
REVISITING THE HR PRACTICES IN SECURITY GUARD AGENCIES IN PAKISTAN

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ABSTRACT

Security has always been a problem for the less developed countries of the world. Poverty, unemployment, and political instability give rise to criminal activities, hence the need for security guard agencies. Pakistan is also among those countries having severe law and order situations, especially in Karachi (Rao, 2023; Rehman et al., 2022). There is a dire need for security guards everywhere. (Khan, 2025). However, those entrusted with the security should be selected very carefully, else they become a security threat themselves. Human Resources plays a pivotal role in the success of organizations; therefore, its management is of crucial importance. The HRM department is not only responsible for providing human resources to the organization, but also for ensuring the right person for the job. Its functions include strategy related to recruitment, selection, compensation and benefits, training and development, performance appraisal, etc. The purpose of every strategy is to

ensure achievement of above-mentioned objective and provision of right candidate that contributes to the growth of organization. Failure to do so may lead to disaster for the organization (Hamza et.al 2021) (Gupta & Shaw 2014). In Pakistan, multiple cases have been reported in the last decade where the security guards were involved in the crimes, indicating several loopholes in the HR practices of their respective agencies. The paper aims to identify the right HR practices required for the security guard agencies that ensure the provision of safety to the customers without compromising it, following the qualitative review analysis.

KEYWORDS

Human Resource Management, Security Guard Agencies, Recruitment & Selection, Training and Development, Compensation and Benefits.

INTRODUCTION***Background of the study***

Safety and security are among the most fundamental necessities of humans. Maslow has given security the second place after physiological needs based on its importance, even more as compared to social belongingness in his Hierarchy of Needs theory (McLeod, 2025). Similarly, Herzberg, in its Two-Factor theory of Motivation, considered it a part of hygiene factors, i.e. the most important ones that are crucial for survival. In different countries of the World, the provision of safety and security to the citizens is the responsibility of the government. This is the reason that all the countries of the world spend huge amounts on the security and defense of their people. The government thus manages the task by delegating responsibility to different agencies, armed forces, etc. For ensuring limited social deviance and formal control, multiple agencies and institutions are formed on a governmental level. Multiple armed forces for security purposes are hired for the purpose, including the army, air force, navy, police and rangers, etc. However, to provide assistance to the government, Private Security Guard Agencies have come forward as well. (Avant, 2005)

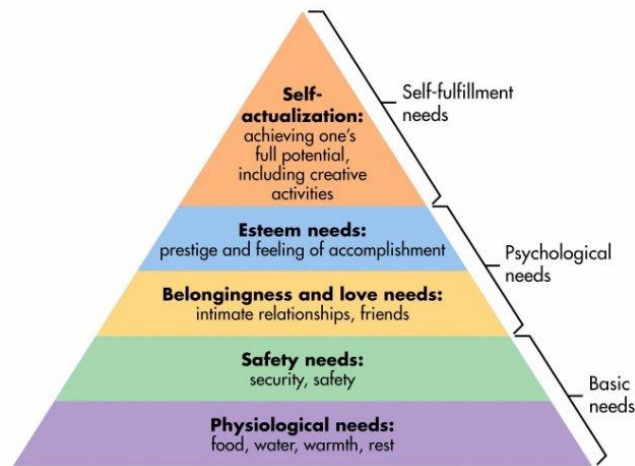


Figure 1: Maslow's Hierarchy of Needs

Security has always been the most critical dilemma of third-world countries. Hofstede considered power distance in society as one of the main indicators of increased economic gap and ultimately the reason for social injustice, inequality and criminal activities. (Kusano et al., 2024) Political instability, unemployment, and poverty give rise to criminal activities and, consequently, the need for security and armed forces. In some of the countries, especially developed ones, these forces are sufficient because of a limited crime rate, whereas in many others, the need for added security is crucial due to a high crime rate, especially those with high inflation and poverty rates. In such countries, an added cushion of security is provided by security guard agencies (Salah 2019). However, to ensure the accomplishment of the purpose and provision of security, strict rules and regulations need to be made and exercised. (Geneva Centre for Security Sector Governance [DCAF], 2021)

Pakistan is one of those countries where law and order situations and security issues has costed not only thousands of lives but also compromised the growth of major industrial sectors including SMEs, tourism etc. Due to increasing poverty and inflation rate, the crime rate has also increased. The most common crimes included road snatching, target killing, robbery, thefts, abuse or even murders (Raza et al., 2015). (Mohanty, 2025). The motives behind those crimes are different that varies from poverty, political issues or even psychological disorders among people. The difference is usually based on the nature of people included whether they are poor, politically affiliated or even the upper-class people. There are reported cases of teenagers/ children of upper class involved in severe crimes depicting psychological issues in the society. Apart from the involvement of different people in criminal offences,

there was an alarming number of cases reporting security guards as the culprits. (2024, September 14, *Dawn* e-paper edition) (2011, July 29, *The Express Tribune*.) (2024, June 5, *Dawn*) (Shahzad, 2025).

Statement of the Problem

The increasing demand for security services in Pakistan, especially in Karachi, has highlighted significant flaws in the HR practices of security guard agencies, particularly smaller-scale ones. These agencies often lack proper background checks, medical and psychological assessments, and adequate training, putting public safety at risk. Unlike governmental and larger security organizations, which have rigorous recruitment processes, these gaps compromise the effectiveness and reliability of security guards, undermining the security objectives of the agencies.

Significance And Scope Of Research

The research will help the security agencies to identify, evaluate and improve their human resource management processes, thus enhancing value creation for their customers. It will also help the government organizations to further redefine the rules and regulations to be followed by private security guard companies and help them identify the right agencies to be given the license for operating in the society. The scope of research will not only benefit the people and security guard agencies of Pakistan, but the benefits of research findings will also extend to the same players in the sector all over the world and help them in managing their operations efficiently and effectively, ultimately reducing crime in the society.

Research Objectives

- To identify practices that are most effective and human resource management system for security guard agency
- To analyze the practices being followed by security guards Agencies in Pakistan and the level of their effectiveness in providing security.
- To investigate the incidents occurred as a resultant of ignorance towards effective HR management in security guards agencies of Pakistan.

Limitations Of Research

The research is focused on gathering data about the human resource management process of different security guard agencies along with the incidents or criminal offences by security guards in different regions. Based on

the sensitivity and confidentiality of the data, it was difficult to gather information about human resource management practices of security guard agencies. Similarly, it was also difficult to gather information about the minor incidents including theft, information selling etc. reported under control of different security guard agencies unless they have made the news because of the severity of the crime like murders, robberies, assault etc.

LITERATURE REVIEW

Human Resource Management: Effectiveness, Efficiency and Value Creation for the firm

Human Resource plays a pivotal role in the success of organizations. The resource that transforms ideas into reality, add value to the products and ensures execution of operations (Becker, 1964), therefore its management is of crucial importance. Similarly, Barney (1991) discussed in his Resource Based View (RBV) Theory the contribution of organizations' internal resources including its human resource practices in defining the competitive advantage of an organization through personnel differentiation.

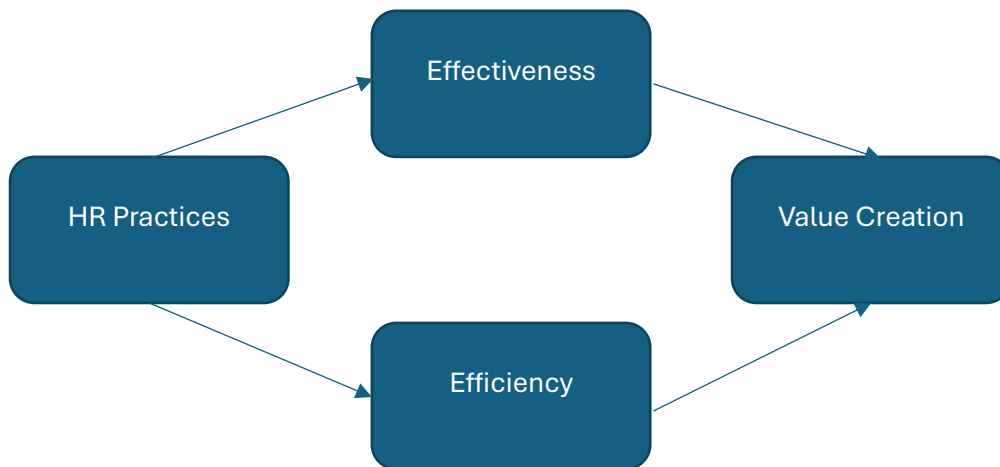


Figure 2: Effect of HR Practices on Value Creation of an Organization (Source: Authors)

The HRM department is not only responsible for providing human resources to the organization but also to ensure the right person for the job (Simms,2002). Its functions include strategies related to recruitment, selection, compensation and benefits, training and development, performance appraisal etc. The purpose of every strategy is to ensure achievement of above-mentioned objective and provision of right candidate that contributes to the growth and value creation for the organization (Becker, 1964)(Alghamdi, 2020). The fact was also highlighted by Dave Ulrich in his HR Value

Proposition model, how aligning human resource practices with business strategy ensures value creation for the organization by maintaining effectiveness & efficiency. The above literature clearly emphasizes the value of human resource to the organization, however, to accomplish the task, human resource management comprises of several considerations that need to be designed and handled carefully. Failure to do so may lead to disaster for the organization. Following is the review of some of the considerations and practices discussed by different authors and Human Resource Specialists.

- **Recruitment and Selection**

Recruitment and selection are one of the most important functions of human resource management. Recruitment process refers towards attracting and gathering the right potential for the job. Before the selection process of employees in an organization, if the recruitment process is conducted properly, it automatically minimizes not only the efforts and time required for the selection process but also the cost of hiring a candidate in the organization. For instance, if an organization requires a pharmacist and it advertises and openly invite the applications from all kinds of personnel, it will only make the short-listing process much difficult rather than the post advertised in the relevant field educational departments or the platforms having the relevant personnels (Hussain et al., 2023). A study conducted by the online platform Jobvite 2013, the best social networks for recruiting candidates to fill the job vacancies were reported as LinkedIn 94%, Facebook 65%, Twitter 55%, Google Plus 18%, and YouTube 15%. LinkedIn provides more specific job suitable candidates. (Jobvite, 2013).

Similarly, the selection process of the human resource in an organization is of equal importance. The selection process involves the procedures, practices and tools that are required to ensure the compatibility and fitness of the candidates' eligibility with the skill set required for the job i.e. as per the job description and job specification. The selection process is unique to every job that involves Aptitude testing, medical fitness testing, emotional and psychological fitness testing etc. Every test that is included in the process has its relevance with the job description. For instance, the jobs that require Mental skills will need a certain set of aptitude requirement whereas the ones that required field work will need medical fitness of the candidate. In armed forces, the selection processes contain multiple tests including aptitude, intelligence, medical fitness along with psychological and emotional well-being of the person. The process ensures that the person can handle the change in atmospheric pressure, i.e. being in the air, underwater or on the field as per their job requirements.

Meanwhile, it also guarantees That the person just capable of handling himself despite being provided with the armed instruments (Hamza et al 2021)

- **Training and Development**

Another function of human resource management that is equally important is the training and development of personnel acquired by the organization. Where recruitment and selection ensure the acquisition of the right potential and talent for the organization, the training and development make the employees familiar with the organizational culture. The selection of the candidates is based on prerequisite education and skillset however, every organization have their own set of rules and regulations and to enhance employees' compatibility with the organizational culture, they must be made aware of those policies and trained accordingly (Putri & Sopiah 2022).

For example, an employee might know the use of word processing software or programming languages or the use of accountancy software but still they need to understand the procedures followed by their own organization to do their work efficiently. Security guards are trained on different modular systems to enhance their job capabilities in case of any external or internal interventions or threats. Their training includes acquisition of knowledge of the overall organization of an object to be protected. They have to be provided by the latest engineering and technical means of protective gears (Radzievskyi et al., 2020).

- **Compensation and Benefits**

Compensation refers towards the benefits extended to the employees as a reward or return of their services to the organization. It is the most important function of human resource management that not only helps in attracting and retaining the talent but also plays a vital role in keeping their motivation level and morale high. Compensation policies also play a significant role in the effectiveness of security personnel. Low wages and poor working conditions can demotivate employees, leading to high turnover rates and compromised security (Knight & Haslam, 2010). Research by Deery and Iverson (2005) highlights that fair compensation and job satisfaction are positively correlated with employee retention and performance in the security industry.

Revisiting HR Practices in Security Guard Agencies of Pakistan

The provision of security services has become a critical aspect of modern society, particularly in urban areas where crime rates are high. Security guard agencies play a pivotal role in ensuring the safety of individuals and

properties. However, the effectiveness of these agencies largely depends on the quality of their human resource management (HRM) practices, including recruitment, selection, training, and compensation policies (Aduda et al.,2022). The consequences of ineffective HRM practices in security guard agencies can be severe. Incidents of violence, theft, and other criminal activities involving security guards have been reported in various parts of the world (Wangara 2022). For example, a study by Johnson and Smith (2017) found that security guards who were not properly screened or trained were more likely to engage in criminal behaviour, including theft and assault.

In Pakistan, the security industry has grown rapidly due to increasing crime rates and the need for private security services. However, the HRM practices of many security guard agencies in the country are often inadequate. A study by Ahmed and Siddiqui (2018) found that many private security companies in Pakistan lack standardized recruitment processes, with minimal background checks and no psychological evaluations. This negligence can lead to the hiring of individuals who are unfit for the job, posing a significant risk to public safety. This literature review explores the existing research on HRM practices in security guard agencies, with a focus on their implications for security outcomes, particularly in the context of Pakistan.(Hassan, 2003)

The earlier discussion has already established the importance of every function of HRM in providing the right potential as per the nature of organization. Similarly, every strategy related to design of human resource management in security guard companies should be of high consideration so that every employee is not only compatible with the objectives of the organization and complement them but also plays a role in enhancing them. However, despite the legal requirements and severity of the sector, multiple HRM practices were neglected over the years resulting in not only serious legal violations but also leading to serious and fatal repercussions as well. Below mentioned are some of the practices that are being followed by several security guard agencies and resulted in severe consequences.

The procedures followed while recruiting and selecting the right employees for the job, that would not only benefit the business in its operations but also help it grow is crucial for any business, in every industry. It is of even more importance while hiring security guards as they are assigned with high-risk and responsibility tasks—therefore, the process to ensure the selection of the correct candidates who match the criteria required for the job is essential. Private Security Companies have been operating in the country under an administrative order issued by the Ministry of Interior in 1988. The Private Security Companies Ordinance of ICT has been issued by the Federal

Government. Advertisement is given on job boards like Indeed or Askari etc. Requirements include high school diploma and some security experience.

Security guards often work in high-stress environments, which can take a toll on their mental and emotional well-being. According to Smith and Brooks (2013), the psychological stressors faced by security personnel include long working hours, exposure to violence, and poor working conditions. These stressors can lead to increased aggression, poor decision-making, and conflicts with colleagues or the public. In Pakistan, security guards are often subjected to low wages, inadequate facilities, and long shifts, which can exacerbate these stressors (Khan & Ali, 2019).(Saleem et al., 2017). The incident in Karachi, where a security guard shot and killed an 11-year-old boy wearing a monster mask, may be partly attributed to the psychological stressors faced by security personnel. The guard reportedly opened fire in response to being startled, suggesting that he may have been under significant stress due to poor working conditions and inadequate training (BBC, 2016). This highlights the need for security guard agencies to address the psychological well-being of their employees and provide them with adequate support and resources.

It has also been observed that security guards must perform their duty for at least 12 hours a day continuously, and if it is in the daytime they must bear scorching heat while standing all day long. Night time duty is comparably less harsh. According to a study conducted on the security guards employed in a university one of the biggest stressors was long working hours without any day off. They were getting tackled by administration in an inappropriate manner. Since they belonged to very poor background and had no education therefore could not do any other job (Saleem et al., 2017).

Low wages and poor working conditions are common in the industry, leading to high employee turnover and reduced job performance (Raza & Mahmood, 2020). Once successfully selected employees for the position of security guards, providing them with continuous training and developing their skillset is necessary so that they shine in their roles. By training and developing the guards, their employers are able to enhance their knowledge and awareness of new laws, protocols, and regulations so that they can act accordingly and accurately. Such effective training and development practices include on-the-job training, which is most effective and suitable for this profession as guards need hands-on experience with their duties and learn to overcome several challenges. This saves the agency's time and effort while providing insightful knowledge and experience to the guards.

Although, in Pakistan, training of private security guards is conducted in all major cities and Upon completion of the course they are given certificates and

hence are considered as government recognized certified security guards. But according to All Pakistan Security Agencies Association there are 364+ registered companies and just 40344 trained security guards. It was reported in Dawn newspaper in 2014 that there were 55,000 private security guards in Karachi exceeding the number of policemen which were 27,000 personnel at that time (Ayub, 2014). This number has increased up to 300,000 security guards working under 300 private security companies.

RESEARCH METHODOLOGY

The paper aims to identify the loopholes that exist in the current Human Resource Management systems of security guard agencies and to highlight the appropriate Human Resource practices required for them that ensures the provision of safety to the customers rather compromising it. To achieve the objective, the details of incidents during last decade were gathered where security guards were found culprit and their background reasons following qualitative review analysis. Other than the literature establishing importance of human resource management in an organization, the cases reporting security guards as a culprit in Pakistan were investigated and analyzed. The objective was to determine the loopholes in Human Resource Management of security guard agencies that pose as a threat to the organization as well as to the society.

DATA ANALYSIS

As mentioned earlier, the provision of security services has become one of the booming and most lucrative businesses in Pakistan specially Karachi. Security Services Providers is a very sensitive business that needs a lot of legal pre-requisitions because of its direct relation with the law-and-order situations. Based on the human intensive nature of the organization and the contribution of its employees required for its success, the company's focus towards personnel differentiation is of utmost importance. However, despite the additional security blanket provided, the safety of the people is still compromised that is evident by the increasing number of road snatching and street crime cases. Amongst many other factors contributing to the inefficiency of security guard companies, ignorance towards appropriate human resource management and hiring of incompetent individuals is the most important one. Several incidents in Pakistan specially in Karachi with security guards being culprits highlighted the need of in-depth research and the revisions in policy making and HR management policies. Multiple cases have been reported in the last decade where the security guards were involved in the crimes

indicating several loopholes in HR practices of their respective agencies. A series of violent incidents involving security guards across Pakistan highlights severe issues of inadequate training, low wages, and poor employer oversight. A summary of several of these incidents is provided in Table 1:

An incident was reported in 2016, where just an 11 year old boy was killed by a security. The boy sneaked up on the guard and the startled guard responded by open firing. Another incident occurred in 2017 where 2 people were shot dead of hostile firing without any clear motive identified behind the act. Tiktoker Saad Ahmed's Shooting: A similar incident occurred where the security guard got offended by a cricket-related question by a Tiktoker Saad Ahmed and shot him without warning. Many other reported in table included killing either on petty issues, personal rivalries or temperament issues. The frequency of such incidents itself becomes a matter of great concern.

Similar kind of cases have escalated over time where the short temper of security guards resulted in loss of lives. These incidents reveal a pattern of violence resulting from systemic issues in the Human Resource of security guard agencies. These issues not only cost the lives of people but also reflect the ineffectiveness of security provision by the company and ultimately the poor achievement of their vision and mission. The incidents clearly demonstrate the need of restructuring of Human Resource Management processes including recruitment & selection, training & development, compensation & benefits and nonetheless performance appraisal. The psychological and emotional health of the potential candidates along with their physical fitness should be made a fundamental component of their selection procedures.

Table 1: List of Incidents/ Guards Shooting Cases in Pakistan

DATE	PLACE	DETAILS	SOURCE NAME	REFERENCE
5/6/2024	Serena Mobile Mall, Karachi	Out of annoyance over asking about Pakistan-India match, the security guard opened fire at the young tiktoker Saad Ahmed without warning.	ARY NEWS	Security guard kills TikToker over Pakistan-India match
8/6/2024	North Karachi	The guard shot and wounded a ragpicker to death aged 17 after a quarrel, where he succumbed to his injury when being taken to the hospital	DAWN NEWS	https://www.dawn.com/news/183849
30/07/2024	DHA, Karachi	As a man was approaching his car in the early hours of the day after coming from the gym, a security guard shot him for reasons unknown	GEO NEWS	https://www.youtube.com/watch?v=807ZDwvQk
11/6/2024	Lahore	A guard kills his supervisor on terms of personal rivalry	AAJ NEWS	Another guard kills his supervisor on terms of personal rivalry
31/05/17	Begum Kot, Lahore	Two people become victims to a security guards' unanswered actions as he shot them, critically injuring, and later becoming the cause of their deaths.	ARY NEWS	https://ardnews.tv/story/10-guard-31-05-17
9/8/2024	DHA, Lahore	A guard stabs his colleague to death over a heated argument on whether or not to open the fan, later fleeing after committing the crime	THE NEWS	https://www.thenews.com.pk/story/1210968/sew-with-the-news
14/06/24	Barkat Market, Lahore	Due to strictness of employer with his employees, a security guard shot his boss out of rage, as he approached his car in the parking lot.	DUNYA NEWS	https://dunya.com/news/1799
21/03/16	Karachi	As an 11-year-old boy plays an innocent 'monster mask' trick on a security guard to have fun, he without warning shoots the boy, killing him.	BBC NEWS	https://www.bbc.com/news/world-35861315
27/03/24	Fort Abbas, Bhawalnagar	An argument over a petty issue between two petrol pump guards leads to the firing of fellow companions, leaving one injured, and killing the other.	INP NEWS	https://inps.gov.pk/news/13-anoth

Source: Authors

In Pakistan, incidents such as the killing of a TikTokker by a security guard in Karachi (Lodhi, 2024), the shooting of a 17-year-old ragpicker in North Karachi (Dawn, 2024), and the stabbing of a colleague over a trivial dispute in Lahore (The News, 2024) highlight the dangers of inadequate HRM practices. Such incidents not only undermine public trust in security agencies but also raise questions about the regulatory framework governing the industry.

Incidents involving security guards, such as the shooting of the 11-year-old boy in Karachi, can significantly impact public perception and trust in private security agencies. According to Johnson and Smith (2017), public trust in security services is closely linked to the perceived professionalism and reliability of security personnel. Incidents of violence involving security guards can undermine public confidence and raise concerns about the safety and effectiveness of private security services.

The protest staged by the boy's family and local residents in Karachi following the shooting reflects the broader public dissatisfaction with the private security industry in Pakistan (BBC, 2016). The recent killings in Karachi and Lahore highlight the need for stricter regulations and better enforcement to ensure that security guard agencies adhere to best practices in HRM. This underscores the need for security guard agencies to improve their HRM practices and address the concerns of the communities they serve.

PRACTICAL IMPLICATIONS & CONTRIBUTION TO POLICY MAKING

Based on the aforementioned discussion, the following are the recommendations that need to be adopted for the smooth execution of operations in security guard agencies, thus fulfilling their primary goal:

- ***Proposal for the Establishment of an Autonomous Regulatory Authority for the Private Security Industry in Pakistan***

The regulatory framework governing private security agencies plays a crucial role in ensuring the quality and effectiveness of security services. In many developed countries, strict regulations govern the recruitment, training, and licensing of security personnel. For example, in the United Kingdom, the Security Industry Authority (SIA) mandates that all security guards undergo thorough background checks and complete a training program before they can be licensed (SIA, 2021). Similarly, in the United States, the Private Security Officer Employment Standards Act requires security guards to meet specific training and licensing requirements (National Conference of State Legislatures, 2020).

In Pakistan, however, the regulatory framework for private security agencies is less stringent. The results endorse the fact that strict HR practices as well as laws related to recruitment, selection and training procedures of security guards need redesigning as security guards are required to ensure provision of security in society. While the government has introduced some regulations such as the registration of security guards with the police, however the compliance is often weak (Ahmed & Siddiqui, 2018). This has allowed many security guard agencies to operate without adhering to proper HRM practices, leading to incidents of violence and other security breaches.

It is recommended that an independent Regulatory Authority be established under either the Ministry of Interior (MOI) or the Ministry of Defense (MoD) to regulate the private security services industry in Pakistan. The proposed authority would focus on the following objectives:

1. Regulation and Supervision:

The authority would regulate the private security services industry in Pakistan, ensuring effective oversight of security service providers. It will balance the public and national interests while also safeguarding the legitimate interests of the private security sector.

2. Protection of Service Users:

The authority would ensure that security service providers prioritize the well-being and interests of their clients, ensuring high-quality service delivery in terms of reliability and integrity.

3. Human Resource Practices and Personnel Management:

Private security companies should adopt comprehensive human resource practices to ensure the mental, physical, and professional well-being of their personnel. These practices would include:

a. *Psychological Evaluations*

A guard must be of high emotional intelligence as well, considering the emotional intelligence of the guard must be equally important as the rest of their abilities. Such that they have the ability to remain cool, calm, and collected throughout their tasks. They must possess good control of themselves so as not to get easily provoked or subdued in critical situations, and think clearly, which would only result in successfully meeting the criteria required (Pattnaik, et

al., 2016). To ensure the mental stability of security guards, regular psychological checks should be mandatory.

b. ***Background Checks***

It is also necessary to ensure that the potential employee comes from a reliable background with no personal history or criminal records. In most private security service firms, these checks are often ignored, and applicants with unsuitable, and disturbing backgrounds are hired for jobs as security guards, which becomes an issue when they don't have the best record/ history. Security companies should verify family and criminal records to assess the background of security personnel, ensuring safety and reliability. Unfortunately, these criteria are not met in most cases throughout the selection process in many security firms throughout Pakistan. Guards are hired without inspection and assessment, with the result being the incidents mentioned above. Since the guards did not meet the standard criteria of fitness for being security guards, they were unable to do their jobs effectively and instead ended up doing the opposite.

c. ***Medical Fitness***

Guards should be lean and fit, be able to respond to the needs of the job and be quick at it. These include being both mentally and physically fit. They should have an optimal weight that supports them like their work, sharp eyesight, so that they are able to locate/spot any trouble or hindrances right away and act swiftly. They should possess quick reflexes to respond to urgent/dire situations, which would give them an edge in gaining control. Regular medical assessments should be conducted to ensure guards are fit for duty, addressing any health concerns that may affect their performance.

d. ***Training and Development***

Furthermore, the training provided to security guards in Pakistan is often insufficient. According to Khan and Ali (2019), many security guards receive only basic training, which is inadequate for handling complex security situations. This lack of training can result in poor decision-making and increased vulnerability to security breaches. Continuous professional training should be

provided to security personnel, equipping them with the necessary skills for effective service delivery.

e. ***Better Salaries and Benefits***

To ensure employee satisfaction and retention, private security companies should offer competitive salaries, benefits, and career growth opportunities. It is also found that the guards hired by these security agencies are not well-compensated for their jobs, with long work hours and low salaries starting from as low as 9000 to 18000 PKR in most agencies, they are compelled to pick up odd jobs e.g. cleaning cars, ultimately neglecting their own jobs, leading to a rise in crimes. Some are even forced to sell information regarding different households they guard, in exchange for money, as they are unable to satisfy their family's needs with their basic income—becoming a threat to the people's safety. All these activities consume their energy, making them useless for their job that requires sharp and quick reflexes.

f. ***Medical Assistance and Insurance***

With such high-risk and tedious tasks and responsibilities, security guards must be paid accordingly—a handsome salary so that their physiological and security needs are fulfilled. In addition, to keep them motivated and committed to their work, they should be offered life-insurance plans so that their families don't face issues, coverage for their long/short-term disabilities, paid vacations and leaves, and even retirement plans. Such financial and non-financial motivations help the employees to stay and do their work attentively. (Demirci & Ergen 2020). Security companies should provide medical assistance and insurance coverage to security guards in case of injury or any untoward incidents during service.

g. ***Employee Rights and Welfare***

The authority will work to protect the rights of security personnel, ensuring fair treatment, lawful employment practices, and access to mechanisms for dispute resolution. While these remain the factors to ultimate success of security guards, the number of incidents discussed earlier clearly indicates that they are not being followed. Therefore, to ensure the fulfilment of true purpose of security guard agencies, i.e. the provision of security, the compliance of the

recommendations should be made an integral part of their practices. That would not only ensure the security of people but also lead to the growth of the organization.

LIMITATIONS & RECOMMENDATIONS FOR FUTURE RESEARCH

As discussed earlier, data gathering about the incidents that occurred was a big challenge, and the reported incidents in the paper comprise those that made the news because of their extreme consequences. However, several of the others, consisting of ordinary thefts, stealing and vandalism, are left undiscussed as they are usually hidden by the agencies themselves. Addressing such minor incidents before the occurrence of a major crime will ultimately help in preventing those major accidents. A security guard agency is a commercial and non-governmental organisation they are allowed to keep a weapon. Unveiling the factors that will keep the security guards on the right track and deter them from becoming a ticking time bomb is of crucial importance.

There is a greater prospect of future studies in this sector. Multiple studies can be carried out by gathering data from the residents of such societies that are under surveillance of security guard agencies about the behaviours and attitudes of those deployed in their areas. It is also very important to study in detail the methods and procedures adopted by security guard agencies for the recruitment, selection, training and, nonetheless, the compensation of the hired personnel. Although the people are not hired by the military or armed forces of the country, adopting the practices or taking them as a benchmark will help improve the operations of these security service providers since they are researched, studied and approved by higher governmental officials and bodies.

CONCLUSION

Human resources is among the most important resources for an organisation that helps them in achieving their objectives and goals by value creation for them, whether in manufacturing or service organizations. Similarly, the employees or guards in security guard agencies play an important role in the success of their organisation by performing their assigned tasks effectively and efficiently. However, it is evident by the cases discussed earlier that the human resources employed in most of the security guard agencies in Pakistan are not at par with the standards, resulting in not only damage to the goodwill of their organisation but also a threat to society as well.

The effectiveness of security guard agencies in ensuring public safety is heavily dependent on their HRM practices. Inadequate recruitment, selection, training, and compensation policies can lead to poor performance and

increased security risks. In Pakistan, the lack of standardized HRM practices in the security industry has resulted in several incidents that highlight the need for reforms and the restructuring of the HR policies in security guard agencies. By adopting best practices in HRM, i.e. the right policy for recruitment, the most appropriate selection methods will ensure the hiring of the right, well-trained and motivated individuals that would serve as an asset for the organisation rather than jeopardising its reputation. Meanwhile, by designing and implementing stricter regulations, security guard agencies can improve their performance and contribute to a safer society.

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