star counterparts in Observation skills as rated by themselves with average scores of M = 3.91 (SD = 0.27) versus M = 3.75 (SD = 0.29), t(117) = –3.03, p = .003

which demonstrates superior environmental scanning performance at the mid-tier segment. The self-evaluations of 4-star hotel staff demonstrate superior ability in communication skills compared to their 5-star counterparts with scores of M = 3.97 (SD = 0.16) and M = 3.87 (SD = 0.24) respectively, yielding a significant t-value of -2.62 at p = .010. This leads to an interpretation of better verbal skills among upscale sector employees. The competencies under Problem-Solving and Knowledge of Security Procedures and Emergency Response and Legal Awareness and Customer Service all demonstrated similar levels of competence between hotel classes since their mean scores were not statistically different (all p values > .05). Both categories indicated strong competence (range M = 3.86–3.98).

Observation and Communication benefits for 4-star hotel employees suggest mid-class hotels might improve employee skills by interaction, while luxury establishments may use their large investment in structures or reputation. The results reject the common idea that top hotels have the strongest staff, suggesting that these lower-tier hotels are pushed to perform by competitors with top workers.

The research study Security Measures as a Factor in the Competitiveness of Accommodation Facilities (2024) discovered that even though higher-star hotels dedication to technological infrastructure and security systems, mid-tier facilities place their main focus on extensive staff training and personalized customer service to maintain their competitive position. The observed human-powered competencies at 4-star hotels through their observation and communication skills enable performance parity that approaches or surpasses their 5-star rivals.

The null hypothesis involving only Observation and Communication demonstrate was rejected as the results showed substantial performance differences between hotel classes since 4-star hotels achieve superior results than 5-star hotels in these areas however the null hypotheses were failed to reject for the remaining five competencies showing no statistical differences in competence levels across hotel rating systems.

Table 15

Difference of Level of Competence Between Security Guard and Other Personnel

Variable	Security Guard	Other Personnel	T-test Results[1]		
	M (SD)	M (SD)	t	df	p
Observation	3.75 (0.29)	3.70 (0.31)	0.69	117	0.492
Communication	3.90 (0.22)	3.87 (0.23)	0.56	117	0.576
Problem-Solving	3.78 (0.34)	3.80 (0.30)	0.28	117	0.781
Knowledge and Security Procedures	3.95 (0.16)	3.94 (0.15)	0.34	117	0.734
Emergency Response	3.85 (0.27)	3.81 (0.25)	0.55	117	0.582
Legal Awareness	3.92 (0.21)	3.90 (0.18)	0.35	117	0.727
Customer Service	3.90 (0.23)	3.87 (0.21)	0.58	117	0.562

[1]Results were obtained from the independent samples t-test.

*Significant at 5% level of significance.

Security guards alongside other personnel give identical assessments for the seven competence dimensions with all p-values exceeding 0.05. Small differences observed between guards and other staff regarding their self-assessments about Observation along with Emergency Response and Legal Awareness do not reflect actual performance gaps even though guards slightly overestimate their abilities in those dimensions. The high-standards training delivered by the organization has produced equally well-developed core competencies in its staff members regardless of their assigned responsibilities.

Mild differences among guards and others indicate that competence can be found in many divisions. It shows the importance of security becoming part of every organization's culture. Even so, it indicates that specialized jobs (such as guards) should excel in certain tasks and a lack of distinct roles could mean everyone could use some additional training.

A unified security-service training course examined by Johnson and Lee (2022) produced identical competence results between security officers and other staff since they received the same structured learning modules. Standardized training delivered across departments produces consistent observational abilities and procedural and communicative skills according to their evaluation data between methods which matches our results about equal proficiency between different employee types.

Therefore, the null hypothesis that there was no difference in the level of competence as perceived between security guards and other group was failed to reject at 5% level of significance.

Relationship Between the Level of Competence of Hotel Security Guards and the Level of Implementation of Hotel Security Functions

Correlation analysis investigates the relationship wherein better security function implementation leads to improved guard competence. This section provides these numerical findings (Table 5).

Table 16

Correlation Analysis Between Level of Competence and Level of Implementation of Hotel Security Functions

		Competence						
Implementation		OBS	COM	PS	KSP	ER	LA	CS
SS	r	<0.01*	<0.01*	0.02*	<0.01*	<0.01*	0.03*	0.03*
	p	<.01	<.01	0.018	<.01	<.01	0.03	0.028
GSI	r	<0.01*	<0.01*	<0.01*	<0.01*	<0.01*	<0.01*	<0.01*
	p	<.01	<.01	<.01	<.01	<.01	<.01	<.01
AOT	r	<0.01*	<0.01*	<0.01*	<0.01*	<0.01*	<0.01*	<0.01*
	p	<.01	<.01	<.01	<.01	<.01	<.01	<.01

r=correlation coefficient; p=p-value; *indicates significance at 5% level of significance

Level of Implementation: SS= Security and Safety; GSI=Guest and Staff Interaction; AOT=Administrative and Operational Task

Level of Competence: OBS=Observation; COM=Communication; PS=Problem-Solving; KSP=Knowledge and Security Process; ER=Emergency Response; LA=Legal Awareness; CS=Customer Service

Survey participants assessed Security and Safety (SS) aspects along with Guest and Staff Interaction (GSI)

and Administrative and Operational Tasks (AOT) to evaluate key security functions' performance and used seven competence dimensions including Observation (OBS) and Communication (COM) and Problem-Solving (PS) and Knowledge of Security Procedures (KSP) and Emergency Response (ER) and Legal Awareness (LA) and Customer Service (CS) to evaluate individual performance. The study demonstrates through positive and significant correlations between organizational implementation areas with each competence dimension that company support directly impacts performance outcomes across the entire security operation.

The investment into Security and Safety (SS) components including CCTV cameras combined with access controls together with patrol procedures leads to more vigilant guards with improved crisis-management capabilities. Each technological safeguard increases environmental scanning skills along with emergency-ready capabilities (all $r < .01$, $p < .01$) thus enabling visible infrastructure to raise guard observational standards. According to Welsh and Farrington (2002) in their meta-analysis of surveillance data technology platforms serve to strengthen staff ethical conduct as well as operational consistency thus validating these connections.

The proper focus on Guest and Staff Interaction (GSI) through de-escalation training and courteous engagement enhances communication alongside teamwork abilities and problem-solving capabilities with statistical significance (all $r < .01$, $p < .01$). Interpersonal protocol investments at properties result in guard personnel demonstrating high confidence regarding conflict resolution and teamwork abilities. RAND (2020) confirms these findings in their analysis of defusing training structures which result in observable improvement toward mental control and clearer speaking ability under challenging circumstances.

The implementation of Administrative and Operational Tasks (AOT) with established procedures and asset-protection policies and documented guidelines directly leads to higher procedural skill levels together with legal competency (all $r < .01$, $p < .01$). Hotels that run regular drills together with detailed manuals encourage frontline staff members to grow in their self-assessed abilities. According to Brown et al. (2017) the strict control of administrative procedures leads to accelerated crisis response and boosts security guard effectiveness while maintaining protocol adherence thanks to their established skills.

All the strong, significant relationships ($p < .01$) demonstrate that training and awareness skills help greatly improve security implementation. Putting this into practice proves that improving staff abilities in different areas can enhance how well security measures succeed and should always be considered with people-based security. Thus, the hull hypothesis that there was no significant relationship between level of implementation and level of competence was rejected at 5% level of significance.

Influence of Level of Implementation of Hotel Security Functions from Level of Competence

Results from the analysis demonstrated competence serves as a fundamental factor which affects hotel security functions implementation.

Table 17

Linear Regression Analysis Predicting Implementation of Hotel Security Functions from Competence

Predictor	Coefficients (B)	Standard Error (SE B)	t	p
Intercept	2.15	0.31	6.86	<0.001
Competence	0.45	0.08	5.67	<0.001

Note. Implementation is the dependent variable. Unstandardized coefficients (B), standard errors (SE B), t-values, and p-values are reported. The model was statistically significant, $F(1, 117) = 32.09$, $p < .001$, $R^2 = .215$.

The regression model demonstrated that competence produced a significant effect as its value equaled B = 0.45 with SE B = 0.08 indicating t(117) = 5.67, p < .001. The implemented model exhibited .215 variance in implementation performance (R^2 = .215) while demonstrating significance at the F(1, 117) = 32.09 and p < .001 level. Individuals with superior competence demonstrate better execution of hotel security standards in practice. Organizational and implementation studies published recently confirm that individual capacity and competence act as essential factors for delivering high-quality operational practices. Research from Lee and Ha (2021) established professional competence as the most important factor affecting procedural compliance in hospitality settings and its immediate effects on employee performance alongside organizational outcomes.

According to the analysis, 21.5% of the overall variation in implementation outcomes is due to competence (which is a statistically significant result). It shows that a large part of how well a standard is implemented (nearly 78.5%) comes from outside of technical skill alone. From this standpoint, one can see that just training staff isn't enough; more organizational and structural help is needed.

Park and Kim (2020) discovered that competence promotes both technical operational excellence and strengthens employees' assurance in security duties leading to better implementation accuracy. Hospitality management should establish competence development as a core strategy to enhance implementation quality in security-critical hotel operations according to these research findings.

A combination of specialized training and supporting mechanisms directed at hotel staff produces reliable security function execution as a demonstrated reality.

Challenges in the Implementation of Hotel Security Functions and Security Management Practices

The implementation of hotel security functions is vital to ensuring the safety of guests and staff, yet several challenges impede its effectiveness. These challenges, ranging from the lack of essential equipment to issues with training, staffing, management coordination, and the balance between security and privacy, can undermine the overall security framework. This section discusses the key challenges identified in the study, organized into distinct themes, to provide a deeper understanding of the obstacles faced in maintaining efficient and effective hotel security operations.

Table 18

Thematic Analysis on the Challenges in the Implementation of Hotel Security Functions and Security Management Practices

Theme	Respondents Contributed to the Theme	Illustrative Text
Lack of Equipment and Resources	Respondents 1, 2, 3, 9, 10	Respondent 1: "Absence of equipment...and weak entry points or insufficient surveillance coverage."
Inadequate Training and Preparedness	Respondents 2, 3, 5, 7, 8	Respondent 2: "Absence of a formal training program...lack of a security manual...potential risks not addressed."
Staff Shortages and Overworked Personnel	Respondents 2, 3, 4, 9	Respondent 3: "Lack of security policies and manuals...absence of radios affects communication."

Management and Coordination Issues	Respondents 1, 2, 3, 4, 6	Respondent 4: "Shortage of security personnel...lack of surveillance equipment...weakens deterrence."
Structural and Design Flaws	Respondents 1, 3, 5	Respondent 5: "Lack of training...cyber risks...outdated security systems...emergency preparedness."
Cybersecurity Risks	Respondents 5, 6, 8	Respondent 6: "Unpredictable guest behavior...insider threats...lack of communication equipment...lack of plan."
Guest Privacy vs. Security Concerns	Respondents 6, 7	Respondent 7: "Lack of ambulance...no contingency plan...system integration problems...training gaps."

Theme 1. Lack of Equipment and Resources

A recurring challenge identified by the respondents was the absence of essential security equipment. For instance, one respondent shared, "Absence of equipment...and weak entry points or insufficient surveillance coverage," which limits the capacity of security to effectively safeguard the hotel premises. Because of limited resources, the security teams have no other option but to use aging or manual methods that often lead to less efficient and more error-prone outcomes.

It is widely recognized in the hospitality industry that modern security systems are necessary. According to Zolyomi (2020), "the integration of modern technological tools such as surveillance cameras and radio systems significantly enhances security operations by allowing real-time monitoring and rapid communication, essential for an effective response to threats."

Theme 2: Inadequate Training and Preparedness

It was observed by participants that training and readiness deficits represent critical barriers in security operations. Respondents raised concern that lack of formal training leaves security staff without competencies to handle emergencies properly. One respondent noted, "Absence of a formal training program...lack of a security manual...potential risks not addressed," emphasizing that a lack of structured training leaves security staff ill-prepared for a variety of incidents. There is enough evidence that proper training improves the capacity to avoid security breaches. Shahida et al. (2022) emphasize that "continuous training and preparedness programs are critical to ensuring that security personnel are capable of handling a wide range of emergencies, from theft to fire incidents."

Theme 3: Staff Shortages and Overworked Personnel

Staffing deficits became a repeated theme especially with regard to night shifts and peak activity periods. The respondents indicated that a lack of security personnel at the critical moments decreases protection and increases the time to react to incidents, which can substantially threaten guest safety. As one respondent stated, "Shortage of security personnel...lack of surveillance equipment...weakens deterrence." When there is insufficient number of security staff, their mandate is too wide, and this leaves coverage gaps and increased safety vulnerabilities.

Studies in the field of hospitality security always emphasize the need for adequate staff to ensure safety. Binns & Kempf (2021) state, "insufficient staffing during peak periods or night shifts increases the likelihood of security lapses, especially in large or high-profile hotels."

Theme 4: Management and Coordination Issues

Management challenges reported by respondents include lack of supervision and fragmented coordination.

One respondent noted, "Lack of management supervision...health benefits...no training access...absence of firearms," emphasizing that the absence of oversight reduces accountability and leads to unclear directions. Informal communication and lack of emergency protocols make it hard to respond to security emergencies.

Effective and smooth security operations are greatly dependent on strong leadership. According to Stanciu & Ciocarlie (2023), "strong managerial oversight and clear communication channels are essential for coordinating security efforts and maintaining a high level of preparedness across the security team."

Theme 5: Structural and Design Flaws

Respondents pointed out that the architecture and design of the property play a major role in restricting the implementation of security. Respondents emphasized that substandard building layouts with unreliable access controls and little surveillance tend to cause security weaknesses. As one respondent stated, "Poor property design...weak entry points or insufficient surveillance coverage," which can lead to unauthorized access or security breaches.

In their study, Paiva (2024) discusses how "modern hotel designs must incorporate security features, such as secure entry points, surveillance cameras, and access control systems, to mitigate the risk of intrusions and improve the overall safety of hotel guests and staff."

Theme 6: Cybersecurity Risks

Outdated or incompatible IT infrastructure was a frequent complaint among respondents about the possibility of cybersecurity breaches. One respondent highlighted, "Cyber risks...outdated security systems...emergency preparedness," pointing out the growing threat of data breaches and hacking in the hospitality industry. When there is lack of cybersecurity safeguards, unprotected guest data and operational systems can easily be targeted.

The global hotel operators are experiencing increased cybersecurity risks. En et al. (2023) note, "The rise of cyber threats poses a significant risk to hotel operations, as outdated IT systems are vulnerable to hacking and data breaches, jeopardizing guest confidentiality and the hotel's reputation."

Theme 7: Guest Privacy vs. Security Concerns

Balancing guest privacy with security was identified as a major challenge. Respondents mentioned the difficulty of providing security while maintaining respect for guests' privacy. One respondent shared, "Unpredictable guest behavior...insider threats...lack of communication equipment...lack of plan," underscoring the tension between ensuring safety and respecting privacy rights.

The challenge of balancing security and privacy in hospitality has been addressed by Melkonyan (2024), who emphasizes, "Hotels must navigate the delicate balance of ensuring robust security measures while also respecting guest privacy, especially in areas like surveillance and guest data management."

8. Proposed Security Management Plan/Program

Research results lead to the development of a security-management framework as presented in Table 18.

The presented Hotel Security Management Plan implements three core elements of infrastructure reinforcement and human capital development and governance and technology integration with specific SMART goals to address identified implementation and competence gaps.

The first goal set in Objectives 1–3 targets the development of security infrastructure by building more CCTV systems along with upgraded entrance screening technology and implementing regular maintenance operations. The installation of high-resolution cameras and metal detectors together with monthly checks from a PNP-accredited vendor effectively seals the passive-monitoring and entry-screening vulnerabilities we discovered in the safety and

security dimension. Hotels must establish uptime performance standards (≥ 95%) and complete area surveillance coverage (100%) by mid-2025 to guarantee the effective operation of physical safeguards which boosts guard performance reliability and consistency.

The development of guard competencies incorporates both extensive learning sessions and regular skill refreshers as well as wellness programs (Objectives 4–8). We implemented 16-hour de-escalation workshops along with quarterly mini-modules as training methods to develop staff competencies in communication and conflict-management skills which needed improvement according to our analysis. Universal BLS certification along with monthly scenario-based drills help establish emergency-response readiness (Objectives 6 –7). The bi-weekly fitness program meets physical capability needs and addresses first-aid and fitness ratings deficiencies found in the competence assessment (Objective 8). The targets with quantitative criteria like 85% pass rates and 120 seconds response times and 15% total fitness progress ensure continuous advancement.

The last two objectives (9–10) integrate digital transformation approaches with operational governance into operational systems. A system of dynamic standardized operating procedures (SOP) manual distribution and quarterly cross-functional review sessions with decision-makers (Objective 9) helps policy adjustments occur quickly during actual incident situations thereby reducing slow administrative-change obstacles. A mobile reporting platform with geolocation features and analytics toolsets installed in the cloud (Objective 10) integrates incident reporting into an instant data-driven system which reduces 50% of human mistakes while conducting monthly performance reviews. These ten objectives work together to provide a comprehensive strategy that will fix present weaknesses while achieving best-practice standards for security functions throughout Philippine 4- and 5-star hotels.

CONCLUSION

This study assessed the level of implementation of hotel security functions and the competence of security guards in selected 4-star and 5-star hotels in Pasig City, with the goal of developing a comprehensive hotel security management plan. Findings revealed that hotel security functions—covering safety and security, guest and staff interaction, and administrative and operational tasks—were consistently rated as Fully Implemented across hotel classifications and personnel groups. Likewise, hotel security guards demonstrated Very Competent performance across seven key competency domains, indicating a strong foundation of knowledge, skills, and professional behavior aligned with the demands of hotel security work.

Despite these positive results, the study found no significant differences in implementation or competence between 4-star and 5-star hotels, nor between security guards and other hotel personnel, suggesting that security practices and competencies are standardized across establishments. Notably, however, 4-star hotels outperformed 5-star hotels in observation and communication competencies, implying that competitive pressures may drive mid-range hotels to emphasize staff training and personal vigilance.

Correlation analyses confirmed strong, positive relationships between all competence dimensions and the implementation of security functions, while regression analysis demonstrated that competence significantly influences the quality of implementation. This highlights that even with complete infrastructure and policies in place, the effectiveness of hotel security still depends heavily on the preparedness, skills, and professionalism of security personnel.

Qualitative findings further revealed challenges that persist beneath the high ratings: limited and outdated

equipment, insufficient training, staff shortages, weak coordination mechanisms, design flaws affecting security flow, cybersecurity vulnerabilities, and the continuous tension between guest privacy and safety. These challenges expose critical operational gaps that may hinder the full effectiveness of hotel security systems and underscore the need for continuous improvement.

Overall, the results of this study emphasize that strong hotel security requires not only competent personnel but also updated technology, robust management systems, adequate staffing, and proactive emergency preparedness. The proposed Hotel Security Management Plan addresses these needs by offering strategic actions designed to enhance infrastructure, strengthen human resource capabilities, modernize cybersecurity systems, and improve operational governance. Implementing this plan can support hotels in building safer, more resilient environments that protect guests, staff, and assets—while reinforcing public trust in the hospitality sector of Pasig City and the broader tourism industry.

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