

## Exploring Work-Related Psychosocial Risks among Private Security Employees: Implications for Safety Culture and Employee Well-being

Özel Güvenlik Çalışanları Arasında İşle İlgili Psikososyal Risklerin Araştırılması: Güvenlik Kültürü ve Çalışan Refahına Etkileri

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### ABSTRACT

The need for security is an inevitable result of social life. This need has evolved and changed throughout history. In the modern era, private security forces play an important role in ensuring public safety alongside general law enforcement units. Private security employees face high psychosocial risks inherent to the nature of their work. Therefore, it is essential to educate and support individuals, especially against psychological risks. Given the demanding and stressful nature of private security work, it is imperative that appropriate measures be taken to protect their mental well-being. In this context, raising employees' awareness of psychosocial risks is important to mitigate potential problems. Helping private security personnel to access psychological support will help them stay healthy. For this purpose, a survey was conducted among security employees and the results were evaluated. The primary objective of the study is to identify work-related psychosocial risks among private security employees and evaluate the impact of these risks on their well-being. The results indicate that individuals with 3 years of experience have the highest job satisfaction (3.51), and job satisfaction is higher among singles (3.39) compared to married individuals (3.07). It is also found that higher education levels decrease motivation. The study investigates the relationship between the psychosocial risks employees are exposed to, their experience of job stress, job dissatisfaction, job satisfaction, and motivation levels. The perception of the required safety culture in the workplace has a significant impact on psychosocial risk factors, highlighting the need for adjustments to increase employee satisfaction.

**Keywords:** Burnout, Motivation, Private Security, Psychosocial Risks, Stress

### ÖZ

Güvenlik ihtiyacı toplumsal yaşamın kaçınılmaz bir sonucudur. Bu ihtiyaç tarih boyunca evrim geçirmiş ve değişmiştir. Modern çağda, genel kolluk birimlerinin yanı sıra özel güvenlik güçleri de kamu güvenliğinin sağlanmasında önemli bir rol oynamaktadır. Özel güvenlik çalışanları, yaptıkları işin doğası gereği yüksek psikososyal risklerle karşı karşıyadır. Dolayısıyla bu kişilerin özellikle psikolojik risklere karşı bilinçli bir şekilde eğitilmeleri ve desteklenmeleri elzemdir. Özel güvenlik işinin zorlu ve stresli doğası göz önünde bulundurulduğunda, bu kişilerin ruh sağlığını korumak için uygun önlemlerin alınması zorunludur. Bu bağlamda, çalışanların psikososyal riskler konusunda bilinçlendirilmesi, olası sorunların azaltılması açısından büyük önem taşımaktadır. Ayrıca, özel güvenlik çalışanlarının psikolojik desteğe erişebilecekleri mekanizmaların oluşturulması, görevlerini sağlıklı bir şekilde yerine getirmelerine yardımcı olacaktır. Bu nedenle güvenlik çalışanları arasında anket yapılarak sonuçlar değerlendirilmiştir. Çalışmanın temel amacı, özel güvenlik çalışanları arasında işle ilgili psikososyal riskleri belirlemek ve bu risklerin refahları üzerindeki etkisini değerlendirmektir. Sonuçlar, 3 yıllık deneyime sahip bireylerin en yüksek iş tatminine (3,51) sahip olduğunu ve bekarlarda (3,39) evli bireylere (3,07) kıyasla iş tatmininin daha yüksek olduğunu göstermektedir. Ayrıca, yüksek eğitim seviyelerinin motivasyonu düşürdüğü bulunmuştur. Çalışma, çalışanların maruz kaldıkları psikososyal riskler, iş stresi deneyimleri, iş tatminsizliği, iş tatmini ve motivasyon düzeyleri arasındaki ilişkiyi araştırmaktadır. İşyerinde gerekli güvenlik kültürü algısı psikososyal risk faktörleri üzerinde önemli bir etkiye sahiptir ve çalışan memnuniyetini artırmaya yönelik düzenlemelere duyulan ihtiyacı vurgulamaktadır.

**Anahtar Kelimeler:** Motivasyon, Özel Güvenlik, Psikososyal Riskler, Stres, Tükenmişlik

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## INTRODUCTION

Throughout human history, the existing need for security has been a significant factor driving people to live in communities. The vulnerability of individuals when isolated in nature has compelled them to live in tighter groups. Consequently, with the transition from a nomadic to a settled lifestyle, spatial thinking became predominant, and civilizations were developed. Simultaneously, individuals living in specific geographical areas began to take individual security measures against nature or enemies and initiated social security precautions<sup>1</sup>.

The fundamental reasons for staying together arise from the emergence of needs that individuals must satisfy. Individuals are obligated to meet basic needs such as food and security. Moreover, they must protect the resources they possess. Therefore, ensuring a secure environment is necessary<sup>2</sup>.

Psychologist Abraham Maslow categorizes the need for security within his hierarchy of needs as secondary needs, encompassing an individual's health, physical integrity, and property security. In the initial stages of needs, Maslow refers to physiological needs, listing the essential requirements for human survival such as breathing, eating, drinking, sleeping, and reproduction<sup>3</sup>.

With the onset of the Industrial Revolution in the late 18th century, production increased rapidly, creating new needs. However, after the two world wars in the 20th century, a pronounced security problem in urban settlements emerged. In response, countries reinforced the situation of individuals entrusting their security to law enforcement agencies. Organizational structures that operate within the framework of powers derived from the law to maintain public order, ensure security, prevent crime, and apprehend criminals constitute law enforcement agencies<sup>4</sup>. Over time, these agencies have shown a tendency to hire private security personnel to supplement public security as their needs evolve. In this

context, the need for security has persisted throughout human history, necessitating communities to live together, and it has been provided by law enforcement agencies. Additionally, in the modern era, private security personnel have also been appointed to respond to this need. Thus, both public and private sector security have been established, enabling society to live together peacefully and securely<sup>5</sup>.

To further strengthen and support the law enforcement agencies, sub-organizations have been established, giving rise to auxiliary law enforcement classes. The main characteristic of general law enforcement agencies is that they are the only responsible and authorized elements for providing state security services. Specialized law enforcement agencies, on the other hand, are organizations responsible for specific areas or regions.

In line with global developments, there is a shift in the functioning and constructive context of law enforcement services. This change is evolving to align with the mindset of democratic countries, emphasizing greater public participation in decisions about how services are provided and ensuring the satisfaction of the people. As a result, both private and public law enforcement agencies now play an important role in protecting the rights and freedoms of individuals, acting as guarantors rather than restrictive entities.

For those providing law enforcement services to achieve true success, it is essential to uphold professional ideals and avoid conflicts with the public. Consequently, universal values guide the creation of professional standards. These standards ensure that employees adhere to ethical principles, aim to standardize professional conduct, and contribute to enhancing the quality of services.

In recent years, the number of private security personnel in our country has increased and, according to statistics, has surpassed the number of police officers. This

situation has brought the perception of private law enforcement forces to the forefront. However, it should be noted that, in terms of their responsibilities, general law enforcement agencies are the sole responsible and authorized elements for providing state security services. Private law enforcement forces, on the other hand, are responsible for specific areas or regions and operate with the support of general law enforcement.

Due to their high level of interaction with people in various fields, private security personnel are exposed to psychological risks in their professional roles. Among these risks, factors that affect job satisfaction, negative behaviors they encounter, and motivation can be highlighted. Additionally, coping with stress that can develop due to their job, as well as factors like mobbing, are also considered risks<sup>6</sup>.

Furthermore, the psychological state of private security personnel who are armed and may need to use firearms when necessary is crucial. Access to and use of firearms by such personnel require proper training and continuous supervision<sup>7</sup>. Otherwise, if these employees experience psychological problems, it can lead to deteriorating health and significant issues<sup>8</sup>.

As a result, it is of utmost importance for private security personnel to be consciously educated about psychosocial risks, supported, and able to access psychological counseling services. This way, their job satisfaction can be enhanced, adverse incidents can be

prevented, and the psychological well-being of those working to ensure security can be preserved. The concept of security culture has been the subject of various recent studies. These studies often focus on psychosocial risk factors influenced by security culture<sup>9</sup>. Particularly in research conducted on private security officers, the impact of the understanding of security culture on psychosocial risk factors (such as work environment, shift durations, wages, unionization, harassment, stress, discrimination, pressure, etc.) has been emphasized. However, this topic hasn't been adequately addressed within work groups. Therefore, in order to contribute to the existing studies, this research examines the influence of the perception of the necessary safety culture in the workplace on psychosocial risk factors, taking into account private security personnel.

The main objective of this study is to identify job-related psychosocial risks of private security personnel and evaluate the effects of these risks on the employees. Within the scope of the study, the relationship between psychosocial risks encountered by private security personnel and their levels of job-related stress, job satisfaction, and motivation has been investigated. Determining the effects of these risks on employees can help meet the requirements for a healthy work environment and consider employees' needs, ultimately aiding in the development of effective strategies in human resources management.

## MATERIAL AND METHOD

In this study, a survey model has been employed. The survey model is a research method aimed at collecting data from multiple individuals within a population to arrive at a general judgment. Therefore, the use of a survey model in this study has facilitated data collection and enabled reaching a general judgment<sup>10</sup>.

The primary objective of this study is to identify job-related psychosocial risks faced by private security personnel operating within Iğdır University and assess the effects

of these risks on the employees. The study was conducted with the approval of the Ethics Committee of Iğdır University. Factors such as job stress, job dissatisfaction, job satisfaction, and motivation levels of private security personnel have been examined in the study. Determining the effects of these factors on employees can assist organizations in providing better conditions for their employees and developing accurate strategies in human resources management.

In the study, the Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967) was used to measure employees' job satisfaction. MSQ is a five-point Likert scale used to evaluate the relationship between working conditions and job satisfaction. According to the scoring system of MSQ, employees assign a score between 1 and 5 to each question, resulting in a total value. A high total value indicates high job satisfaction, while a low total value indicates low job satisfaction. MSQ consists of two main factors: intrinsic, extrinsic, and general satisfaction factors. These factors are measured based on various working conditions such as management, creativity, relationships with colleagues, independence, professional control, and working conditions. This method is commonly used to measure the level of satisfaction or dissatisfaction of employees in their jobs and employs a 5-point Likert scale<sup>11</sup>.

In the study, the Motivation Scale was also used to measure the motivation levels of employees. The scale is divided into two groups: intrinsic and extrinsic motivation tools. Created by J. Clifford Mottaz in 1985, the scale is employed to determine which individuals possess intrinsic or extrinsic motivation. The statements in the scale are based on the synthesis of the most significant theories in the literature regarding intrinsic and extrinsic motivation tools. The scale

consists of a total of 24 items. The first 9 items are related to intrinsic motivation, while the remaining 15 items are related to extrinsic motivation. Responses to each statement are scored using a 5-point Likert-type metric expression. The use of this scale will assist in evaluating both the intrinsic and extrinsic motivation of employees<sup>12</sup>.

For statistical analyses in the study, the SPSS (Statistical Package for Social Sciences) for Windows 25.0 software package was employed. Norm table scores were used to calculate MSQ scores. Descriptive statistics, one-way analysis of variance (one-way ANOVA), Tukey's comparison, and multivariate analysis of variance were used to determine the source of differences. Pearson correlation analysis was used to test the relationships between motivation and job-related factors. Satisfaction and perceived job-related burnout were determined using independent samples t-tests to compare differences between groups.

### **Ethical Aspects of the Research**

With the decision of Iğdır University Scientific Research and Publication Ethics Committee dated 09.12.2021 and numbered 2021/31, there was no drawback in conducting this study. Participants were included in the study on a voluntary basis.

## **RESULTS AND DISCUSSION**

### **Findings on Job Satisfaction**

A reliability analysis was conducted using Cronbach's Alpha coefficient for the job satisfaction questionnaire, resulting in a coefficient of 0.943, indicating high reliability (Table 1.). Job satisfaction of employees in minimum wage groups was investigated, and it was determined that the lowest job satisfaction was found among personnel earning between 8500-12000 TL with a score of 3.1242 (Table 2). Employees engaged in outdoor patrols (3.41) and both indoor and outdoor patrols (3.41) exhibited higher job satisfaction compared to others,

while those working under camera surveillance (2.32) had lower job satisfaction. Based on these findings, it is possible to suggest that working in enclosed spaces may negatively impact job satisfaction (Table 2).

When comparing the average job satisfaction of private security personnel with and without children, it is evident that employees without children (3.29) have higher job satisfaction. This result aligns with a similar trend observed in previous tables, suggesting that an increase in responsibility might lead to a decrease in job satisfaction.

**Table 1. Findings Regarding Job Satisfaction**

No	Evaluation Criteria	A	N	SS
1	Keeps me busy all the time	3.49	71	0.969
2	Ability to work independently	3.27	71	1.014
3	Opportunity to do different things	2.92	71	1.228
4	Giving me the chance to be a "respectable person" in society	3.70	71	1.164
5	The manager's good management of the people under his command	2.89	71	1.440
6	Manager's decision	2.72	71	1.344
7	In terms of giving me the chance to bear a conscientious responsibility	3.80	71	1.037
8	In order to provide me with a future that will be guaranteed	3.24	71	1.314
9	In terms of feeling that I can do things for others	3.93	71	1.073
10	In terms of giving the opportunity to guide people	3.51	71	1.157
11	In terms of giving me the chance to do something with my own skills	3.55	71	1.193
12	In terms of the implementation of the decisions taken regarding my job	3.10	71	1.244
13	In terms of the salary I get for the work I do	1.66	71	0.999
14	Possibility of promotion	2.51	71	1.443
15	In terms of giving the opportunity to use my own ideas, thoughts and convictions comfortably,	2.75	71	1.349
16	In terms of working terms and conditions	3.49	71	1.275
17	In terms of co-workers getting along and agreeing with each other	3.25	71	1.250
18	In order to be appreciated for the work I have done	2.89	71	1.347
19	In terms of my sense of accomplishment in response to the work I have done	3.55	71	1.263
20	In terms of giving the opportunity to use my own methods while performing my profession.	2.85	71	1.327

Ss; Standard deviation, A; Average, N; Number

It is noted that the highest job satisfaction is observed among personnel with 3 years of experience (3.51), and the lowest job satisfaction rate is seen among those with 2 years of experience (2.81). While the job satisfaction level for those with 5 years or more of experience (3.14) is close to the average, it is concluded that job satisfaction decreases as the duration of employment increases. The job satisfaction level of unmarried private security personnel is measured at 3.39, whereas the job satisfaction level of married personnel is measured at 3.07. These results indicate that unmarried employees have higher job satisfaction compared to married ones. The increase in responsibilities that come with marriage might negatively impact job satisfaction<sup>13</sup>. The highest job satisfaction is observed in an individual with an elementary school education (3.60), while the lowest job satisfaction is observed in an individual with a master's degree (2.50). Middle school, high school, and moderate-level bachelor's degree holders, on the other hand, exhibit high levels of job satisfaction. The MSQ test results

indicate that there is no significant difference in job satisfaction between men and women. In other words, gender does not have a meaningful impact on job satisfaction.

### Findings Regarding Motivation

The reliability coefficient of the motivation scale included in the questionnaire being 0.936 is a considerably high value. This indicates that the measurements of the scale in the questionnaire are consistent with the test-retest method. However, this result alone may not be sufficient to indicate the overall reliability of the questionnaire<sup>14</sup>. Taking into account other factors, the general reliability of the questionnaire needs to be determined<sup>15</sup>. According to the obtained results, the motivation levels of private security personnel are observed to be above average. However, a low score (1.69) indicating that the salary they receive from their jobs is insufficient has also been identified (Table 3). These results indicate that private security personnel enjoy their jobs and are responsible, but they do not receive a financially satisfying salary

**Table 2. The Relationship Between Job Satisfaction and Evaluation Criteria**

Evaluation Criteria		A	N	Ss
Gender	Woman	3.15	8	0.54197
	Male	3.15	63	0.59252
Education level	Primary school	3.6000	1	
	Elementary	3.0915	41	0.92985
	High school	3.1133	15	0.72886
	Bachelor degree	3.4077	13	0.76943
Marital status	Graduate	2.5	1	
	Married	3.0708	53	0.86899
	Single	3.3944	18	0.77077
Childbearing status	Yes	3.0978	45	0.87574
	No	3.2481	26	0.81627
Department	Camera Surveillance	2.3250	2	0.45962
	Entrance Door	3.3833	21	0.58274
	Indoor Patrol	3.0000	34	0.94042
	Outdoor Patrol	3.4143	7	0.7045
	Indoor and Outdoor Patrol	3.4143	7	1.14341
Experience	2 years	2.8167	3	0.85196
	3 years	3.5167	3	0.50580
	4 years	3.2250	2	0.88388
	5 years more	3.1492	63	0.87328
	8,500-12,000	3.1242	66	0.86980
Monthly income	12,000-16,000	3.600	4	0.49497
	16,000+	3.2500	1	

Ss; Standard deviation, A; Average, N; Number

In this case, companies may need to review their compensation policies to enhance the motivation of private security personnel. Employees believing that their salaries are fair and satisfactory can enhance their work performance and increase the overall efficiency of the companies. Moreover, programs offering career development opportunities and other incentives for private security personnel can also boost their motivation<sup>16</sup>.

When examining motivation averages based on educational levels, it is observed that elementary school (3.76) and high school (3.42) graduates have high motivation. However, middle school graduates (3.28), which have the highest number of respondents, have an average motivation level below the overall average. Additionally, individuals with a master's degree (3.12) have a lower motivation average compared to other educational levels.

Based on these results, it can be concluded that educational level can influence

motivation but does not necessarily indicate a definite relationship. For instance, the high motivation levels of elementary and high school graduates could stem from their commitment to their jobs at these educational levels<sup>17</sup>. However, other factors can also impact motivation, such as working conditions, compensation policies, and career development opportunities.

The motivation averages of those without children (3.25) are higher than those with children (3.25). This result may support the idea that individuals with children might struggle to balance work and family life, which can affect their motivation.

However, there is not enough data to generalize this result, as the motivation levels of individuals with children can vary based on factors like the number and ages of children, whether their spouses work, etc.

Therefore, it is important for companies to respect their employees' family lives and assist them in achieving a balance between

**Table 3. Findings Regarding Motivation**

No	Evaluation Criteria	A	N	SS
1	The management of the workplace where I work supports me.	2.92	71	1.317
2	I receive adequate support and guidance from my direct supervisor.	3.20	71	1.518
3	All necessary trainings are given to me to do my job.	3.31	71	1.337
4	I learned many new business skills in this position.	3.46	71	1.263
5	I feel encouraged by my supervisor to offer suggestions and improvements.	3.18	71	1.397
6	When I perform well, I am appropriately recognized and appreciated.	2.94	71	1.286
7	Workplace rules make it easy for me to do a good job.	3.10	71	1.255
8	When I perform well, I am appropriately recognized and appreciated.	2.94	71	1.286
9	I am happy with my chance to be promoted.	2.46	71	1.318
10	I have ample opportunity to develop my expertise.	2.76	71	1.347
11	My job description is clearly stated.	3.44	71	1.273
12	When I perform well, I am appropriately recognized and appreciated.	2.94	71	1.286
13	My weekly working time is reasonable.	3.85	71	1.051
14	My duties are always clearly explained to me.	3.14	71	1.313
15	My work is evaluated according to a fair system of performance standards.	2.80	71	1.272
16	My department provides all the equipment, materials and resources necessary to carry out my duties	3.11	71	1.271
17	The buildings, grounds and plan of the workplace where I work are sufficient for me to carry out my work duties.	3.23	71	1.233
18	We work well together with my colleagues	3.94	71	1.027
19	Giving permission motivates me when I need permission	4.18	71	1.187
20	The free provision of food, tea and coffee motivates me.	4.08	71	1.296
21	The amount of salary I receive from the work I do is sufficient.	1.69	71	1.008
22	Being rewarded for my success increases my motivation.	4.17	71	1.171
23	Being paid extra for my success increases my motivation.	4.21	71	1.253
24	I am not responsible for the work I have done.	4.58	71	0.787
25	My colleagues appreciate me for my work.	3.76	71	1.224

Ss; Standard deviation, A; Average, N; Number

work and personal life by implementing measures like flexible working hours, remote work, or leaves<sup>18</sup>.

When examining motivation averages based on the departments participants worked in, it is observed that employees working both indoor and outdoor patrols (3.77) have the highest motivation levels. These results might indicate that individuals in these positions are motivated by the diversity and dynamism of their jobs, as well as the constant movement involved.

On the other hand, the motivation level of employees working under camera surveillance is found to be the lowest. This situation could stem from the monotony of the tasks in this position. Therefore, it is important for companies to implement different strategies, such as various incentives or changing job rotations, to enhance the motivation of employees in different positions<sup>19</sup>.

When examining motivation averages based on the duration of employment, the highest motivation is observed in employees who have worked for 3 years (3.78). However, the lowest motivation is found in employees who have worked for 2 years (3.26). The motivation of employees working for 5 years or more (3.36) is generally close to the average, except for those who have worked for 2 years, where motivation decreases with an increase in the duration of employment (Table 4.).

These results suggest that newcomers might not have fully adapted to their jobs yet, which could result in lower motivation levels. Additionally, individuals who have been in the same position for a long time might experience monotony in their tasks and a lack of progress, leading to reduced motivation.

In this case, it is important for companies to enhance motivation by providing employees with different career development opportunities. Offering education and

learning opportunities to enable employees to improve themselves in their roles is also crucial. Moreover, providing regular feedback to employees, appreciating their performance, and implementing fair compensation policies can also boost motivation.

Among employees with an income bracket of 8,500-12,000 TL, which is the minimum wage group, it is observed that their job satisfaction (3.35) is around the average level. On the other hand, employees

with income above the minimum wage seem to have relatively higher job satisfaction. These findings suggest that job satisfaction might increase with an increase in monthly earnings.

However, according to the results of the Pearson correlation analysis, the statistical difference presented in the table is not significant. This implies that there is no definitive relationship between an increase in monthly earnings and job satisfaction.

**Table 4. The Relationship Between Motivation and Evaluation Criteria**

Evaluation Criteria		A	Ss
Gender	Woman	3.5200	0.64000
	Male	3.3143	0.79712
Education level	Primary school	3.7600	
	Elementary	3.2868	0.87690
	High school	3.4293	0.70597
	Bachelor degree	3.3754	0.60212
Childbearing status	Graduate	3.1200	
	Yes	3.4800	0.69014
	No	3.2551	0.82327
Department	Camera Surveillance	2.400	0.16971
	Entrance Door	3.5029	0.56279
	Indoor Patrol	3.2576	0.83465
	Outdoor Patrol	3.0629	0.91239
Experience	Indoor and Outdoor Patrol	3.7714	0.79790
	2 years	3.2667	0.80532
	3 years	3.7867	1.11881
	4 years	3.4400	0.90510
	5 years more	3.3638	0.77202
Monthly income	8,500-12,000	3.3545	0.77423
	12,000-16,000	2.9800	0.99626
	16,000+	3.6400	

Ss; Standard deviation, A; Average, N: Number

In this case, it can be concluded that monthly earnings could influence job satisfaction, but this effect could also be influenced by other factors. For instance, working conditions, employee commitment to their job, management policies, and the employee's career goals could also impact job satisfaction.

### Findings on Work Stress

The Cronbach's Alpha coefficient is a statistical test that measures the internal consistency of a scale. This coefficient is used to determine whether the different items of a scale are compatible with each other.

A Cronbach's Alpha coefficient of 0.826 indicates that the Perceived Job Stress scale demonstrates high internal consistency. This suggests that this scale can be reliably used to assess levels of job stress in the work environment.

These results demonstrate that the scale used in the research is valid and reliable. However, it is recommended to support any scale with different measurement methods and data rather than relying solely on one scale<sup>20</sup>.

When examining the results obtained from the "perceived job stress" scale applied to private security personnel, it is indicated that

the stress level of employees is 2.38, and this level is categorized as level C (Table 5.). This outcome suggests that private security employees generally experience a moderate level of stress. This situation might be attributed to the challenging working conditions and the inherently risky nature of the job. Therefore, it is important for employers to take measures to reduce employees' stress levels. This can be achieved by implementing appropriate workload, providing training, psychological support, and flexible working hours, thus ensuring a healthy working environment for the employees.

Regarding the perceived job stress of private security employees, it is noted that their parental status, in addition to their marital status, also has an impact<sup>21</sup>.

According to the results, it has been determined that those who do not have children perceive higher job stress compared to participants who are parents.

These results indicate that private security employees who do not have children tend to experience higher levels of job stress. This situation might stem from the absence of responsibilities and pressures related to parenthood. Additionally, it can be speculated that employees who are parents experience lower job stress levels due to their existing responsibilities<sup>22</sup>.

These findings underscore the importance for employers to respect their employees' personal lives and consider their individual responsibilities when implementing measures to reduce job stress.

**Table 5. Findings For Work Stress**

No	Evaluation Criteria	A	N	SS
1	Do you think you have enough authority to fulfill your responsibilities?	3.28	71	1.289
2	Do you hesitate about your responsibility and business purpose?	2.32	71	1.307
3	Do you doubt the possibilities that exist for you in terms of progress and development in your business?	2.99	71	1.248
4	Do you feel that you have a workload that is too heavy to be completed in a normal workday?	1.94	71	1.040
5	Do you feel that you cannot meet the conflicting demands of those around you?	2.35	71	1.160
6	Do you feel that you do not have the full education your job requires?	1.61	71	1.165
7	Do you know the evaluations of our supervisors on your business success?	2.66	71	1.539
8	Do you encounter difficulties in obtaining the information necessary to do your job?	2.69	71	1.410
9	Are you worried about decisions from people you know that will affect their lives?	2.35	71	1.122
10	At work, do you feel disliked and unaccepted by those around you?	2.23	71	1.267
11	Do you feel that you cannot direct your supervisor's decisions and behaviors that affect you?	2.61	71	1.590
12	Do you hesitate about what exactly the people you work with expect from you?	1.92	71	1.105
13	Do you think the amount of work you have to do negatively affects the quality of your work?	2.32	71	1.262
14	Do you have to do your job outside of it, even though you know how to do better?	2.49	71	1.361
15	Do you feel that your job is an obstacle to your family life?	1.96	71	1.164

*Ss; Standard deviation, A; Average, N; Number*

The correlation analysis conducted between job satisfaction and motivation scale yielded a correlation coefficient of  $r=0.739$ , and the p-value for these scales is less than 0.05, indicating that the relationship between them is statistically significant. Additionally,

the analysis revealed that the correlation between the two scales is positive.

These results suggest that an increase in job satisfaction is associated with an increase in motivation<sup>23</sup>. In other words, employees' satisfaction and success in their jobs can

enhance their motivation, leading to higher productivity<sup>24</sup>. Therefore, it is important for employers to implement measures to enhance job satisfaction among employees. For instance, improving working conditions, providing appropriate training, establishing feedback mechanisms, and implementing reward systems can all contribute to increasing employees' job satisfaction<sup>25</sup>.

The correlation analysis conducted between job satisfaction and perceived job stress scales resulted in a correlation coefficient of  $r=-0.751$ .

This result indicates a negative relationship between job satisfaction and perceived job stress. In other words, an increase in job satisfaction may lead to a decrease in perceived job stress among employees. This underscores the importance for employers to take measures to reduce job stress for their employees.

To alleviate job stress, various measures can be implemented, such as balancing workloads, offering flexible working hours, providing psychological support mechanisms, improving working conditions, and providing appropriate training for employees<sup>26</sup>. These measures can enhance

employees' job satisfaction and motivation, consequently increasing overall work productivity.

The correlation analysis conducted to determine the relationship between motivation and perceived job stress yielded a correlation coefficient of  $r=-0.628$ . Additionally, the p-value is greater than 0.05, indicating that this relationship is statistically significant.

These findings demonstrate a strong negative relationship between motivation and perceived job stress. As employees' motivation increases, their levels of perceived job stress may decrease<sup>27</sup>. Therefore, it is essential for employers to take appropriate measures to maintain high levels of employee motivation.

To enhance motivation, measures such as providing employees with relevant training, implementing feedback mechanisms, establishing reward systems, delegating responsibilities, and offering flexible working hours can be taken<sup>28</sup>. These measures can not only boost employee motivation but also contribute to the reduction of job stress.

## CONCLUSION AND RECOMMENDATIONS

Private security workers are often exposed to high levels of stress, trauma, violence, and threats, among other hazardous factors. The psychosocial well-being of employees can be negatively affected by these types of risks. Psychosocial risks include factors such as workload, work-related stress, bullying, harassment, discrimination, and job insecurity. To manage these risks, employers need to create a safe working environment, provide appropriate training for workers, reduce workloads and focus on the psychosocial needs of workers. In addition, it is crucial to provide psychological support services to protect the mental health of employees. It is important not only for the well-being of employees, but also for the long-term success of employers, that they

work in a healthy environment. Healthy employees tend to be more productive, motivated, and satisfied, leading to better business results.

Factors such as working conditions, pace of work and working hours can have a negative impact on the psychosocial well-being of private security employees. These effects can include stress, anxiety, depression, difficulty sleeping, fatigue, and decreased motivation. This situation can also reduce employee engagement and lead to increased absenteeism. Employers must therefore focus on the psychosocial needs of employees and take measures to reduce workload. Regular monitoring of employees is an effective way to identify and address issues. In addition, implementing measures

such as flexible working hours and shift patterns can help to meet employees' psychosocial needs. This approach can lead to happier and more motivated employees, ultimately contributing to greater business efficiency. Such studies are important for raising awareness of the psychosocial well-being of private security employees. The use of scales such as the Perceived Job Stress Scale, the Motivation Scale, and the Minnesota Job Satisfaction Scale is a common method of measuring employee psychosocial health. Providing resources to enhance employees' ability to cope with work-related stress is also critical. These resources could include personal development programs, stress management training, promotion of healthy lifestyle habits, and more. Investing in the health and well-being of employees can improve both their happiness and their performance at work. The results of the study indicate that employees in the private security sector experience high levels of stress and job dissatisfaction. This suggests that employers need to do more to address the psychosocial needs of employees. In addition, measures are needed to reduce stress levels and increase employee motivation.

The results of such research can serve as an important guide for employers to focus on the psychosocial well-being of their employees. In addition, they can help raise public awareness of the importance of the psychosocial well-being of private security workers. The hypothesis that there is a meaningful and positive relationship between job satisfaction, perceived job stress, and motivation among private security officers seems quite reasonable. These relationships have been directly linked in the literature to psychosocial health and job performance. Furthermore, considering that private security personnel often work in stressful environments, it's important to take into account that job satisfaction and motivation might help employees reduce their stress levels. However, in order to test this hypothesis more comprehensively, a more detailed research study is necessary. This might involve increasing the sample size and

obtaining data from a broader group to conduct statistical analyses.

The analyses conducted indicate that various factors such as the number of children, workplace, length of employment, age, gender, and educational level differentiate the job satisfaction of private security personnel. These results indicate the existence of various factors that influence employees' job satisfaction. Work models that are particularly prevalent in the private security sector, such as shift work, can have a negative impact on employee job satisfaction. In addition, opportunities for advancement and working conditions are important factors in job satisfaction. As a result, employers need to take a variety of steps to improve employee job satisfaction. These measures could include more flexible working hours, promotion and career development programs, and support services catering to employees' psychosocial needs. Furthermore, listening to employees' feedback and suggestions is an effective method to increase job satisfaction levels.

According to the results of the conducted studies, there is no significant difference in job satisfaction between men and women in the private security sector. However, findings from studies conducted in other sectors have shown that gender can influence job satisfaction. The results of your study show that there are no gender differences in job satisfaction between men and women in the private security sector. However, it has also been identified that the different working conditions and requirements within the sector can affect job satisfaction levels. The results of the study indicate a significant impact of perceived workplace safety culture on psychosocial risk factors. In order for private security officers to be more satisfied with their jobs, it is important to establish a healthy safety culture in the workplace. Adjusting the safety culture and educating employees about safety is necessary to improve job satisfaction, increase work productivity and prevent adverse incidents. Based on the assessments conducted, it is observed that private security employees have above-average levels of motivation.

Furthermore, factors such as educational background and length of employment have been found to influence motivation levels. Particularly noteworthy is the finding that educational level significantly decreases motivation. This suggests that employees with lower levels of education may have higher levels of motivation. However, this result cannot be directly interpreted as a correlation or causal relationship, and further research is needed.

Additionally, it has been identified that as the length of employment increases, motivation levels tend to decrease. This suggests that employees' interest and motivation in their work may decline over time. Therefore, it is important for employers to implement various measures to consistently motivate employees, aiming to enhance their commitment to the job.

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