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Strategic Human Resources Management Practices in the Private Security Industry: Workforce Retention and Professional Development

A Case Study of Securitas Canada

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Abstract

This study researches strategic human resources management (SHRM) practices in Canada's private security industry. It examines the role SHRM plays in workforce retention and staff professional development programs at Securitas Canada. Furthermore, the study investigates how Securitas applied SHRM principles to reduce its high staff turnover rate, and enhance the skill development of its workforce in a labor-intensive and high-risk industry. Using a mixed method of semi-structured approach, which comprises interviews with stakeholders, surveys with 300 employees, and document analysis, the study provides a robust insight into the company's HR strategies. The findings show that competitive compensation packages, targeted recognition programs, and sound professional development initiative have pushed its turnover rate far below the industry average. In addition, technology-driven training and leadership programs put in place by the company has strengthened the HR practices of the organization. The study expands SHRM literature by utilizing the High-Performance Work Systems (HPWS) and Ability Motivation Opportunity (AMO) frameworks to a largely under-researched sector. The study would guide private security firms in improving workforce stability and career growth in high-risk operational occupation and environments.

Keywords: *Human Resources Practices, Professional Development, Private Security Industry, Strategic Human Resource Management, SHRM, Securitas Canada, Workforce Retention.*

Introduction

Background and Context

Canada's private security industry has grown rapidly in recent years, becoming an increasingly important part of both the country's national economy and public safety infrastructure. From 2014 to 2019, the sector grew at an average annual rate of 5.6%, reaching a value of CAD $8.6 billion by the end of that period [2]. Looking ahead, the sector is projected to grow to about CAD$ 9.4 billion by the year 2032, with a compound annual growth rate of 3.84% [16, 21]. Several factors contribute to this trend, the most notable being rising security needs across a range of sectors, including the retail sectors, driven by the financial impact of organized crime and theft. Added to this is the growing concerns over public infrastructure protection [25, 26]. At the regional level, demand has followed a similar upward trajectory: between 2019 and 2023, service patronage in private security companies increased by 8%, while the need for licensed security guards rose 19% since 2017. At the close of year 2023, the industry employed over 150,000 individuals nationwide. Serving both private and public sector clients, the industry now occupies a central position within Canada's broader security landscape, both economically and operationally.

However, this growth is not devoid of some socio-economic challenges, including public reluctance to privatization and the need for

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regulation to guard service quality [7]. High turnover rates in the industry remains a problem as this stands at 18%, whilst the national average for all the other sectors combined is about 10% [38]. High attrition rates in the private security sector are closely tied to low wages and challenging working conditions. The median annual salary sits at CAD 34,444, a figure that reflects the limited financial incentive to remain in the field, particularly given the high stress levels and lack of clear career progression [22].

These issues not only impact worker retention but also threaten the sector's operational effectiveness through persistent skill shortages. In 2023, the industry faced a 15% workforce shortfall—double the rate reported just three years earlier [12]. Vacancy rates reached as high as 25% in some areas, with specialized roles such as cybersecurity positions taking an average of 35 to 60 days to fill [29]. An aging workforce adds further strain to recruitment and retention efforts, while competition from other industries continues to draw potential candidates away from the sector [30].

Strategic human resources management (SHRM) is essential in these realities, given that it is one of the identified strategies of sustaining the sector. Competitive compensation, employee recognition, wellness, and skills development programs are SHRM practices in which human resource policies match organizational objectives, thus stabilizing the workforce and developing staff skills for operations resilience [5, 15, 28].

Securitas Canada was chosen as a case study for this research as the company offers a practical and relatable example of how strategic human resource management (SHRM) can be effectively applied in the private security sector. The company operates approximately 24 branches in Canada, and provides both traditional guarding services and advanced technology-driven solutions [40]. Its integrated service approach includes the use of AI-powered analytics, competitive compensation, and employee wellness initiatives. These measures have contributed to a significant lower turnover rate compared to the industry average. As the threat level of public safety increases, and technological innovation reshapes the nature of security work, SHRM will remain central to developing a skilled, resilient, and sustainable workforce. Companies like Securitas Canada demonstrate that targeted human capital strategies can play a key role in addressing persistent workforce challenges across the sector.

Research Problem

The private security industry suffers from high employee turnover, and this could be detrimental to service quality, operational efficiency, and employee morale [1]. A large number of security guards leave their jobs within their first year owing to key challenges, like not being compensated adequately, lack of clear working schedules, unclear career development opportunities, and poor training programs. These not well-defined professional development pathways for security guards prevents them from advancing to higher-level positions and consequently generates negative long-term commitment in the security industry [34].

Although strategic human resource management (SHRM) practices in the Canadian private security industry have been widely researched in the healthcare and financial services sector, a lack of resources has been observed in the latter area [33]. This paper, therefore, attempts to bridge this gap by examining the effect of SHRM practices on employee retention and professional development, using Securitas Canada's employees as case study.

With this in focus, the core research problem can be stated as follows:

1. How do HRM strategies enhance long-term workforce stability and provide career growth to officers in private security firms?

2. What are the results of SHRM practices on workforce retention in Securitas Canada?
3. How can professional development initiatives and programs help employee retention and job satisfaction in the security industry?

Research Objectives

The primary objectives of this study are:

1. To determine the SHRM strategies utilized by Securitas Canada to enhance workforce retention and professional development.
2. To determine the effectiveness of current HRM policies in reducing employee turnover and improving job satisfaction.
3. To evaluate the availability and impact of professional development programs in the company.
4. To identify the major challenges and potential solutions related to career development for security personnel can contribute to longer-term employment and improved retention in the sector.
5. To Propose HRM strategies that can improve employee engagement, retention, and enhance career advancement in the private security industry.

Research Questions

To achieve the objectives outlined above, the study seeks to answer the following key research questions:

1. Is Securitas Canada utilizing SHRM practices to increase workforce retention?
2. Are these practices effectively decreasing turnover and raising job satisfaction rates?
3. How does Securitas Canada provide development opportunities for security officers?
4. What is the connection between employee commitment and long-term employment in the security industry due to career development?
5. What HRM strategies can be implemented to enhance workforce retention and professional advancement in the private security sector?

Significance of the Study

This study is significant for private security industry leaders, human resources professionals, policymakers, academic researchers, and educational institutions regarding value for various stakeholders. The study provides actionable insights for practitioners on adequately managing human resources to grow workforce resilience, employee engagement, and long-term employee commitment. This approach creates opportunities to enhance quality of work life within the organization, as seen in the implementation of innovative strategies for employee well-being, motivation, and professional growth. It also points to the importance of structured professional development programs for providing advanced skills and leadership capability that will enable security personnel to advance professionally and achieve operational excellence.

The findings can inform policymakers and regulators of the need to formulate labor standards and regulatory frameworks that would facilitate better service conditions and enhance professional standards in the private security sector. The study helps to extend the conceptualization of SHRM into high-risk, labor-intensive industries that are typically neglected in the extant literature. It provides theoretical innovations by merging high-performance work systems (HPWS) and the Ability Motivation Opportunity (AMO) framework in an industry setting.

For educational and training institutions, the study offers suggestions for ways of designing the curricula so these institutions can keep up with technological and operational demands within the private security industry.

Structure of the Paper

This article adopts a case study approach, using Securitas Canada as our case study, in

order to enable a practical and comprehensive examination of strategic human resource management (SHRM) practices within the private security industry. The paper begins with a literature review that synthesizes existing research on SHRM, workforce retention, and professional development in high-turnover and high-risk sectors, main themes central to this study. The methodology section outlines the research design, including interviews, surveys, and document analysis, which allows for the identification of Securitas Canada's human resource practices.

The case study framework adopted in this research, allows for an in-depth analysis of the data, specifically examining how the company implements strategies to enhance employee retention and development. The findings section presents key results, highlights effective practices, and assesses their impact on organizational performance and employee engagement. These findings are then discussed in relation to both practical and theoretical implications for the private security industry and related fields. The conclusion summarizes the study's contributions and outlines recommendations for future research.

Literature Review

This section reviews some important academic works that critique Strategic Human Resource Management (SHRM), define workforce retention and draw out important major development processes they offer, emphasizing their applicability in the private security context. The SHRM frameworks are used theoretically and empirically to analyses Securitas Canada's human resource strategies that address labor instability, skill deficits, and professional growth challenges such as labor instability, skill shortages, and limited career advancement opportunities in a high-risk operational environment.

Strategic Human Resource Management (SHRM): Foundations and Frameworks

Human Resource Management (HRM) is different from traditional personnel management practices as it moves beyond mere administrative responsibilities to become one of the core components embodying the organizational strategy of an enterprise. SHRM started gaining momentum in the 1980s, and this was driven by globalization, technological advancement and the increasing international markets' competitiveness. Operational efficiency alone was no longer sufficient to ensure sustainable success. Organizations realized that strategically developing and aligning human capital had become a critical differentiator.

When both human resources and human resources functions are seen as unique, value-generating activities that could, if treated strategically in creating long-term competitive advantage, be sources of competitive advantage rather than economic costs to be minimized, companies will begin treating employees differently [39]. Foundational theories like the Resource-Based View (RBV) emphasize that competitive advantage depends on resources that are rare, valuable, inimitable, and non-substitutable [24]. Organizations that cultivate such resources are more likely to achieve and sustain a dominant market position. Consequently, the High-Performance Work System (HPWS) model suggests the joint use of mutually reinforcing human resource practices, including selective recruitment, high training content, high performance-based compensation and participative management structures to improve organizational performance systematically [23]. In a complementary manner, the Ability Motivation Opportunity (AMO) framework asserts that employee performance is optimally achieved when abilities are developed through development initiatives, motivation is rewarded through recognition and incentives, and meaningful contribution opportunities are expanded. These

frameworks provide a holistic view of the foundation of SHRM insofar as human capital is a key strategic asset that must be effectively managed to navigate complex and volatile business environments.

Strategic Human Resource Management (SHRM) is relevant, particularly in the private security sector, where operations heavily rely on human judgment and are characterized by high employee turnover and the need for continuous human adaptability. Compared to other industries where automation can partially reduce humans' decision-making, this industry depends more on personnel experience, situational awareness, and resilience. Sound HR practices in high-stakes environments lead to operational effectiveness and organizational resilience to unpredictable threats and changing client expectations. There is strong empirical support for Strategic Human Resource Management (SHRM); firms that implement integrated HR practices report productivity gains of 12–18% and experience turnover rates that are 13–30% lower than competitors with fragmented HR systems [25].

An appropriate example of how organic SHRM is translated into organizational strength is represented by Securitas Canada [27]. Securitas has led by investing systematically in structured professional development programs, wellness initiatives that mitigate occupational stress and leadership cultivation pathways and has successfully hardened the company's workforce's capabilities and commitment [9]. Since these practices are part of the organization's broader strategic human resource development approach, they are not isolated interventions; instead, they represent the organization's ability to respond dynamically to technological innovations, regulatory changes, and complex client security demands. Functioning as both a shield and a lever across volatile sectors such as private security, Strategic Human Resource Management (SHRM) helps maintain organizational integrity while simultaneously enabling growth, innovation, and competitive positioning

Furthermore, the SHRM's strategic integration into the broader organization in the context of Securitas Canada reveals its potential as a force for change to contribute to the establishment of SHRM in high-risk work sectors. Systematic investment in human capital is not only good practice; it is necessary for sustainability under labour shortages, regulatory scrutiny and technological disruption, which are routine challenges in those environments. The development of adaptive workforce competencies by SHRM enables firms to maintain service quality and operational readiness when changing conditions. Furthermore, SHRM contributes to employee engagement and organizational agility. Consequently, SHRM goes beyond short-term tactical adjustments to have a culture of continuous improvement, learning and resilience across the organizational levels.

The second way HR strategies are synchronized with core business objectives is by synchronizing human resource investments with operational priorities, client satisfaction, and long-term organizational viability [20]. If human expertise cannot be replaced and operational demands drive an increase, SHRM is not a theoretical ideal but necessary to realize and maintain organizational excellence. Its systematic application transforms human capital from an enormous liability into a sustainable source of strength for private security firms in terms of facilitating their ability to navigate complexity, drive innovation, and deliver greater outcomes in an unpredictable world.

Workforce Retention in High-Turnover Industries: Drivers and Strategies

Industries such as private security, retail, and hospitality face persistent challenges in maintaining workforce stability. In the Canadian private security sector, turnover rates range from 18% to 20%, nearly double the

national average [40]. This high turnover is driven by a combination of interrelated factors that contribute to an unstable and often high-risk work environment. One of the primary issues is financial insecurity, as the median national income remains significantly higher than the average wages earned by security personnel [40]. This economic disparity is further compounded by irregular and poorly coordinated shift schedules, which disrupt employees' personal lives and contribute to elevated stress and burnout levels [40]. Organizational culture also plays a critical role; factors such as poor communication, lack of recognition, and weak leadership structures foster feelings of alienation among employees and contribute to disengagement and attrition [3]. Global workplace data indicate that high engagement levels significantly reduce turnover intentions, suggesting that targeted engagement programs could mitigate these challenges in the private security sector [14]. Moreover, limited opportunities for career advancement diminish workers' long-term commitment and reduce the incentive to remain with an organization over time.

Professional Development and Organizational Agility

As the landscape of threats—spanning cyber and physical domains—continues to evolve rapidly, continuous professional development has become essential to maintaining competitiveness and resilience in the private security sector. In practice, an organization's capacity to respond swiftly to external disruptions is closely tied to the adaptability and depth of its workforce. Professional development supports this by enhancing technical proficiency, fostering strategic thinking, and strengthening organizational agility—factors that directly influence operational outcomes. Key focus areas include conflict resolution, cybersecurity, and emergency management training, which equip personnel with competencies critical for navigating increasingly complex operational environments [17]. The National Cyber Threat Assessment highlights the growing need for cybersecurity skills to address evolving digital threats, underscoring the importance of such training in private security [6].

Beyond skill acquisition, access to ongoing development opportunities contributes to a greater sense of purpose among employees. This, in turn, enhances organizational commitment and reduces turnover [19]. Organizations that invest in professional learning cultures tend to display greater anticipatory and responsive agility in the face of technological disruptions and shifting market conditions [15].

Effective professional development is multifaceted. It includes practical, on-the-job training that embeds new skills directly into daily tasks; flexible e-learning platforms that accommodate asynchronous schedules [15]; and leadership development programs designed to build strategic decision-making and interpersonal effectiveness [7]. Additionally, industry-recognized certifications—such as first aid or cybersecurity credentials—not only validate skills but also improve employability and upward mobility within the organization [24]. Work-integrated learning, such as practical training and certifications, enhances graduate employability, supporting career progression in security roles [18].

Evidence shows that these investments yield measurable returns. Organizations see reduced turnover, enhanced service delivery, and stronger reputational value in the marketplace. For example, Securitas Canada's adoption of virtual reality–based conflict management training and e-learning certification pathways, in partnership with the Security Industry Association [32], has increased employee preparedness by 30%, contributing to both workforce resilience and client satisfaction.

SHRM Challenges and Innovations in the Private Security Sector

The private security industry presents unique challenges for Strategic Human Resource Management (SHRM), requiring tailored and adaptive approaches. Operating in a highly dynamic environment, the sector must align human resource strategies with diverse regulatory frameworks, employee well-being needs, ongoing technological advancement, and public expectations. For firms like Securitas Canada, effectively navigating these complexities is critical to achieving organizational resilience and developing a sustainable, high-performing workforce.

Regulatory Complexities

The Canadian private security sector is both heavily regulated and regionally fragmented. Licensing requirements, compliance obligations, and operational standards vary significantly across provinces [26]. This regulatory diversity poses substantial challenges for companies operating nationally, as human resource policies must be carefully tailored to meet differing regional mandates. Failing to adhere to localized standards can expose firms to legal liability and damage their public reputation—both of which are especially detrimental in a field that relies on public trust [26]. As a result, SHRM in this sector must include mechanisms for regulatory intelligence and agile compliance to support effective operations across jurisdictions. HR departments are increasingly tasked with balancing standardized national procedures and province-specific practices, such as localized onboarding protocols and compliance training. Organizations that manage this complexity effectively can gain a competitive advantage by ensuring consistent service quality while remaining legally compliant in every region of operation.

Occupational Health and Mental Well-being

Another major challenge to SHRM implementation in the private security sector is the high physical and psychological risk inherent in the work. Security personnel regularly face confrontations, threat mitigation, and emergency response duties, all of which contribute to elevated stress levels and exposure to traumatic situations. Research indicates that individuals in private security are 150% more likely to experience mental health conditions such as anxiety, depression, and post-traumatic stress disorder (PTSD) compared to workers in other sectors [10]. These occupational health risks necessitate the integration of robust wellness initiatives into SHRM strategies. Programs such as confidential counseling services, resilience training, mental health awareness campaigns, and stress management workshops not only address immediate health concerns but also help reduce absenteeism and turnover. By investing in employee well-being, firms enhance psychological resilience, strengthen operational readiness, and create healthier, more attractive work environments that support long-term retention.

Technological Disruptions

The accelerating adoption of digital technologies in security operations has reshaped workforce competency requirements and, by extension, the demands placed on SHRM. With AI-driven threat detection, cloud-based surveillance systems, and advanced security protocols becoming standard, traditional physical security skills alone are no longer sufficient. Today's security professionals must possess digital literacy, the ability to troubleshoot technical systems, and a foundational understanding of automated tools. This transformation calls for SHRM strategies that prioritize continuous upskilling and capability development. A forward-looking HR approach ensures that employees are equipped to operate effectively within increasingly technology-driven environments and enables

organizations to remain competitive as the security landscape evolves.

In order to properly manage the rapid pace of technological advancement in the security sector, SHRM practices must prioritize stratified upskilling initiatives tailored to evolving workforce needs. This includes the integration of immersive tools such as Virtual Reality (VR) simulations, which offer scenario-based training environments that enhance decision-making, threat assessment, and overall operational preparedness. In parallel, modern SHRM approaches must embrace flexible, accessible, and personalized learning models. Adaptive e-learning platforms—driven by AI—enable employees to follow modular, self-paced training paths that address individual skill gaps and foster continuous development [36]. Operating within digitally enhanced security infrastructures requires more than just technical competence; it demands adaptability, resilience, and a culture of lifelong learning.

Therefore, advanced training methods should not be considered optional enhancements, but rather strategic imperatives. Embedding continuous learning and digital fluency into organizational culture is essential for maintaining competitive relevance. Companies that fail to implement such practices risk falling behind competitors that can deliver agile, technologically advanced security solutions. As such, capability development must become a core function of every human resource strategy, with ongoing digital training institutionalized as a standard organizational responsibility.

By establishing technological proficiency as an expected baseline, firms can cultivate a workforce that embraces innovation, adapts to disruption, and sustains operational effectiveness in a constantly evolving environment. Ultimately, future-proofing the organization against technological disruption depends on viewing human capital as a durable competitive advantage one that SHRM is uniquely positioned to protect and advance.

Public Perception and Workforce Recruitment

Public perception presents a significant and often underestimated challenge to strategic human resource management (SHRM) in the private security sector. Although private security personnel play a vital role in maintaining public safety, they frequently face societal stigma and are often perceived as less legitimate or professional than law enforcement officers. This misperception has tangible consequences for workforce recruitment, as it discourages highly skilled candidates from pursuing careers in private security. To counteract this, SHRM strategies must include targeted initiatives aimed at reshaping public narratives and attracting top talent.

Innovative approaches to recruitment and retention can help elevate the industry’s image while addressing workforce instability. For example, diversity and inclusion programs—such as Securitas Canada's Indigenous youth training initiatives [32] serve dual purposes: they broaden workforce representation and contribute to long-term sector stability by reaching underrepresented populations. In addition, community outreach efforts, public education campaigns, and branding strategies that emphasize the professionalism, technological sophistication, and social impact of private security firms can gradually shift public perceptions in a more positive direction [11].

Building a strong employer brand has become an essential SHRM function. A well-developed brand not only enhances organizational appeal but also contributes to long-term workforce sustainability. To remain competitive and resilient, SHRM in private security must proactively address multiple interrelated areas: regulatory compliance, employee well-being, technological readiness, and public perception. Each of these domains requires tailored, innovative, and integrated strategies embedded within a comprehensive human resource framework.

Organizations that successfully adapt by institutionalizing compliance, investing in employee wellness, fostering continuous digital skills development, and actively managing their public image will be better positioned to cultivate a resilient, engaged, and high-performing workforce. In an era of escalating security demands and rapidly advancing operational technologies, SHRM is not merely a supportive function it is a strategic necessity for long-term sustainability and sectoral advancement.

Theoretical Framework: Integrating HPWS and AMO for Workforce Excellence

The integration of the High-Performance Work Systems (HPWS) and Ability-Motivation-Opportunity (AMO) frameworks offers a robust theoretical lens for examining how strategic human resource management (SHRM) can enhance workforce effectiveness and organizational adaptability, particularly in complex, high-turnover industries such as private security. HPWS is a group of HR practices, it includes careful hiring, regular training, pay based on performance, and involving employees in decisions. It is intended that practices work together to improve work results. With coherent implementation, those systems raise how well employees do and how involved they are. This occurs by matching what employees can do with what the organization wants to achieve.

The Ability–Motivation–Opportunity (AMO) framework (Fig.1) suggests that employee performance is influenced by three interrelated components: the development of skills that enable effective performance, incentives and recognition that foster motivation, and structured opportunities for participation that facilitate performance outcomes [3]. Integrating the AMO framework with broader strategic models allows organizations to adopt a more cohesive and intentional Human Resource Management (HRM) approach. This alignment not only addresses immediate operational requirements but also strengthens workforce resilience and enhances long-term organizational sustainability.

Figure 1. AMO Model's Basic Framework: This diagram illustrates how High-Performance Work Systems—through ability, motivation, and opportunity—drive discretionary effort, enhancing organizational performance. It aligns with the study's focus on workforce resilience in private security.

Adapted from: Appelbaum, E., et al., (2000). [1]

Securitas Canada shows that private security can include high-performance work systems, ability, motivation, and Opportunity. Human resource practices at Securitas Canada are guided by deliberate and structured systems designed to address key industry challenges. Among these challenges are high employee attrition, skill shortages, and limited opportunities for career advancement. In response, the company's recruitment strategies focus on attracting candidates who demonstrate adaptability and the potential to integrate

effectively into the organizational culture. These targeted efforts aim to build a more stable and capable workforce aligned with the company's long-term goals. Training programs incorporate virtual reality and simulated scenarios to enhance experiential learning and improve operational preparedness. Leadership development, crucial for strategic decision-making in high-risk settings, is bolstered by HR practices that foster resilience and adaptability during crises [7, 13].

These provide workers with technical skills and the ability to think. The learning systems complete the "ability" part of Ability, Motivation, and Opportunity. They meet the High Performance Work Systems concept, which requires excellent quality training. Employee motivation also improves through deliberate acknowledgement, chances to improve to more desirable positions, and wellness plans. These initiatives help reduce employee burnout and foster organizational loyalty, illustrating Securitas Canada's emphasis on the "opportunity" component of the AMO framework. The complementary use of HPWS and AMO becomes particularly significant in high-risk and labor-intensive sectors where operational success depends on both system-level coherence and human capital agility. While HPWS provides structural integration and process discipline, AMO addresses the psychological and behavioral mechanisms that drive individual engagement and retention [4, 25]. The strategy of Securitas Canada, where technology-enhanced learning is associated with motivational and participatory structures, indicates how these models are functional in practice. The company's wellness initiatives that include stress management and psychological support are an extension of the AMO framework to take the concept of employee well-being as the central motivating factor of performance [10].

Similarly, technology readiness developed through training in AI-enabled surveillance and cloud systems shows adaptation of HPWS to contemporary operation requirements [40, 35]. In the end, consolidating these frameworks enables organizations such as Securitas Canada to turn HRM from a human resource management function to a strategic machine through which organizational resilience, employee satisfaction, and long-term sustainability are achieved. This dual-framework perspective indicates the need for work systems that maximize human capital and adjust continuously to regulatory, technological and operational methodologies.

Methodology

Research Design

This study employs a mixed-methods approach, integrating both quantitative and qualitative methods to provide a comprehensive understanding of SHRM practices. This design enables the exploration of phenomena at multiple levels and enhances the validity of findings through methodological triangulation. The qualitative component captures in-depth perspectives from employees and management, while the quantitative element tests hypothesized relationships to improve generalizability.

Qualitative Data Collection and Analysis

The qualitative phase involved semi-structured interviews with 20 key stakeholders, including HR managers, site supervisors, and frontline security officers. This format allowed for both flexibility in probing participant experiences and consistency across interviews. Open-ended questions addressed issues such as workforce retention, training effectiveness, and career development. Interviews were audio-recorded, transcribed verbatim, and analyzed using thematic analysis via NVivo software. Key emerging themes included recognition practices, leadership support, training accessibility, and career progression. A systematized coding process and iterative review ensured the reliability and depth of thematic insights.

Quantitative Data Collection and Analysis

The quantitative component included a structured survey administered to a random sample of 300 employees across Securitas Canada's operational divisions. The survey instrument featured validated Likert-scale items measuring constructs such as job satisfaction, turnover intention, perceived training effectiveness, access to development opportunities, and engagement in wellness initiatives. Items were piloted and assessed for internal consistency using Cronbach's alpha. Data were analyzed using SPSS, employing multiple regression to test causal relationships and Structural Equation Modeling (SEM) to examine pathways between SHRM practices and outcomes like employee engagement and turnover intent—guided by the HPWS and AMO frameworks.

Document Analysis

Document analysis was used to supplement interview and survey data, providing organizational context and validation of reported HR practices. Reviewed materials included HR policies, employee handbooks, training manuals, turnover reports, and wellness program documentation. Publicly available industry reports, internal documents from Securitas Canada, regulatory guidelines, and relevant academic literature were also analyzed. This triangulation of primary and secondary sources enhanced the study's credibility and contextual depth (Table 1).

Findings and Analysis

Retention Strategies

Table 1 summarizes the key retention strategies implemented by Securitas Canada, highlighting their measurable impact on employee engagement and retention.

Table 1. Retention Strategy

Retention Strategy Component	Metric / Score	Notes
Employee Engagement Programs	$\beta = 0.65$ ($p < 0.01$)	Strong positive correlation with retention (from SEM analysis)
Competitive Compensation	88% satisfaction rate among surveyed employees	Based on 300 survey responses
Recognition Programs	75% of employees felt valued through recognition	Includes "Employee of the Month", performance bonuses
Career Progression	20% promoted to supervisory roles in 3 years	Leadership program participants
Flexible Scheduling	Mentioned by 60% of interviewees as retention factor	From qualitative interviews
Supportive Supervisors	Mentioned by 55% of interviewees	Key to work-life balance and motivation

Source: *Statistics Canada. 2023. [36]*

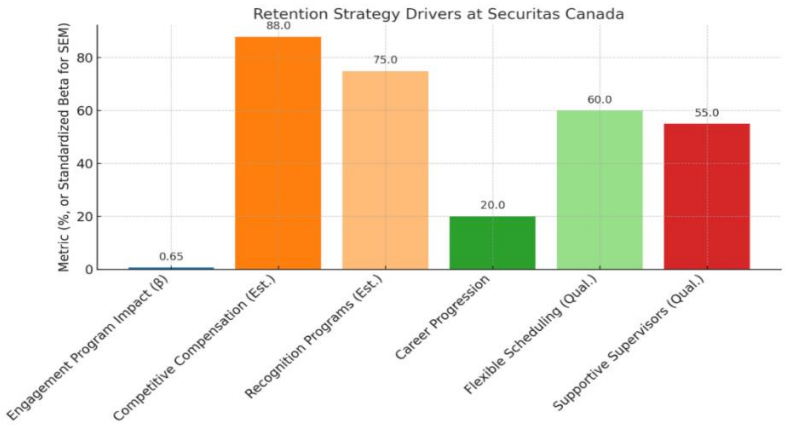

Figure 2. Retention Strategy Drivers at Securitas Canada

Source: *Statistics Canada. 2023. [36]*

Professional Development Impact

Table 2 illustrates the measurable impact of Securitas Canada's professional development programs on employee performance, organizational resilience, and leadership advancement.

Table 2. Professional Development Impact

Impact area	Metric	Reported value
Employee Performance	SEM result: Impact of professional development	$\beta = 0.72$, $p < 0.01$
Organizational Resilience	SEM result: Impact of professional development	$\beta = 0.58$, $p < 0.05$
Leadership Program Outcome	% of employees promoted after training	20% advanced

Source: Statistics Canada. 2023. [36]

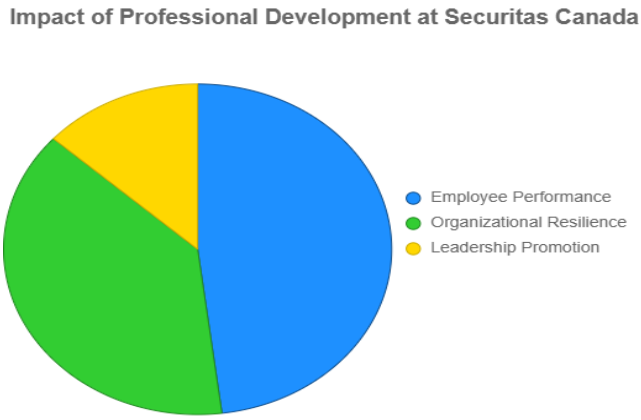

Figure 3. Impact of Training on Performance, Resilience, and Promotion Outcomes

Source: *Statistics Canada. 2023. [36]*

Comparative Analysis

Table 3 compares the turnover rates of leading private security firms in Canada, highlighting Securitas Canada's performance against industry peer.

Table 3. Comparative Analysis

Company	Turnover rate	Notes
Securitas Canada	~18%	As previously stated in the case study.
G4S Canada	5% (2021–2022)	G4S reported a staff turnover rate of just 5% from April 2021 to March 2022, significantly lower than the industry average.
Paladin Security	-	Paladin claims to have one of the highest employee retention rates in the security industry, though specific figures are not publicly disclosed.

Source: *Statistics Canada. 2023. [36]*

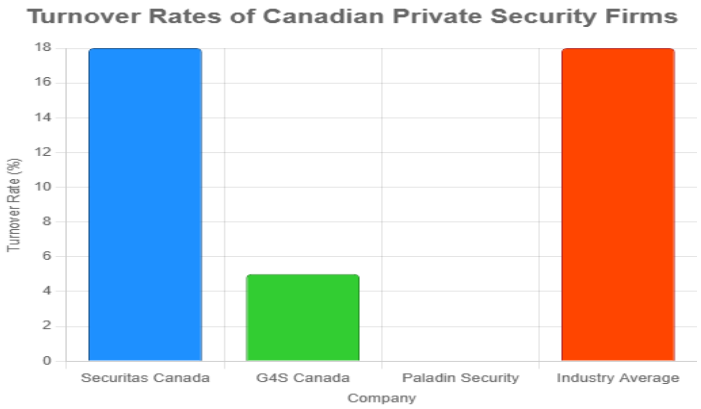

Figure 4. Turnover Rates of Leading Private Security Firms in Canada (vs. Industry Average)

Source: *Statistics Canada. 2023. [36]*

Theoretical Contributions

This study has made several significant contributions to the theory of strategic human resources management (SHRM) in the relatively unexplored private security context. It expands the theoretical map of how SHRM practices can be transposed to labor-intensive, high-risk industries with high turnover, complex regulatory environments, and increasing technological requirements. Central to this analysis is the adaptation and extension of the High-Performance Work Systems (HPWS) framework in conjunction with the Ability Motivation Opportunity (AMO) theory.

The first contribution is the attempt to validate HPWS & AMO frameworks within

the particular domain of the private security industry, and an area that escapes mainstream SHRM research. Previous studies have centered on the effects of HR practices in stable environments such as healthcare. This work has shown that processing HR practices in a systematic bundle (selective recruitment, extensive training, performance-based recognition, participative decision making) can be as effective even within a high turnover and discontinuities setting. Even under operational stress, these combined strategies demonstrated improved retention and job satisfaction levels and improved organizational resilience.

Secondly, this study expands the AMO framework by explicating how wellness projects and technology-enabled training affect the cornerstone AMO factors. This research adds two new dimensions to the glorified sphere of skill enhancement, rewards, and participation [3]: psychological resilience and technological adaptability. For instance, virtual

reality (VR) training and confidential wellness programs (e.g., EAPS) demonstrate improvements in employees' preparedness to operate in high-risk environments. This conceptual expansion is well placed in defining well-being and tech-readiness as strategic enablers of workforce effectiveness.

Third, the analysis reinvents employee wellness as a critical part of HPWS. While recruitment, training, compensation, and engagement remain the traditional focal points of High-Performance Work Systems (HPWS), this study discovered that organized wellness programs significantly impact employee engagement, resilience, and turnover. This finding aligns with the emerging convergence between human capital theory and occupational health, which underscores the strategic role of employee well-being in sustaining a productive and stable workforce.

Additionally, the research fills a gap in the SHRM literature by discovering technological agility as a mediating variable between HR practices and organizational performance. As information security is becoming an integral part of the security business, technological literacy becomes a foundational competency as private security turns tech-oriented to surveil, detect threats and operate. The findings show that further upskilling is valuable and essential to adaptability and competitive advantage.

Finally, this study calls for the disparity of HR strategies across different settings by highlighting the importance of contextual adaptability. In the private security industry, which is characterized by regulators' fragmentation, public stigma, and occupational risk, effective adoption of SHRM needs sector-specific tuning. This recognition introduces a more flexible and responsive SHRM model that can respond to distinctive operational requirements.

In summary, this research:

1. Validates the applicability of the HPWS and AMO frameworks within high-risk, labor-intensive organizational contexts.
2. Conceptually expands SHRM theory to include wellness and technological competencies.
3. Highlights the strategic role of sector-specific adaptation; and
4. Provides a foundation for future research into SHRM in dynamic, high-stakes industries.

These contributions refine existing models and propose a more holistic, adaptive view of SHRM that is better suited to the realities of contemporary security work.

Challenges

Even though Securitas Canada has shown success in implementing Strategic Human Resource Management (SHRM) practices to retain and professionally develop its workforce, this success has not come without challenges that continue to hold back the full-scale implementation of these innovations. These obstacles stem largely from the operational and structural complexities inherent in the private security sector and highlight the difficulty of supporting a stable, skilled workforce in a demanding, labor-intensive environment.

Resistance to Technological Change Among Veteran Employees

One of the most pressing challenges is resistance to change among long-serving employees. Many veteran officers use traditional training techniques, including in-person workshops, manual reporting and experiential field learning. Implementing digital tools like VR simulation, cloud-based reporting systems, and e-learning platforms is a radical departure from their well-established routine, even though VR-based training improves preparation, decisions, and situational preparation [31], doubts remain. This resistance typically arises from concerns that new systems will become obsolete owing to new technologies and that new systems may lead to new systems becoming less valuable. In

contrast, experiential competencies identify employees' professional identities.

Such a proclivity has more profound and broader implications than a simple individual one. Cohesion and standardization risks are exposed to the organization. The uneven adoption of training tools across operational sites is likely to result in inconsistent skill levels and fragmented preparedness, ultimately undermining the cohesion necessary for effective coordination. In addition, generational gaps may widen as younger recruits, who are more adept with technology, increasingly favor technologically driven approaches over the more traditional methods preferred by their older counterparts. Such divisions will breed mistrust among individuals, and sharing knowledge and compromising operational efficiency are important in volatile situations where cohesion in the team is the main priority.

Organizations need to adopt a careful change management strategy to overcome these challenges. Technological adoption should instead be positioned as an addition to the former, not a substitute for traditional skills. Practically, no-pressure workshops help the veteran employees gain confidence in their digital tools, while a mentorship plan allows veteran officers and recruits to learn from each other. This approach maintains institutional knowledge but inspires an ability to change. Modelled as an add-on to existing expertise, rather than a replacement, the positioning of technology might allay the fear of displacement.

Leadership is a very important player in overcoming resistance. For them to be strategic, vice presidents have to not only promote but also actually involve themselves in digital training initiatives. Veterans' involvement in the design and rollout of training programs could likewise inculcate a sense of ownership and decrease the amount of imposed change. This inclusive approach can take the engagement from reluctant compliance to active engagement. Organizations like Securitas Canada can break generational gaps, empower the adoption of technologies, and enhance employee cohesion by empowering technological confidence and valuing traditional knowledge and leadership commitment. Such steps are pivotal for successfully applying such specialized SHRM strategies and for raising the parameters of the level of operational resilience in the modern security environment, which is becoming increasingly complicated.

Financial Constraints on Technology-Driven Training Initiatives

Financial constraints present a significant challenge to Securitas Canada's initiative to transition from on-site training to technology-enhanced training programs across its operations. The application of VR/AR simulations demonstrates the most significant potential for improving skills, situational awareness, and operational readiness in the workforce. However, the initial financial cost of equipment acquisition, software development, and infrastructure improvements has been prohibitively high. These challenges are especially acute in smaller or rural branches, where limits to the operational budget and capital investment availability are more common.

In addition to costs related to initial hardware and software (VR headsets, simulation platform, IT infrastructure), organizations also face ongoing costs. These are system maintenance, software upgrades, technical support, and staff training on the new tools. The speed at which technological obsolescence occurs will place further cost pressure, forcing continual reinvestments that allow systems to remain current and effective.

E-learning platforms have become popular as cheap substitutes. However, their success relies greatly on stable internet connectivity and basic digital literacy, which differ significantly across geographic ranges, especially in remote areas. As such, security firms such as Securitas

Canada have conflicting financial priorities: While spending on cutting-edge training technology, allocating to the needs of the workers, the most basic of which are competitive compensation and retention. Organizations require adaptive strategies for innovating in a financially sustainable manner in order to reduce these financial challenges. One of the responses involves partnerships with government agencies, industry associations or technology vendors to co-fund training and development initiatives through platforms or subsidized programs. However, these collaborations have not fully developed in the Canadian part of fragmented private security, where there are differences in regulation and a lack of coordinated efforts among industry stakeholders that restrain scalability.

Securitas Canada may benefit in the short run from phased implementation strategies. Incremental deployment of sophisticated training tools based on branch readiness, budget capacity, and workforce needs will enable cost spreading over time and eliminate immediate financial strain. Likewise, emphasis on modular e-learning options with low physical requirements provides a pragmatic interim rendition for branches limited in digital capacity. In the end, it becomes less of a challenge for private security firms to cope with financial risks when training technology and general public labor development activities are aligned in terms of investment. Through an innovative, pragmatic, staged approach, organizations can produce digitally competent employees who are plug-able strategically to wars, but the organization remains operationally and financially stable.

Regional Disparities in SHRM Implementation

One of the significant challenges in implementing SHRM practice across Securitas Canada's operational environment, based on the urban-rural divide, is the stringent similarity between the two. Urban sites enjoy a bigger talent pool, superior technological infrastructure, and operating budgets. Such benefits enable the implementation of groundbreaking HR ventures such as VR training, e-learning systems, and any other type of holistic employee wellness program. Urban branches are much more efficient in luring talented candidates and providing various incentives for career enhancement than rural branches, which suffers from structural limitations that are not dynamic.

Limited recruitment pools hinder access to skills-qualified candidates, whereas a poor technological framework limits the utilization of digital training solutions. With limited operating budgets, investment in progressive HR strategies becomes even more constricted and many rural sites depend on the old, less effective approaches to development. In turn, employees in these locations experience less satisfaction regarding training access, career advancement, and support services, especially regarding mental health and wellness [22]. These regional imbalances create higher turnover rates, reduced engagement, and a comprehensive drag on overall goal-setting across the organization.

To navigate these inequalities, SHRM strategies need to be flexible and contextual in themselves. Portable mobile training units, Wi-Fi-enabled portable VR systems, and modular e-learning tools can bring professional development to faraway sites. Creating low–bandwidth digital platforms targeted at regions with limited connectivity can help provide equal opportunities for training. Adapted wellness programs that consider the mental health needs of employees out in isolated environments are also important in helping to retain and build resilience. Moreover, leadership must demonstrate equitable commitment to HR investment across regions. Budgetary limitations should not justify neglect of strategic initiatives in rural areas.

Strengthening partnerships with local educational institutions and community-based

organizations can enhance recruitment pipelines and improve employer branding in underrepresented regions. By adopting regionally responsive SHRM approaches, Securitas Canada can reduce operational disparities, improve cohesion, and elevate the standard of employee experience and performance across its entire workforce.

Sustaining Workforce Engagement Amid High Turnover Rates

While the success of SHRM initiatives in improving workforce outcomes is responsible, high turnover remains a defining problem in Canada's private security business. The industry's attrition rate is 30% or higher annually [8]. Securitas Canada has controlled its turnover rate to 18% using structured recognition programs (peer and management), leadership development pathways and improved employee support services. However, sustaining these gains occurs because of the sector's structural realities. Irregular job timings, high-risk exposure, and few opportunities for career progression usually characterize security jobs. Many jobs are viewed as transitional rather than permanent, contributing to apathy and a lack of continuity. Employees typically migrate to industries that promise them more stability and better pay with defined careers. These are compounded by shifts in workforce demands, relief from high mental well-being, work-life balance, and access to continuous learning. [37]. Emerging workforce challenges, such as demands for flexibility and well-being, necessitate adaptive SHRM strategies to sustain engagement [37]

To manage these continuous pressures, a proactive and adaptive "way of working" mindset is critical to workforce engagement. Organizations should utilize standard feedback mechanisms of employees, like climate surveys, focus groups and exit interviews, to recognize changing needs and priorities. Lessons learned from these tools can guide specific initiatives such as flexible time scheduling, a well-defined career-runs-uphill planning, mental wellbeing support and exposure to various skill areas. Such actions enhance job satisfaction and improve organizational commitment. Fostering supportive organizational cultures is essential. Inclusive leadership, cohesive communication, and visible probation for employee development invoke a sense of purpose and belonging. Vocational institutions and industry associations could enter into strategic partnerships to professionalize the workforce, channel development in measurable directions, and sell the sector as a serious long-term job option. Strategic workforce planning, supported by predictive analytics and labor market trend analysis, can help anticipate turnover risks and inform recruitment and development strategies, enabling organizations to address potential workforce instability before it arises. Finally, engagement cannot be maintained solely through HR interventions. Financial and cultural constraints, regional physical dissimilarities, and competition from external labor markets put pressure on even the most developed SHRM systems.

To maintain resilience, private security firms must develop dynamic, workforce-oriented HRM approaches that are adaptable, forward-looking, and responsive to change. Securitas Canada's experience confirms that operational excellence in high-risk environments is not solely a function of innovation in technology or procedures but requires a consistent strategic investment in learning and developing the workforce itself.

Discussion

Practical Implications

This study identifies several critical practical implications for advancing Strategic Human Resource Management (SHRM) in the private security sector, a field marked by workforce instability, operational complexity, and rapid technological disruption.

Embedding Technology-Enhanced Learning Ecosystems

To remain competitive, private security firms must shift digital training tools beyond ad hoc (or pilot stage) into technology-enhanced learning systems as a core component of workforce development plans. These should also support integrated approaches of scenario-based training, mobile micro learning and AI-adaptive learning platforms. This diversity reflects the existence of students with different learning styles and accommodates the inclusion of older employees who may be reluctant to learn technology.

Firms can also minimize development costs by co-creating sector-specific content via co-owners of intellectual property agreements with technology providers. Using internal teams that focus on learning and development and are experts in digital pedagogy ensures local and strategic alignment of training plans with business goals. Technological leasing models and consortia-based access to VR infrastructure represent workable ways of democratizing innovation and bringing high-end training tools into the hands of most firms, if they were for smaller firms or if the latter are portfolio-limited.

Redefining Employee Well-being as a Strategic Imperative

The hazardous and poorly paid private security areas require an expanded definition of wellness beyond standard workforce engagement and retention programs. Confidential counselling and flexible hours are still lovely, but companies need to revisit their basic HR strategies to consider financial wellness, resilience coaching and burnout prevention. The practical interventions are financial literacy workshops, debt management workshops, and support for retirement planning that targets the economic stress or pressure creating the exit. Besides that, programs that build psychological safety, such as mindfulness training, emotional intelligence training, and trauma-informed leadership practices, are critical in high-pressure areas.

Firms should also explore the development of Wellness Advisory Councils, which comprise employees from across roles to co-design wellness programs that reflect real workforce requirements. The predictive analytics tools can show initial signs of stress, absenteeism and burnout, providing an opportunity for preventive actions. Health can also be conceptualized as a strategic asset for a firm once it gains prominence as a key performance indicator (KPI) in the form of executive scorecards, indicating a specific organizational commitment paired with a sense of responsibility given to leadership to shape outcomes related to health, reorienting health as an investment rather than a discretionary reward.

Developing Integrated Talent Management Systems

To achieve maximum efficiency from SHRM's talent management systems, they can no longer be a separate function but must link closely with organizational and industry direction. This includes, but is not limited to, the development of skills forecasting frameworks to facilitate readiness to respond to emerging cybersecurity and drone surveillance challenges and the design of pipelines for such future positions. Succession planning should have its roots in transparent career mapping from frontline to leading roles, which supports visible career movement and challenges stagnation connotations. Performance management systems should also move away from evaluation based on tenures towards evidence-based assessments that integrate client feedback, technological responsiveness, and leadership potential. Internal talent marketplaces may represent another gain for firms, where employees can find themselves in project-based jobs, stretch assignments, or cross-functional experiences, while enhancing

internal mobility and professional development, carefree of formal job changes.

Finally, sustained investment in employer branding is necessary to reshape public perceptions of private security work. This involves public storytelling campaigns that highlight success stories, community impact, diversity achievements, and technological innovation—positioning the sector as a viable, socially meaningful, and future-oriented career path. In summary, aligning SHRM practices with adaptive learning strategies, holistic wellness frameworks, and dynamic talent management systems will allow private security firms not only to survive but lead amid evolving operational pressures and shifting employee expectations.

Theoretical Implications

This study makes a substantial theoretical contribution to the field of Strategic Human Resource Management (SHRM) by validating and extending established models within the distinct, high-risk context of the private security sector. It demonstrates the applicability of the High-Performance Work Systems (HPWS) and Ability-Motivation-Opportunity (AMO) frameworks in environments marked by workforce instability, complex regulation, and rapid technological change. While these models have traditionally been tested in stable sectors such as healthcare, manufacturing, and corporate services, this research confirms their relevance in volatile, labor-intensive settings where employees regularly encounter operational stressors that challenge their engagement and adaptability. A key theoretical advancement lies in the study's expansion of the AMO model. It introduces psychological resilience and technological agility as vital dimensions of employee ability and motivation—attributes increasingly necessary in high-risk environments. The findings suggest that traditional technical training is no longer sufficient; employees must also be emotionally adaptable and digitally competent. Interventions such as VR-based conflict management training and comprehensive wellness programs modestly, yet meaningfully, support the development of these traits. This broader interpretation of AMO creates space for future research that explores emotional and technological competencies as core elements of workforce effectiveness.

Similarly, the HPWS framework is reinterpreted to include employee wellness as a strategic driver of performance, retention, and commitment. Whereas earlier applications of HPWS focused primarily on recruitment, training, incentives, and participatory structures [23], this study argues that psychological health must be embedded within these systems for them to be truly high-performing. By integrating wellness and digital readiness into SHRM theory, this research offers a more comprehensive model suited to the demands of contemporary, high-pressure work environments. Moreover, the study underscores the need for sector-specific adaptations of SHRM models. It challenges the assumption that certain HR practices are universally applicable and instead calls for frameworks that account for sectoral characteristics such as regulatory fragmentation, reputational risk, and occupational hazards. These contextual dynamics often distort the efficacy of generic HR strategies. The findings advocate for more responsive, flexible SHRM models that are aligned with operational realities. This call for contextualization not only enhances the explanatory power of SHRM theories but also improves their practical utility.

Finally, the study lays the groundwork for interdisciplinary integration within SHRM theory. By drawing connections between human resource development, occupational health, and digital transformation, it invites future research to bridge SHRM with organizational psychology, health sciences, and technology studies. In doing so, it strengthens the theoretical foundations of SHRM and

ensures its relevance amid ongoing changes in work, risk, and workforce expectations.

Policy Implications

The findings of this study also carry important policy implications for both private-sector leadership and public regulatory bodies. As private security firms increasingly assume critical roles within the broader public safety infrastructure, systemic inconsistencies in training standards, compensation, and professional development threaten workforce stability and service quality. There is an urgent need for industry-wide standards covering core areas such as conflict management, cybersecurity readiness, and wellness programs. Establishing consistent training and development requirements across firms would not only professionalize the workforce but also enhance public trust in the private security sector. Securitas Canada's success in reducing turnover and improving engagement through structured SHRM investments provides a model for broader institutional adoption.

Moreover, standardizing compensation frameworks and benefit structures is essential. Given the high-risk nature of security work, minimum pay thresholds and standardized benefits aligned with job demands should be mandated. This would help mitigate turnover, enhance workforce morale, and position security roles as viable long-term careers rather than transitional employment. Equally important is the harmonization of regulatory standards across provinces. Fragmented regulations currently limit workforce mobility and increase administrative burden. A unified national policy framework would streamline compliance, improve operational efficiency, and create clearer career pathways through the establishment of national certification programs. To address resource gaps—especially for smaller or rural firms—government support is crucial. Public funding for technology-enhanced training, wellness initiatives, and diversity programs can help ensure equitable access to innovation across the industry. Financial incentives for R&D in emerging security technologies, workforce resilience, and digital transformation will encourage firms to adopt forward-thinking HR strategies.

Finally, a coordinated public-private partnership model should be promoted. Closer collaboration between public agencies and private firms can improve emergency preparedness, information sharing, and integrated training initiatives. Embedding private security more deeply into public safety frameworks will ensure a more responsive, resilient, and trusted security ecosystem. In sum, a proactive and collaborative policy agenda—backed by regulatory harmonization, financial support, and strategic partnerships—can transform the private security industry into a stable, professional, and socially valued sector capable of meeting the evolving challenges of modern public safety.

Conclusion

This study has critically examined strategically related human resource management (SHRM) practices in Securitas Canada, addressing workforce retention and professional development in the private security sector. As an often-high turnover, high skill shortage and volatile operating environment, Securitas Canada offers an appropriate example of how targeted and innovative HR practices can generate a resilient and motivated workforce. For example, introducing technology-driven training initiatives such as VR simulation and e-learning modules has been instrumental in integrating it with structured wellness programs to prepare employees and improve satisfaction at work and organizational stability. Besides these, these initiatives help employees develop the required technical skills to respond to accelerating security demands and foster psychological resilience and professional engagement. The study also points out the

strategic edge of merging HR functions with corporate objectives, particularly operational excellence, client satisfaction and competitive positioning.

Also, Securitas Canada shows HRM as being incorporated into the standard organizational strategies rather than as isolated administrative functions. The theoretical contribution of the research expands the applicability of the High-Performance Work Systems (HPWS) framework and the Ability Motivation Opportunity (AMO) framework to environments associated with high-risk and labor-intensive processes. The present study suggests some important refinements in the traditional SHRM theory by including psychological well-being and technological agility as essential components of employee development in the changing environment. In addition, they delineate the need for the design of SHRM practices tailored to the idiosyncrasies of both the franchise and full-service aspects of the private security sector, and importantly, for extending strategic HRM theory towards more general and increasingly disparate industry contexts where it will likely be practically relevant.

The practical and policy implications of the findings are considerable beyond the individual organizational initiatives. Private security firms are strongly encouraged to be more handsome in an investment, which would see them looking into scalable technology based on operational training and digital competencies among their personnel. The integral strategic integration of employee wellness initiatives as critical drivers of workforce resilience and organizational performance and not simply as ancillary benefits is equally important. At the same time, one should pay individual attention to HR practice, which must be in parallel with organizational goals, and employee development must be directed at the operational effectiveness and relations with clients. At the policy level, it is necessary to have standards set at the industry level or across multiple industries for employee training, worker professionalism and compensation. Subsidies for the initiatives would also increase the sustainability and legitimacy of private security services through governmental support and harmonizing regulations to the provincial jurisdictions.

To better understand the long-term implications of technology-based HR strategy on the stability of the workforce, career trajectory and organizational adaptability, there is an urgent need to undertake a longitudinal study. Comparative studies over different regulatory environments and cultural contexts can provide fascinating insights into how to further evolve human resource practices according to changing industrial landscapes. This study confirms that strategic human resource management is essential for achieving operational resilience, workforce capability, and professional excellence in high-risk service industries. Adopting flexible, creative, and employee-friendly approaches in HR will not only help private security firms gain a competitive edge in a constantly changing and competitive protection environment but also assure organizational success while preserving greater social security results.

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Conflict of Interest

The author declares no conflict of interest related to this research.

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