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AN ANALYSIS OF THE LABOR FORCE ENGAGED IN SECURITY: TACKLING THE PROBLEM OF LABOR SHORTAGE OBSERVED IN SECURITY

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Abstract: The effects of labor can be felt all over the world. Due to globalization, the migration of qualified workforce to regions or countries where higher payments are offered has become ever so simple. As a result, clearly distinguishable regions in the world are being created. One of them will see an ample amount of workforce at its disposal. Not only will the other see a lack of qualified workforce, but it will struggle to find employees for the activities necessary for its fundamental operations. Filling upmarket positions has never caused a problem in Hungary before, and in part this is due to the great genetic pool and also to the education system that educated the graduates of recent years. Unfortunately, the negative processes that are clearly observable have reached a critical level where we can no longer find suitable employees for basic functions. Increasing the quality of the work of security employees is fundamental for the companies operating in this field. In our essay, we would like to highlight this and assess and analyze the necessity of changes from the special point of view of security.
Keywords: job description, performance assessment, efficient, recruitment, selection

1. INTRODUCTION

The current negative tendency in the labor market does not spare the field of security, either. The number of people working as security guards has decreased immensely. As a result, job-seekers can select from the job offers and migrate either for higher pay or for better working conditions. This has left a vacuum in the security labor market which has grown to such an extent that these days it is beginning to jeopardize the operation of security companies and the security of those facilities that are protected by their security services.

We were motivated to create my analysis by my doctoral thesis which deals with resource allocation in store security. One pillar of my thesis is my publication below dealing with the human factor in security, with human resources as a labor force. People constitute an active and integral part in the security systems of today, and despite the technical development - more and more processes are automated with machines and programmes - it will remain so for a long time. Therefore, the performance of security guards will influence the security level of a security system represented by them. The motivation of those working in the system, the performances they generate and their security-related qualification define the effectiveness and success of the security system. The effectiveness of a security system in case of a store can evidently be best measured by the stock results.

While working out the analysis, we will carry out a step-by-step evaluation of the place of segments in the system, and the parameters necessary for their effective functioning. We intend to draw up a solution to the problem with the following analysis.

2. JOB DESCRIPTION

A job description is inevitable for the clear analysis of a job. It clearly defines what we expect from the employees, what their obligations are and what tasks they need to perform. The job description must be in line with the values represented by the company and with the operating procedures. The job description contains fundamental information for both the employee and the employer, from aptitude tests to performance assessment.[1] In order to assess the success of the work, it is necessary to

determine the criteria. The employee needs to be clearly made aware when we are satisfied with their work and we need to establish our assessment and incentive methods in line with this. [2]

Defining the criteria: it is fundamentally characterized by reliability, validity and applicability.

1. Selection: defining the selection methods, what are the values that we define for our necessary minimum requirements regarding the employees.
2. Training: it aims to satisfy valid needs, its extent is defined by performance assessment.
3. Remuneration: bonusing methods
4. Motivation: maintaining the work performance at an optimal level.
5. Feedback: employees need feedback on the success of their performance at work. [3]

3. DESIGNING THE JOB RESPONSIBILITIES

Principally, it can be carried out in order to examine an existing job or to establish a position not yet functioning. It aims not only to increase performance but also to satisfy the employee.

≡ Collecting all the data relevant to the job, including the place and time of work, the extent of the workload, and the utilization of the individual capacity of the employee.
≡ Assessment of the data in line with the criteria. During analysis, defining the factors influencing the operation.
≡ Defining the problems after exploring negative processes.
≡ Incorporating the corrective measures into the job description.

⌕ Employers' mistakes regarding on-the-job activities

With the aim of maintaining efficiency of work or simply motivation, employees commit certain mistakes.

≡ Work rotation: people working in different jobs being regularly rotated, replaced. It is commonplace at workplaces that do not possess the necessary staff to carry out activities normally.
≡ Job enlargement: integrating more tasks into one job, with the aim of reducing the number of positions.
≡ Additional responsibilities in the job: adding further responsibilities to the existing responsibilities.
≡ Changing working time systems: application of variable working time, working from home, job sharing

⌕ Assessment of the job

Its primary function is to define the role of the job in the security system. Categorizing the jobs so that a bonus scheme can be defined later. It is inevitable for the completion of analyses later. During the analysis we need to try not to underestimate nor overestimate the position in question, since none of them is effective on the long run. An underestimated position will not be attractive and an overestimated position will not result in effective work. In a particular production system - in this case we are looking at a security system - positions need to be compared to each other. Using the classic quote: We inspect the individual jobs under the given circumstances.

Table 1. Diagram Types of job assessment (Munkapszichológia: Klein Sándor, 2003) [1]

Basis of comparison	Basis of assessment	
	The complete job	Job factors
Other jobs	Ranking	Factor-comparison method
Defined standard	Categorizing	Scoring system

Job assessment methods:

≡ Ranking: ranking employees based on certain performance criteria
≡ Categorizing jobs: weighing job position, elevating key positions
≡ Factor-comparison method: one of the most complex methods, it is necessary to be aware of and measure the effectiveness of different activities and then compare them.
≡ Scoring method: scoring the performance based on criteria, then defining the average and the bonusing of above-average performances

⌕ Performance assessment

It is important to note in connection with performance assessment that the performance of security guards is a special case. We fundamentally believe a security guard is effective if they regularly catch thieves. There are countless tasks defined in the job description of a security guard that prevent the possibility of theft ever occurring, thus increasing their performance. During our work, we often experienced customers arriving in the store with ill intentions and leaving on a whim when seeing a security guard who had previously met them and followed their movement while in the store.

Following this, we need to determine the aspects along which the effectiveness of security guards is determined. Fundamentally, effectiveness depends on two factors, efficiency and economies. [4] In our case efficiency is to be considered, as the security guards' work processes do not include economic activity. Additional descriptors are also a part of the performance assessment, such as punctuality, absenteeism, causing damages etc.

To maintain a level of security, it is inevitable for security guards to continually perform at the required level. For this, it is inevitable to measure performance both from the point of view of management and of security guards. These measurements must be systematic, constant, objective and easy to keep. A very important criterion is not to expect the security guard to carry out anything impossible. For example, we cannot expect a surveillance patrol route at night taking 1.5-2 hours to complete. In -20 degrees C they will not be able to complete it.

Performance assessment is important from various points of views. On the one hand, it motivates workers who would like to improve in their job and hone their work processes. By the way, these are the minority. On the other hand, it filters those workers in the systems who do not deserve to be members of the organization. Either because of reasons beyond their will (lack of physical, mental capacity) or intentionally (laziness, negligence, under motivation) they are not able to perform as expected. The essence of performance assessment is to let productive security guards improve, allowing for a fairer distribution of remuneration, and highlighting mistakes at work and providing help to correct them.
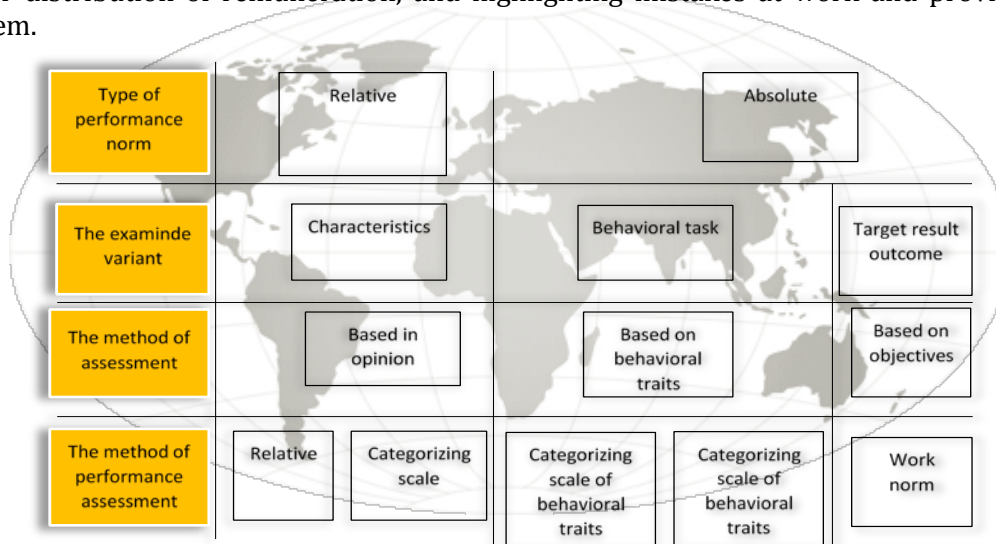

Figure 1. Diagram, (based on Farkas-Karoliny-Poór, 1994)

Performance analysis can be divided into two main groups:
1. Assessment targets: data and results from performance analysis serve as a basis for the following changes:
   a. Selection
   b. Labor force movement
   c. Compensation can be wage or non-wage type
   d. Administrative
2. Development targets: determining current strengths and weaknesses. Motivating strengths and correcting weaknesses. Helps to set future trends. [5]

Two basic forms can be distinguished:
1. Formal: characterized by regularity and consistency
2. Informal: praising, rewarding, punishing, rebuking

Formal assessment helps the company improve because of can detect errors and it is constructive. We can build on a formal assessment in the future and integrate optimized job positions into a system.

We can enhance the achievement of our organizational aims with additional information in connection with the performance assessment. We can learn about the individual needs of the employees and we can survey them for training. We can gain a picture of the individual efforts that so far have evaded our sight but we have the possibility to support them with the resources at our disposal. We may have a broader view of our employees, their current positions and developmental directions and plans. These employee-related data provide help in future workforce planning. They can be really helpful in dealing with personnel-related questions in mid- and long term planning.

⊡ **Efficient performance assessment**

The quintessence of efficient performance assessment is that it should be the most credible, most authentic in the domain where it is valid and for those involved. The people assessed should accept it as their bible and must not question its validity.

For every individual job a different assessment criterion must be set up. Efforts should be made for behavior-based measurements instead of a character-based one. Unambiguous standards must be made. [6] Assessment should be carried out at adequate intervals. Performance should be assessed once a year, except for the newly hired whom should be assessed as soon as possible. Standardization of assessment should cover the simplification of administration. Continuous application of administration speeds up the completion of the assessment and allows for continual improvements. We need to have management support in connection with the assessment. Assessors must participate in the planning process of the assessment, allowing their contribution to be more effective in case of future developmental recommendations.

The efficiency of performance assessment is fundamentally determined by the positive attitude of the participants. A prerequisite for this is that it is perceived fair, the measurements are considered accurate, and that they accept its system of values, irrespective of the positive or negative outcome of the assessment.

4. RECRUITMENT AND SELECTION

The questions of the suitability of the workforce are proofed during selection and employment.

"...everybody differs from the other regarding his natural talents, and so one is suitable for one profession, and the other is for another." Plato

By recruiting we should satisfy our fundamental need so that we can find the most suitable person for the given work process. We certainly cannot forget the fundamental paradigm which is no other than "in the given circumstances". Recruitment is carried out with a specific aim and unfortunately it has become a regular activity nowadays. In order to function, an organization needs a certain number of people with certain skills for a certain period of time. In practice it is not so complicated but certain obligatory steps cannot be omitted. The needs of the organization are aligned with the needs of the individual resulting in a ready job description, and we can start work and perform therewith. [7]

The past ten years have seen an increase in the expertise of jobs in security. More and more devices need to be operated and used simultaneously while carrying out security tasks. Headcount is decreasing with regard to a particular area or object, and technical devices replace and substitute the presence of manpower to a certain extent. Extending technical enforcement to certain tasks is often justifiable because the risk of human error can be reduced to zero.

There is nothing else to do but to determine the criteria towards applicants and then create the selection system by which I will select those from among the applicants with whom I can work together successfully.

Selection for a position is not only true for new employees but also for higher positions or also in case of retraining. In practice, training covers all the aspects of the security activities of the company, and because of this, I believe that in every case a professionally competent person can be entrusted with the design of the selection methodology, and also with the selection itself.

⊡ **Sources of recruitment**

We can distinguish four fundamental sources. Employees of the company, employees of competitors, new entrants to the labor market, and job-seekers.

Table 2. Diagram based on Klein Sándor: Vezetés és Szervezet pszichológia [2]

	Advantages	Disadvantages
Internal sources	Knowledge, quick, motivating	A middling solution, continuous replacement starts
Competition	"new blood", the most suitable candidate	Time consuming, expensive, new conflicts
New entrants to the profession	Cheap, talented youth	Training time increases, training costs increase, work morale changes
Job-seeker	Cheap, motivated worker	Training costs increase, demoralizing for co-workers

⊡ **Recruiting methods**

≡ Calling back an old employee: employees laid off are worth contacting, because they already have knowledge of the job and so training is shorter.

≡ Advertising: nowadays this is the most popular and most successful activity. A job description that is drawn-up perfectly from a professional point of view can greatly contribute to successful recruitment.

- ≡ Off the street: a negligible percentage of new entrants arrive this way.
- ≡ System of internal recommendations: we can give bonuses to our own employees if they can bring in suitable workforce into our organization.
- ≡ Employment agencies: low wages and hourly pay in security do not really allow for the application of professional employment agencies.
- ≡ Temporary agency work: temporary work agencies may be applied mainly in case of seasonal work as we do not need to trouble ourselves with the continuing employment of the employee.
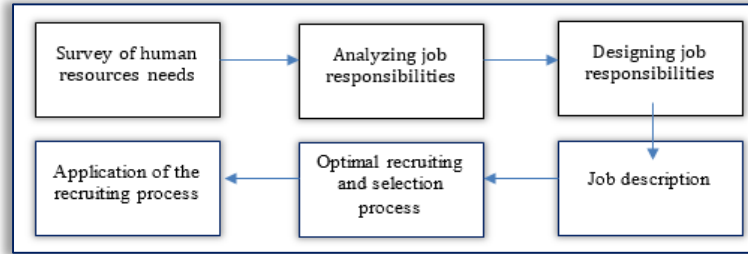

Figure 2. Diagram Human resources design process, (Own design)

5. QUOTES

People have long internalized it and no longer see it as a pressure from above, but rather as a moral obligation, to obey a prohibition. Law-abiding behavior is strengthened by community spirit in people, if somebody gets caught they will bear a stigma for the whole of their life.

6. SUMMARY

Security guards serving in security play an important role in the high-quality operation of a security system. Designing, defining and harmonizing the job responsibilities require extraordinary care. The authentic measuring, assessment of the performance generated at work and providing feedback to the worker is inevitable for companies providing manned guarding services. In order to complete our contractual obligations that we undertook when agreeing to provide a service, we need to find quality workforce that meet the requirements. The first step in this is recruiting, through which we can find those individuals who can satisfy the requirements by adapting to the circumstances. Then selection and training for certain positions take place.

The multi-factor segmentation of security and security technology require extraordinary care and complex thinking from those who carry out designing, performance assessment and organizational tasks.

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