

JOB SATISFACTION OF PRIVATE SECURITY GUARDS

Esin KARACAN*

Abstract: Every other day, new needs and new employment areas became a current issue in the world. The employment of private security guards in the working life is one of the important employment areas recently. However, as in many other fields of employment, certain problems in the working environment also exist in this area. With the phenomenon of globalization, economical, political and socio-psychological situations questioned in many fields, brings forth the questionings on the subject of employment. The satisfaction of the employees from their work, in other words job satisfaction, is important both for the workers to fulfill the needs of their work properly and for the workplace to create a ground for a more productive work.

In this study, too, information is given about the job satisfaction of the workers, which becomes important day by day and becomes the focus of attention both in academic environment and in practice by increasing its actuality with the phenomenon of globalization. In this respect, first of all general information about the job satisfaction is given and later on a survey on the job satisfaction of private security guards is bestowed. In this study, which is carried out in the district of Kocaeli, comments were made in the framework of the data obtained from the private security guards' job satisfaction on various topics, and job satisfaction levels of the private security guards are tried to be measured by various criteria.

Key words: Job satisfaction, job satisfaction levels, private security guards.

Introduction

Security and safety are among the most prominent basic needs of men from the ancient times. People managed to place scientific, technological advances and living conditions to healthier standards after providing security and safety which are the basic needs of people.

* Yrd.Doç.Dr., Kocaeli Üniversitesi, Hereke Ömer İsmet Uzunyol MYO öğretim üyesi.

The growth of societies, complexity of urban life, the changes in the business areas, and rapid advancement of the technology required the transfer of some services provided by the security forces to private security and the provision of some services by private contractors. In developed countries, the security of private areas is provided by private security guards. Private security services, which became an important sector in developed countries, have been set in our country in order to reduce the burden of the police and to meet the demand for the safety of life and property (Balkır and Çolak, 2005: 257).

In organizations, employees have psycho-social needs, desires, goals and objectives other than physiological needs and social security. In organizations, people are not only satisfied financially and physically; but also they want to be satisfied psycho-socially and they want to meet their needs, and to seize their goals and objectives. Organizations work in order to meet the needs of their employees and to satisfy them. People, who do not achieve their goals and objectives and who do not meet their needs are doomed to be inefficient and they fail (Genç, 2004: 239).

Private security guards and their employment are among the subjects that we begin to hear very often recently. On the other hand, the job satisfaction of the guards employed in this field is yet another subject that requires focus of attention. Guards' job satisfaction, in other words their gratification is important in terms of the efficiency of the employer organization. The increase in "the importance attached to the employee" which becomes prominent with the phenomenon of globalization draws managers' attention to this subject and on the other hand causes an increase in the number of studies in academic environment.

1. Overview Of Concepts

1.1. Private Security

Private security can be defined as the set of any measures to protect and to ensure safety against sabotage, fire, theft, robbery, looting, destruction, detention from work, health and body integrity of the workers to public or private institutions and organizations which contribute to national economy or to the state's warpower and whose partial or complete destruction, damage or temporary detention from work delivers negative results to national security and social life (Meriçli, 2004: 30).

The history of private security is not too distant; it is a new emerging field of human resource employment. From necessity, the number of private security companies increased daily and they emerged as a new source of employment. Private security guards who are employed began to work after receiving a specialized training and providing the sufficient conditions. Private security guards undertake a difficult task in terms of working conditions; because they are on duty to maintain the safety of both themselves, people's lives and the property that they protect against the dangers that are likely to raise or that has emerged and to prevent and defend against threats and attacks. In order to carry out their jobs efficiently, the private security guards who undertake this difficult task, physiological, economical and social aspects of the demands and needs need to be fulfilled, that is to say they need to attain job satisfaction. Therefore, managers of private security guards should be knowledgeable about the levels of job satisfaction and should perform the practices that will increase job satisfaction.

1.2. Job Satisfaction

Each employee has a mental attitude that is developed overtime relating to work and workplace relations. In the formation of this mental attitude employees' knowledge about their own work, their attitudes towards the results and conditions of the business environment plays a significant role. This attitude can be negative as well as positive. In other words, if the mental condition of the employee as a result of his work experience is positive, this is called job satisfaction; but if it is negative it can be described as job dissatisfaction (Barutçugil, 2004: 388).

Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work (Davis and Newstrom, 1989:176). Locke (1976) describes job satisfaction as a positive emotional state in which people attaches importance to their own work or to their business life (Coşkuner: 78). Vroom (1964) states that job satisfaction expresses an affective attitude and orientation towards one's work; person's positive attitude towards work indicates that there is a job satisfaction and person's negative attitude reflects that there is low or no job satisfaction (as cited in Özgüven, 2003: 127).

Job satisfaction is the result of evaluation of person's job and what they provide from it. The factors that took part in this evaluation are subsistence, spiritual and social needs that are fulfilled by the organization. Job satisfaction is a sense of pleasure or positive

feelings emerged from the needs of the person that are expected to be met by the organization (Basaran, 2004: 386).

Job satisfaction occurs when characteristics of the job and the demands of the staff complies each other. The more this harmony takes place, the higher will be the job satisfaction. Managers often demand from workers to increase their performance and to work in a more productive level. Managers who understand modern management are aware of the fact that, the staff will be happy and productive if their needs are fulfilled, if they are motivated and satisfied with their jobs (Ozgen et al., 2005: 350).

There are three key components of our definition of job satisfaction: values, importance of values, and perception. First, job satisfaction is a function of values. In his 1976 review, Locke defined values as “what a person consciously or unconsciously desires to obtain.” Locke, however, distinguished between values and needs. Needs, he said, are best thought of as “objective requirements” of the body that are essential for maintaining life, such as the needs for oxygen and for water. Values, on the other hand, are “subjective requirements” that exist in the person’s mind. Needs are innate, and all people have the same needs. People learn values, however, and thus their values differ widely. The second important component of our job satisfaction is importance. People differ not only in the values they hold but in the importance they place on those values, and these differences are critical in determining the degree of their job satisfaction. On person may value job security above all else. Another may be most concerned with the opportunity to travel. Yet another person may be most interested in doing work that is fun or that helps others. The last important component of our definition of job satisfaction is perception. Satisfaction is based on our perception of the present situation and our values. That is, will the job help me obtain what I want? Remember that perceptions may not be completely accurate reflections of objective reality. When they are not, we must look at the person’s perception of the situation-not the actual situation-to understand her reactions (Wagner III and Hollenbeck, 1992:245).

Job satisfaction can be defined as happiness provided by financial interests obtained from the job, the pleasure taken from the colleagues and the production of an artifact. If people see the result of their work concretely, the pride of workmanship will be a great source of satisfaction for them (Eren, 2004: 202).

Job satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. These outcomes have different values for different people because people differ in the importance they attach to job outcomes. For some

people, responsible and challenging work may have neutral or even negative value. For others, such work account for different levels of job satisfaction for essentially the same job tasks (Ivancevich and Matteson, 1990:480).

The factors that affect job satisfaction are composed of personal factors and organizational factors. Personal factors pertain to a person's education, physical and psychological status, age, gender, marital status and seniority. Organizational factors are composed of the quality and quantity work; promotion opportunities, the physical conditions of the workplace, tools and equipment used in the workplace, the form of management, labor relations, salary, etc.

In interviews with employees, Herzberg found that when people felt dissatisfied about their jobs, they were concerned with the conditions that surrounded the jobs. These maintenance factors involved the environment and conditions in which work was accomplished. Maintenance factors do not involve the nature of the work itself and are not an intrinsic part of a job. Maintenance factors include physical working conditions, job security, company policies and administration, social and interpersonal relations, and pay and economic benefits (Costley and Todd, 1991:183).

An important part of the work environment is the social interaction that takes place among employees. Social needs are satisfied in organizations through both formal and informal group interaction. However, interpersonal relations can cause conflict and dissatisfaction when workers clash over job-related factors such as work load, pay and advancement (Costley and Todd, 1991:186).

2. Research Methodology

2.1. The Aim of the Study

The aim of this study is to put forward the job satisfaction levels of private security guards in terms of personal and organizational factors.

2.2. Benefits of the Study

Employees' adoption of organizational goals and values provide a significant contribution to the productivity of that organization. Employees with higher job satisfaction will adopt organizational goals and values, so that there will be an increase

in the efficiency and productivity of the organization. While this study will show the job satisfaction levels of private security guards, it will also reveal which factors and situations are important for the managers. This study will also reveal what should be done both to obtain productivity at work and to raise the job satisfaction of the workers.

2.3. The Limits and Constraints of the Study

This study is limited to six private security companies that employ private security guards in Kocaeli region. The demographical information was limited in the survey forms in order not to reveal the identities of the employees.

2.4. Data Collection and Reliability Analysis Method

In this study a total of 106 people from 6 different private security companies in Kocaeli region were responded to the questionnaire. The questionnaires were delivered in envelopes and information is given to each participant on how to fill out the questionnaire. Later on completed questionnaires were collected in closed envelopes. In the questionnaire, there were 6 questions to determine the demographical characteristics of the employees and 17 questions were about their job satisfaction. The answering scale was composed of "completely disagree", "disagree", "undetermined", "agree" and "completely agree" for all the questions.

Analyses were performed by SPSS. During the analyses the Pearson Correlation, Chi-square and ANOVA tests were applied. Significance level was determined as 5 percent ($\alpha = 0.05$) and for the results below this level are specified as "statistically significant".

3. Analysis And Interpretation

3.1. Findings

Demographical Findings

A total of 106 people, 24 female and 82 male, participated to this study. The age, marital status, and education levels of the participants are indicated in the table below.

Accordingly, it can be said that the participants (48.1 percent) are between the ages 21-25 and they are unmarried (64.2 percent).

Table 1:

		GENDER				Total	
		Woman		Man			
		n	%	n	%	n	%
Age	18-20	4	16,7%	4	4,9%	8	7,5%
	21-25	13	54,2%	38	46,3%	51	48,1%
	26-30	6	25,0%	32	39,0%	38	35,8%
	31 and above	1	4,2%	8	9,8%	9	8,5%
Marital Status	Married	3	12,5%	35	42,7%	38	35,8%
	Bachelor	21	87,5%	47	57,3%	68	64,2%
Education	High School	21	87,5%	78	95,1%	99	93,4%
	Vocational School	2	8,3%	3	3,7%	5	4,7%
	University	1	4,2%	1	1,2%	2	1,9%

In terms of education high-school graduates in both men and women constitute the vast majority (93.4 percent). In addition, 12.7 percent of women, 4.9 percent men received undergraduate and graduate education.

Table 2: Feeling Safe Against Dangers That Might Occur

	Totally Disagree		Disagree		Indetermined		Agree		Totally Agree		Median	Average
	n	%	n	%	n	%	n	%	n	%		
I feel safe against dangers	29	27,4%	12	11,3%	30	28,3%	24	22,6%	11	10,4%	3	3

Nearly one-third of the respondents (28.3 percent) are indecisive about their safety in their workplace; and again nearly the same majority of respondents declared that they do not feel safe at their workplaces 27.4 percent). Even though there is a significant relation between them, there is an inverse correlation between professional experience and trust, when the unique dynamics of the profession is taken into account. It can be said that the more experience in the profession, the more cold-blooded became the employers. ($p < 0.05$)

Tablo 3:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	1	12,5%	0	0,0%	5	62,5%	2	25,0%	0	0,0%	-0,14	0,149	0,235
	21-25	11	21,6%	5	9,8%	14	27,5%	15	29,4%	6	11,8%			
	26-30	14	36,8%	6	15,8%	9	23,7%	6	15,8%	3	7,9%			
	31 and above	3	33,2%	1	11,1%	2	22,2%	1	11,1%	2	22,4%			
Gender	Woman	0	0,0%	1	4,2%	9	37,5%	11	45,8%	3	12,5%	-0,36	0,001	0,000
	Man	29	35,4%	11	13,4%	21	25,6%	13	15,9%	8	9,8%			
Marital Status	Married	12	31,6%	7	18,4%	10	26,3%	5	13,2%	4	10,5%	0,13	0,243	0,159
	Bachelor	17	25,0%	5	7,4%	20	29,4%	19	27,9%	7	10,3%			
Education	High School	29	29,3%	11	11,1%	27	27,3%	23	23,2%	9	9,1%	0,16	0,501	0,235
	Undergraduate	0	0,0%	1	20,0%	2	40,0%	1	20,0%	1	20,0%			
	Graduate	0	0,0%	0	0,0%	1	50,0%	0	0,0%	1	50,0%			
Years of Work	0-2	15	19,7%	8	10,5%	21	27,6%	21	27,6%	11	14,5%	-0,30	0,153	0,003
	3-5	11	44,0%	4	16,0%	8	32,0%	2	8,0%	6	0,0%			
	6-8	2	66,7%	0	0,0%	1	33,3%	0	0,0%	3	0,0%			
	9 and above	1	50,0%	0	0,0%	0	0,0%	1	50,0%	2	0,0%			

There is a correspondence between the expectancy of negative correlation relating to the dangers that will occur in the workplace between men and women. It is statistically significant that men would feel safer than women. ($p < 0.05$)

Table 4: Level of Wages

I find my salary satisfactory	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	36	32	18	16	4	106	1	2
Percent	34,0	30,2	17,0	15,1	3,8	100,0		

64 percent of security guards do not find their salary satisfactory. The amount of security guards who find their salaries satisfactory do not exceed 20 percent. An explicit and statistically significant relation between salaries and the variables of age, gender, marital status and education could not be established.

Table 5:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	1	12,5%	7	87,5%	0	,0%	0	,0%	0	,0%	0,029	0,106	0,061
	21-25	16	31,4%	16	31,4%	9	17,6%	8	15,7%	2	3,9%			
	26-30	17	44,7%	7	18,4%	7	18,4%	6	15,8%	1	2,6%			
	31 and above	2	22,2%	2	22,2%	2	22,2%	2	22,2%	1	11,1%			
Gender	Woman	4	16,7%	10	41,7%	4	16,7%	6	25,0%	0	,0%	-0,15	0,122	0,123
	Man	32	39,0%	22	26,8%	14	17,1%	10	12,2%	4	4,9%			
Medeni Durum	Married	16	42,1%	8	21,1%	8	21,1%	4	10,5%	2	5,3%	0,074	0,338	0,6
	Bachelor	20	29,4%	24	35,3%	10	14,7%	12	17,6%	2	2,9%			
Eğitim	High School	35	35,4%	29	29,3%	16	16,2%	15	15,2%	4	4,0%	0,067	0,9	0,347
	Undergraduate	1	20,0%	2	40,0%	1	20,0%	1	20,0%	0	,0%			
	Graduate	0	,0%	1	50,0%	1	50,0%	0	,0%	0	,0%			
Years of Work	0-2	22	28,9%	25	32,9%	13	17,1%	13	17,1%	3	3,9%	-0,13	0,041	0,434
	3-5	12	48,0%	7	28,0%	4	16,0%	2	8,0%	0	,0%			
	6-8	2	66,7%	0	,0%	1	33,3%	0	,0%	0	,0%			
	9 and above	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			

Especially the answers given by the participants to the satisfaction of salary are significant due to the years of work. Although the relation between years of work and salary satisfaction is negative oriented and weak; the staff with fewer years of work has a growing satisfaction. (p <0.05)

Table 6: Possibility of Promotion

There is a possibility of promotion in my job	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	22	11	26	32	15	106	4	3
Percent	20,8	10,4	24,5	30,2	14,2	100,0		

Security guards believe that there is a possibility of promotion in their jobs. 44.6 percent of security guards stated a positive opinion on this issue, however 31.2 percent expressed a negative opinion and 24.5 percent were undetermined.

Table 7:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	1	12,5%	5	62,5%	2	25,0%	0	,0%	0,089	0,008	0,004
	21-25	9	17,6%	7	13,7%	12	23,5%	18	35,3%	5	9,8%			
	26-30	12	31,6%	3	7,9%	9	23,7%	9	23,7%	5	13,2%			
	31 and above	1	11,1%	0	,0%	0	,0%	3	33,3%	5	55,6%			
Gender	Woman	1	4,2%	4	16,7%	7	29,2%	6	25,0%	6	25,0%	-0,161	0,77	0,077
	Man	21	25,6%	7	8,5%	19	23,2%	26	31,7%	9	11,0%			
Marital Status	Married	8	21,1%	6	15,8%	8	21,1%	11	28,9%	5	13,2%	0,05	0,729	0,739
	Bachelor	14	20,6%	5	7,4%	18	26,5%	21	30,9%	10	14,7%			
Education	High School	22	22,2%	8	8,1%	24	24,2%	31	31,3%	14	14,1%	-0,033	0,01	0,003
	Undergraduate	0	,0%	1	20,0%	2	40,0%	1	20,0%	1	20,0%			
	Graduate	0	,0%	2	100,0%	0	,0%	0	,0%	0	,0%			
Years of Work	0-2	13	17,1%	6	7,9%	20	26,3%	25	32,9%	12	15,8%	-0,16	0,53	0,428
	3-5	8	32,0%	4	16,0%	6	24,0%	6	24,0%	1	4,0%			
	6-8	1	33,3%	1	33,3%	0	,0%	1	33,3%	0	,0%			
	9 and above	0	,0%	0	,0%	0	,0%	0	,0%	2	100,0%			

Especially high school graduates expect a promotion in their jobs. University graduates do not believe that they will receive a promotion in this profession. Undergraduates show a similar tendency with high school graduates in this subject. ($p < 0.05$) However there are security guards who believe that they will be promoted in their jobs as they get older. ($p < 0.05$)

Table 8: Appreciation

Those who are successful are appreciated	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	22	10	33	22	19	106	3	3
Percent	20,8	9,4	31,1	20,8	17,9	100,0		

There is a general belief that those who are successful are appreciated, however it is noteworthy that a majority 31.1 percent is undetermined, and this majority is statistically significant. Even though the participants who hold positive opinions are nearly 40 percent, the number of participants who hold the undetermined position is an important result ($P < 0.05$).

Table 9:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	2	25,0%	3	37,5%	2	25,0%	1	12,5%	0,031	0,116	0,036
	21-25	9	17,6%	6	11,8%	16	31,4%	13	25,5%	7	13,7%			
	26-30	12	31,6%	2	5,3%	12	31,6%	6	15,8%	6	15,8%			
	31 and above	1	11,1%	0	,0%	2	22,2%	1	11,1%	5	55,6%			
Gender	Woman	1	4,2%	6	25,0%	6	25,0%	4	16,7%	7	29,2%	-0,13	0,005	0,004
	Man	21	25,6%	4	4,9%	27	32,9%	18	22,0%	12	14,6%			
Marital Status	Married	8	21,1%	3	7,9%	14	36,8%	6	15,8%	7	18,4%	0,023	0,83	0,838
	Bachelor	14	20,6%	7	10,3%	19	27,9%	16	23,5%	12	17,6%			
Education	High School	22	22,2%	6	6,1%	31	31,3%	22	22,2%	18	18,2%	-0,091	0,001	0,000
	Undergraduate	0		2	40,0%	2	40,0%	0	,0%	1	20,0%			
	Graduate	0		2	100,0%	0	,0%	0	,0%	0	,0%			
Years of Work	0-2	13	17,1%	9	11,8%	18	23,7%	20	26,3%	16	21,1%	-0,197	0,147	0,031
	3-5	8	32,0%	1	4,0%	12	48,0%	2	8,0%	2	8,0%			
	6-8	1	33,3%	0	,0%	2	66,7%	0	,0%	0	,0%			
	9 and above	0	,0%	0	,0%	1	50,0%	0	,0%	1	50,0%			

High school graduates show an undetermined attitude towards appreciation of their work. There seems to be a negative oriented significant relation between the appreciation and education ($p < 0.05$). Similarly, there is a negative oriented and relatively stronger relation between the years of work and the sense of appreciation. ($p < 0.05$)

Table 10: Job Enjoyment

I enjoy doing my job	No Answer	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	1	3	6	14	47	35	106	4	4
Percent	,9	2,8	5,7	13,2	44,3	33,0	100,0		

77.3 percent of the respondents expressed that they love their jobs. Although there is no statistically significance between the parameters, majority of the participants enjoy their jobs.

Table 11:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	1	12,5%	0	,0%	5	62,5%	2	25,0%	0,08	0,743	0,291
	21-25	1	2,0%	3	5,9%	6	11,8%	25	49,0%	15	29,4%			
	26-30	2	5,3%	2	5,3%	7	18,4%	15	39,5%	12	31,6%			
	31 and above	0	,0%	0	,0%	1	11,1%	2	22,2%	6	66,7%			
Gender	Woman	1	4,2%	2	8,3%	2	8,3%	9	37,5%	10	41,7%	-0,072	0,781	0,793
	Man	2	2,4%	4	4,9%	12	14,6%	38	46,3%	25	30,5%			
Marital Status	Married	2	5,3%	2	5,3%	6	15,8%	15	39,5%	13	34,2%	0,021	0,783	0,795
	Bachelor	1	1,5%	4	5,9%	8	11,8%	32	47,1%	22	32,4%			
Education	High School	3	3,0%	6	6,1%	14	14,1%	41	41,4%	34	34,3%	0,002	0,841	0,377
	Undergraduate	0	,0%	0	,0%	0	,0%	4	80,0%	1	20,0%			
	Graduate	0	,0%	0	,0%	0	,0%	2	100,0%	0	,0%			
Years of Work	0-2	1	1,3%	4	5,3%	9	11,8%	35	46,1%	26	34,2%	-0,062	0,791	0,906
	3-5	2	8,0%	2	8,0%	5	20,0%	10	40,0%	6	24,0%			
	6-8	0	,0%	0	,0%	0	,0%	2	66,7%	1	33,3%			
	9 and above	0	,0%	0	,0%	0	,0%	0	,0%	2	100,0%			

Table 12: Relations with Superiors

My relation with my superior is good	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	2	1	8	58	37	106	4	4
Percent	1,9	0,9	7,5	54,7	34,9	100,0		

90 percent of the participants stated a positive opinion about their relation with their superiors. According to this result, which we evaluate as statistically significant, the security guards have good relations with their superiors. ($p < 0.05$)

Table 13:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	1	12,5%	0	,0%	0	,0%	6	75,0%	1	12,5%	0,204	0,007	0,014
	21-25	0	,0%	0	,0%	3	5,9%	35	68,6%	13	25,5%			
	26-30	0	,0%	1	2,6%	5	13,2%	15	39,5%	17	44,7%			
	31 and above	1	11,1%	0	,0%	0	,0%	2	22,2%	6	66,7%			
Gender	Woman	0	,0%	0	,0%	0	,0%	13	54,2%	11	45,8%	-0,174	0,369	0,379
	Man	2	2,4%	1	1,2%	8	9,8%	45	54,9%	26	31,7%			
Marital Status	Married	1	2,6%	1	2,6%	5	13,2%	16	42,1%	15	39,5%	0,017	0,164	0,167
	Bachelor	1	1,5%	0	,0%	3	4,4%	42	61,8%	22	32,4%			
Education	High School	2	2,0%	1	1,0%	5	5,1%	55	55,6%	36	36,4%	-0,197	0,004	0,132
	Undergraduate	0	,0%	0	,0%	3	60,0%	1	20,0%	1	20,0%			
	Graduate	0	,0%	0	,0%	0	,0%	2	100,0%	0	,0%			
Years of Work	0-2	1	1,3%	0	,0%	3	3,9%	48	63,2%	24	31,6%	0,011	0,094	0,02
	3-5	1	4,0%	1	4,0%	4	16,0%	10	40,0%	9	36,0%			
	6-8	0	,0%	0	,0%	1	33,3%	0	,0%	2	66,7%			
	9 and above	0	,0%	0	,0%	0	,0%	0	,0%	2	100,0%			

As the age of the participants get older, the number of positive answers relating to the good relations with the superiors increases. There is a relatively strong and positive oriented statistically significant relation. Similarly, there is a positive statistically significant relation between the years of work and relation with the superiors, even though it is weak. According to this finding, age and years of experience in profession is reflected positively to the relations with the superiors. (P<0.05)

Table 14: Taking Initiative

When necessary I can take initiatives	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	11	20	23	37	15	106	4	3
Percent	10,4	18,9	21,7	34,9	14,2	100,0		

50 percent of the participants told that they took initiative when it is necessary. Taking initiative emerges more due to the age among the security guards. (p <0.05)

Table 15:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	1	12,5%	1	12,5%	2	25,0%	4	50,0%	0	,0%	0,238	0,15	0,012
	21-25	7	13,7%	10	19,6%	13	25,5%	18	35,3%	3	5,9%			
	26-30	3	7,9%	9	23,7%	7	18,4%	11	28,9%	8	21,1%			
	31 and above	0	,0%	0	,0%	1	11,1%	4	44,4%	4	44,4%			
Gender	Woman	1	4,2%	2	8,3%	7	29,2%	9	37,5%	5	20,8%	-0,166	0,307	0,315
	Man	10	12,2%	18	22,0%	16	19,5%	28	34,1%	10	12,2%			
Marital Status	Married	5	13,2%	8	21,1%	5	13,2%	12	31,6%	8	21,1%	-0,035	0,312	0,321
	Bachelor	6	8,8%	12	17,6%	18	26,5%	25	36,8%	7	10,3%			
Education	High School	11	11,1%	18	18,2%	23	23,2%	33	33,3%	14	14,1%	0,078	0,544	0,40
	Undergraduate	0	,0%	2	40,0%	0	,0%	2	40,0%	1	20,0%			
	Graduate	0	,0%	0	,0%	0	,0%	2	100,0%	0	,0%			
Years of Work	0-2	9	11,8%	14	18,4%	18	23,7%	26	34,2%	9	11,8%	0,124	0,429	0,237
	3-5	2	8,0%	5	20,0%	5	20,0%	10	40,0%	3	12,0%			
	6-8	0	,0%	1	33,3%	0	,0%	0	,0%	2	66,7%			
	9 and above	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			

There is a relatively strong positive oriented relation between age and initiative. The older the guards, the more initiative they take. (p <0.05)

Table 16: Loyalty to Uniforms

My uniform is valuable for me	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	3	2	14	43	44	106		
Percent	2,8	1,9	13,2	40,6	41,5	100,0	5	4

Survey respondents see their uniforms as valuable. An important majority (82.1 percent) stated that they care about their uniforms. Especially, the loyalty to the uniform increases as the years of service increases. (p <0.05)

Table 17:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	0	,0%	0	,0%	3	37,5%	5	62,5%	-0,052	0,321	0,227
	21-25	0	,0%	1	2,0%	6	11,8%	26	51,0%	18	35,3%			
	26-30	2	5,3%	1	2,6%	8	21,1%	11	28,9%	16	42,1%			
	31 and above	1	11,1%	0	,0%	0	,0%	3	33,3%	5	55,6%			
Gender	Woman	0	,0%	1	4,2%	1	4,2%	9	37,5%	13	54,2%	-0,159	0,295	0,303
	Man	3	3,7%	1	1,2%	13	15,9%	34	41,5%	31	37,8%			
Marital Status	Married	2	5,3%	2	5,3%	7	18,4%	11	28,9%	16	42,1%	-0,09	0,091	0,091
	Bachelor	1	1,5%	0	,0%	7	10,3%	32	47,1%	28	41,2%			
Education	High School	3	3,0%	2	2,0%	11	11,1%	42	42,4%	41	41,4%	-0,054	0,178	0,586
	Undergraduate	0	,0%	0	,0%	3	60,0%	0	,0%	2	40,0%			
	Graduate	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			
Years of Work	0-2	0	,0%	1	1,3%	6	7,9%	36	47,4%	33	43,4%	-0,176	0,017	0,034
	3-5	3	12,0%	1	4,0%	7	28,0%	7	28,0%	7	28,0%			
	6-8	0	,0%	0	,0%	1	33,3%	0	,0%	2	66,7%			
	9 and above	0	,0%	0	,0%	0	,0%	0	,0%	2	100,0%			

There are statistically significant results that the perception of uniforms is very strong in early years of work, this perception began to decline a bit as years go by.

Table 18: Adequacy of Equipment

I have adequate tools and equipments to fulfill my duty	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	25	17	30	19	15	106	3	3
Percent	23,6	16,0	28,3	17,9	14,2	100,0		

Security guards have concerns about the adequacy of their equipment while they perform their job. Statistically significant results emerged as this question is evaluated in terms of age, gender, and years of work. 39.6 percent states that they have inadequate tools and equipment while 28 percent are undetermined.

Table 19:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	1	12,5%	4	50,0%	2	25,0%	1	12,5%	0	,0%	0,107	0,000	0,000
	21-25	9	17,6%	7	13,7%	22	43,1%	9	17,6%	4	7,8%			
	26-30	14	36,8%	4	10,5%	6	15,8%	9	23,7%	5	13,2%			
	31 and above	1	11,1%	2	22,2%	0	,0%	0	,0%	6	66,7%			
Gender	Woman	1	4,2%	5	20,8%	9	37,5%	3	12,5%	6	25,0%	-0,194	0,051	0,049
	Man	24	29,3%	12	14,6%	21	25,6%	16	19,5%	9	11,0%			
Marital Status	Married	10	26,3%	6	15,8%	8	21,1%	7	18,4%	7	18,4%	-0,018	0,725	0,735
	Bachelor	15	22,1%	11	16,2%	22	32,4%	12	17,6%	8	11,8%			
Education	High School	25	25,3%	16	16,2%	28	28,3%	17	17,2%	13	13,1%	0,173	0,591	0,586
	Undergraduate	0	,0%	1	20,0%	1	20,0%	1	20,0%	2	40,0%			
	Graduate	0	,0%	0	,0%	1	50,0%	1	50,0%	0	,0%			
Years of Work	0-2	14	18,4%	15	19,7%	22	28,9%	14	18,4%	11	14,5%	-0,075	0,041	0,205
	3-5	9	36,0%	2	8,0%	8	32,0%	4	16,0%	2	8,0%			
	6-8	2	66,7%	0	,0%	0	,0%	1	33,3%	0	,0%			
	9 and above	0	,0%	0	,0%	0	,0%	0	,0%	2	100,0%			

In terms of gender, men exhibit a more concerned attitude than women on the subject of equipment. There has already been a relatively strong negative oriented relation according to gender. ($p < 0.05$) In terms of age, these concerns are higher with the increasing age. As the age of the participants increase they are inclined to think that their tools and equipment are insufficient. Even though it is weak, there is a statistically significant and positive oriented relation between the age and the adequacy of tools and equipment. ($p < 0.05$) However, contrary to the criterion of age, years of work and experience delivers a statistically significant but negative oriented relation. According to this data, when years of work and experience increase, and the sensitivity towards the inadequacy of tools and equipment is replaced by experience. ($p < 0.05$)

Table 20: Suggestions That are Taken into Account

My suggestions are taken into account by my superiors	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	7	9	30	43	17	106	4	4
Percent	6,6	8,5	28,3	40,6	16,0	100,0		

The employees are of the same opinion on the receipt of their suggestions by their superiors to a great extent. 56.6 percent of the participants stated a favorable opinion on this issue. From this perspective, point of view of employees is more positive on superior-subordinate-relations.

Table 21:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	1	12,5%	3	37,5%	4	50,0%	0	,0%	0,089	0,034	0,008
	21-25	2	3,9%	2	3,9%	18	35,3%	23	45,1%	6	11,8%			
	26-30	4	10,5%	6	15,8%	9	23,7%	13	34,2%	6	15,8%			
	31 and above	1	11,1%	0	,0%	0	,0%	3	33,3%	5	55,6%			
Gender	Woman	0	,0%	0	,0%	6	25,0%	12	50,0%	6	25,0%	-0,239	0,134	0,136
	Man	7	8,5%	9	11,0%	24	29,3%	31	37,8%	11	13,4%			
Marital Status	Married	3	7,9%	5	13,2%	10	26,3%	13	34,2%	7	18,4%	0,051	0,635	0,647
	Bachelor	4	5,9%	4	5,9%	20	29,4%	30	44,1%	10	14,7%			
Education	High School	7	7,1%	7	7,1%	29	29,3%	41	41,4%	15	15,2%	0,022	0,295	0,428
	Undergraduate	0	,0%	2	40,0%	1	20,0%	1	20,0%	1	20,0%			
	Graduate	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			
Years of Work	0-2	4	5,3%	4	5,3%	23	30,3%	33	43,4%	12	15,8%	-0,074	0,075	0,149
	3-5	3	12,0%	4	16,0%	7	28,0%	9	36,0%	2	8,0%			
	6-8	0	,0%	1	33,3%	0	,0%	1	33,3%	1	33,3%			
	9 and above	0	,0%	0	,0%	0	,0%	0	,0%	2	100,0%			

However, the view that superiors listen to the suggestions of the subordinates is associated with age. As the subordinates get older their suggestions are taken into account more seriously, and subordinates perceive it as such. (p <0.05)

Table 22: Permissions

I can easily take permission from my workplace.	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	7	14	40	32	12	106	3	3
Percent	6,6	13,2	37,7	30,2	11,3	100,0		

On getting permission, a majority of participants are undetermined. 37.7 percent of participants are undetermined, and they approach getting permission easily with skepticism. 41.5% expressed a positive opinion even though the attitude of undetermined guards seems statistically significant.

Table 23:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	2	25,0%	4	50,0%	2	25,0%	0	,0%	0,122	0,001	0,000
	21-25	2	3,9%	7	13,7%	22	43,1%	18	35,3%	2	3,9%			
	26-30	2	5,3%	5	13,2%	14	36,8%	11	28,9%	5	13,2%			
	31 and above	3	33,3%	0	,0%	0	,0%	1	11,1%	5	55,6%			
Gender	Woman	0	,0%	3	12,5%	8	33,3%	9	37,5%	4	16,7%	-0,163	0,572	0,586
	Man	7	8,5%	11	13,4%	32	39,0%	23	28,0%	8	9,8%			
Marital Status	Married	3	7,9%	3	7,9%	17	44,7%	7	18,4%	8	21,1%	-0,07	0,064	0,062
	Bachelor	4	5,9%	11	16,2%	23	33,8%	25	36,8%	4	5,9%			
Education	High School	7	7,1%	13	13,1%	37	37,4%	30	30,3%	11	11,1%	0,032	0,841	0,968
	Undergraduate	0	,0%	0	,0%	3	60,0%	1	20,0%	1	20,0%			
	Graduate	0	,0%	1	50,0%	0	,0%	1	50,0%	0	,0%			
Years of Work	0-2	4	5,3%	10	13,2%	30	39,5%	25	32,9%	7	9,2%	-0,023	0,354	0,161
	3-5	2	8,0%	4	16,0%	9	36,0%	6	24,0%	3	12,0%			
	6-8	0	,0%	0	,0%	1	33,3%	1	33,3%	1	33,3%			
	9 and above	1	50,0%	0	,0%	0	,0%	0	,0%	1	50,0%			

Age also has a positive effect on getting permission. Older employees get permission easily than the younger ones. There is a positive oriented and statistically significant relation between age and getting permission. (p <0.05)

Table 24: Relations with Colleagues

I get along well with my colleagues.	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	2	5	13	54	32	106	4	4
Percent	1,9	4,7	12,3	50,9	30,2	100,0		

81% of employees declared that they get along well with their colleagues. Some of them, as low as 6 percent, stated a negative opinion. When answers to this question are taken into account, statistically significant relations cannot be obtained on the relations with colleagues with specified parameters. However, it can be said that employees established a strong communication with their colleagues in the workplace.

Table 25:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	0	,0%	2	25,0%	4	50,0%	2	25,0%	0,096	0,393	0,26
	21-25	0	,0%	2	3,9%	7	13,7%	28	54,9%	14	27,5%			
	26-30	2	5,3%	3	7,9%	4	10,5%	19	50,0%	10	26,3%			
	31 and above	0	,0%	0	,0%	0	,0%	3	33,3%	6	66,7%			
Gender	Woman	0	,0%	0	,0%	3	12,5%	11	45,8%	10	41,7%	-0,149	0,468	0,48
	Man	2	2,4%	5	6,1%	10	12,2%	43	52,4%	22	26,8%			
Marital Status	Married	2	5,3%	2	5,3%	4	10,5%	18	47,4%	12	31,6%	0,016	0,413	0,424
	Bachelor	0	,0%	3	4,4%	9	13,2%	36	52,9%	20	29,4%			
Education	High School	2	2,0%	4	4,0%	12	12,1%	53	53,5%	28	28,3%	0,075	0,099	0,539
	Undergraduate	0	,0%	1	20,0%	1	20,0%	0	,0%	3	60,0%			
	Graduate	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			
Years of Work	0-2	0	,0%	3	3,9%	11	14,5%	37	48,7%	25	32,9%	-0,083	0,232	0,371
	3-5	2	8,0%	1	4,0%	2	8,0%	15	60,0%	5	20,0%			
	6-8	0	,0%	1	33,3%	0	,0%	1	33,3%	1	33,3%			
	9 and above	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			

Table 26: Relations with Employees Where They are on Duty

I get along well with the employees in my workplace.	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	13	11	11	45	26	106	4	4
Percent	12,3	10,4	10,4	42,5	24,5	100,0		

Again, the majority of the employees stated that they get along well with other employees in the workplace. 67 percent of security guards hold a positive opinion whereas 22.4 percent declared that they do not get along well with other employees in the workplace. Considering the answers given to this question, the specified parameters in terms of relations with other employees working in the same workplace did not yield any statistically significant results. However, it can be noted that they established strong communications with other employees in the workplace.

Table 27:

		Totally Disagree		Disagree		Undetermined		Agree		Totally Agree		r	p	ANOVA (p)
		n	%	n	%	n	%	n	%	n	%			
Age	18-20	0	,0%	1	12,5%	2	25,0%	4	50,0%	1	12,5%	0,069	0,089	0,05
	21-25	5	9,8%	6	11,8%	3	5,9%	27	52,9%	10	19,6%			
	26-30	7	18,4%	4	10,5%	6	15,8%	12	31,6%	9	23,7%			
	31 and above	1	11,1%	0	,0%	0	,0%	2	22,2%	6	66,7%			
Gender	Woman	0	,0%	0	,0%	1	4,2%	14	58,3%	9	37,5%	-0,309	0,016	0,015
	Man	13	15,9%	11	13,4%	10	12,2%	31	37,8%	17	20,7%			
Marital Status	Married	5	13,2%	4	10,5%	6	15,8%	13	34,2%	10	26,3%	0,036	0,603	0,615
	Bachelor	8	11,8%	7	10,3%	5	7,4%	32	47,1%	16	23,5%			
Education	High School	13	13,1%	11	11,1%	8	8,1%	43	43,4%	24	24,2%	0,028	0,05	0,274
	Undergraduate	0	,0%	0	,0%	3	60,0%	1	20,0%	1	20,0%			
	Graduate	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			
Years of Work	0-2	8	10,5%	4	5,3%	8	10,5%	35	46,1%	21	27,6%	-0,206	0,155	0,484
	3-5	4	16,0%	7	28,0%	2	8,0%	8	32,0%	4	16,0%			
	6-8	1	33,3%	0	,0%	1	33,3%	1	33,3%	0	,0%			
	9 and above	0	,0%	0	,0%	0	,0%	1	50,0%	1	50,0%			

Table 28: Insurance Premiums

My insurance premiums are paid regularly.	Totally Disagree	Disagree	Undetermined	Agree	Totally Agree	Total	Mod	Median
Frequency	2	2	6	33	63	106	5	5
Percent	1,9	1,9	5,7	31,1	59,4	100,0		

90.5 percent of the guards stated that their insurance premiums are paid on a regular basis. This situation shows that this sector is perceived by the guards as a registered sector far from informality.

Conclusion And Suggestions

“Job satisfaction” which can be defined in its simplest as employees’ gratification from their own work form is important in terms of organization’s productivity. This situation interests particularly all human resources in the organization. The job satisfaction of employees in an organization as a whole will contribute to the better working of the organization, so that the organization can reach its objectives.

Job satisfaction can be examined from two different perspectives: personal job satisfaction and organizational job satisfaction. In this study, this approach is adopted and some conclusions were drawn upon the analysis of both personal and organizational factors of the private security guards. As a result of this study, the below points were drawn regarding private security guards:

- Men feel more secure in terms of potential hazards in the workplace than women,
- The employees whose years of work are low are also insatiable with the levels of salaries,
- As the level of education increases, the job satisfaction on promotion in the workplace increases too; however as the level of education increases job satisfaction in terms of appreciation decreases,
- Employees’ job satisfaction in terms of loving their jobs is high,
- As age and years of service increases, job satisfaction in terms of relations with superiors rises, and as age and experience increases job satisfaction in terms of taking initiatives increases too,
- Despite the fact that loyalty to uniform declines as with passing years, however in general private security guards are loyal to their uniforms as years go by, in other words they are satisfied with the clothes that identify their profession,
- Men are more concerned about the adequacy of their equipment than women do; in other words they are more insatiable,
- The satisfaction acceptance of their suggestions by superiors increase with years of service and with age,
- The satisfaction of getting permission increases with years of service,
- The satisfaction in terms of relations with colleagues is high, and higher levels of satisfaction are attained when employers fulfill their social security duties as in the payment of insurance premiums.

The author of this study suggests that the application of this study to a wider audience will yield more comprehensive and effective results. Moving on from the results of this study, some results may change relatively in terms of some factors. However, the job satisfaction level of private security guards are high in terms of personal and organizational factors, but especially a general result can be drawn that they are not satisfied with their salaries.

Private security guards undertake a difficult task in terms of working conditions; because they are on duty to maintain the safety of both themselves, people's lives and the property that they protect against the dangers that are likely to raise or that has emerged and to prevent and defend against threats and attacks. In order to carry out their jobs efficiently, the private security guards who undertake this difficult task, physiological, economical and social aspects of the demands and needs need to be fulfilled, that is to say they need to attain job satisfaction. Therefore, managers of private security guards should be knowledgeable about the levels of job satisfaction and should perform the practices that will increase job satisfaction.

References

- Balkır, Z.Gönül ve Kerem Çolak (2005) "Özel Güvenlik Çalışanlarında Mesleki Eğitim ve İş Güvenliği Eğitim Hakkı", **II. Ulusal Özel Güvenlik Sempozyumu Bildiri Kitapçığı**, Kocaeli, 2005.
- Barutçugil, İsmet (2004), **Stratejik İnsan Kaynakları Yönetimi**, Birinci Baskı, Kariyer Yayınları :59, Yönetim Dizisi:15, Kariyer Yayıncılık İletişim,Eğitim Hiz. Ltd. Şti.İstanbul.
- Başaran, İbrahim Ethem (2004), **Yönetimde İnsan İlişkileri Yönetimsel Davranış**, 3.Baskı, Nobel Yayın No: 632, İktisat, İşletme, Hukuk ve İletişim Yayınları Dizi No: 122, Ankara.
- Costley, Dan L. and Ralph Todd (1991), **Human Relations in Organizations**, Fourth Edition, West Publishing Company, St.Paul,Printed in the United States of America.
- Coşkuner, Ayşe, **İşyerinde İletişim**, Türk Harb-İş Sendikası Eğitim Yayınları, Ankara.
- Davis, Keith and John W. Newstrom (1989), **Human Behavior at Work Organizational Behavior**, 8th Edition, McGraw- Hill International Editions, Management Series, Printed in Singapore.
- Eren, Erol (2004), **Örgütsel Davranış ve Yönetim Psikolojisi**, Genişletilmiş Sekizinci Baskı,Beta

Basım Yayım Dağıtım A.Ş.,İstanbul.

Genç, Nurullah (2004), **Yönetim ve Organizasyon**, Çağdaş Sistemler ve Yaklaşımlar, Gözden Geçirilmiş 2. Baskı, Seçkin Yayıncılık, Yönetim ve Organizasyon Dizisi: 10, Sözkese Matbaası, Ankara.

Ivancevich, John M. and Michael T. Matteson (1990), **Organizational Behavior**, Second Edition, BPI IRWIN, Homewood, IL 60430, Boston, MA 02116 Printed in the United States of America.

Meriçli, Ahmet (2004), **Özel Güvenlik** (Yönetici ve Personeli için), Rengin Basımevi, İstanbul.

Özgen, Hüseyin vd. (2005), **İnsan Kaynakları Yönetimi**, Nobel Kitabevi, Adana.

Özguven, İbrahim Ethem (2003), **Endüstri Psikolojisi**, Pdrem Yayınları, Sistem Ofset, Ankara.

Wagner III, John A. and John R. Hollenbeck (1992), **Management of Organizational Behavior**, Prentice Hall, Inc., Englewood Cliffs, New Jersey 07632, Printed in the United States of America.