

Lived Experiences of the Mall Security Personnel Handling Resistance

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ABSTRACT

Mall security staff are vital for ensuring safety and order by protecting people and property, handling emergencies, enforcing rules, assisting shoppers, and supporting the mall's public image. This study, entitled *Lived Experiences of Mall Security Personnel Handling Resistance*, used a qualitative phenomenological research design. It involved 10 mall security personnel and employed semi-structured interviews analyzed through Moustakas' thematic approach. Findings revealed five major themes: (1) maintaining emotional control and professionalism, (2) stress, fatigue, and emotional strain, (3) lack of training and institutional support, (4) developing personal resilience and a positive mindset, and (5) seeking support and relying on teamwork. The study concludes that emotional regulation, professionalism, and resilience, developed through training and institutional support, are essential soft skills for security guards to de-escalate tensions, uphold credibility, enhance performance, and ensure workplace safety. The study recommends that organizations provide comprehensive training, sustained institutional support, and wellness initiatives to strengthen security guards' skills, resilience, and overall well-being, thereby enhancing conflict management and fostering a healthier organizational environment.

Keywords: mall security, resistance, safety, security personnel, shop-lifting

INTRODUCTION

Security staff at malls are crucial for maintaining calm, safety, and organization in shopping centers (Mugo & Odhiambo, 2023). As the first line of protection in busy areas, they ensure that both customers and staff operate in a safe and secure environment. Their responsibilities extend beyond monitoring entrances; they also monitor security cameras, respond to emergencies, manage theft or disruptions, assist lost children or elderly shoppers, and uphold mall guidelines. In this role, they act as both guardians of the mall's assets and essential supporters of customer care and the mall's public image. Mall security personnel are trained to calm conflicts and respond with professionalism and poise (Horan, 2024), requiring physical readiness, mental alertness, and strong communication skills.

In the Philippines, there are about 500,000 licensed security guards, a number higher than the personnel in the Armed Forces and the Philippine National Police (Abarca, 2021). Shopping malls are a key employment area for these guards. Urban malls in Metro Manila, Cebu, and Davao rely heavily on security staff for crime prevention, access control, and emergency response (Sicuan et al., 2025). Estimates indicate that at least 881 security guard services operate throughout Metro Manila, demonstrating a strong presence of security operations in the region. In the Davao Region, around 71 registered security guard services operate, showing that the retail sector employs a large number of personnel to safeguard buildings and ensure smooth operations (Baluca et al., 2021). Since malls often hire multiple guards per location, thousands of security staff are likely employed across the country.

Gotham (2021) noted that mall security personnel regularly encounter serious challenges when dealing with individuals who resist rules, behave aggressively, or cause disruptions. Bolman et al. (2021) further explained that these situations place security officers in difficult and sometimes dangerous circumstances, requiring quick

decision-making, calmness, and control despite limited authority and resources. Blanchard and Thacker (2023) emphasized that such resistance jeopardizes staff safety, disrupts mall operations, and threatens the well-being of customers, employees, and property, highlighting the need for proper training, strong support systems, and clear protocols.

This study investigated how mall security personnel in Misamis Occidental cope with various forms of resistance from workers and patrons, including rule violations, theft, disorderly behavior, and consumer complaints (Reed, 2020). Although the job involves some confrontation, there is limited research on security officers' perspectives, creating a gap in understanding the emotional, psychological, and physical impacts of their work. By centering on the personal narratives of security personnel, the study examined the challenges they face, the strategies they use, and the effects on their performance and well-being (Zhang et al., 2022). Limitations related to purposive sampling and location may affect generalizability. This research addresses a gap in the Philippine literature, which tends to emphasize technical and preventive crime measures rather than the lived experiences of security personnel.

METHODS

This study employed a qualitative phenomenological research design. Moustakas' transcendental phenomenology was deemed appropriate for investigating the everyday experiences of mall security officers in coping with resistance. This design focused on collecting participants' personal accounts, allowing the researcher to identify psychological, emotional, and practical issues involved in their daily work. By examining how they managed confrontations, dealt with stress, and implemented mall policies in challenging circumstances, the study revealed the core of their lived experiences. Their collective narratives highlighted communication strategies, de-escalation techniques, and situational judgment in maintaining safety and order.

The study was conducted in selected malls within Misamis Occidental, focusing on security personnel stationed in these retail environments. Misamis Occidental, with its diverse commercial establishments, provided a relevant setting to examine the challenges faced by mall security guards in managing resistance, enforcing policies, and maintaining safety and order. Security personnel were selected through purposive sampling, following inclusion criteria: (1) currently employed as a mall security guard in Misamis Occidental, (2) experience dealing with resistant individuals such as shoplifters, unruly customers, or rule-breakers, and (3) willingness to participate.

Data were collected using a structured interview guide with three sections: demographic information, experiences with resistant individuals, and coping strategies. Face-to-face, in-depth interviews were conducted to gather detailed insights. The interview guide was reviewed by the College Research Committee to ensure ethical compliance and protection of participants' rights and well-being.

Before data collection, the researcher secured permission from the Dean of the College of Criminology and submitted formal requests to mall management and security agencies. Potential participants were informed about the study's purpose and interview process, and informed consent was obtained. Ethical considerations, including confidentiality and adherence to the Data Privacy Act of 2012 (RA 10173), were strictly followed. Interviews were conducted in private locations, securely recorded, transcribed, and deleted after verification to maintain privacy.

Data were analyzed using Moustakas' (1994) transcendental phenomenological reduction, involving six steps: bracketing, horizontalization, clustering, textural descriptions, structural descriptions, and textural-structural synthesis.

RESULTS AND DISCUSSIONS

The research involved a group of mall security officers, both male and female, although predominantly men. All participants had more than three years of frontline experience in customer interactions and institutional policy enforcement. This shared experience provided a basis to analyze how prolonged exposure to resistance influenced their coping mechanisms and work practices.

The study explored daily experiences and coping strategies of mall security guards when dealing with customer resistance. Five major themes emerged: maintaining emotional control and professionalism; stress, fatigue, and emotional strain; lack of training and institutional support; developing personal resilience and a positive mindset; and seeking support and relying on teamwork. Findings show that long shifts, insufficient support, and customer aggressiveness contribute to stress and fatigue, while calmness, collaboration, and resilience are key coping strategies. Security guards are not just rule enforcers but professionals managing emotional, psychological, and organizational challenges to maintain order and legitimacy.

Maintaining Emotional Control and Professionalism

The everyday experiences of security guards demonstrate that composure is essential for effectively managing resistance in their profession. When dealing with customers who are unwilling to comply with policies, security staff emphasize the importance of remaining calm, patient, and respectful to prevent escalation (Alnemari et al., 2024). They recognize that reacting with annoyance can intensify conflicts, whereas professionalism helps maintain order and preserve their credibility in the eyes of the public. In this study, an emerging theme highlights that emotional regulation is not merely a coping mechanism but also a professional standard that shapes their daily operations and performance in enforcing policies (Chang, 2020). The accounts reveal that security guards place high value on emotional control as a critical component of their role.

SP1 emphasized the importance of maintaining calmness and composure when dealing with challenging situations, particularly in interactions with customers. The participant pointed out that as security personnel, it is crucial to remain collected and professional to handle conflicts effectively. Similarly, SP2 shared that they consciously strive to stay calm and respectful when enforcing mall regulations, ensuring that explanations are delivered patiently to avoid escalating tensions. Meanwhile, SP8 echoed the same sentiment, stressing the need for emotional control by reminding themselves not to let anger or frustration take over when confronting resistant individuals. Collectively, their responses reflect a shared commitment to professionalism, emotional discipline, and respectful communication as essential traits in maintaining peace and order in their line of work.

These are evident in the responses of the participants during the interview conducted:

“As security personnel, it is important for us to remain calm and approach the customer with composure.” (SP1)

“I make it a point to remain calm and composed, carefully explaining the mall’s regulations to customers in a respectful and patient manner.” (SP2)

“I make a conscious effort to remain calm and composed at all times. I remind myself that emotions, especially anger, should never take control when dealing with resistant individuals.” (SP8)

Sustained emotional control and professionalism is a common experience for security guards when dealing with resistance from customers (Koeppen & Hopkins, 2025). They point out the need to remain calm, composed, and respectful in a bid to avert unnecessary conflict and facilitate smooth operation of rules. Emotional restraint is regarded as an important tool since an emotional response to anger or frustration would risk heightening situations and eroding their function. Through deliberate exercise of patience and employing direct, respectful communication, they are in a position to clarify regulations to the best of their abilities while sustaining the dignity of themselves and the customers (Kim, 2021). Professionalism here is not merely about performing tasks but also about showing self-control and calmness in the presence of difficult behaviors, thereby reinforcing their credibility and sustaining order within the business.

Cuevas et al. (2024) conducted a study which revealed that senior and junior uniformed personnel in the Philippine National Police, senior personnel displayed stronger emotional intelligence, improved stress management, and more successful conflict resolution skills than their juniors, implying experience makes for superior professional comportment under stress. Another pertinent study by Carvalho et al. (2024) examined emotion-regulation techniques in relation to decision styles; their conclusion was that adaptive emotion regulation supports better, more effective professional decision-making even under stressful conditions, while maladaptive strategies result in decreased performance. Similarly, Esquibel & Nabe (2024) research in Davao

City discovered that trait emotional intelligence, anger management, and certain calming strategies are positively correlated with professionalism, such that individuals who are more capable of managing their emotional reactions to situations are more likely to exhibit more professional behavior during stressful or resisting encounters.

It suggest that emotional regulation and professionalism are not only individual coping mechanisms but also essential skills to be enhanced through organizational support (Ferro et al., 2023). As security guards heavily depend on patience, calmness, and courteous communication to manage resistance, organizations can gain from committing to ongoing training courses on conflict management, stress management, and emotional control (Sharma et al., 2024). Sustaining these competencies will not only make guards better at implementing policies but also enhance the general climate of security and orderliness in institutions. Additionally, making professionalism a working norm underlines the need to approach security officers as central actors of institutional credibility, whose capacity to handle resistance has direct implications on customer relations and organizational reputation (Edlund, 2022).

Stress, Fatigue, and Emotional Strain

The research reveals that customer resistance often results in stress, fatigue, and emotional tension among security guards (Hussain, 2024). Prolonged standing for hours, constant vigilance, and frequent encounters with difficult individuals are exhausting and negatively affect their physical and emotional health. Guards reported experiencing headaches, lack of focus, and demotivation when disagreements escalated, making it difficult for them to perform their duties effectively (Morgan, 2025). These findings emphasize that the challenges of rule enforcement are not only operational but also personal, as stress impacts their concentration, well-being, and overall workplace performance.

SP2 shared that the stress experienced in their work sometimes manifests physically, often resulting in fatigue or headaches, particularly when dealing with customers who strongly resist following the rules. Likewise, SP4 revealed that frequent encounters with uncooperative individuals can lead to mental exhaustion, causing moments of mental block that hinder focus and the effective performance of their duties. In the same manner, SP5 described that the demanding nature of their role, requiring long hours of standing and constant vigilance, can be both physically and mentally exhausting. The participant added that stress from dealing with resistance and conflict further diminishes concentration and overall work performance. Collectively, their responses highlight the toll that continuous exposure to stressful interactions takes on security personnel, affecting not only their physical well-being but also their mental endurance and professional efficiency.

These are evident in the responses of the participants during the interview conducted:

“At times, the stress manifests as fatigue or even headaches, especially when I encounter customers who strongly oppose the rules.” (SP2)

“Frequent encounters with uncooperative customers can also be mentally draining. At times, it creates a kind of mental block that prevents us from focusing and carrying out our responsibilities effectively.” (SP4)

“The role demands long hours of standing and continuous alertness, which can be exhausting. At times, the stress brought about by resistance and conflict can be mentally draining, affecting both concentration and overall performance.” (SP5)

Stress, exhaustion, and psychological tension are common concerns for security guards while handling resistance during their line of work. Chronic exposure to situations of conflict usually translates to physical complaints like headaches, fatigue, and general exhaustion, in addition to the long hours of standing and having to remain observant at all times (Peterkin & Puddester, 2024). The cyclical nature of interactions with resistant individuals causes psychological tension, resulting in distraction, lack of focus, and, in extreme instances, mental blocks that compromise the execution of the task (Leroy et al., 2020). The psychological pressure of the experiences not only impacts work performance but also danger of burnout, as guards grapple to segregate their work life from

their well-being. This emphasizes that the hardships of resisting go beyond imposing regulations, directly affecting the physical well-being, mental toughness, and overall effectiveness of security officers.

Current studies highlight that security officers experience high levels of fatigue, stress, and emotional pressure, especially in cases of resistance or confrontation. For example, a 2024 survey of security officers working during the COVID-19 pandemic identified a strong correlation between anxiety, sleepiness, and memory issues: most officers experienced moderate to severe anxiety, which was linked with disrupted sleep and impaired cognitive performance (Srinivasan et al., 2023). In Metro Manila, Philippines, a 2025 quantitative-qualitative survey of security guards found that work stress, excessive working hours, and low job satisfaction had a significant impact on performance; stress and the number of working hours per day were good predictors of performance impairment (Uy et al., 2025). A 2024 comparative investigation in Turkey between health, education, and security sector workers found similarly that workers in the security sector had higher rates of stress, anxiety, and depression, if somewhat lower than among health service workers, indicating that even where the environment differs, working in security involves tremendous emotional loads (Şanlı et al., 2024).

Implications of the findings regarding stress, fatigue, and emotional pressure suggest that security officers need more organizational support to uphold their ability to deal with resistance (Hung & Liu, 2022). Chronic exposure to physically and psychologically stressful situations not only influences their own welfare but also undermines their capacity to stay vigilant and professional, which may spill over into safety and order within establishments. Resolution of these issues via frequent periods of rest, stress reduction programs, and proper staffing may decrease burnout and enhance overall job performance (Gabriel & Aguinis, 2022). In addition, spending money on wellness programs and psychological support systems would not only make guards more resilient but also promote a safer and more cooperative environment for both staff and the general public.

Lack of Training and Institutional Support

The research indicates that most security guards struggle with resistance because they lack proper training and sufficient organizational support (Koeppen & Hopkins, 2021). Although they are expected to enforce disciplinary measures and manage conflicts, they are not always provided with the appropriate skills, guidance, or resources to handle aggressive or defiant clients effectively. In some situations, the absence of explicit guidelines or adequate management support forces them to manage conflicts on their own, leading to discouragement and a sense of vulnerability. This lack of institutional support not only reduces their confidence in performing their duties but also increases the likelihood of conflict escalation and diminishes overall job effectiveness (Bandura, 2023).

SP2 expressed that the absence of adequate support or training makes it more challenging to handle confrontational situations, ultimately affecting their ability to manage resistance effectively. Similarly, SP3 pointed out that while security personnel are expected to address resistance as part of their duties, they are not always provided with the necessary training to properly deal with aggressive or uncooperative individuals. In the same vein, SP6 mentioned that the lack of proper equipment and limited managerial support often make it difficult to enforce rules consistently and confidently. Collectively, their responses underscore the need for continuous training, sufficient resources, and institutional support to enhance the effectiveness and confidence of security personnel in managing resistance and maintaining order within their work environment.

These are evident in the responses of the participants during the interview conducted:

“A lack of support or training can make handling these situations harder and affects our ability to manage resistance effectively.” (SP2)

“Although we are expected to handle resistance, we are not always given proper training on how to deal with aggressive or uncooperative individuals.”(SP3)

“Sometimes, we lack proper equipment or support from management, which makes it more difficult to enforce the rules consistently.” (SP6)

Inadequate training and institutional support constitute one of the primary challenges eroding the capacity of security guards to effectively manage resistance in their line of duty (Eshun & Salifu, 2025). While they are tasked with enforcing rules as well as controlling confrontations, such guards are not usually furnished with effective training on conflict resolution, communication tactics, or coping with aggressive tendencies. This absence of planning pushes them to depend on personal judgment, which elevates the risk of escalation and uneven rule application. Furthermore, inadequate resources like protective gear and the lack of strong management support add to their weakness in executing their functions (Pecchia et al., 2020). Lacking proper direction and institutional backup, the guards usually feel lonely in taking care of aggressive situations, which not only undermines their confidence but also compromises the overall security and order at the establishment.

The research of Bautista & Esmilla (2025) discovered that organizational elements e.g., ambiguous post-orders, inadequate supervisory instruction, and minimal refresher training were rated among the lowest of all items in guards' feedback about their work environment. Likewise, research by Batac & Bermudez (2024) confirmed that pre-licensing and in-service training do occur, yet there are great differences in curricula content, instructor competence, and transfer of learning, resulting in unevenly prepared guards. Deles (2023) also highlighted in the study that career progression within the industry is poor, with minimal avenues for progression or professional development, even if guards want that. Lastly, research by Ayeo-eo (2023) in Baguio City revealed that while there were many guards who finished basic training for licensing, most feel they are "less competent than would be expected" to handle complex or high-pressure incidents hindered by insufficient enhancement training and weak institutional support.

The results regarding insufficient training and support from institutions suggest that organizations need to enhance their investment in capacity building and the provision of resources for security guards (Snowden, 2021). Without effective training in conflict resolution and proper support from management, guards become exposed to mistakes in judgment, increased levels of stress, and uneven application of rules, which can undermine safety and order. This matter should be addressed through constant skills training, provision of appropriate equipment, and proper institutional guidelines to ensure not only greater effectiveness and confidence but also the avoidance of the deepening of conflicts (Furlong, 2020). Organizational support rendered further sends the message that guards' work is appreciated, thus the enhancement of morale, job satisfaction, and overall workplace safety.

Developing Personal Resilience and Positive Mindset

The research reveals that security guards cope with resistance by developing resilience and maintaining an optimistic outlook despite stressful interactions. Rather than allowing fatigue or frustration to overwhelm them, they actively practice patience, self-discipline, and emotional control (Sandua, 2024). By reminding themselves that conflicts are part of their job and focusing on their responsibility to enforce rules, they avoid taking resistance personally. This positive attitude not only helps them manage stress more effectively but also enables them to remain calm, professional, and composed while ensuring order and safety within the organization (Golensky & Hager, 2020).

SP1 shared that despite experiencing fatigue and stress at work, they choose not to dwell on negative emotions. Instead, they strive to maintain a positive outlook, believing that allowing stress to take control would only lead to personal suffering. Likewise, SP6 acknowledged that the nature of their work can be exhausting due to long hours, stressful situations, and difficult encounters with customers. However, they manage these challenges by motivating themselves to stay focused on their duties and perform their tasks to the best of their ability. Similarly, SP10 emphasized the importance of professionalism by reminding themselves that conflicts are inherent in their line of work. Rather than taking such encounters personally, they concentrate on fulfilling their responsibilities and ensuring that rules are properly implemented.

These are evident in the responses of the participants during the interview conducted:

“As for fatigue and stress at work, I choose not to dwell on them. I try to maintain a positive outlook despite the challenges, because if we allow stress to control us, we will be the ones to suffer.” (SP1)

“The work can be exhausting at times. Dealing with stress, long hours, and challenging attitudes is not easy, but I try to motivate myself by focusing on my responsibilities and doing my best.” (SP6)

“I always remind myself that conflicts are part of the job. Instead of taking it personally, I focus on fulfilling my duty and ensuring that rules are followed.” (SP10)

Building individual resilience and a positive attitude is one of the essential coping mechanisms that allow security guards to deal with resistance successfully (Gist et al., 2023). Instead of letting stress, exhaustion, or aggressive interactions control their work, they deliberately take on patience, self-regulation, and optimism as a working norm. By turning conflicts into acceptable parts of their work, they don't personalize negative interactions, which protects them from emotional burnout and impulsive responses (Maslach & Leiter, 2022). This resilient mindset enables them to concentrate on their primary duties, keep consistency in enforcing rules, and ensure professionalism even amidst pressure. Such resilience, once fostered, not only protects their well-being but also enhances their capacity for remaining calm, balanced, and effective in maintaining order and safety within the workplace.

Contemporary empirical studies in the Philippines and elsewhere highlight that individual resilience and a positive attitude play a critical buffering role in protecting the impact of stress, exhaustion, and resistance in high-stress jobs. For instance, among police personnel in Camarines Sur indicated that resilience highly predicted improved mental health status, where resilience and quality of life were moderating variables of prime importance in coping with stress and sustaining psychological well-being (Resurreccion, 2024). Likewise, in Filipino troops, a study during the COVID-19 pandemic indicated that individuals with good quality of sleep and perceived health were more resilient, and loneliness and stress were negative predictors of resilience (Falguera & Valencia, 2023). Together, these studies show that building resilience, promoting optimism and positive reappraisal, and practicing self-care (e.g., sleep, health, social relationships) are essential personal resources that security officers can draw upon to better manage resistance and maintain their own well-being.

In the study of Abad et al. 2023 where they found the Philippine Coast Guard is able to identify and accept the effect that difficult tasks and duties may have on families. This might entail responding to the needs and concerns of families as well as educating people about the Philippine Coast Guard's work and any possible difficulties that may arise. The research on building personal resilience and positive attitude suggests that psychological readiness is as vital as physical readiness for security guards when dealing with resistance. Through deliberate optimism, self-regulation, and patience, guards can decrease stress, prevent burnout, and de-escalate conflicts. This indicates that organizations not only need to ensure technical training but also invest in resilience-building programs, including stress management workshops and mental well-being support, to enhance guards' coping capabilities. Encouraging resilience at the workplace would increase their overall performance, protect their wellbeing, and lead to a safer and more orderly environment for both the staff and the public (Kim et al., 2024).

Seeking Support and Relying on Teamwork

Turning to the team for support is the way security guards manage resistance, seeking assistance from their peers, superiors, or management when dealing with difficult customers becomes overwhelming (Kohlrieser G & A, 2024). In this study, teamwork emerged as an indispensable coping mechanism, as it not only alleviates the burden of handling aggressive clients but also ensures that rules are enforced effectively and impartially. Through collaboration with fellow guards and consultation with authorities, security officers maintain professionalism, distribute responsibilities, and facilitate the de-escalation of conflicts (Schlosser, 2023). This strategy highlights the importance of solidarity and communication among security staff in addressing resistance within the mall environment.

SP4 emphasized the importance of teamwork and collaboration in handling difficult situations. When faced with challenges that are too complex to manage alone, they immediately seek the assistance of their fellow guards to address the matter collectively, ensuring safety and efficiency in resolving conflicts. SP7 added that they also coordinate with management when resistance becomes uncontrollable to guarantee that rules are implemented fairly and in accordance with established procedures. This behavior reflects their strong sense of cooperation, responsibility, and adherence to organizational hierarchy. Moreover, the willingness of SP10 to seek support

from co-guards or supervisors demonstrates self-awareness, emotional maturity, and recognition of the value of collective action in maintaining peace and order within their workplace.

These are evident in the responses of the participants during the interview conducted:

“When a situation becomes too difficult to handle alone, I immediately call the attention of my fellow guards so that we can address the matter together.” (SP4)

“In cases where resistance gets out of control, I coordinate with my fellow guards and sometimes with management to ensure that rules are enforced fairly.” (SP7)

“When I feel that I cannot manage the conflict alone, I rely on the support of my co-guards or seek guidance from our supervisor to resolve the issue.” (SP10)

Research from 2020-2025 always indicates that support-seeking and dependence on collaboration are essential buffering and pragmatic responses to resistance for security staff: peer-support and collective cohesion reduce personal stress, enhance coping, and maximize incident handling, and systematic reviews and empirical studies of public-safety responders determined that formal and informal peer-support initiatives reduce organizational stress and enhance psychological recovery following critical incidents (Fallon et al., 2023). Field research in the Philippines resonates with these results current workplace evaluations of security guards indicate that more effective supervisory controls, improved communications, and peer support are connected with increased job satisfaction and sense of capability to manage confrontational incidents (Bautista & Esmilla, 2025). Team dynamics research also indicates that psychological safety, mutual responsibility, and collective efficacy forecast enhanced team learning and crisis performance, which accounts for why guards within cohesive teams report higher confidence and less isolation during resistant encounters (Patil et al., 2023).

The results suggest that teamwork and support networks are crucial in facilitating security guards to respond efficaciously to resistance. In soliciting help from peers and supervisors, guards can distribute work, minimize the risk of escalation, and uphold a professional attitude when handling aggressive individuals. This implies that institutions with security staff must inculcate a collaborative culture through the reinforcement of communication mechanisms, having clear escalation protocols, and ensuring that guards are supported by their colleagues as well as the management (Kaya & Ergin, 2024). Through this, not only would the guards be more effective in rule enforcement, but also their confidence, morale, and general well-being would improve, thus enhancing security operations.

CONCLUSION

The study shows that mall security guards experience high levels of emotional, physical, and organizational challenges when dealing with customer resistance; however, they cope with these pressures through professionalism, resilience, and teamwork. The ability to maintain emotional control and a positive outlook enables guards to resolve conflicts calmly and uphold institutional credibility, whereas stress, fatigue, and inadequate training underscore the need for stronger organizational support. Teamwork and guidance from supervisors can further redistribute responsibilities, reduce stress, and ensure that rules are enforced effectively. The findings indicate that security guards are not merely instruments of policy; they are professionals who manage complex emotional and operational demands, highlighting the importance of continuous training, institutional support, and collaborative work environments to enhance guard performance and organizational safety.

RECOMMENDATION

Organizations need to invest in comprehensive training programs on conflict resolution, emotional intelligence, and stress management to ensure that security guards possess the necessary skills to manage resistance confidently and professionally. Providing ongoing institutional support, such as mentoring, adequate resources, and stress-reduction initiatives, can also enhance the resilience and job satisfaction of guards. Implementing wellness programs and fostering a positive work culture will not only improve personal well-being but also

promote more effective conflict management and a healthier organizational environment. For future researchers, it is recommended to examine the experiences of students, administrators, and other school personnel, evaluate the effectiveness of different intervention programs, and consider conducting comparative studies across various schools or regions to provide a broader and more comprehensive understanding of resistance management in educational settings.

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