

The Development of a Model to Optimize the Operations of Security Companies in the Bangkok Metropolitan Area

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ABSTRACT

This research aims to develop an operational model for private security companies in Bangkok by employing a mixed-methods approach, integrating both quantitative and qualitative data analysis. The study's participants included senior executives, security team leaders, and relevant personnel from private security firms operating within Bangkok. Research tools consisted of questionnaires, in-depth interviews, and field observations. The qualitative findings revealed several key challenges, particularly in workforce allocation—especially during night shifts and holidays—which impact service continuity. Training programs were found to lack long-term development strategies and did not adequately cover essential skills such as customer communication and equipment usage. Furthermore, many security operations still relied on disconnected surveillance and alarm systems that were not integrated with a central control system, reducing the ability to respond promptly to incidents. Quantitative analysis using descriptive statistics and factor analysis identified four key components essential for effective security company operations: 1) Personnel, 2) Operational Management, 3) Technology and Support Systems, and 4) Stakeholder Integration. The resulting operational model from this study serves as a framework for improving the management systems of private security firms. It enables companies to modernize operations and respond more effectively to the complex and rapidly changing urban environments found in metropolitan areas like Bangkok.

Keywords: Security Services, Operational Model, Management, Technology, Bangkok

INTRODUCTION

In today's era, marked by rapid economic, social, and technological changes, life in large urban areas such as Bangkok has become increasingly complex and fragile. The capital's dense population and its diversity in terms of occupations, cultures, and lifestyles have significantly influenced shifts in social behavior and elevated the levels of risk that may lead to safety concerns in various dimensions National Statistical Office, (2022). These risk factors reflect the growing need for an effective and timely security system, especially in communities, office buildings, shopping malls, and government agencies (Department of Provincial Administration, (2021). Within this context, private security companies have begun to play a crucial role in providing safety services for businesses, government agencies, and residential communities, aiming to strengthen security and alleviate the burden on public law enforcement A Bid, Saleem, Zabra M. B. Muhammed & Sada Z., (2019). However, the operations of

private security firms still face numerous challenges, such as inefficient manpower allocation, delayed response to incidents, a lack of data analysis systems for decision-making, and continued reliance on traditional management methods, which are no longer adequate in today's dynamic and unpredictable environment (Adejuwon D. K., (2020). Nonetheless, security remains essential to modern life, as it helps protect lives and property from various risks including theft, threats, and accidents. An effective security system enhances individuals' and families' confidence and safety in their daily lives Adejuwon D. K., (2020). By preventing threats and theft, security systems such as CCTV and automated alarm systems help reduce burglary risks and increase residents' sense of safety. Homes equipped with such systems are up to 30% less likely to be broken into compared to those without, offering reassurance and trust in everyday life. Security systems also help family members, especially the elderly and children, feel safer and more confident in their routines. This sense of security positively impacts residents' mental well-being, contributing to a better quality of life (Kowara, R. A., 2017).

In emergencies, security systems equipped with fire alarms and smoke detectors can significantly reduce damage by providing early warnings, allowing residents to evacuate in time. In the context of private security companies, operational effectiveness does not depend solely on manpower but also requires personnel with a diverse set of skills to respond to various complex situations, particularly in high-risk, unpredictable urban environments like Bangkok. Key competencies for security personnel can be categorized into four main areas:

1. Communication skills, which are fundamental for accurately and swiftly conveying information and building trust with clients. Good communication also helps de-escalate tense situations and prevent misunderstandings or panic.

2. Problem-solving skills, as security officers often face unexpected incidents. The ability to apply common sense and situational analysis is crucial to control incidents before they escalate beyond control.

3. Adaptability, as the nature of security work demands flexibility in adjusting to varying conditions such as time, location, and tasks depending on clients' needs.

4. Endurance and readiness for 24/7 operations, as security work spans both day and night shifts, each with distinct risks and responsibilities. Officers must possess physical and mental resilience to handle unpredictable events with composure (Lee, Y. H., Kim, M. S., & Lee, J. S., 2020).

It is evident that building an effective security system requires the ongoing development and enhancement of personnel through continuous training, particularly in information technology and electronic security equipment, such as CCTV, access control systems, and alarm systems. This ensures correct usage and maximizes operational efficiency Eva Jayati, C. D. S., & Ani, N., (2020). Therefore, the development of an operational model for private security firms serves as a vital mechanism for improving service and management efficiency, especially in urban areas constrained by limited resources, time, and risk factors. Such a model allows for systematic data analysis, strategic planning, and informed decision-making in areas such as manpower allocation, service coverage, shift scheduling, performance evaluation, and the integration of technology and automation to enhance service capability (Emmanuel U. W., 2019).

Based on the above rationale, this study aims to develop an operational model for private security companies in the Bangkok Metropolitan Area. By gathering data from actual field operations, analyzing organizational processes, and designing practical, implementable guidelines, the study seeks to enhance security management efficiency, reduce unexpected losses, and build lasting trust among clients and the public toward urban security systems.

Methodology

This research aims to develop an operational model for private security companies in the Bangkok Metropolitan Region. The research methodology consists of the following key steps

2.1 Research Sample

The researcher identified a group of key informants comprising individuals with knowledge and understanding of the efficiency and competitiveness enhancement of private security companies in Bangkok and its metropolitan area. The aim was to gather in-depth information about the perspectives of security company executives and their opinions on the factors affecting operational efficiency and competitive advantage.

The sample consisted of security company presidents who met the criteria for providing reliable information, based on Marshall (1996). The criteria were:

2.1.1 Having knowledge and understanding of operational efficiency and competitiveness enhancement of security companies in Bangkok and the metropolitan region.

2.1.2 Holding the position of company president, the highest-ranking executive in the organization.

2.1.3 Having worked in the security company for no less than one year.

2.2 Sample Selection

The researcher used purposive sampling for qualitative research by selecting company presidents with expertise relevant to the research focus (intensity sampling). These individuals demonstrated outstanding performance in improving the competitiveness of their security companies (Miles & Huberman, 1994). Selection was based on achievements, initiatives, and awards related to organizational management in the security service sector. A total of 20 companies were selected.

Key Informants

The key informants were selected using purposive sampling from senior executives with knowledge and experience in improving the competitiveness of private security companies. Each informant had to have at least one year of experience to ensure they could provide insightful and comprehensive information. One informant was selected per company, totaling 20 participants.

2.3 Research Instruments

The researcher conducted the interviews personally, using interview guidelines and field notes as primary tools. Data collection was mainly done through observation and in-depth interviews. The interview guide was designed based on the research objectives but remained open-ended to allow respondents to freely express their views.

The main questions addressed variables that influence the efficiency and competitiveness of security companies in Bangkok and the metropolitan region, including

- Management innovation
- Human resources
- Organizational agility
- Organizational capabilities

After designing the interview framework, the researcher consulted with academic advisors to ensure the tool's completeness and accuracy.

2.4 Data Collection

In the qualitative data collection process, the researcher aimed to understand the variables that affect operational efficiency and competitiveness of private security companies, drawing on insights from those working directly in the field.

Data was collected through observations and in-depth interviews using questions aligned with the research objectives. These qualitative insights were used to complement quantitative research findings, creating a more comprehensive understanding of the studied phenomenon. This approach supported the integration of multiple data types and sources to enhance the reliability of findings (Tashakkori & Teddlie, 1998).

In-depth Interview Requests

The researcher issued formal request letters from Suan Sunandha Rajabhat University to arrange interviews with the key informants. These letters explained the purpose and expected benefits of the research and sought consent from informants. Once consent was obtained, interviews were scheduled accordingly.

Steps in Data Collection

1. Studying relevant literature and documents on variables affecting operational efficiency and competitiveness of security companies in Bangkok and surrounding provinces.

2. Preparing knowledge on qualitative research methodologies and researcher ethics to ensure accurate and complete interviews. The in-depth interview technique was used, with pre-determined questions to cover the research objectives. Interviews were informal in nature to foster a relaxed atmosphere and allow participants to freely share their thoughts and beliefs.

3. Prior to the interview, the researcher explained the interview's purpose and asked for permission to take notes and record audio. Each interview lasted approximately 45–60 minutes, depending on the situation and participant cooperation. Interviews continued until data saturation was reached — the point at which no new insights emerged.

4. Creating a Comfortable Interview Atmosphere and Data Recording During interviews, the researcher fostered an environment of trust and comfort to encourage openness. In addition to audio recording, brief written notes were taken to highlight key points. Observations on tone of voice, facial expressions, gestures, and eye contact were also recorded naturally without interpretation. The researcher also documented personal thoughts, feelings, or issues that arose during interviews for reflection and improvement in future sessions.

5. Observation

The researcher observed and took detailed notes on what occurred during interviews to grasp key aspects of the phenomenon, posing critical questions based on what was seen.

3. Results and Discussion

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5. Observation The researcher observed and took detailed notes on what occurred during interviews to grasp key aspects of the phenomenon, posing critical questions based on what was seen.

3.5 Results

The research study titled “The Development of an Operational Model for Security Service Companies in the Bangkok Metropolitan Area” analyzed both quantitative and qualitative data. The summarized results are as follows:

3.5.1 Qualitative Data Analysis Results

The findings were obtained through in-depth interviews with senior executives and security team leaders, as well as field observations of actual operations. Key issues identified include

- Personnel Allocation Challenges: The companies often face personnel shortages, especially during nighttime shifts and holidays, which affects the continuity of service.

- Lack of Systematic Training: Although basic training is provided before starting work, there is a lack of long-term skill development programs, particularly in customer communication and equipment usage.

- Limited Technology Integration: Many units still use CCTV and alarm systems that are not connected to a centralized control system, leading to delays in response.

Therefore, based on both quantitative and qualitative analysis, the factors influencing the operational efficiency of security service companies are

- Personnel readiness
- Internal management capability
- Technological support

Applying this knowledge to develop an operational model will enhance the companies' ability to improve their systems effectively and better respond to the complexities of urban environments.

3.5.2 The Model

Derived from the analysis of quantitative data using descriptive statistics and factor analysis, combined with qualitative content analysis from interviews and field data, the research identified four main components of effective security company operations:

- Personnel
- Operational Management
- Technology & Support Systems
- Stakeholder Integration

The components of the operational model are illustrated in Figure 1.

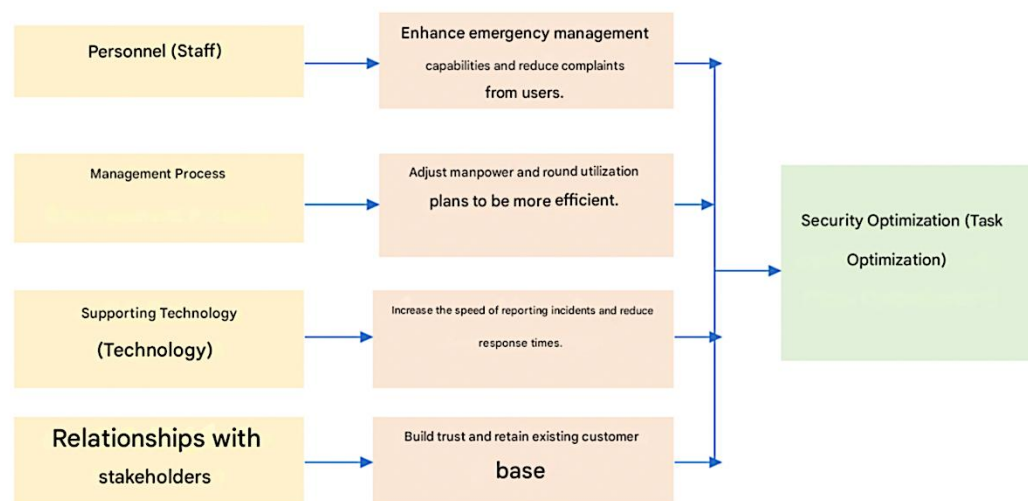


Figure 1 Efficiency Enhancement Model for Security Companies in the Bangkok Metropolitan Area"

3.6 Discussion

Based on the research study titled "The Development of an Operational Model for Security Service Companies in the Bangkok Metropolitan Area," it was found that current operations of security service companies still face several significant limitations, particularly in the areas of personnel, processes, technology, and stakeholder relationships. These findings are consistent with both the quantitative and qualitative components revealed through the analysis.

1. Personnel and Workforce Allocation Issues In-depth interviews revealed that many companies face difficulties in recruiting personnel, especially during nighttime shifts or holidays—periods that typically require heightened security presence.

2. Training and Skill Development Although basic training is provided before work commences, there is a lack of continuous, long-term training programs. In particular, there is insufficient training in customer communication and the use of technologies such as communication devices, CCTV systems, and alarm systems.

3. Technology and Support Systems Many technological systems are not yet integrated with a central control center, resulting in delayed responses to incidents. Furthermore, the absence of real-time alert systems poses a barrier to operational efficiency.

4. Operational Model The integrated analysis of both quantitative and qualitative data allowed for the development of a structured operational model consisting of four core components:

- Personnel: Selection, development, and management of the workforce.
- Operational Management: Scheduling of shifts, internal control systems, and emergency response processes.
- Technology & Support System: Utilization of CCTV, automatic alert systems, and communication tools.
- Stakeholder Integration: Coordination with clients, local communities, and government agencies.

These components align with the concept of the Balanced Scorecard developed by Kaplan & Norton (1996), which highlights the importance of perspectives related to human resources, internal processes, technology, and customer relations—all of which are essential elements for enhancing organizational efficiency.

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