

**PRIVATE SECURITY BUSINESS/ DOMAIN IN INDIA  
(IMPACT ON MILITARY VETERANS' EMPLOYMENT)**

by

Husein Sakerwala

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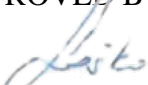
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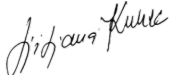
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## **Dedication**

First and foremost, I would like to dedicate this research to my ever-loving and supporting wife, Dr. Ummesalma Sakerwala and children Sarrah and Mikaeel. I have only been able to research this subject and complete my thesis in the time that I have sacrificed with my family. It is because of their endless love and support that I have been able stay motivated during the past year. Thank you, Umme, for cheering me up when I was down, and for supporting our family through this whole journey. Without your patience and encouragement, and belief in my abilities, I would have never been able to reach the pinnacle of my education and complete my life goal. You have inspired me to exceed my expectations and hold myself to higher standards

I would also like to dedicate this research to the Indian Military Veterans' (Ex-Servicemen) fraternity. I am honoured to be a part of a distinguished military veterans' community that puts our country first. I know that transitioning from serving in the military to the civilian sector can be challenging, stressful, and for some, difficult. This study is my effort in assisting all Indian Military Veterans with a smoother transition into the civilian workforce.

## **Acknowledgements**

I would like to acknowledge and thank my chair, Prof. Dr. Sasa Petar for his guidance, patience, and his friendship throughout my doctorate journey. Your promptness with feedback was critical in maintaining momentum with my doctoral study progress, and your inquisitive response kept me on track. I have been able to achieve this research under your tutelage and mentorship.

I want to give a special acknowledgment and thank you to the outstanding leaders, mentors, and friends, Col VS Chandrawat (Retd), SM, CPP and Cdr Vinay Khanduri (Retd), CPP, CFE. Their guidance, mentorship, and willingness to help me were paramount in my doctoral journey completion.

I would also like to thank the faculty and dean of the DBA program at Swiss School of Business Management.

Thanks to the participants who voluntarily participated in the study, as well as to all my family members and friends who were constantly surrounding me.

## ABSTRACT

### **PRIVATE SECURITY BUSINESS/ DOMAIN IN INDIA (IMPACT ON MILITARY VETERANS' EMPLOYMENT)**

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2022

Dissertation Chair: **PROF. DR. SAŠA PETAR, Ph.D.**

According to the Federation of Indian Chambers of Commerce and Industry (FICCI), the Indian private security market was estimated at INR 99,000 crore (~USD 15.2 billion) by 2020 and is likely to touch INR 1.5 lakh crores (~USD 23.1 billion) by 2025 (as per latest industry estimates).

As per the Ministry of Defence Annual Report (2018) and Director General Resettlement Report (2022), nearly 60,000 armed forces personnel retire or are released from active service every year. Most of them are in the comparatively younger age bracket of 35 to 45 years and need a second career to support their families.

The availability of trained and experienced manpower like military veterans, looking for a second career, fills the void and forms a strong symbiosis with the manpower

deficit of the private security domain of India. All skills that are prerequisites for a good security professional are inherently displayed by veterans (Dustin Salomon, 2021a).

However, there remains a shortfall of manpower of about 30% with a potential to generate a large number of jobs in India (FICCI, 2016). The private security sector in India will need trained, disciplined and experienced manpower to lead and govern the industry as it grows.

Despite the shortfall of manpower in the private security industry in India, there still exists a large gap in the number of military veterans joining the security domain in India. The gap could be possible due to lack of awareness or pre-conceived notions about the private security field amongst personnel who are retiring from service. Further, guards in India have traditionally been known as '*Chowkidar*', which in ordinary parlance means a watchman or a gatekeeper. Gate-keeping, in the eyes of the Indian public, is generally perceived to be a petty-job devoid of any skills or cognition.

With the growing complexity of societies, the watchman has transcended to 'security guard' or even to a higher level called 'security professional'. Over last four decades or so, manned guarding in India has evolved from 'Chowkidaari' to 'ManTech' soon morphing to 'TechMan' before settling into full the blown TSM (Total Security Management) or TSS (Total Security Solution) format with the convergence of physical guarding, electronic security & surveillance, cyber security and internal threats as a packaged end-to-end service (CISS India, 2019).

In summary, the role of private security has been upgraded to much more than a mere gatekeeper. There is a need for a better understanding of the partnership between

Private Security Domain in India and Indian Military Veterans. More specifically, the following research questions need to be addressed:

- a) How is the private security industry in India suitable and lucrative as a second career by military veterans?
- b) What skills and qualities do veterans contribute to the Private Security industry?
- c) How do military veterans impact the Private Security domain in India?
- d) How do organisations in India stand to benefit by hiring military veterans in their private security?

The proposed research has a long-term goal of providing a better understanding of the symbiotic relation between trained and experienced Indian Military Veterans (Dustin Salomon, 2021a) and the booming Private Security industry in India (FICCI, 2016). The aim of this research is to study the private security domain in India and how military veterans make an impact and/or contribute to this sector. The research will identify the additional skills and traits that veterans bring to private security. The research will also provide a reference to military personnel, who are in the process of retiring, to consider Private Security as a respectable second career. Finally, the research will also undertake a study on how Indian military veterans have shaped, lead and contributed to the Private Security Industry in India worth USD 23 billion (FICCI, 2016).

Particularly, the study has the following objectives:

- a) What are the prospects of Private Security domain in India?

- b) To demonstrate that the Private Security Sector in India is a good second career option for Military Veterans and Agniveers.
- c) To identify the inherent skills that make military veterans good private security professionals.
- d) Future prospects of Private Security Industry in India.

The outcome of this research will be helpful and valuable to Indian Military Veterans as well as the Private Security sector of India. If military veterans choose the private security domain in India as a second career, it may be responsible for providing employment to a large number of military veterans. In turn, the private security domain of India stands to benefit with the availability of highly trained and experienced personnel to lead the emerging industry. The research may directly contribute to the resettlement of many veterans and provide employment opportunity to a large number seeking a second career in India. The research will also impact the private security industry in India. The research will thus, have a positive societal impact as well.



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CHAPTER I:  
INTRODUCTION

**The soldier is the Army. No army is better than its soldiers.  
The Soldier is also a citizen. In fact, the highest obligation and privilege of  
citizenship is that of bearing arms for one's country.**

**- George S. Patton Jr**

### **1.1 Overview of the Private Security Industry in India**

The private security industry in India is growing at a significant rate. The industry in India has experienced a tremendous leap, and emerged as a sunrise sector (Samir K Mahajan, 2019). The growth of this sector has resulted due to the promotion of industrialization and expansion of urbanization (Praveen Jadhav, 2021). This industry has created millions of jobs across India. According to the Federation of Indian Chambers of Commerce and Industry FICCI (2016), the Indian private security market was estimated at INR 57,000 crore (~USD 8.8 billion) in 2016, INR 99,000 crore (~USD 15.2 billion) by 2020 and is likely to touch INR 1.5 lakh crores (~USD 23.1 billion) by 2025 (as per latest industry estimates).

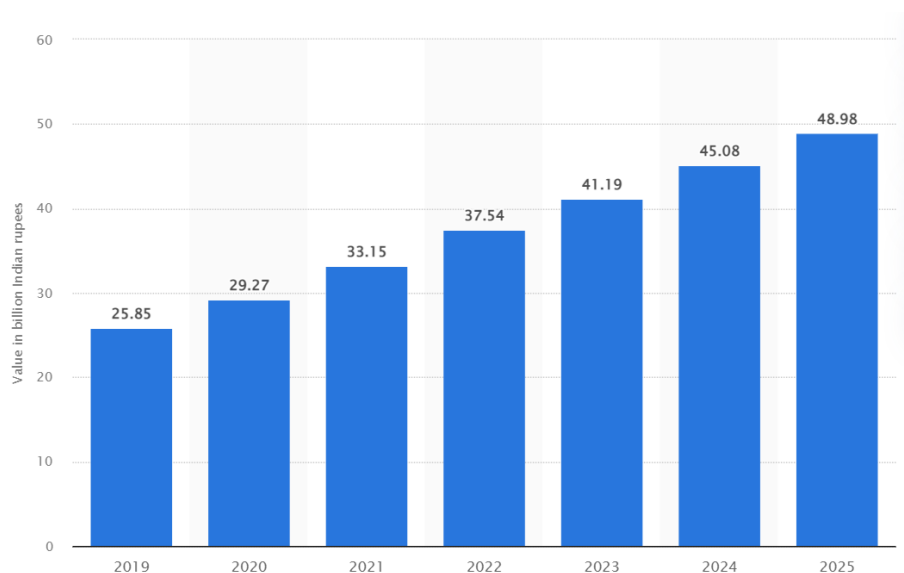
As per Nandini Gooptu (2015), an informal workforce has developed and expanded within the formal sector, in order to meet the accelerating need for labour in the private corporate sector that has thrived in the context of globalization and economic liberalization in India from the 1990s onward.

The private security industry is set to expand phenomenally over the coming years, mirroring the growth trajectory of the Indian economy, even as the bright prospects for this sunshine sector continue to lure investors, both international and domestic (Annamma Oommen., 2017).

The private security industry is amongst the largest employers in India, employing almost 8.9 million people with the potential to employ 3.1 million more by the end of 2025 (FICCI & BDO, 2018). With this large number of employees, the private security industry is the second largest employment generator and bears the unequalled distinction of being the largest corporate tax contributor to the Indian treasury (Samir K Mahajan, 2019).

The figure below shows the value of security operations market in India in 2019 with estimates until 2025 (in billion Indian rupees):-

*Figure 1 - Value of security operations market in India in 2019, with estimates until 2025 (in Billion INR)*



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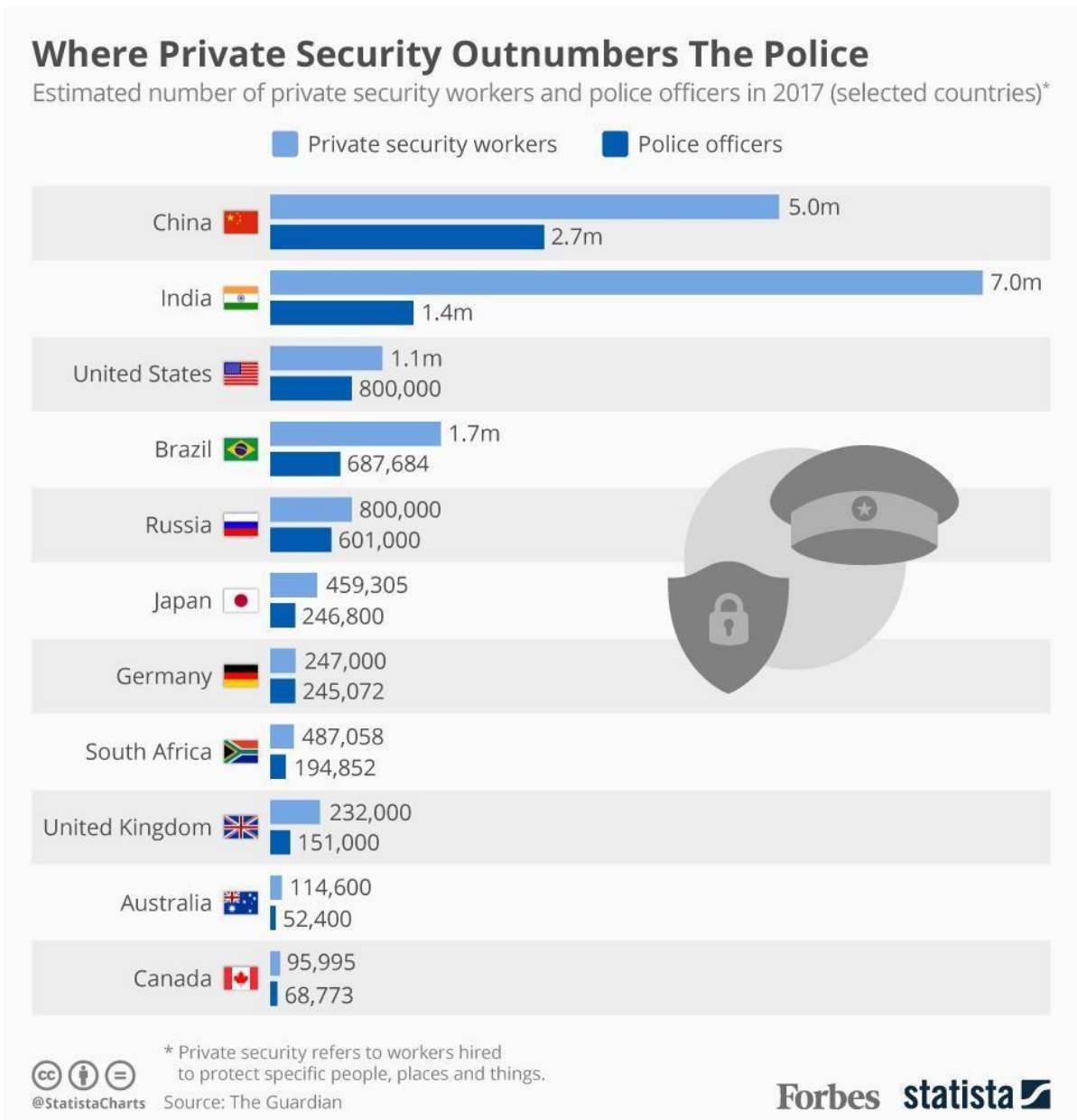
Source - <https://www.statista.com/statistics/1197267/india-security-operations-market-size/#statisticContain>

According to CAPSI (2017), around 15,000 security agencies employ 7 million private security guards in India today, which is more than the combined strength of the police and the armed forces, and India has more private security personnel than any other country in the world.

In 2017, there were an estimated 7 million private security workers in India compared to just 1.4 million police officers. The story is very similar in China where about 5 million people are employed in private security compared to a police strength of 2.7 million. The U.S. Department of Labour statistics claims that there are over 1.1 million private security guards in the U.S. compared to 666,000 police officers. Things are more even in Germany although private security still has the edge on the Polizei by a margin of 2,000 individuals (Niall McCarthy, 2017).

The infographic below (Fig. 2) provides an overview of some of the key countries analysed with India having one of the most glaring disparities.

Figure 2 – Comparison of Strengths of Private Security and Police



Source - <https://www.forbes.com/sites/niallmccarthy/2017/08/31/private-security-outnumbers-the-police-in-most-countries-worldwide-infographic/?sh=1c360bf6210f>



As per FICCI & BDO (2018), the comparison of number of private security guards to police force in major economies of the world are as follows:-

*Table 1 - Comparison of Private Security to Police Force*

Country	Ratio of personnel in Private Security to Police Force *
India	83:17
South Africa	71:29
Brazil	71:29
Japan	65:35
China	65:35
United Kingdom	61:39
United States	58:42
Russia	57:423
Germany	50:50

(Source- <https://www.forbes.com/sites/niallmccarthy/2017/08/31/private-security-outnumbers-the-police-in-most-countries-worldwide-infographic/#4e4fed94210f> )

The table below compares the availability of private security in major economies of the world when compared with India. As it can be observed, India has one of the lowest police to citizen ration thereby creating the market for private security in the country.

*Table 2: Comparison of India vs. Key Global Markets*

<b>Parameters</b>	<b>The US</b>	<b>Europe</b>	<b>Asia Pacific</b>	<b>India</b>
Police to citizen ratio	2.3 :1,000 population	3.7: 1,000 population	2.6:1,000 population	Has one of the lowest police to citizen ratio of 1.3:1000 compared to global median of 3:1000
Terror activity (Global terrorism activity)	3.5	2.5	3.5	7.15
Economic development	Being a highly penetrated market, the growth has been largely at the GDP rate	Being a highly penetrated market, the growth has been largely at the GDP rate	Asia Pacific includes a mix of developed and growing economies; on account of increasing economic development in the form of infrastructure (highways, airports etc.) , high inflation and low penetration has high growth in security services	India has witnessed rising economic development in the form of infrastructure (airports, railways etc.) and robust growth in the financial services space to serve the underpenetrated market. All these factors have contributed to the rising demand for security service outsourcing

Source – FICCI & E&Y (2013)

The global market in the year 2017 was USD 180 billion and is expected to be USD 240 billion by 2025. In contrast, the Indian Private Security Industry (PSI) is expected to grow faster at about 20% CAGR owing to the changing landscape of the sector in India.

As per FICCI & E&Y (2013), the performance of the top 10 private security agencies in India is appended below (Table 3):-

*Table 3 - Financial Performance of Top Ten Private Security Agencies in India*

Company name	Revenue (INR Mn)	EBITDA (%)	Rev Growth (%)	No of guards	Major markets
G4S	16,569	4% <sup>1</sup>	16%	143,000	Pan India
SIS	6,517	21%	29%	45,000	Pan India
TOPSGRUP *	3,052	6%	2%	35,000	West
Checkmate	3,976	4% <sup>1</sup>	13%	40,000	West
Peregrine	NA	NA	NA	18,500	53 cities
ISS SDB <sup>^</sup>	3,896	9%	25%	26,000	South
Sentinels Security <sup>^</sup>	431	9%	11%	NA	North
Securitas <sup>^</sup>	1,978	5% <sup>1</sup>	32%	20,000	North , West and South focus
Brinks Arya <sup>^</sup>	1,751	18%	22%	NA	West
Writer Safeguard <sup>^</sup>	1,087	2% <sup>2</sup>	20%	NA	Pan India

Source – FICCI 2013

The expectation from the private security sector will increase exponentially when under the Make in India, Digital India, Smart Cities program and other initiatives, the distinction between public and private sector will get blurred, as strategic sectors will be thrown open to participation by corporate players both Indian and foreign.

Today the scope of a PSG (Private Security Guard) has expanded considerably to include prevention of industrial espionage, high value asset protection, facility management, management of electronic security systems and emergency response to name a few (PM Heblkar, 2017).

According to FICCI & BDO (2018), around 22,000 private security agencies operate in India employing 8.9 million private security guards in India today, which is more than the combined strength of the police and the armed forces, and India has more private security personnel than any other country in the world. It is estimated that 21,000 (Approx. 95%) of these private security agencies are owned and operated by military veterans/ Ex-Servicemen as their resettlement projects.

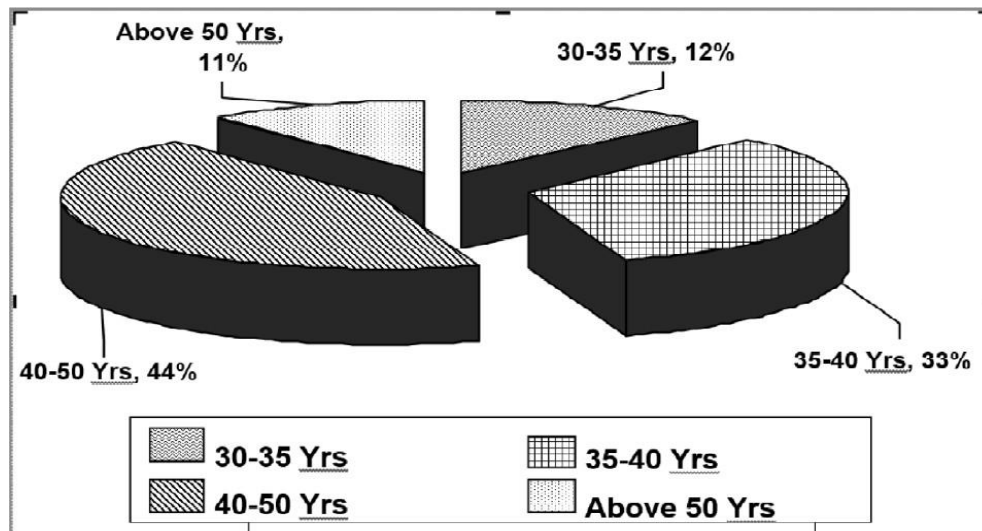
## **1.2 Availability of Military Veterans Entering the Job Market in India**

India has the fourth largest military (Army, Airforce and Navy) in the world (Global Fire Power, 2022). The personnel who have retired/ released from service, henceforth called *military veterans*, comprise ex-service men (ESM) officers and other ranks that have either superannuated, opted for voluntary retirement or have completed their minimum tenure based on the type of their entry. As per the Ministry of Defence Annual Report (2018) and Director General Resettlement (2022), nearly 60,000 armed forces personnel retire or are released from active service every year. Most of them are in the comparatively younger age bracket of 35 to 45 years and need a second career to support their families. Almost all ESM (94%) retire before the age of normal superannuation, so the second career after retirement is essential to fulfil the family responsibilities and have a quality of life (Maharajan & Krishnaveni, 2016).

The enormity of this can be gauged from the age group-wise data of manpower given in Figure 3, which is a reflection of the age profile of retiring soldiers. It is clear from the

chart that the number of Veterans retiring/available for jobs between 30–50 years aggregates to 89 percent of the total (Pardeep Sofat, 2016).

Figure 3 – Age Group Wise Data of ESM



Source – Human Resource Management in the Armed Forces, (Pardeep Sofat 2016)

In addition to the normal recruitment procedure of the Indian Armed Forces, the Government of India has recently introduced Agneepath Scheme – military conscription for a limited duration of 4 years. Agneepath Scheme is a recruitment process launched by the central government wherein selected candidates will be enrolled as Agniveers (military conscripts) for four years period in Indian Armed Forces. The Armed Forces will be recruiting 46,000 Agniveers in 2022 through Agneepath scheme. On completion of the four-year period, Agniveers will go back to the society as a disciplined, dynamic, motivated, and skilled workforce for employment in other sectors to pursue their career in

the job of their choice. It is predicted that the intake of 'Agniveers' to go up to 1.25 lakhs in the future (Government of India, 2022; Times of India, 2022)

In addition to the Ex-Servicemen retiring from Indian Military Services (Army, Navy and Airforce), there would be a large influx of Agniveers (Military Conscripts) who have returned to society post completion of their four-year military conscription. It is estimated that there would up to 1.25 lakh Agniveers entering the job market of India every 6 months commencing 2026. The availability of Agniveers is going to add to the pool of trained and disciplined manpower available in the country.

Young men on joining military service are trained and taught ethos of selfless service, dedication to the cause of service, putting their lives at great risk in the normal course, obeying orders without questioning, having unflinching loyalty and commitment to the goal set and ultimately being prepared to sacrifice their lives for achieving the goal (L. Ashcroft, 2014).

Military Veterans are a unique population that are disciplined, dedicated and devoted to duty and are well trained to cope in difficult situations (Pallavi Chopade & Kirti S. Gupta, 2020). These veterans also bring many non-technical skills like cognitive thinking, leadership traits, decision making, and good communication to the corporate workplace (Chaitra M. Hardison & Tracy C. McCausland, 2017). Military veterans are a treasured resource for employers and talent acquisition managers (Gonzalez & Simpson, 2020).

Military Veterans, who are a well-trained, motivated and dedicated workforce, are a nation's obligation and all countries endeavour to ensure their welfare once they hang up

their uniform. They are in no way dependent, but need clear policy directives for their well-being as they retire young and, being in the prime years of their lives, seek avenues to rehabilitate themselves in a second career (R.K. Sharma, 2015).

Military life develops many important skills and personal traits for a security practitioner such as fitness, discipline, time awareness, attention to detail, command presence, and the capabilities to understand and follow post orders, manage stress and perform under pressure (Dustin Salomon, 2021a) – all which are prerequisites of a good security professional.

Virendra Kumar & Jain, (2021) have brought out 15 Skills and qualities valued most by the respondents which are communication and interpersonal skills, integrity and loyalty, team work, diversity management and inclusiveness, multi skills & good learner, organised and disciplined leadership skills, self-motivated and self-driven, commitment, quick learner and adaptability, professional attitude, sense of duty, working under Stressful situations, work ethics, responsibility and initiative.

As per Pollak et al., (2019), it has been widely noted that people with military training and experience have the following critical competencies and attributes that are relevant to civilian employers: (1) leadership, (2) teamwork, (3) resilience, (4) work ethic, (5) communication, (6) attention to detail (7) self-discipline, (8) dependability, (9) experience training others, (10) experience with safety compliance, (11) flexibility, (12) mission-focused, (13) initiative, (14) cross-cultural understanding, (15) maturity, (16) global perspective, (17) trustworthiness, (18) loyalty, (19) organizational commitment,

(20) problem solving, (21) responsibility, (22) courage, and (23) knowledge/expertise in defence issues.

Hardison et al., (2017) have studied that military veterans have a great deal to offer to potential civilian employers, including valuable nontechnical skills, such as leadership, decision making, persistence, and attention to detail. In addition the following skills and qualities were also observed in Military Veterans:-

1. Adaptability
2. Behaving Ethically
3. Being Dependable and Reliable
4. Conscientiousness and Attention to Detail
5. Continuous Learning
6. Critical Thinking
7. Decision Making/Decisiveness
8. Handling Work Stress
9. Interpersonal Skills
10. Leading, Motivating, and Inspiring others to accomplish organizational goals
11. Managing/Supervising the work of others
12. Operating Safely
13. Oral Communication
14. Persistence
15. Project Planning



16. Situational Awareness
17. Teamwork and Team-Building
18. Training Others and
19. Written Communication

Human resources (HR) managers seek to hire military veterans in their quest to find the best candidate for their organizations because of the military veterans' knowledge, skills, and abilities gained from real-world training (V. E. Davis & Minnis, 2017; Ford, 2017).

The availability of trained and experienced manpower, like military veterans, looking for a second career, fills the void and forms a strong symbiosis with the manpower deficit of the private security domain of India. For those who have made a career protecting and serving the nation, the private security domain is a '*natural-fit*' (Reed Nyffeler, 2018). Therefore, the private security industry is a natural career transition for military veterans.

However, there remains a shortfall of manpower of about 30% with a potential to generate a large number of jobs in India (FICCI, 2016). The private security sector in India will need trained, disciplined and experienced manpower to lead and govern the industry as it grows.

A preliminary survey was conducted by the author on LinkedIn with 90 voters. It indicated that 97% felt that veterans contribute positively to the Private Security Industry in India. Only 3% of voters felt that ex-military personnel contributed negatively or did not contribute at all.

The author being a military veteran and a private security professional himself, the motivation for the research is to contribute positively to the veterans' fraternity and identify ways in which they can exploit the Indian Private Security industry worth INR 1.5 Lakh Crore (~USD 23 billion) (FICCI, 2016). The scope for veterans remains very high as there is a strong need of security professionals who can lead and manage the world's largest workforce of 9 million guardsmen and women engaged in providing private security cover to the nation (CAPSI, 2022).

### **1.3 Research Problem**

The private security industry in India is set to grow exponentially in the years to come (Praveen Jadhav, 2021). The importance of the private security sector in India has been elucidated earlier. Further, the availability of trained ex-military manpower has also been discussed in detail (Chaitra M. Hardison & Tracy C. McCausland, 2017; Pollak et al., 2019). All skills that are prerequisites for a good security professional are inherently displayed by veterans (Dustin Salomon, 2021a). The specific business problem is that some HR managers in the services industry do not understand the relationship among military veteran employee job satisfaction, job motivation, and employee turnover (Michael David Crow, 2021).

Despite having the pre-requisite skills and training, there still exists a large gap in the number of veterans joining the security domain in India. The gap could be possible due to lack of awareness or pre-conceived notions about the private security field amongst personnel who are retiring from service. Further, guards in India have traditionally been

known as '*Chowkidar*', which in ordinary parlance means a watchman or a gatekeeper. Gate-keeping, in the eyes of the Indian public, is generally perceived to be a petty-job devoid of any skills or cognition. Working as a watchman has always remained a low status occupation (Samir K Mahajan, 2019). '*Chowkidaari*' or gatekeeping is perhaps not considered the profession that veterans would like to take up as their preferred second career.

With the growing complexity of societies, the watchman has transcended to 'security guard' or even to a higher level called 'security professional'. Over last four decades or so, manned guarding in India has evolved from 'Chowkidaari' to 'ManTech' soon morphing to 'TechMan' before settling into the full blown TSM (Total Security Management) or TSS (Total Security Solution) format with the convergence of physical guarding, electronic security & surveillance, cyber security and internal threats as a packaged end-to-end service (CISS India, 2019). The private security domain is no longer focused on 'Guns, Guards and Gates' (Williams, 2018). The field has transformed into a technologically driven, process oriented and disciplined profession with many new skills that were not required earlier. Private security personnel, usually in uniform and sometimes armed, are engaged in additional activities which include services such as crime prevention, enforcement of rules, investigation, patrol, lie detection, alarm, armoured transportation, and protection against additional threats including waste, accident, fire, theft, vandalism and unethical practice (Bottom & Kostanoski, 1983; Hess, 2009; James S. Kakalik & Sorrel Wildhorn, 1971). The industry has also expanded itself to industrial and

manufacturing set-ups, public utilities, health and education facilities, and many governments institutional and critical infrastructure system (Strom et al., 2010).

In summary, the role of private security has been upgraded to much more than a mere gatekeeper. There is a need for a better understanding of the partnership between Private Security Domain in India and Indian Military Veterans. More specifically, the following research questions need to be addressed:

- a) How is the private security industry in India suitable and lucrative as a second career by military veterans?
- b) What skills and qualities do veterans contribute to the Private Security industry?
- c) How do military veterans impact the Private Security domain in India?
- d) How do organisations in India stand to benefit by hiring military veterans in their private security?

#### **1.4 Purpose of Research**

The proposed research has a long-term goal of providing a better understanding of the symbiotic relation between trained and experienced Indian Military Veterans (Dustin Salomon, 2021a) and the booming Private Security industry in India (FICCI, 2016). The aim of this research is to study the private security domain in India and how military veterans make an impact and/or contribute to this sector. The research will identify the additional skills and traits that veterans bring to private security. The research will also provide a reference to military personnel, who are in the process of retiring, to consider

Private Security as a respectable second career. Finally, the research will also undertake a study on how Indian military veterans have shaped, lead and contributed to the Private Security Industry in India.

Particularly, the study has the following objectives: -

- a) What are the prospects of Private Security domain in India?
- b) To demonstrate that the Private Security Sector in India is a good second career option for Military Veterans and Agniveers.
- c) To identify the inherent skills that make military veterans good private security professionals.
- d) Future prospects of Private Security Industry in India.

The outcome of this research will be helpful and valuable to Indian Military Veterans as well as the Private Security sector of India. If military veterans choose the private security domain in India as a second career, it may be responsible for providing employment to a large number of military veterans. In turn, the private security domain of India stands to benefit with the availability of highly trained and experienced personnel to lead the emerging industry. The research may directly contribute to the resettlement of many veterans and provide employment opportunity to a large number seeking a second career in India. The research will thus, have a positive societal impact as well.

### **1.5 Significance of the Study**

There may be at least four interested audiences of the proposed research.

- a) The first are the military veterans who have already, or are about to transition into the private sector.
- b) The second are the policy or decision makers/ HR Professionals/ Talent Acquisition Managers who may use the findings also to make employment policies that encourage hiring of military veterans in their organisation. .
- c) The third group may be researchers who have worked on related subjects or may use this research in their reviews
- d) Lastly, the results of my research may also have implications for community social change.

Each of these potential contributions is discussed below.

### **1.5.1 Reference for Military Veterans**

The study may be used by transitioning military personnel while deciding their second careers post separation from the Indian Armed Forces (Army/ Airforce/ Navy). Most of the military veterans may be unaware about the private security domain/ industry in India or may have pre-conceived notions that may discourage them to consider the private security profession as alternate career. This study will throw light on the private security industry of India and help military veterans choose it as a preferred career option.

### **1.5.2 Contribution to Business Practice**

HR professionals might use this study's findings to develop employment policies and talent management strategies to encourage hiring of military veterans and reduce military veteran employee turnover among current and future employees. By creating a workplace environment that nurtures employee job satisfaction and motivation, HR leaders

might increase employee longevity (Buller & McEvoy, 2012). All of which can result in saving organizational resources that company leaders could use to achieve organizational objectives, including increased profits.

### **1.5.3 For Future Research**

The study may contribute to future research by fellow researchers in a related subject. Future research may not only include Indian Military Veterans (Army/ Airforce/ Navy) but also retired paramilitary forces and police personnel.

### **1.5.4 Implications for Social Change**

This study's findings may impact military veteran employees, as corporate leaders and HR managers implement strategies to increase military veteran employees' job satisfaction and job motivation. In turn, increased job satisfaction and job motivation might foster a supportive workplace for military veterans in India. A supportive workplace environment could increase Indian Private Sector's growth and stability. As an outcome, business organizations' strengthening could foster increased community employment, tax income, improving community services, and prosperity.

## **1.6 Assumptions**

Assumptions are considered social and realistic norms, despite the lack of empirical data (M. N. K. Saunders et al., 2015a). There were two assumptions for my study. The first was that participants would be honest and truthful with their answers in the survey. The

second assumption was that participants have transitioned/ or about to transition from military to civilian employment.

## **1.7 Limitations**

A study's limitations are circumstances that place a constraint on a researcher's research because of uncontrollable factors (Edmonds & Kennedy, 2017). There were two identified limitations to my research. The first limitation was that participants would majorly belong to the metro cities and urban geographical locations of India, which may not represent rural populations adequately. The second limitation included the willingness of military veterans and private security professionals to participate voluntarily. Because participation was voluntary, some military veterans and/or private security professionals may not want to participate or complete the survey.



## CHAPTER II: REVIEW OF LITERATURE

### **2.1 Introduction**

I conducted a review of current, relevant professional and academic literature pertaining to the purpose of this quantitative correlational study, which was to examine the relationship among military veterans and the inherent skills and traits they possess, private security industry in India, employee job satisfaction, job motivation, and quality of life.

### **2.2 Strategy for Searching the Literature**

My strategy for searching the literature involved locating peer-reviewed and seminal articles pertaining to the traits and skills of military veterans and private security professionals, human motivation theories, opinions of military veterans about the private security industry in India, employee job satisfaction, job motivation, quality of life.

Retrieval of the items referenced in the review occurred through the Journal of Veterans Studies, Google Scholar, and SSBM databases, which include ProQuest, Global, SAGE Journals and Emerald Insights amongst others.

Table 4 presents data on the sources used for the literature review, indicating the frequency and percentage data for each publication type, as well as the frequency of sources published within 5 years.

Table 4 – Frequency and Percentage of Resource Types within the Literature Review

<u>Ser</u>	<u>Resource Type</u>	<u>Within 5 Years</u>	<u>Older Than 5 Years</u>	<u>Total</u>	<u>Percentage</u>
1	Books	18	21	39	22%
2	Dissertations	2	0	2	1%
3	Peer-reviewed Articles	56	39	95	53%
4	Other Resources	16	7	23	12%
5	Online Content	17	4	21	12%
	<b><u>Total</u></b>	<b><u>108</u></b>	<b><u>71</u></b>	<b><u>179</u></b>	<b><u>100%</u></b>

### 2.3 Preliminary Literature Review

The body of literature focusing on the research topic, as introduced above, has been explored in detail. Numerous articles, reports, books, journals and websites are available that talk about the skills & qualities of veterans and provide details of the Private Security Industry in India. However, these reference materials do not collectively highlight the reasons as to how and why Indian Military Veterans make an impact on the Private Security Industry of India. This is a research gap found in the literature.

The available literature has been divided into comprehensible sections which highlight the skills and traits of veterans that make them a ‘*natural-fit*’ for the private security industry (Reed Nyffeler, 2018). On the other hand, the literature review has also touched upon articles and reports which indicate the contrary – why veterans may not be the most ideal employees.

Through the various sections of the Literature Review, it is intended that the main idea of the research, agreements and disagreements to the topic and gaps in the subject are touched upon and elucidated in detail.

#### **2.4 Skills and Traits of Military Veterans that make them Good Employees**

This section includes research papers, journal articles and government reports that highlight the skills of military veterans that make them ideal employees for private corporations.

As per the Indian Ministry of Defence Annual Report (2018) and Director General Resettlement (2022), nearly 60,000 armed forces personnel retire or are released from active service every year of which, most in the comparatively younger age bracket of 35 to 45 years and need a second career to support their families.

As studied by Pallavi Chopade & Kirti S. Gupta (2020), military veterans are a unique population that are disciplined, dedicated and devoted to duty and are well trained to cope in difficult situations. These veterans also bring many non-technical skills like cognitive thinking, leadership traits, decision making, and good communication to the corporate workplace (Chaitra M. Hardison & Tracy C. McCausland, 2017).

Pollak et al. (2019) have identified 23 critical competencies and attributes that make people with military training relevant to civilian employers. Further, Chaitra M. Hardison and Tracy C. McCausland (2017), have identified 19 general skills which are important to civilian job success, developed through on-the-job experience and selected formal military

education courses for enlisted personnel in the US Army and US Marine Corps in selected combat arms occupations.

As per Hardison et al., (2017), military veterans have a great deal to offer to potential civilian employers including valuable non-technical skills such as leadership, decision making, attention to detail and so.

As per one of the top US job search portals CareerCast.com (2018), growing emphasis on technological skills in the military translate well to a growing market for IT professionals. Veterans who work specifically in IT security during their service can effectively translate their skills into Cyber-Security/ Information Security positions of the same nature outside in the corporate world.

In the Indian context, Virendra Kumar and Jain (2021) have studied the general skills and qualities of Indian Military Veterans valued most by employers and colleagues in the corporate world. They have also identified three most agreed/ valued traits/ qualities by all which are excellence in Communication and interpersonal skills (83%), Integrity and loyalty to the duty and assignment (80%) and ability to work in a team makes them adept at team work (79%).

As per Jayadevi Vivekanand & Seema Sant (2021), military culture usually emphasizes qualities such as unity, discipline, physical fitness, duty, and self-sacrifice. Other characteristics that support military veterans in transitioning include the ability to adapt, enhanced decision-making, and tolerance for complexity, among many others. Indian veterans are young, excellently-trained, highly disciplined, professional, and scalable reserves of human resources who are useful and important for nation building.

## **2.5 Qualities of Veterans that Do Not Make Them Ideal Employees**

This section of the Literature Review includes survey reports, articles, journals and studies that identify qualities and traits that inhibit veterans' performance in the private sector and do not make them the ideal hiring choice of employers. The section also talks about biases, stereotyping and other inhibitions of private sector employers that veterans display and which do not make them ideal employees of any organisation.

In a survey of 223 participants by Steven Shepherd et al., (2020), the researchers found that veterans were seen as higher in agentic traits like self-control, memory, planning, and intentional thought — but were seen as having a reduced capacity for feeling. Veterans were also seen as more loyal and trustworthy than non-veterans but also less sensitive and sympathetic. They were also rated as more mechanistic than non-veterans.

As per Richard Sisk (2019), "People see them (veterans) as being very agentic" meaning that "they are seen as doers, people who can sort of take action and get things done, but the consequences of that is people see them as sort of less feeling, having less emotion".

The research by Kay et al. (2019), shows that veterans are seen as having a higher capacity for agency but less capacity for experience. As a result, veterans are seen as less (more) suited for careers that require a high (low) capacity for experience.

The results of the study by Stone et al., (2018) provides evidence that U.S. military veterans may be stereotyped based on their group membership, and these stereotypes may influence ratings of perceived job fit. This study provides implications for hiring managers by demonstrating potential biases when reviewing resumes of applicants who have military

experience. In addition, this study provides evidence of potential barriers to employment that may be a contributing factor in high veteran unemployment rates.

Minnis, (2014) stated that one of the significant problems for veterans is their inability to transfer their military-acquired skills to civilian careers. The author reported that veterans had considerable difficulties in expressing their skills acquired and honed through military service. The situation is further made worse by misconceptions of hiring managers in that they believe that veterans do not have relevant skills that can be transferred to the civilian workforce.

V. E. Davis & Minnis, (2017) revealed that employment problems faced by military veterans could be associated with misconceptions of their skillsets. Despite the veterans possessing valuable skills, some of the employers might not be aware of a wide array of skills and knowledge veterans are likely to bring to the civilian workforce.

According to Morin, (2011), military service is demanding, challenging, and involves life threatening missions. Returning to civilian work/life poses considerable problems for veterans.

From a societal and organizational perspective, the transition to civilian employment is influenced by the nature of discharge from the military, inadequate support from the relevant authorities, and public misconceptions about the skills and capabilities of military veterans. Some employers lack an understanding of the applicability of the skills acquired in military service to the business world (V. E. Davis & Minnis, 2016).

Service life, with no parallels in civilian life, inculcates peculiar traits and provides a very honourable career to soldiers. It is, in fact, a way of life and right from his

recruitment, a soldier is groomed to adapt and grow in an established system of functioning. Besides instilling qualities like honesty, integrity and dedication, a soldier learns to follow orders and is tuned to receiving directions. He follows a charted routine/set of activities, with little deviation, which is at total variance to the behaviour expected from a person in civilian life (R.K. Sharma, 2015).

## **2.6 The Private Security Industry in India**

This section of the Literature Review talks about the private security domain/industry in India. The section explores the nuances of positive business that the private security industry is projected to display in the next few years.

As per Annamma Oommen, (2008), the private security industry has been growing at a rapid pace, clocking a compound average growth rate (CAGR) of 25 per cent. Worldwide, the industry is estimated to generate \$140 billion in revenue, expanding at a CAGR of 10-12 per cent. India's private security industry is estimated to be worth over USD \$600 million. However, only 60 per cent of this is in the organised sector, and 'manned guarding' accounts for the bulk of the revenue.

As per CAPSI (2014), the Indian domestic private security services industry aims at registering over 20 per cent growth in the next few years and expects to double its market size by 2020.

According to the Federation of Indian Chambers of Commerce and Industry (FICCI 2016), the Indian private security market was estimated at INR 99,000 crore (~USD 15.2 billion) by 2020 and is likely to touch INR 1.5 lakh crores (~USD 23.1 billion) by 2025 (as

per latest industry estimates). However, there remains a shortfall of manpower of about 30% with a potential to generate a large number of jobs in India.

As quoted by Rituraj Sinha of BusinessWorld.in (2020), “Definitely India is one of the most exciting places for the private security industry. Private security outnumbers police across countries.”

Praveen Jadhav (2021) has studied the trends in the manpower and challenges before the private security industry in India.

As per Michelle Moore, (2020), “those with military experience, working in the critically important arena of cyber security is an opportunity to continue to serve their country, this time combating the widespread and ever-growing threat of cyber-crime. In fact, you could call it a \$1 trillion opportunity, because that’s how much corporations and governments are projected to spend on cyber security over the next several years”.

Private security agencies offer a wide range of services – from providing security to top businessmen, industrialists and celebrities, to accompanying consignments containing cash (from a bank head-office to a branch, or for replenishing ATMs), gold and precious stones, monitoring the movement of visitors at shopping malls, construction sites and other places (Annamma Oommen., 2017).

FICCI & Grant Thornton, (2015) has conducted a study on ‘Private security services in India’, which explores the changing situation of this industry over the years. According to this report, the private security industry India has greater potential to grow in coming years.



## **2.7 What Military Veterans bring to the Private Security Domain**

This section of the Literature Review highlights the qualities, that military veterans contribute to the private security domain. Dustin Salomon, (2021) states that the security industry is a natural career transition for military veterans.

The scope for veterans remains very high as there is a strong need of security professionals who can lead and manage the world's largest workforce of 9 million guardsmen and women engaged in providing private security cover to the nation (CAPSI, 2022).

As per Blake Stilwell (2022), military veterans working in law enforcement/ private security are as close to being in the military as a civilian-sector job can get. Like the military, it's a mission-oriented and team-driven job that offers good benefits and a familiar lifestyle.

According to Steve Jones (2019), the physical security sector offers vast opportunities for advancement, especially for the military. Advancing in the physical security sector demands many of the same qualities military veterans are known for, including battle-tested real-world experience, trainability, adaptability, dependability and ability to deliver quality work in pressure-cooker situations. Veterans generally enter the workforce with identifiable skills that can transfer to the physical security world and are often skilled in technical trends pertinent to business and industry. And what the veterans don't know, they are eager to learn — making them receptive and ready hires in physical security environments that value ongoing learning and training.

Nina Semczuk (2018), states that security is definitely a career field that attracts many veterans, and companies generally recruit from ex-military populations. Their experience with rules, regulations, weapons, and authority all come in handy in this (security) industry.

Military life develops many important skills and personal traits for a security practitioner such as fitness, discipline, time awareness, attention to detail, command presence, and the capabilities to understand and follow post orders, manage stress and perform under pressure (Dustin Salomon, 2021a).

As per El Dorado (2018), military veterans possess all the 6 skills (alertness, honesty, physical fitness, good communication skills, ability to serve clients' needs and leadership and team player) that personnel from private security domain should have.

V. E. Davis & Minnis, (2016) note that military men and women are trained to be technically proficient in their respective occupations. They learn the value of teamwork and are equipped with skills for effective leadership. Other issues addressed in military training and services are perseverance, planning, communication, decision-making, and conflict resolution.

Virendra Kumar & Jain, (2021) have brought out 15 Skills and qualities that military veterans possess which are valued most by the employers.

As per Pollak et al., (2019), military veterans have 23 important critical competencies and attributes that are relevant to civil employers.

Abdul Junaid, (2016) authored '8 Reasons Indian Companies Should Hire A Military Veteran' describing the qualities of Indian Military veterans and why they should be hired to bring better management skills to the workplace in any organisation

'The Business of Hiring Veterans: 10 Traits that Make Veterans Stand Out' by Ron Kness, (2019) brings by out the traits which the veterans bring to the workplace to enhance the productivity.

'Top 5 Soft Skills Employers Seek That Your Military Service Provides', by Ron Kness, (2019b), brings out the 5 soft skills that employers seek and that the military service provides. These skills of the veterans can help organisations to enhance their effectiveness.

Todd Jones, (2019) wrote '3 Skills All Veterans Have That Make Them Great Business Leader' brings out the three main skills - courage, loyalty and team member mentality, which helps a veteran to be a great business leader.

Robertson & Brott, (2014) conducted a study on military veterans to determine their level of life satisfaction in the process of reverting to civilian employment. They examined vital variables relevant to career transition: readiness, control, decision independence, confidence, and perceived support.

## **2.8 Miscellaneous Literature that connects Military Veterans with Private Security**

This section of the Literature Review researches reports, journals and articles that link military veterans to the private security industry.

India Skills Report by Wheebox, (2022) is a full-fledged report about the future of work, education, and skilling to match the talent demand and supply in a growing India.

The report talks about the growth of private security in India and the role that military veterans would play in shaping this sector.

As per Michael Kirchner & Sarah Minnis (2018), companies can be more military friendly by (a) communicating with service members, (b) establishing company policies as they relate to veterans, (c) offering specific training and salary differential for activated employees, (d) supporting military family members, and (e) providing post-military transition assistance as service members move into civilian business organizations.

## **2.9 Summary**

There is ample literature available on the qualities and traits of military veterans globally. Further, there are many articles which bring out the pre-requisites for the private security industry. However, there is very scarce research available on the transition and contribution of Military Veterans to Private Security domain of India specifically.

The reasons why the Private Security Sector in India is a good second career option for Indian military Veterans needs to be explored in detail. Further, a detailed empirical study to analyse the impact and contributions of Indian Military Veterans on the Private Security Industry needs to be conducted. The research gap identified in the body of knowledge, will be conducted as a literature review, and online survey between February and March 2023.

With the five sections of the Literature Review, I intend substantiating my theory that Indian Military veterans are suitable candidates for a second career in the Indian private security domain and possess the qualities and traits required for private security. Further,

the literature review has identified the qualities of Indian Military veterans which makes them good security professionals. Finally, the research will also undertake a study on how Indian military veterans have shaped, lead and contributed to the Private Security Industry in India.

## CHAPTER III: METHODOLOGY

### 3.1 Overview of the Research Problem

The private security industry in India is set to grow exponentially in the years to come (Praveen Jadhav, 2021). The importance of the private security sector in India has been elucidated earlier. Further, the availability of trained ex-military manpower has also been discussed in detail (Chaitra M. Hardison & Tracy C. McCausland, 2017; Pollak et al., 2019). All skills that are prerequisites for a good security professional are inherently displayed by veterans (Dustin Salomon, 2021a).

However, despite the vacancies in the private security industry, there still exists a large gap in the number of military veterans joining the security domain in India. The gap could be possible due to lack of awareness or pre-conceived notions about the private security field amongst personnel who are retiring from service.

Over last four decades or so, manned guarding in India has evolved from ‘Chowkidaari’ (Gatekeeping) to ‘ManTech’ soon morphing to ‘TechMan’ before settling into full the blown TSM (Total Security Management) or TSS (Total Security Solution) format with the convergence of physical guarding, electronic security & surveillance, cyber security and internal threats as a packaged end-to-end service (CISS India, 2019). The field has transformed into a technologically driven, process oriented and disciplined profession with many new skills that were not required earlier.

The role of private security has been upgraded to much more than a mere gatekeeper. There is a need for a better understanding of the partnership between Private Security Domain in India and Indian Military Veterans.

### **3.2 Operationalization of Theoretical Constructs**

The study will systematically investigate the phenomenon for gathering quantifiable data and performing statistical and numerical techniques to support the research questions brought out below.

### **3.3 Research Purpose and Questions**

The basis for this quantitative correlational study was to examine the relationship between the private security domain/ industry in India and the availability of trained manpower such as military veterans that could transition into the private security sector. Factors such as demographic data, quality of life, skills and traits of military veterans, awareness about the private security industry, feedback about military veterans have been considered while attempting to answer the following research questions:

- a) How is the private security industry in India suitable and lucrative as a second career by military veterans?
- b) What skills and qualities do veterans contribute to the Private Security industry?
- c) How do military veterans impact the Private Security domain in India?
- d) How do organisations in India stand to benefit by hiring military veterans in their private security?

### **3.4 Research Method**

One of the fundamental responsibilities a researcher has when conducting a study is to ensure that the appropriate research methodology aligns with the research. I selected a quantitative research methodology instead of a qualitative or mixed-methods approach. The intention of my research is to examine the relationship between the private security domain/ industry in India and the availability of trained manpower such as military veterans that could transition into the private security sector.

Researchers who follow a quantitative research methodology employ certain characteristics towards their study. Researchers using quantitative methodology have adopted a positivist philosophy, where the data are deductive and objective (Salvador, 2016; M. N. K. Saunders et al., 2015b). Researchers who follow a quantitative methodology adhere to data collection techniques that are stringent, random, numerical, and use close-ended questions to deduce relationships among multiple variables (Salvador, 2016; M. N. K. Saunders et al., 2015b). Data collection methods that researchers implement for quantitative studies are from validated surveys or experiments (Salvador, 2016; M. N. K. Saunders et al., 2015b). The survey results allow the researcher to analyze numerical data when determining relationships among variables (Alwin, 2016). Researchers can use a large data sample size to make generalizations about the population (McCarthy et al., 2017). A quantitative methodology was justified for this study because I incorporated surveys to collect numerical data to determine any relationships among the selected variables.



Another type of research methodology is the qualitative method. Researchers who use a qualitative methodology for their study apply an interpretive philosophy, where the data are inductive and subjective (Salvador, 2016; M. N. Saunders & Townsend, 2016). Qualitative researchers comply with data collection techniques that are non-standardized, exploratory, and interpretive through open-ended questions during interviews (Bengtsson, 2016; Hammarberg et al., 2016). Researchers use the information gathered from interviewees to develop insights into how or why procedures are applied (Hamilton & Finley, 2019). This study's premise was not to explore perceptions or opinions about the specific business problem, and hence, a qualitative research methodology was not appropriate for this study.

I also considered a mixed-methods approach to my study. Mixed methods combine quantitative and qualitative methodologies so the researcher can have a broader understanding of the specific business problem (Hesse-Biber, 2020). Researchers who adopt mixed methods can apply an inductive, deductive, or abductive ideology for conceptual or theoretical development (M. N. K. Saunders et al., 2015b). As I did not pursue a qualitative research methodology for this study, a mixed-methods approach was not appropriate.

### **3.5 Research Design**

Three research designs that I considered for my quantitative study were correlational, experimental, and quasi-experimental. Researchers who follow a correlational design establish any positive or negative relationships between two or more

variables through statistics (Bloomfield & Fisher, 2019). A correlational design is preferred by researchers when independent variables will remain unaltered (Curtis et al., 2016). A correlational design was appropriate for my study because I was examining the relationships amongst a dependent variable and multiple unmanipulated independent variables.

I did not use an experimental or quasi-experimental design. A researcher who follows an experimental design examines the cause and effects one variable has on another variable (Bloomfield & Fisher, 2019). Factors such as randomness of participants, usage of a control group, and the way the researcher can influence the variables are considered experimental design techniques (Bloomfield & Fisher, 2019). Researchers who implement a quasi-experimental research design embrace most of the same research components of the experimental design, including examining cause and effect (Bloomfield & Fisher, 2019). Participants of a quasi-experimental research study are not randomly selected (Bloomfield & Fisher, 2019). Because I intended to examine the relationships between variables and not seek cause and effect, experimental and quasi-experimental research designs were not appropriate.

### **3.6 Population and Sample**

#### **Population**

Two key components that can influence the validity of quantitative research are the population and the selected sample for the study. The research population represents all of the people who meet the research qualifications (McCarthy et al., 2017). Therefore, I

carefully considered the alignment between the representing population and the specific problem statement.

For this quantitative study, the population consisted of over 3,00,000 military veterans and private security professionals based in India. The sample of a study represents the participants of the chosen population (Daniel, 2012; Erba et al., 2018). Hence, the participants for this study consisted of military veterans and/or private security professionals who were based in India and who met the criteria for this research.

### **Sampling**

Probability and non-probability are the two basic methods of sampling. Probability sampling is a method in which each individual of the population has the same odds of being included (Daniel, 2012). Advantages of probability sampling include the ability for the researcher to mitigate selection bias, ensure the target population is easily accessible, and access to unlimited resources (Daniel, 2012). Some of the weaknesses of probability sampling consist of when the researcher has limited time and/or money and researcher is unable to certify that participants have the distinct constructs required for the research (Daniel, 2012).

In contrast, non-probability sampling is a method in which each individual's odds of being selected are unknown (Waterfield, 2018). Advantages of nonprobability sampling consists of participants selection for the research is subjective, the researcher has limited resources, and the researcher can ensure respondents meet the study criteria (Daniel, 2012).

As my survey was aimed at Military Veterans and Private Security Professionals in India, a nonprobability sampling methodology was optimal for this study.

### 3.7 Participant Selection

For the purpose of selection of participants, Military Veterans ( belonging to Indian Army/ Airforce and Navy only) and Private Security Professionals based in India were targeted for the survey.

The participants for my study were:

- Indian Military Veterans having atleast one year of military service and/or
- Private Security Professionals based in India
- Adult Male or Female (Age  $\geq$  18)
- Belonging from any State of India
- Presently working in any State of India

### 3.8 Instrumentation

The instrument that I selected to collect data was an online survey. The survey comprised of the following sections:

*Table 5 – Breakdown of Online Questionnaire*

<b><u>Section No.</u></b>	<b><u>Section Type</u></b>	<b><u>No. of Questions</u></b>
I	Demographic Data	19
II	Quality of Life	18

III	General questions to measure the Skills and Traits of Military Veterans and Private Security Professionals	15
IV	Knowledge about the Private Security Industry in India	16
V	Feedback about Military Veterans	8
VI	Feedback about Military Veteran Bosses	6
VII	Subjective Feedback	2
	<b>Total</b>	<b>84</b>

Source – Author’s Research

Description of the various sections of the online survey:

- a) **Demographic Data** was used to record the demographic details of applicants including age, sex, academic qualification, family details, geographic location etc. This section has 19 questions which capture demographic data required and suitable for the study.
- b) **Quality of Life** – This section was used to determine the level of happiness or acceptance towards the private security domain/ industry in India. This section has 18 questions which will elucidate how Military Veterans and Private Security Professionals perceive the private security domain/ industry in India. Some of the major points captured in this section include

renumeration, stress levels, motivation, physical fitness and risk appetite of participants.

- c) **Skills and Traits** - This section was designed to capture the various skills and traits that a Military Veteran and/or Private Security Professional possesses that makes him suitable for the private security industry in India. This section has 15 questions that ask every participant regarding their comfort in crisis situations, adaptability, managerial skills, leadership and communication skills and ability to lead teams in stressful environments.
- d) **Knowledge about Private Security Industry** – This section was used to determine the level of awareness and performance of Military Veterans and Private Security Professionals in the private security domain of India. This section has 16 questions that examine how participants feel about being part of private security, career growth and professional development and contribution to the industry.
- e) **Feedback about Military Veterans** – This section was designed to capture the qualities and traits of a military veteran that make them good team members. This section has 8 questions that record the competence, communication skills, leadership skills, flexibility and adaptability of Military Veterans operating in the same team.
- f) **Feedback about Military Veteran Bosses** – This section was designed to capture the qualities that make Military Veterans good bosses. This section has 6 questions that ask the participant about the level of comfort,

motivation, encouragement and empathy displayed by line managers/ bosses who are military veterans.

- g) **Subjective Feedback** – This section gave the participant the opportunity to provide feedback about Military Veterans and Private Security Industry, which were not captured in the questions of the above sections. This section has 2 subjective questions seeking the feedback of participants.

The survey was cross-sectional, with the data collected at one point in time (Creswell, 2009) and a quantitative approach was adapted in this study. In quantitative research, eminent standardized statistical analysis methods like analysis of variance and regression will be used to answer the research questions identified earlier (Dubé & Paré, 2003).

The questionnaire was created on 01 Feb 2023 and kept active for a duration of 15 days (i.e. till 15 Feb 2023), via an online survey tool Google Forms. A total of **1517** entries were received in the online survey.

The online survey tool was used due to its ease of accessibility, timeliness, and efficiency. Participants could access the questionnaire either through WhatsApp or their email anytime and anywhere. It also saved time and effort because it permitted to create, administer, and collect data in one system, which also ensured precision because the responses did not need to be entered manually and were automatically sent to the online database. Moreover, this method also prevented wasting paper and printing, and protected

the privacy of the participants which made them feel more truthful and comfortable while answering the questions.

### **3.8 Data Collection Procedures**

Data collection through web-based surveys is popular among researchers because online surveys can reduce associated research costs, mitigate human error in statistical tabulation, promote individual confidentiality, and increase participation (Evans & Mathur, 2018; McInroy, 2016; Regmi et al., 2016). Despite the recognized benefits of an online survey, researchers must be aware of Internet-based questionnaires' disadvantages. Some of the disadvantages of online surveys include minimal response rate, connectivity issues from participants, and selection or response biases (Fricker, 2017; McInroy, 2016; Saleh & Bista, 2017).

Acknowledging both the advantages and disadvantages of internet-based questionnaires, the data collection technique selected to obtain data for this research consisted of online questionnaires. Surveys were disseminated through WhatsApp, personal email or hyper-linked on social media networks for the targeted participants to access the online questionnaire.

Google Forms was the online platform of choice for survey circulation. Google Forms is an internet-based survey tool that is secured, easy to use for both the researcher and participants, allows versatility in developing questionnaires, and creates valuable reports for further analysis (McDowall & Murphy, 2018). This study's survey questions consisted of 7 sections comprising 84 questions in all. After each participant completed the



online survey through web-based Google Forms, a technique referred to as snowball sampling was the primary engagement strategy to reach the target population. Snowball sampling is when participants from the selected population circulate the survey to other members within the same community (Valerio et al., 2016). Upon reaching the recommended and desired number of qualified participants, I retrieved the results from Google Form and converted the responses given by the participants into a data set in Microsoft Excel (version 2021) which was further transferred into IBM SPSS software (version 29) for further analysis. A total of **1517** entries were received in the online survey.

### **3.9 Data Analysis**

A total of 6 research questions were identified which were designed into an online survey comprising 7 sections and 84 questions in all. The analysis of the data collected from the online survey consisted of applying descriptive statistics and multiple regression analysis through the use of IBM SPSS version 29 software.

**Descriptive statistics and multiple regression were** the tools to analyze the statistical data for this study. A researcher can use descriptive statistics to explain, coordinate, and compile relevant information (Coleman, 2018). Predicated by type of measurement for the scales (nominal, ordinal, interval, or rational), descriptive statistics can illustrate or report measures such as central tendency, dispersion, or distribution (Coleman, 2018). Central tendency represents the mode, median, and mean of the data (Coleman, 2018). Additionally, the establishment of the descriptive statistics averages can also provide statistical insights such as standard deviation and variance (Yeo & Cacciatore, 2017). Because the data collected from the demographic survey for this study will be nominal, measurement of central tendency, standard deviation, and variance were the favoured methods of analyzing descriptive statistics.

**Multiple regression analysis** allows the researcher to test the relationships between two or more independent variables with a dependent variable (Foster et al., 2016; Pederson, 2017). Additionally, multiple regression analysis enables a researcher to segregate or combine the independent variables in determining their impact on the dependent variable (Pederson, 2017; Segrin, 2010). Finally, multiple regression analysis findings allow researchers to identify correlations between independent and dependent variables (Pederson, 2017). Because the basis for my research was to determine how the independent variables influence the dependent variable, the selection of multiple regression analysis was the optimum data analysis tool of choice.

Other statistical analysis technique used for analysing data was two-way analysis of variance (ANOVA). The two-way ANOVA focuses on the averages of group variations. The primary inferential purpose is to analyze and measure the independent and cumulative influence of two variables on the outcome variable (Harring & Johnson, 2018). As the results from a two-way ANOVA analysis limits the number of variables to two, the method meets the statistical analysis requirements for my study.

Maintaining a structured and systematic approach to review and scrub completed questionnaires will ensure the most accurate data is within my research. Researchers who implement proper data cleaning and screening procedures within their study can mitigate erroneous data (M. F. Davis, 2010). Data cleansing steps include reviewing submitted surveys for inaccurate information, missing data or responses, and removing duplicate records (Willies, 2017). Maintaining the data's integrity from the submitted responses was

critical; therefore, the removal of surveys with missing information or incomplete questions was necessary to facilitate the use of the IBM SPSS version 29 software for analysing survey data. After a researcher has scrubbed the questionnaires, cleansed the data, and tested for data assumptions, the researcher can make inferences from the statistical data. Inferential statistics relate to how a researcher intends to apply or infer statistics to a larger group or population (Seaman, 2018).

### **3.10 Research Design Limitations**

A study's limitations are circumstances that place a constraint on a researcher's research because of uncontrollable factors (Edmonds & Kennedy, 2017). There were two identified limitations to my research. The first limitation was that participants would majorly belong to the metro cities and urban geographical locations of India, which may not represent rural populations adequately. The second limitation included the willingness of military veterans and private security professionals to participate voluntarily. Because participation was voluntary, some military veterans and/or private security professionals may not want to participate or complete the survey.

### **3.11 Conclusion**

The current study investigated the relation between the private security domain/industry in India and the availability of trained manpower like the Military Veterans. A total of 4 research questions were identified which were designed into an online survey comprising 7 sections and 84 questions in all. The analysis of the data collected from the online survey consisted of applying descriptive statistics and multiple regression analysis through the use of IBM SPSS version 29 software (trial version).

In this section the research methodology of the study was thoroughly explained. This chapter also included the research design, details about the population and sample size, description and characteristics of the participants, design of the online survey questionnaire used and the data collection procedures that were implemented for the research. No legal or financial barriers influenced the collection of data, and the collection and method of study was explained in detail in this chapter.

CHAPTER IV:  
RESULTS

**4.1 Introduction**

Chapter IV presents the result of the data collection and analysis. The findings of the survey online questionnaire have been represented statistically and corresponding pie charts/ bar graphs have been added to help understand the findings. The next chapter V discusses the results of Chapter IV in detail.

This chapter has been divided in 10 sections after the introduction. The first section contains details about the demographic data of participants in the online survey. It starts with the presentation of the findings, normality and reliability of the variables, then explains the sample characteristics. The next section talks about the quality of life of military veterans. The third section talks about the skills and traits that Military Veterans display. The fourth section studies the opinion of military veterans and private security professionals about the private security industry in India. The next section describes the skills and traits of military veterans that their team members see. The next section describes the qualities of Military Veterans as bosses. The next sections talk about Research Questions (RQ) 1 – 4. The summary of this chapter has been appended below:-

*Table 6A - Summary of Results*

<b><u>Section No.</u></b>	<b><u>Section Type</u></b>	<b><u>Survey Online Questionnaire (SOQ)</u></b>
I	Demographic Data	SOQ 1 – SOQ 19

II	Quality of Life	SOOQ 20 – SOQ 37
III	General questions to measure the Skills and Traits of Military Veterans and Private Security Professionals	SOQ 38 – SOQ 52
IV	Knowledge about the Private Security Industry in India	SOQ 53 – SOQ 58
V	Feedback about Military Veterans	SOQ 69 – SOQ 76
VI	Feedback about Military Veteran Bosses	SOQ 77 – SOQ 82
VII	Research Question 1 (RQ-1)	13 SOQs
VIII	Research Question 2 (RQ-2)	16 SOQs
IX	Research Question 3 (RQ-3)	21 SOQs
X	Research Question 4 (RQ-4)	13 SOQs

In this study, the statistically significant results were those for which the *p*-value was less than or equal to an alpha ( $\alpha$ ) of 0.05 or 5%. Reliability indices showed a Cronbach alpha ( $\alpha$ ) coefficient of .7 or higher. All the sources of the tables and graphs in this chapter are created by me using the data from the online survey and subsequent analysis on it.

## 4.2 Data Collection

An online survey comprising 7 sections and 84 survey online questions (SOQs) in all, duly approved by my mentor, was published online using Google Forms from 01 – 15 Feb 2023. During this period, the survey received 1523 responses. Of these 1523, six were deleted because of incomplete or missing data. The final number of responses were 1517.

## 4.2 Demographic data

This section of the chapter describes the demographic data of the participants of the online survey. Survey Online Questions SOQ 1 – SOQ 19 were dedicated for demographic data of participants. Important demographic data has been enumerated in the proceeding paragraphs.

### 4.2.1 Age

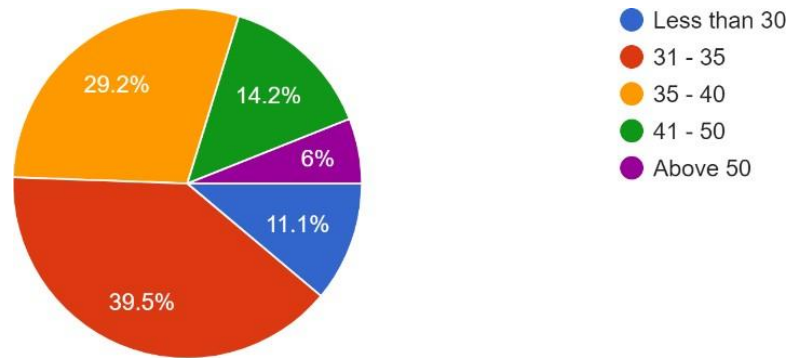
The question (SOQ-1) recorded the age brackets of 1517 participants of the online survey.

The details are appended below:-

*Table 6B – SOQ 1: What is your Age (Years)?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31 - 35	599	39.5	39.5	39.5
	35 - 40	444	29.3	29.3	68.8
	41 - 50	215	14.2	14.2	82.9
	Above 50	91	6.0	6.0	88.9
	Less than 30	168	11.1	11.1	100.0
	Total	1517	100.0	100.0	

*Figure 4 - SOQ 1: Age*



Based on the provided survey results, it appears that the majority of respondents (39.5%) are in the age range of 31-35 years old. The next largest group of respondents (29.3%) are in the age range of 35-40 years old, followed by 14.2% of respondents in the age range of 41-50 years old. A smaller proportion of respondents are above 50 years old (6.0%) and less than 30 years old (11.1%).

#### 4.2.2 Sex

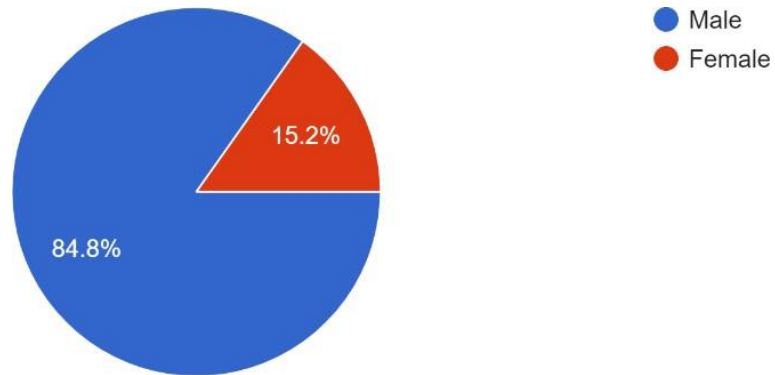
The question (SOQ-2) recorded the sex of 1517 participants of the online survey. The details are appended below:-

*Table 7 – SOQ 2: Sex*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	229	15.1	15.1	15.1
	Male	1288	84.9	84.9	100.0
	Total	1517	100.0	100.0	

*Figure 5 - SOQ2: Sex*





Based on the provided survey results, the majority of respondents (84.9%) are males and (15.1%) are females.

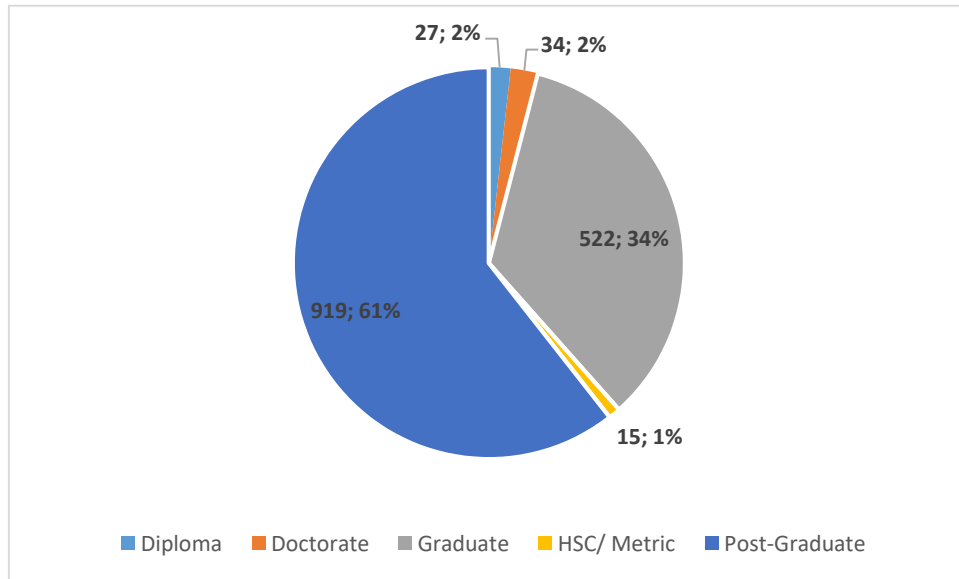
#### 4.2.3 Highest Educational Qualifications

The question (SOQ-3) recorded the highest educational qualifications of 1517 participants of the online survey. The details are appended below:-

*Table 8 – SOQ 3: Highest Educational Qualification*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	27	1.8	1.8	1.8
	Doctorate	34	2.2	2.2	4.0
	Graduate	522	34.4	34.4	38.4
	HSC/ Metric	15	1.0	1.0	39.4
	Post-Graduate	919	60.6	60.6	100.0
	Total	1517	100.0	100.0	

*Figure 6 – SOQ 3: Highest Educational Qualifications*



Based on the provided survey results, it appears that the majority of respondents (61%) are Post Graduates. The next largest group of respondents (34%) are graduates. The next largest group (2%) of respondents were holding Doctorates and other group (2%) were holding diploma.

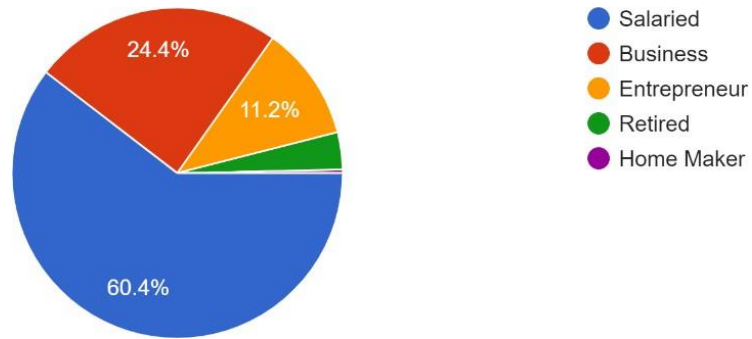
#### 4.2.4 Present Occupation

The question (SOQ-4) recorded the present occupation of 1517 participants of the online survey. The details are appended below:-

*Table 9 – SOQ 4: What is your present occupation?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	367	24.2	24.2	24.2
	Entrepreneur	169	11.1	11.1	35.3
	Home Maker	5	.3	.3	35.7
	Retired	55	3.6	3.6	39.3
	Salaried	921	60.7	60.7	100.0
	Total	1517	100.0	100.0	

Figure 7 – SOQ4: Present Occupation



Based on the survey results, it appears that majority of the respondents were Salaried (60.7%) and Businessmen (24.2%). The remaining respondents were entrepreneurs (11.1%), retired personnel (3.6%) or homemaker (0.3%).

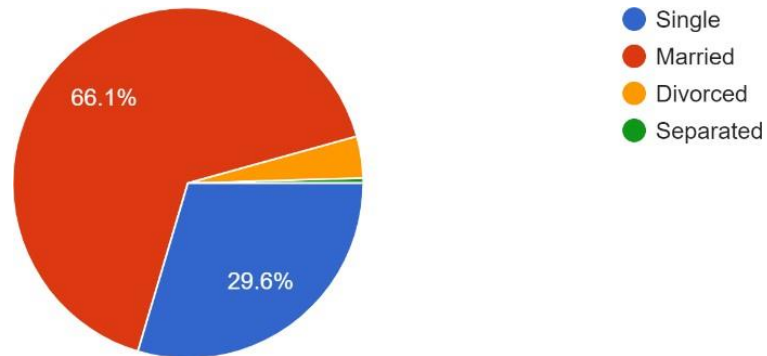
#### 4.2.5 Marital Status

The question (SOQ-5) recorded the marital status of 1517 participants of the online survey. The details are appended below:-

Table 10 – SOQ 5: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	58	3.8	3.8	3.8
	Married	1005	66.2	66.2	70.1
	Separated	7	.5	.5	70.5
	Single	447	29.5	29.5	100.0
	Total	1517	100.0	100.0	

Figure 8 – SOQ 5: Marital Status



As can be inferred, majority of the respondents were Married (66.2%). The next biggest group were Single (29.5%). The remaining respondents were divorced (3.8%) or separated (0.5%).

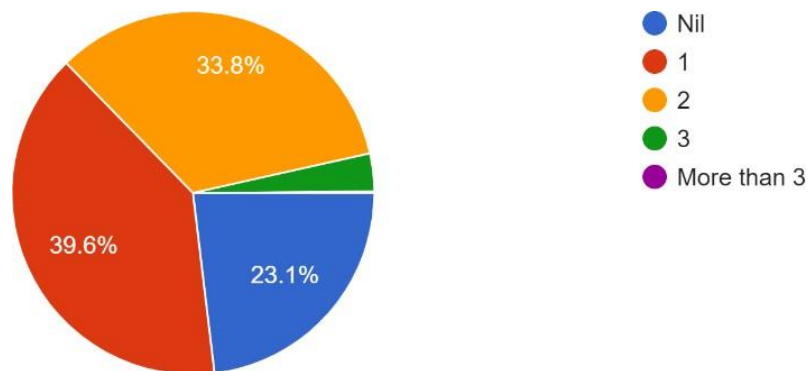
#### 4.2.6 Number of Children

The Survey Online Question (SOQ) 6 recorded the number of children that the respondents had.

*Table 11 – SOQ 6: Number of Children*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	598	39.4	39.4	39.4
	2	512	33.8	33.8	73.2
	3	51	3.4	3.4	76.5
	More than 3	2	.1	.1	76.7
	Nil	354	23.3	23.3	100.0
	Total	1517	100.0	100.0	

Figure 6 – SOQ 6: Number of Children



Majority of the respondents had one child (39.4%) or two children (33.8%). The next largest group of respondents had no children (23.3%). The remaining respondents (3.5%) had 3 or more children.

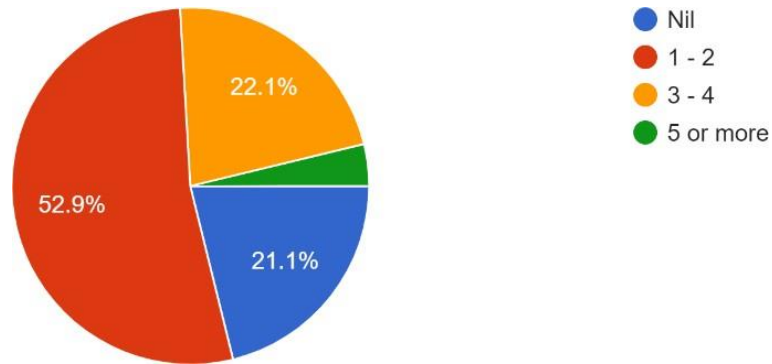
#### 4.2.7 Number of Family Members Dependent on the Respondent

The Survey Online Questionnaire (SOQ) 7 recorded the number of family members who were dependent on the respondent.

Table 12 – SOQ 5: Total Number of Family Members Dependent on Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 2	796	52.5	52.5	52.5
	3 - 4	343	22.6	22.6	75.1
	5 or more	57	3.8	3.8	78.8
	Nil	321	21.2	21.2	100.0
Total		1517	100.0	100.0	

Figure 10 – SOQ 7 - Total Number of Family Members Dependent on Respondent



Majority of the respondents (52.5%) have 1-2 dependents. Remaining two large groups (22.6%) had 3-4 dependents and (21.1%) had nil members dependent on them. The rest of the respondents (3.8%) had 5 or more dependents.

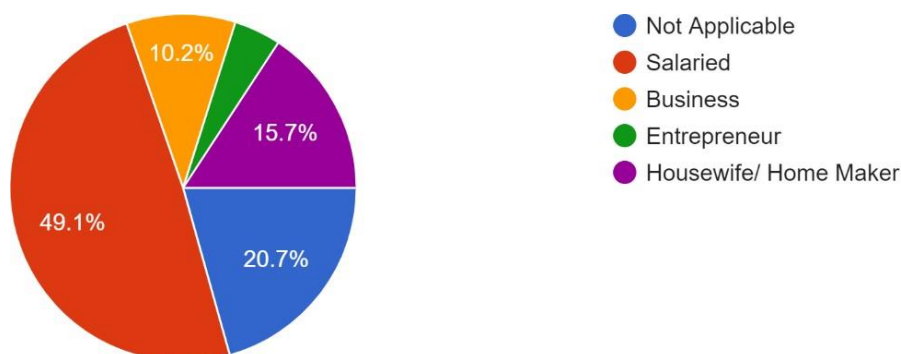
#### 4.2.8 Occupation of Spouse

The Survey Online Questionnaire (SOQ) 8 recorded the occupation of spouse of the respondent.

*Table 13 – SOQ8: Occupation of Spouse*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	151	10.0	10.0	10.0
	Entrepreneur	65	4.3	4.3	14.2
	Housewife/ Home Maker	244	16.1	16.1	30.3
	Not Applicable	328	21.6	21.6	51.9
	Salaried	729	48.1	48.1	100.0
	Total	1517	100.0	100.0	

Figure 11 – SOQ 8: Occupation of Spouse



Majority of the spouse of respondents (49.1%) are salaried. The next largest group of respondents (21.6%) did not have a spouse. The next largest group (16.1%) are housewife/ homemakers. The rest of the respondents’ spouses were business men/women (10%) or entrepreneur (4.3%).

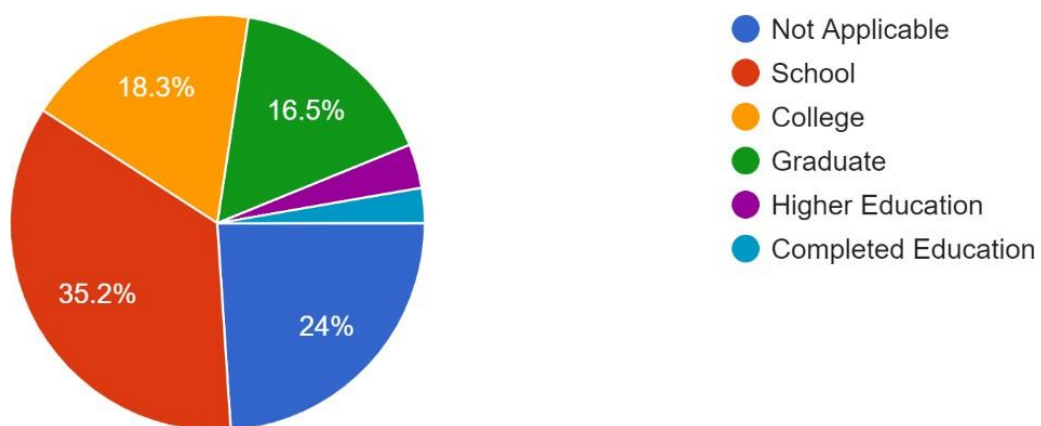
#### 4.2.9 Children Education Status

The Survey Online Questionnaire (SOQ) 9 recorded the education status of the children of respondents.

Table 14 – SOQ 9: Children Education Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College	268	17.7	17.7	17.7
	Completed Education	40	2.6	2.6	20.3
	Graduate	241	15.9	15.9	36.2
	Higher Education	50	3.3	3.3	39.5
	Not Applicable	388	25.6	25.6	65.1
	School	530	34.9	34.9	100.0
	Total	1517	100.0	100.0	

Figure 12 – SOQ 9: Children Education Status



The majority of respondents’ children (34.9%) went to school. The next largest group of respondents (25.6%) had no children. The third largest group of respondents (17.7%) children were attending college. The fourth largest group of children (15.9%) were graduates. The remaining children of respondents were pursuing higher education (3.3%) or had completed their education (2.6%).

#### 4.2.10 Medical Dependencies/ Disability or Prolonged Illness

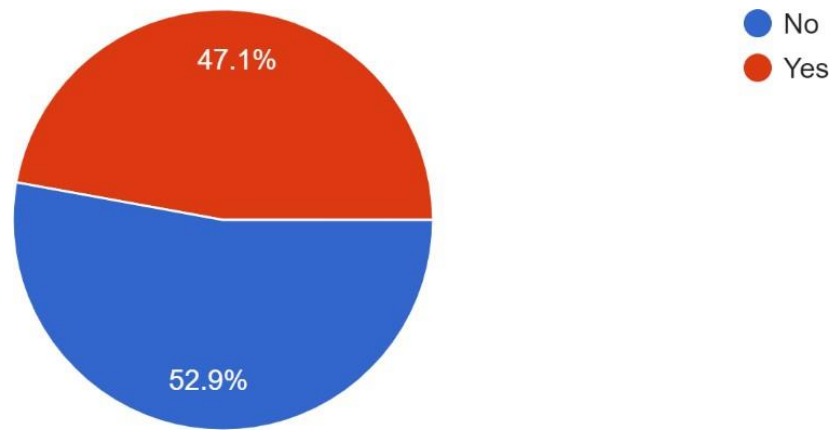
The Survey Online Questionnaire (SOQ) 10 captured the number of respondents or family members who had medical dependencies, disabilities or prolonged illnesses.

Table 15 – SOQ 10: Do you or your family member have any medical dependencies/ disability/ prolonged illness?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	809	53.3	53.3	53.3
	Yes	708	46.7	46.7	100.0
	Total	1517	100.0	100.0	



*Figure 13 – SOQ 10: Do you or your family member have any medical dependencies/ disability/ prolonged illness?*



Based on the provided survey results, the majority of the respondents (53%) indicated that they and their families had no medical dependencies/ disabilities or prolonged illnesses. The remaining respondents (47%) indicated that they and their families have medical dependencies/ disabilities or prolonged illnesses.

#### **4.2.11 State Belonging to and Working in**

The SOQs 12 & 13 captured the Indian state to which the respondent belonged to and also the state in which he/she was presently working in.

Figure 14A – SOQ: 12 & 13 – Geographical disposition of survey participants

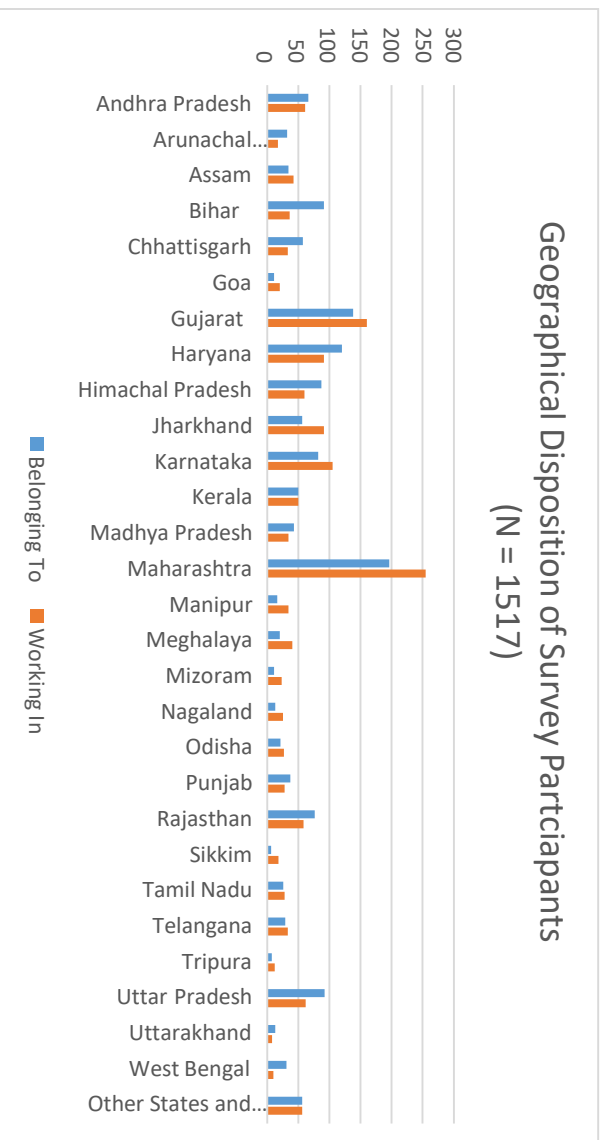
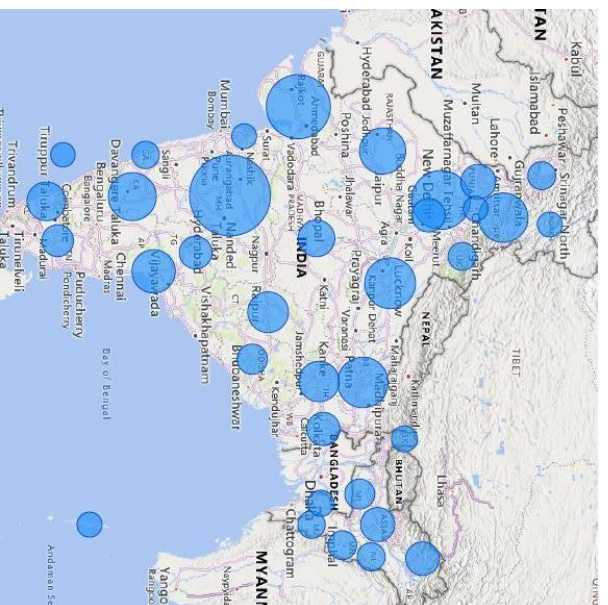
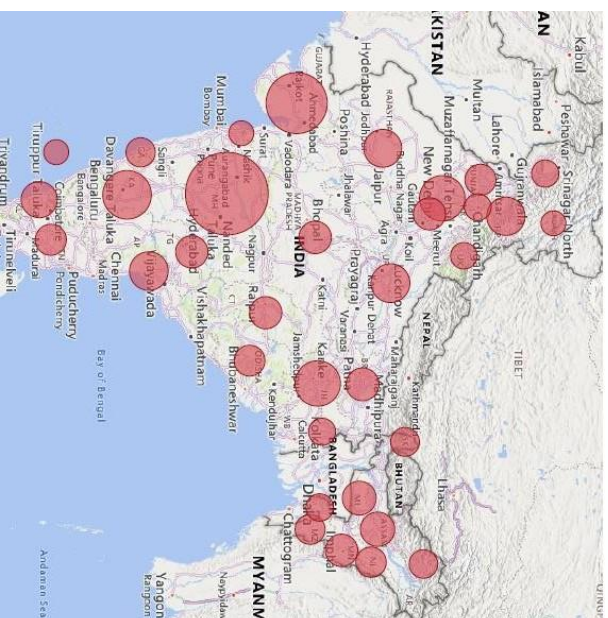


Figure 14 B & C – Survey participants (Belonging To) / Survey participants (Working In)



(Belonging To)



(Working In)

The survey received responses from all states and union territories of India and therefore can be considered to represent the entire country.

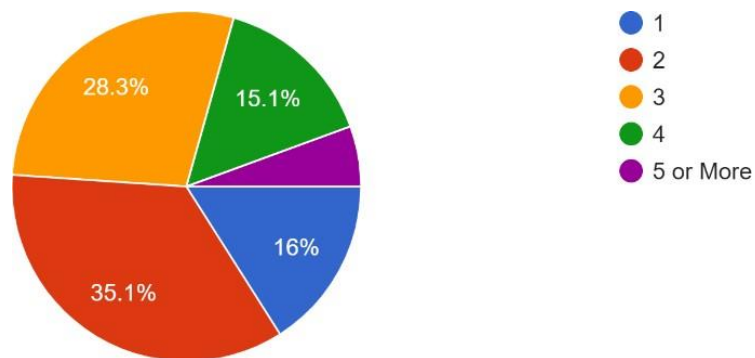
#### 4.2.12 Number of Organisations Worked For

The question (SOQ-13) recorded the number of organizations that the respondents have worked for.

*Table 16 – SOQ 13: How many organisations/ companies have you worked for?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	242	16.0	16.0	16.0
	2	536	35.3	35.3	51.3
	3	428	28.2	28.2	79.5
	4	227	15.0	15.0	94.5
	5 or More	84	5.5	5.5	100.0
	Total	1517	100.0	100.0	

*Figure 15 - SOQ 13: How many organizations/ companies have you worked for?*



The majority of the respondents (35.3%) had worked for at least 2 organizations. The next largest group (28.2%) had worked for at least 3 organizations. The third largest group

(16.0%) had worked for atleast one organisation. The next group (15.1%) had worked for atleast 4 organisations. The remaining respondents (5.5%) had worked for 5 organisations or more.

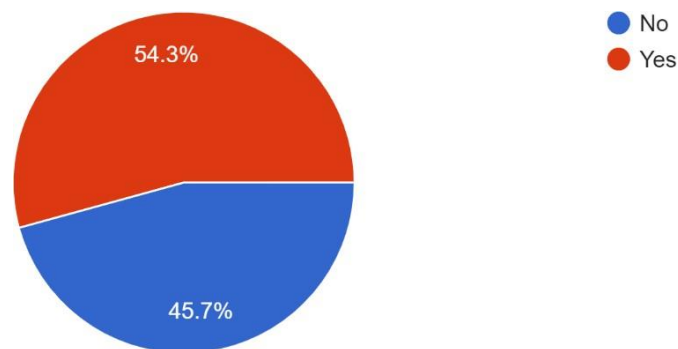
#### 4.2.13 Are you a pensioner?

The question (SOQ-14) captured the data whether the respondent was a pensioner or not.

*Table 17 – SOQ 14: Are you a pensioner?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	694	45.7	45.7	45.7
	Yes	823	54.3	54.3	100.0
	Total	1517	100.0	100.0	

*Figure 16 - SOQ14: Are you a pensioner?*



Majority of the respondents (54.3%) were pensioners. The remaining (45.7%) were not pensioners.

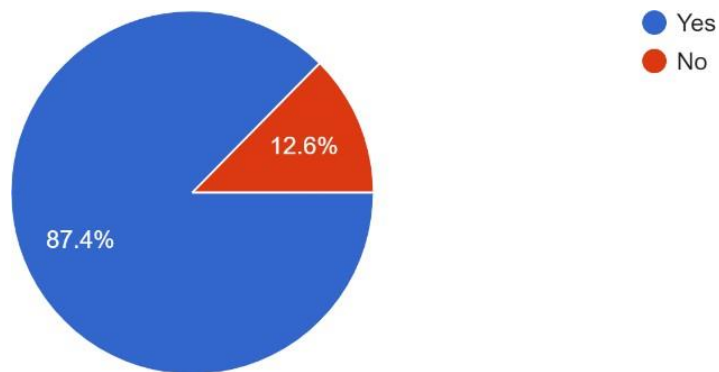
#### 4.2.14 Are you a Military Veteran (Army/ Airforce / Navy)?

The question (SOQ-15) recorded whether the respondent was a military veteran. The details are as follows:-

*Table 18 – SOQ 15: Are you a military veteran (Army/ Airforce/ Navy)?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	192	12.7	12.7	12.7
	Yes	1325	87.3	87.3	100.0
	Total	1517	100.0	100.0	

*Figure 17 - SOQ 15: Are you a military veteran (Army/ Airforce/ Navy)?*



Majority of the respondents 87.3% were military veterans belonging to the Indian Army/ Airforce or Navy. The remaining respondents 12.7% were not military veterans.

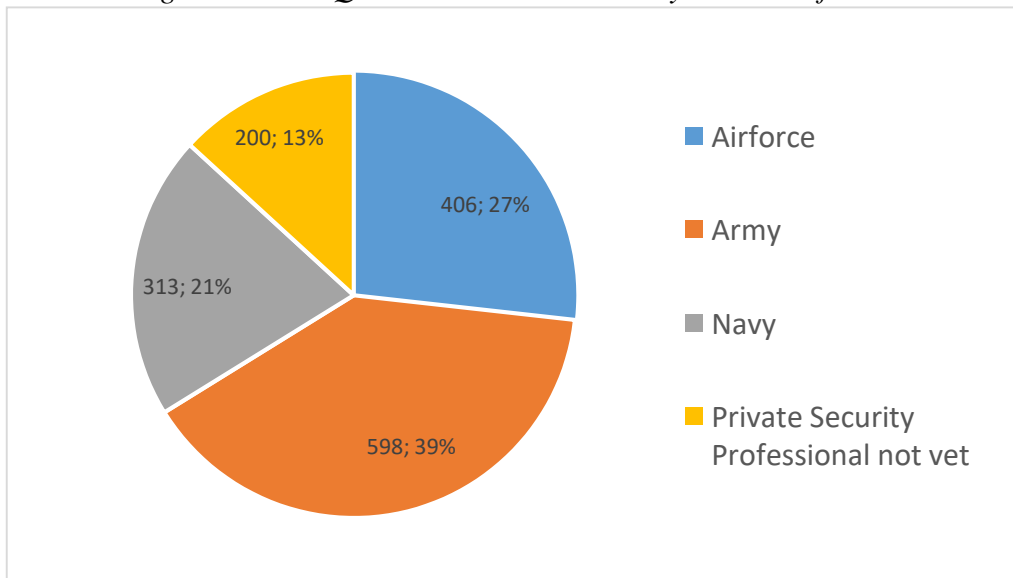
#### 4.2.15 Type of Military Service

The question (SOQ-16) captured the details regarding the type of military service that the respondents belonged to.

*Table 19 - SOQ 16: Which service have you retired from?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Airforce	406	26.8	26.8	26.8
	Army	598	39.4	39.4	66.2
	Navy	313	20.6	20.6	86.8
	Private Security Professional not vet	200	13.2	13.2	100.0
	Total	1517	100.0	100.0	

*Figure 18 - SOQ 16: Which service have you retired from?*



The majority of the respondents (39.4%) had served in the Indian Army. The second largest group (26.8%) had served in the Indian Airforce. The third largest group (20.6%) has served in the Indian Navy. The remaining respondents (13.2%) did not serve in any of the military services.

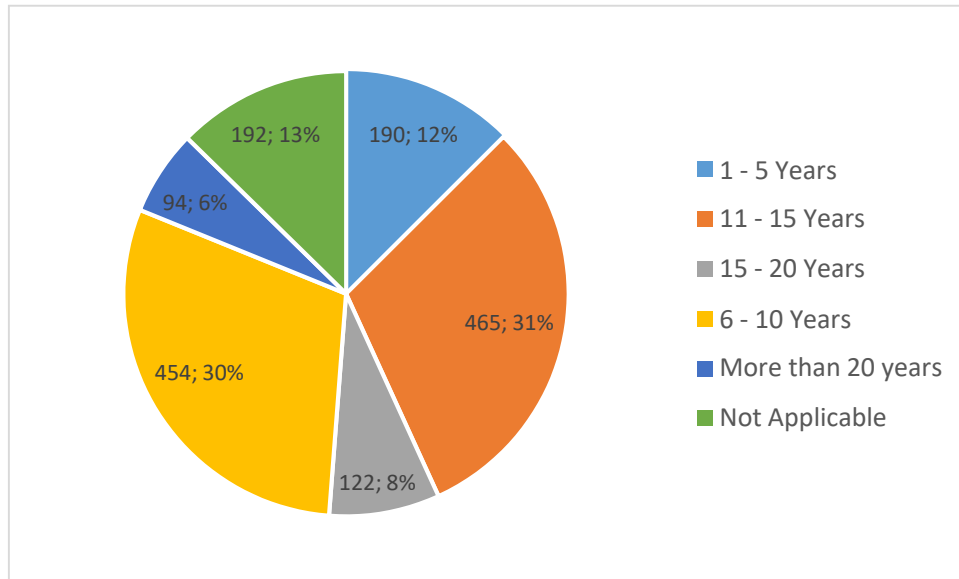
#### 4.2.16 Length of Military Service

The question (SOQ-17) captured the length of military service of the respondent.

*Table 20 – SOQ 17: How many years have you served in the Armed forces?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 Years	190	12.5	12.5	12.5
	11 - 15 Years	465	30.7	30.7	43.2
	15 - 20 Years	122	8.0	8.0	51.2
	6 - 10 Years	454	29.9	29.9	81.1
	More than 20 years	94	6.2	6.2	87.3
	Not Applicable	192	12.7	12.7	100.0
	Total	1517	100.0	100.0	

*Figure 19 – SOQ 17: How many years have you served in the Armed forces?*



The majority of the respondents (30.7%) had served for 11 – 15 years of service. The second largest group (29.9%) had served for 6-10 years in the military. The third largest group (12.5%) had served for 1-5 years of service. The fourth largest group (12.7%) had not served in the military. The next group (8.0%) had served for 15-20 years of service. The smallest group (6.2%) had served for 20 or more years in military service.

#### 4.2.17 Private Security Professional

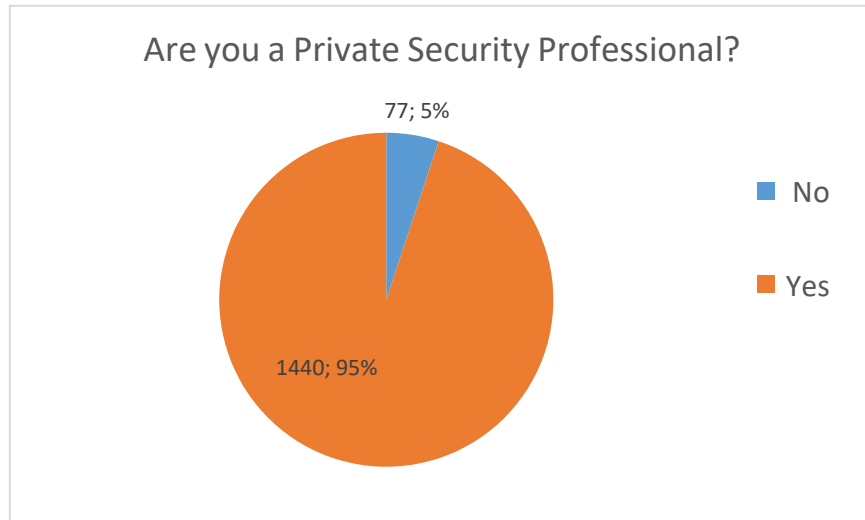
The question (SOQ-18) captured if the respondents were private security professionals.

Table 21 – SOQ 18 : Are you a Private Security Professional?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	77	5.1	5.1	5.1
	Yes	1440	94.9	94.9	100.0
	Total	1517	100.0	100.0	

Figure 20 - SOQ 18 : Are you a Private Security Professional?





The majority of the respondents 95% were private security professionals. The remaining 5% were not private security professionals.

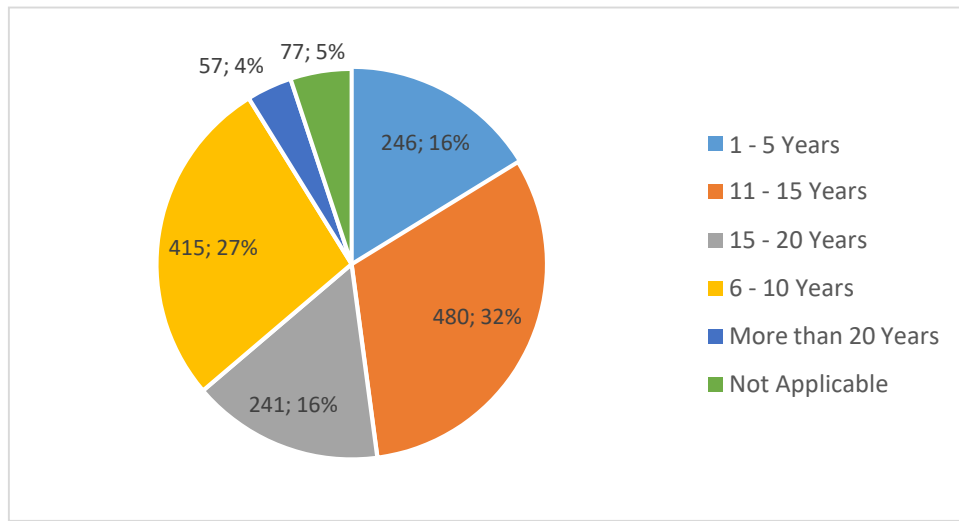
#### 4.2.18 Experience in Private Security

The question (SOQ – 19) captured the number of years that the respondents have been part of the private security profession.

*Table 22 - SOQ 19: How many years have you served in the Private Security Industry?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 Years	246	16.2	16.2	16.2
	11 - 15 Years	480	31.6	31.6	47.9
	15 - 20 years	1	.1	.1	47.9
	15 - 20 Years	241	15.9	15.9	63.8
	6 - 10 Years	415	27.4	27.4	91.2
	More than 20 Years	57	3.8	3.8	94.9
	Not Applicable	77	5.1	5.1	100.0
	Total	1517	100.0	100.0	

*Figure 21 – SOQ 19: How many years have you served in the Private Security Industry?*



Based on the provided survey results, majority of the respondents (31.6%) had minimum 11-15 years of experience in Private Security. The next largest group (27%) had 6-10 years of experience. The third largest group (16.2%) had 1-5 years of service. The fourth largest group (16%) had 15-20 years of service. The remaining (5.1%) were not private security professionals.

### 4.3 Quality of Life

This section of the chapter describes the parameters used for determining the quality of life of the respondents. This section comprises of 18 Survey Online Questions (SOQ 20 – SOQ 37). Certain questions have been grouped for analysis. The findings of the analysis have been appended below:-

#### 4.3.1 Group I – SOQs to determine Quality of Life

The first sub-group to determine the quality of life of military veterans and private security professionals comprised of 6 questions (SOQs – 20, 22, 23, 25, 26 & 27).

Table 23 – SOQ 20: How satisfied are you with your present work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	9	.6	.6	.6
	Dissatisfied	14	.9	.9	1.5
	Neutral	146	9.6	9.6	11.1
	Satisfied	894	58.9	58.9	70.1
	Very Satisfied	454	29.9	29.9	100.0
	Total	1517	100.0	100.0	

Figure 22 – SOQ 20: How satisfied are you with your present work?

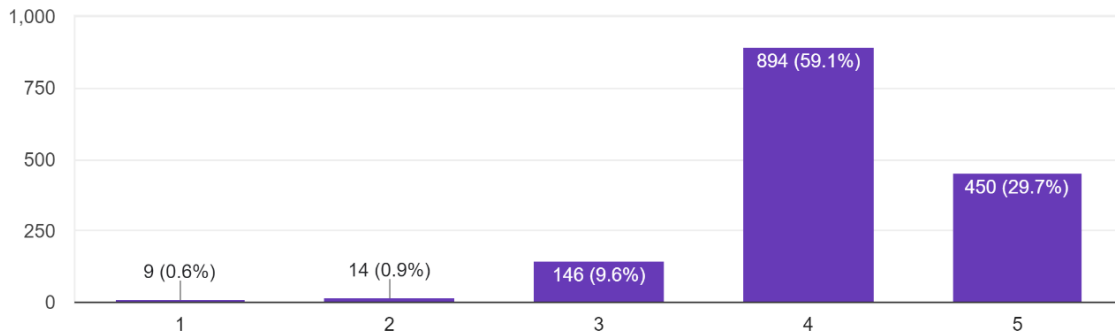


Table 24 – SOQ 22: How happy are you with your present remuneration?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unhappy	8	.5	.5	.5
	Unhappy	75	4.9	4.9	5.5
	Neutral	281	18.5	18.5	24.0
	Happy	808	53.3	53.3	77.3
	Very Happy	345	22.7	22.7	100.0
	Total	1517	100.0	100.0	

Figure 23 – SOQ 22: How happy are you with your present remuneration?

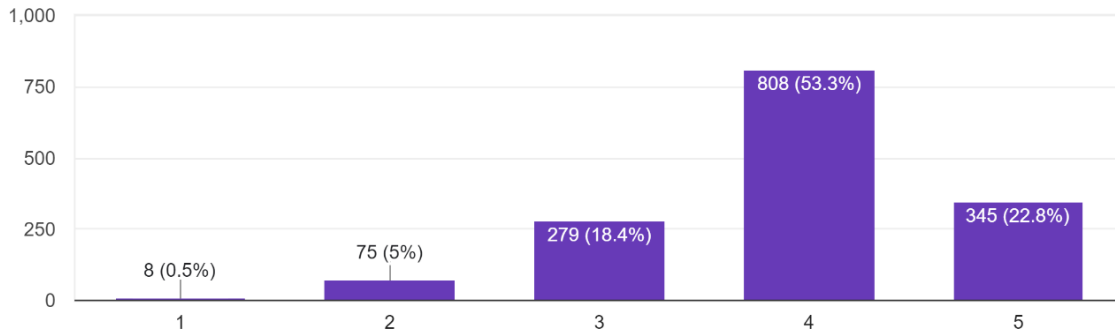


Table 25 – SOQ 23: How stressful is your work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Stressful	36	2.4	2.4	2.4
	Slightly Stressful	51	3.4	3.4	5.8
	Stressful	260	17.1	17.2	22.9
	Very Stressful	857	56.5	56.6	79.6
	Extremely Stressful	309	20.4	20.4	100.0
	Total	1513	99.7	100.0	
Missing	System	4	.3		
Total		1517	100.0		

Figure 24 – SOQ 23: How stressful is your work?

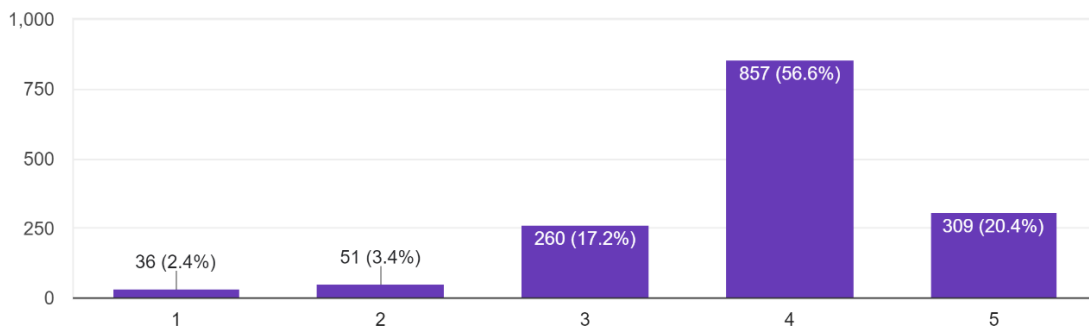


Table 26 – SOQ 25: How motivated do you consider yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Demotivated	4	.3	.3	.3
	Demotivated	20	1.3	1.3	1.6
	Neutral	248	16.3	16.3	17.9
	Motivated	971	64.0	64.0	81.9
	Very Motivated	274	18.1	18.1	100.0
	Total	1517	100.0	100.0	

Figure 25 – SOQ 25: How motivated do you consider yourself?

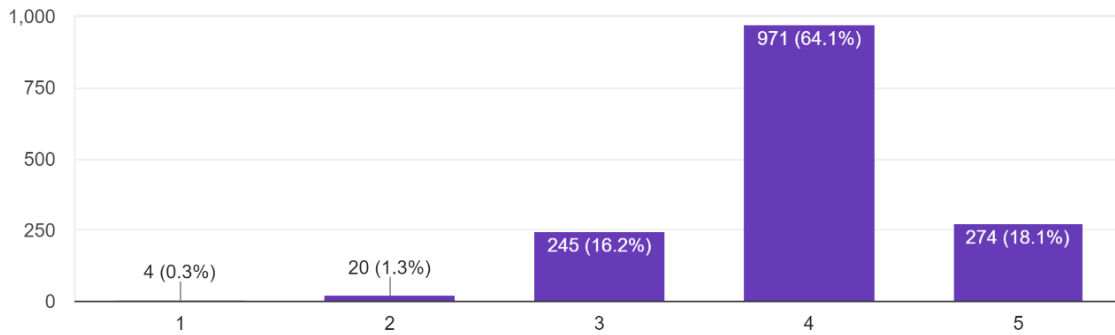


Table 27 – SOQ 26: How intellectually challenged do you feel at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Challenged At All	41	2.7	2.7	2.7
	Slightly Challenged	101	6.7	6.7	9.4
	Challenged	253	16.7	16.7	26.0
	Very Challenged	775	51.1	51.1	77.1
	Extremely Challenged	347	22.9	22.9	100.0
	Total	1517	100.0	100.0	

Figure 26 – SOQ 26: How intellectually challenged do you feel at work?

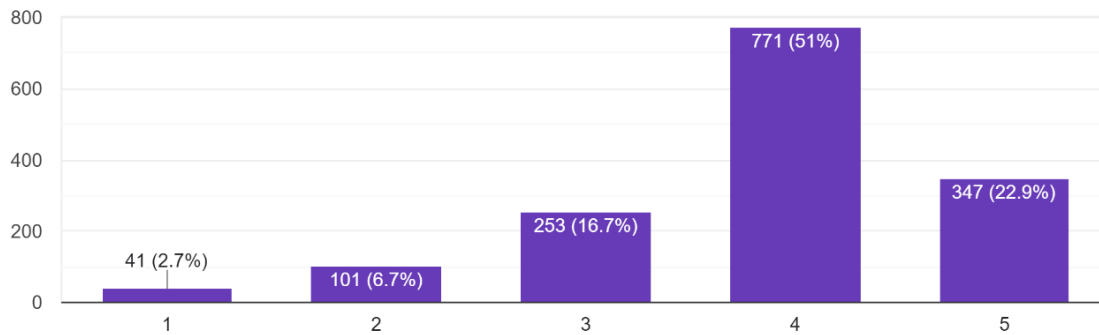
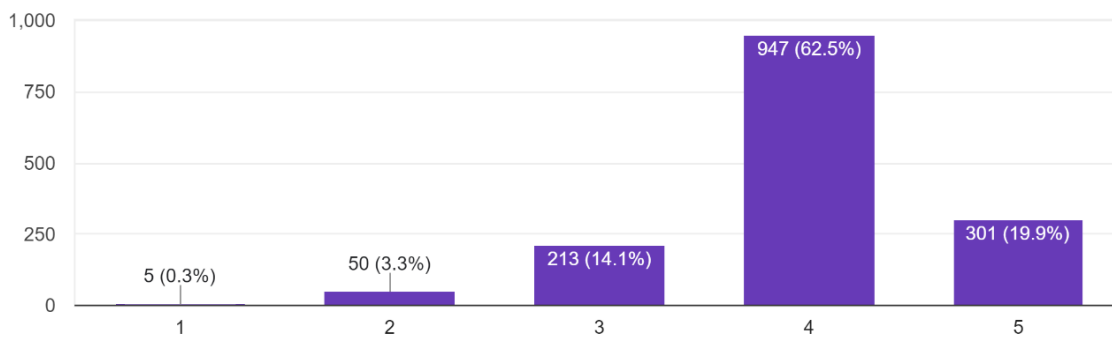


Table 28 – SOQ 27: How physically fit do you consider yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unfit	5	.3	.3	.3
	Unfit	50	3.3	3.3	3.6
	Fit	214	14.1	14.1	17.7
	Very Fit	947	62.4	62.4	80.2
	Extremely Fit	301	19.8	19.8	100.0
	Total	1517	100.0	100.0	

Figure 27 – SOQ27: How physically fit do you consider yourself?



The sub-group has been analysed with respect to the type of military service (Army/ Airforce/ Navy) and if the respondent is not a military veteran. The descriptive statistics are appended below:-

Table 29 - Sub-Group 1 to determine the Quality of Life (QOL)

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
How satisfied are you with your present work?	1513	1	5	4.16	.677
How happy are you with your present remuneration?	1515	1	5	3.93	.808
How stressful is your work?	1513	1	5	3.89	.845
How motivated do you consider yourself?	1514	1	5	3.98	.648
How physically fit do you consider yourself?	1516	1	5	3.98	.708
How intellectually challenged do you feel at work?	1513	1	5	3.85	.941
Valid N (listwise)	1500				

Source – Author’s Research

Table 30 - Sub-Group 1 to determine the Quality of Life (QOL) {Category Wise}

		N	Mean	Std. Deviation
How satisfied are you with your present work?	Army	593	4.05	.653
	Navy	313	4.28	.655
	Airforce	406	4.31	.588
	Not Veteran	201	4.03	.842
	Total	1513	4.16	.677
How happy are you with your present remuneration?	Army	596	3.80	.755
	Navy	313	4.02	.891
	Airforce	406	4.18	.680
	Not Veteran	200	3.67	.904
	Total	1515	3.93	.808
How stressful is your work?	Army	596	3.84	.799
	Navy	310	3.96	.777
	Airforce	406	4.15	.702
	Not Veteran	201	3.43	1.099
	Total	1513	3.89	.845

How motivated do you consider yourself?	Army	596	3.88	.631
	Navy	312	3.98	.629
	Airforce	406	4.08	.555
	Not Veteran	200	4.11	.831
	Total	1514	3.98	.648
How intellectually challenged do you feel at work?	Army	595	3.69	.882
	Navy	312	3.99	.944
	Airforce	405	4.16	.763
	Not Veteran	201	3.44	1.161
	Total	1513	3.85	.941
How physically fit do you consider yourself?	Army	597	3.85	.746
	Navy	312	4.00	.701
	Airforce	406	4.09	.528
	Not Veteran	201	4.15	.835
	Total	1516	3.98	.708

The descriptive statistics presented provide the mean and standard deviation for six categories usually related with occupational quality of life. These elements include job satisfaction, remuneration happiness, perceived job stress, self-motivation, physical fitness, and intellectual challenge.

The mean value for satisfaction with current work is 4.16, showing that the majority of respondents are satisfied with their current position.

The mean value for satisfaction with current compensation is 3.93, indicating that while there is room for improvement, respondents are generally pleased with their current compensation.

The mean number for perceived job stress is 3.89, indicating that respondents do experience some stress at work, but it is not excessively high.



The mean score for self-motivation is 3.98, showing that the majority of respondents are self-motivated at work.

Similarly, the mean rating for physical fitness is 3.98, indicating that respondents feel relatively fit and healthy.

In conclusion, the mean score for intellectual challenge is 3.85, indicating that while respondents typically feel intellectually challenged in their work, there is potential for growth in this area.

Overall, the mean values for each of these characteristics are rather high, indicating that respondents view their quality of life at work to be favourable on average.

The descriptive data indicate that respondents regard their quality of life at work to be positive overall, with opportunity for improvement in particular areas.

### **One Way ANOVA**

Ho: There is no significant difference in the quality of life among different occupation categories.

The ANOVA findings display the analysis of variance for each of the six variables, which compares the means of each group (Army, Navy, Airforce, and Non-Veteran) to discover if there is a significant difference in their levels of satisfaction.

*Table 31 - One Way ANOVA- difference in the quality of life among different occupation categories.*

		<b>ANOVA</b>				
		Sum of Squares	df	Mean Square	F	Sig.
How satisfied are you with your present work?	Between Groups	23.897	3	7.966	17.991	.000
	Within Groups	668.125	1509	.443		
	Total	692.021	1512			
How happy are you with your present remuneration?	Between Groups	51.390	3	17.130	27.626	.000
	Within Groups	936.911	1511	.620		
	Total	988.301	1514			
How stressful is your work?	Between Groups	72.377	3	24.126	36.135	.000
	Within Groups	1007.490	1509	.668		
	Total	1079.868	1512			
How motivated do you consider yourself?	Between Groups	12.976	3	4.325	10.506	.000
	Within Groups	621.675	1510	.412		
	Total	634.651	1513			
How intellectually challenged do you feel at work?	Between Groups	93.595	3	31.198	37.840	.000
	Within Groups	1244.137	1509	.824		
	Total	1337.732	1512			
How physically fit do you consider yourself?	Between Groups	21.370	3	7.123	14.611	.000
	Within Groups	737.150	1512	.488		
	Total	758.519	1515			

Regarding the question, "How satisfied are you with your present work? ", the F-ratio of 17.991 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels of satisfaction.

Regarding the question. "How happy are you with your present remuneration?", the F-ratio of 27.626 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean happiness levels.

Regarding the question "How stressful is your job?" , the F-ratio of 36.135, which indicates a statistically significant difference in mean stress levels between the groups, is significant at  $p < .05$  for the question

On the question "How motivated do you believe yourself to be? ", the F-ratio of 10.506 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean motivation levels.

On the question, "How intellectually challenged do you feel at work? ", the F-ratio of 37.840 is significant at  $p < .05$ , showing that there is a statistically significant difference in the mean degrees of intellectual difficulty between the groups.

Regarding the question "How physically fit do you estimate yourself to be?" , at  $p < .05$ , the F-ratio of 14.611 for the question is significant, indicating that there is a statistically significant difference between the groups' mean physical fitness levels.

Overall, the ANOVA results indicate that the employment of military veterans in the private security business/domain in India has a significant impact on the employees' quality of life in terms of their job satisfaction, remuneration satisfaction, stress level, motivation, intellectual challenge, and physical fitness.

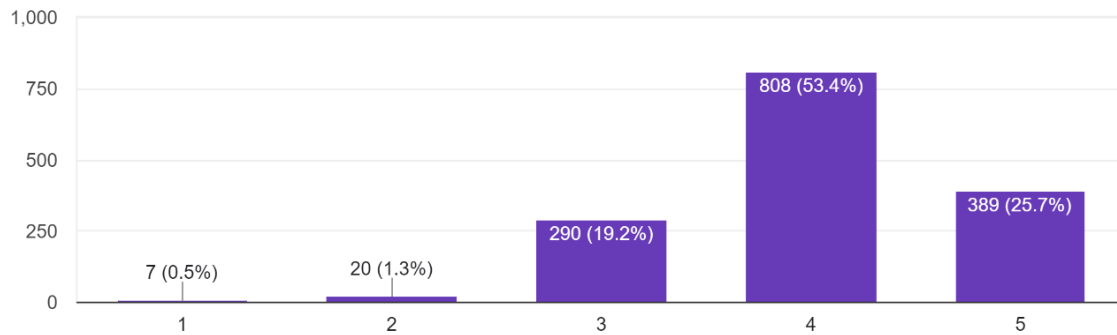
#### **4.3.2 Group II – SOQs to determine Quality of Life**

The second group to determine the quality of life of military veterans and private security professionals comprised of 10 questions (SOQs – 28, 29, 30, 31, 32, 33, 34, 35, 36, 37). The descriptive statistics of these SOQs are appended below.

*Table 32 – SOQ 28: What do you feel about your job being able to keep you busy all the time?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	7	.5	.5	.5
	Dissatisfied	20	1.3	1.3	1.8
	Neutral	290	19.1	19.1	20.9
	Satisfied	811	53.5	53.5	74.4
	Very Satisfied	389	25.6	25.6	100.0
	Total	1517	100.0	100.0	

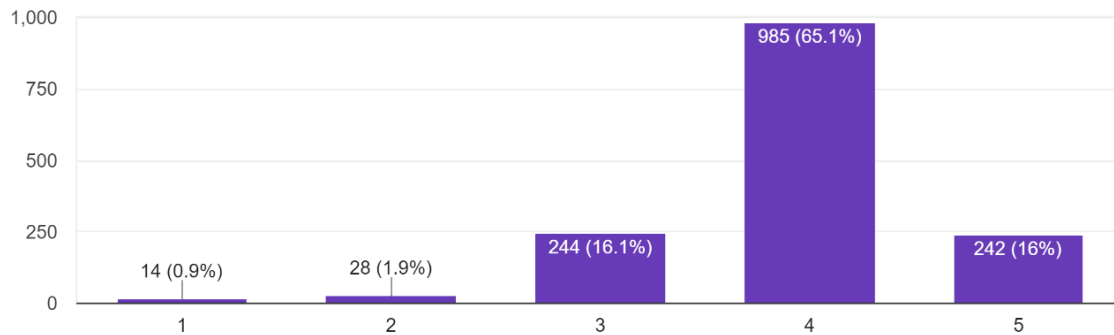
*Figure 29 - SOQ 28: What do you feel about your job being able to keep you busy all the time?*



*Table 33 – SOQ 29: What do you feel about your job giving you the chance to do different things from time to time?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	14	.9	.9	.9
	Dissatisfied	28	1.8	1.8	2.8
	Neutral	246	16.2	16.2	19.0
	Satisfied	985	64.9	65.0	84.0
	Very Satisfied	242	16.0	16.0	100.0
	Total	1515	99.9	100.0	
Missing	System	2	.1		
Total		1517	100.0		

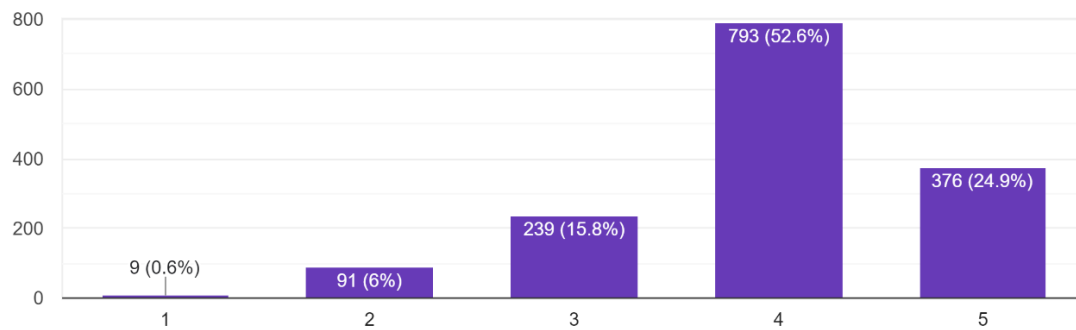
*Figure 30 - SOQ 29: What do you feel about your job giving you the chance to do different things from time to time?*



*Table 34 - SOQ 30: What do you feel about your job providing steady employment?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	9	.6	.6	.6
	Dissatisfied	91	6.0	6.0	6.6
	Neutral	248	16.3	16.3	22.9
	Satisfied	793	52.3	52.3	75.2
	Very Satisfied	376	24.8	24.8	100.0
Total		1517	100.0	100.0	

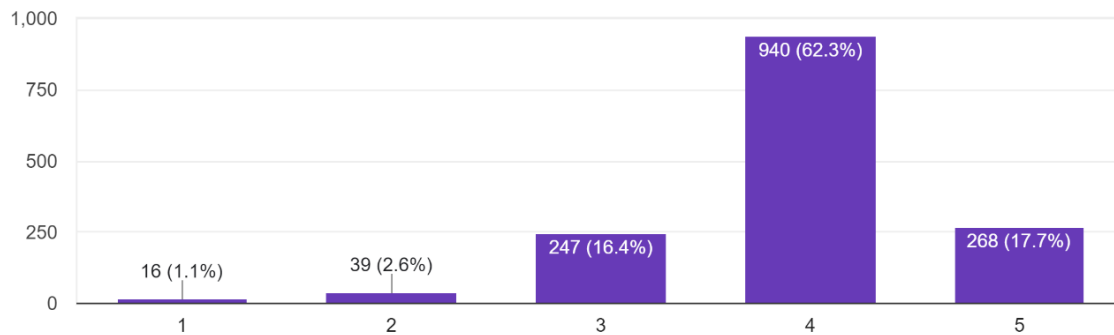
*Figure 31 - SOQ 30: What do you feel about your job providing steady employment?*



*Table 35 – SOQ 31: What do you feel about your job providing you the freedom to use your own judgement?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	16	1.1	1.1	1.1
	Dissatisfied	39	2.6	2.6	3.6
	Neutral	247	16.3	16.4	20.0
	Satisfied	940	62.0	62.3	82.3
	Very Satisfied	268	17.7	17.7	100.0
	Total	1510	99.5	100.0	
Missing	System	7	.5		
Total		1517	100.0		

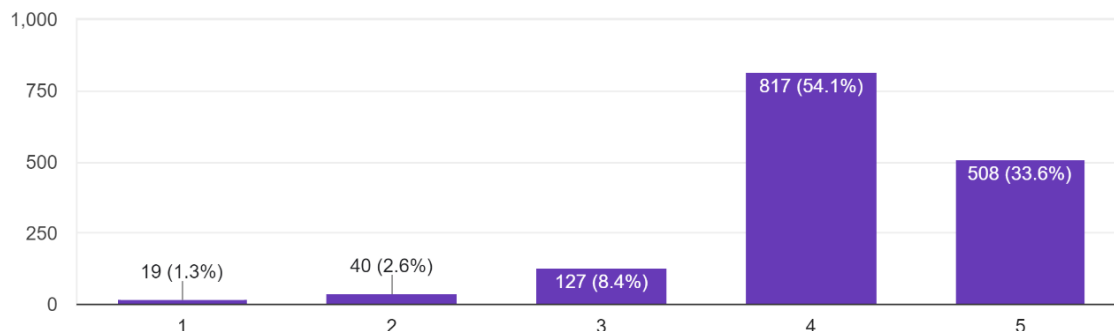
*Figure 32 - SOQ 31: What do you feel about your job providing you the freedom to use your own judgement?*



*Table 36 – SOQ 32: What do you feel about your job providing you the chance to try your own methods of doing work?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	19	1.3	1.3	1.3
	Dissatisfied	40	2.6	2.6	3.9
	Neutral	127	8.4	8.4	12.3
	Satisfied	817	53.9	54.1	66.4
	Very Satisfied	508	33.5	33.6	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		

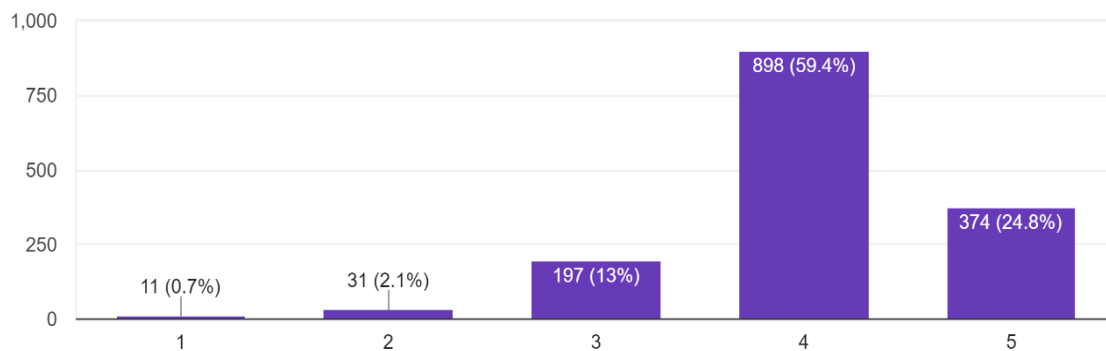
*Figure 33 - SOQ 32: What do you feel about your job providing you the chance to try your own methods of doing work?*



*Table 37 – SOQ 33: What do you feel about your job culture and working conditions?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	11	.7	.7	.7
	Dissatisfied	31	2.0	2.1	2.8
	Neutral	197	13.0	13.0	15.8
	Satisfied	898	59.2	59.4	75.2
	Very Satisfied	374	24.7	24.8	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		

*Figure 34 – SOQ 33: What do you feel about your job culture and working conditions?*



*Table 38 – SOQ 34: What do you feel about the chance of advancement on your job?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	20	1.3	1.3	1.3
	Dissatisfied	98	6.5	6.5	7.8
	Neutral	239	15.8	15.8	23.6
	Satisfied	792	52.2	52.4	76.0
	Very Satisfied	363	23.9	24.0	100.0
	Total	1512	99.7	100.0	
Missing	System	5	.3		
Total		1517	100.0		

Figure 35 - SOQ 34: What do you feel about the chance of advancement on your job?

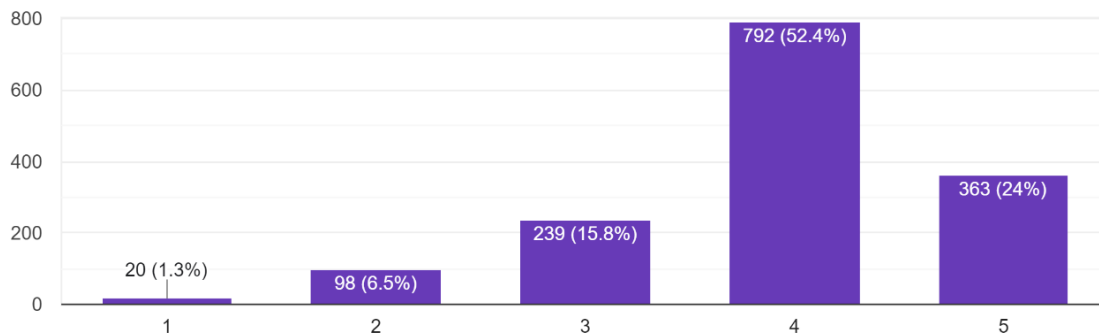


Table 39 – SOQ 35: How satisfied are you with the way your co-workers get along with each other?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	7	.5	.5	.5
	Dissatisfied	21	1.4	1.4	1.9
	Neutral	265	17.5	17.5	19.4
	Satisfied	944	62.2	62.5	81.9
	Very Satisfied	274	18.1	18.1	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		



Figure 36 - SOQ 35: How satisfied are you with the way your co-workers get along with each other?

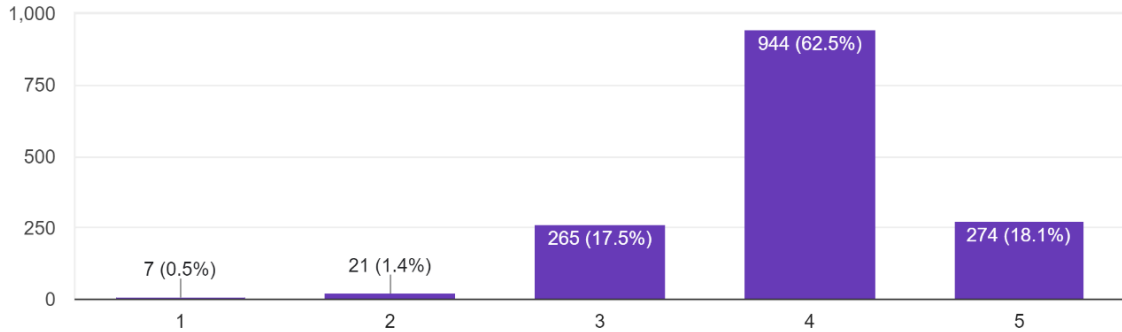
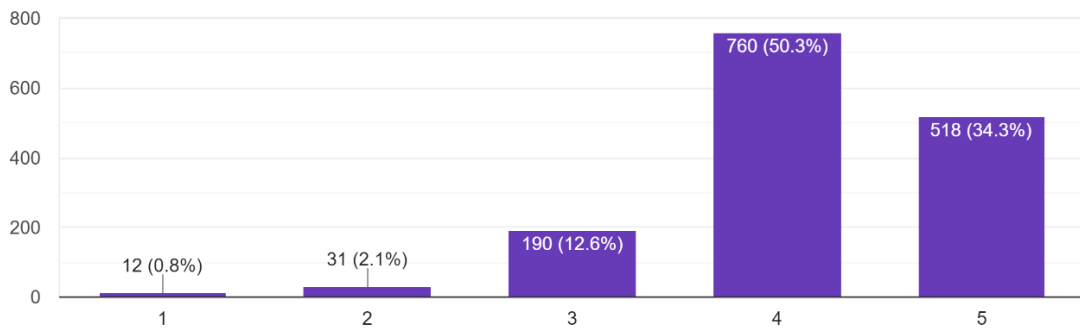


Table 40 – SOQ 36: How satisfied are you with the way you get praised for doing a good job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	12	.8	.8	.8
	Dissatisfied	31	2.0	2.1	2.8
	Neutral	190	12.5	12.6	15.4
	Satisfied	760	50.1	50.3	65.7
	Very Satisfied	518	34.1	34.3	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		

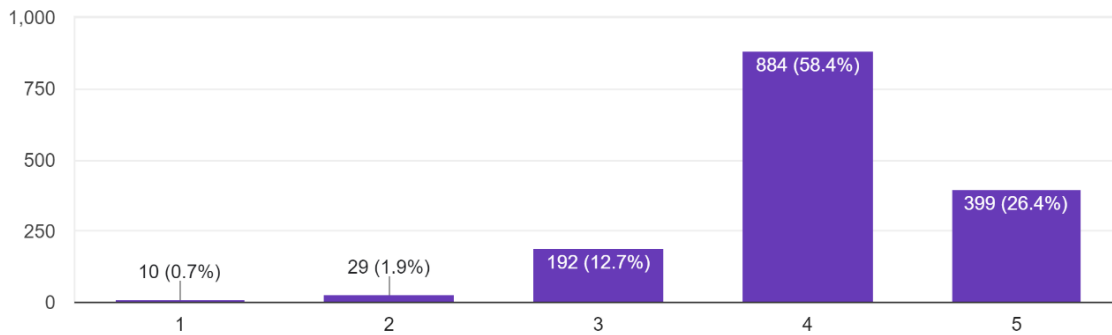
Figure 37 – SOQ 36 How satisfied are you with the way you get praised for doing a good job?



*Table 41 – SOQ 37: How satisfied are you with the feeling of accomplishment you get from your job?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	10	.7	.7	.7
	Dissatisfied	29	1.9	1.9	2.6
	Neutral	192	12.7	12.7	15.3
	Satisfied	884	58.3	58.4	73.6
	Very Satisfied	399	26.3	26.4	100.0
	Total	1514	99.8	100.0	
Missing	System	3	.2		
Total		1517	100.0		

*Figure 38 : SOQ 37: How satisfied are you with the feeling of accomplishment you get from your job?*



The Group-II has been analysed with respect to the type of military service (Army/ Airforce/ Navy) and if the respondent is not a military veteran. The descriptive statistics are appended below:-

*Table 39 – Group II for Quality of Life*

		N	Mean	Std. Deviation
What do you feel about your job being able to keep you busy all the time?	Army	598	3.89	.699
	Airforce	406	4.21	.653
	Navy	313	4.09	.792

	Private Security Professional not veteran	200	3.97	.823
	Total	1517	4.03	.736
What do you feel about your job giving you the chance to do different things from time to time?	Army	598	3.87	.628
	Airforce	405	4.12	.576
	Navy	312	3.97	.648
	Private Security Professional not veteran	200	3.69	.975
	Total	1515	3.93	.689
What do you feel about your job providing steady employment?	Army	598	3.78	.840
	Airforce	406	4.20	.652
	Navy	313	3.99	.875
	Private Security Professional not veteran	200	3.84	.969
	Total	1517	3.95	.838
What do you feel about your job providing you the freedom to use your own judgement?	Army	595	3.88	.677
	Airforce	405	4.10	.667
	Navy	311	3.94	.660
	Private Security Professional not veteran	199	3.72	1.001
	Total	1510	3.93	.732
What do you feel about your job providing you the chance to try your own methods of doing work?	Army	594	4.10	.730
	Airforce	406	4.36	.639
	Navy	312	4.34	.681
	Private Security Professional not veteran	199	3.67	1.064
	Total	1511	4.16	.783
What do you feel about your job culture and working conditions?	Army	596	4.00	.679
	Airforce	406	4.23	.622
	Navy	309	4.12	.666

	Private Security Professional not veteran	200	3.76	.973
	Total	1511	4.05	.723
What do you feel about the chance of advancement on your job?	Army	594	3.75	.882
	Airforce	406	4.18	.699
	Navy	312	4.01	.852
	Private Security Professional not veteran	200	3.71	1.054
	Total	1512	3.91	.877
How satisfied are you with the way your co-workers get along with each other?	Army	595	3.88	.661
	Airforce	405	4.10	.601
	Navy	311	4.01	.612
	Private Security Professional not veteran	200	3.87	.864
	Total	1511	3.96	.673
How satisfied are you with the way you get praised for doing a good job?	Army	596	4.04	.722
	Airforce	404	4.38	.660
	Navy	311	4.29	.758
	Private Security Professional not veteran	200	3.81	.958
	Total	1511	4.15	.774
How satisfied are you with the feeling of accomplishment you get from your job?	Army	597	4.01	.685
	Airforce	406	4.22	.640
	Navy	312	4.11	.702
	Private Security Professional not veteran	199	3.94	.935
	Total	1514	4.08	.722

The descriptive statistics presented provide the mean and standard deviation for the second group comprising ten categories usually related with occupational quality of life.

These elements include ability to keep busy on job, the chance to do different things on the job, steady employment, freedom to use own judgement, chance to try own methods at work, job culture and working conditions, advancement on job, relation with co-workers, getting praised for doing a good job and feeling of accomplishment on the job.

Overall, the mean values for each of these characteristics are moderate to high, indicating that respondents view their quality of life at work to be favourable on average. For the question “What do you feel about your job being able to keep you busy all the time?”, the mean value is 4.03, showing that the majority of respondents are satisfied with their nature of work.

For the question “What do you feel about your job giving you the chance to do different things from time to time?” the mean value is 3.93, indicating that while there is room for improvement, respondents are generally pleased with their work

For the question “What do you feel about your job providing steady employment?”, the mean is 3.95, indicating that respondents consider their job to provide stability.

For the question “What do you feel about your job providing you the freedom to use your own judgement?” the mean value is 3.93, showing that the majority of respondents consider their work to be flexible.

For the question “What do you feel about your job providing you the chance to try your own methods of doing work?”, the mean value is 4.16, showing that majority of the respondents feel free at work.

For the question “What do you feel about your job culture and working conditions?” the mean value is 4.05, indicating that majority of the respondents appreciate the job culture and working conditions at work.

For the question “What do you feel about the chance of advancement on your job?”, the mean value is 3.91, showing that majority of the respondents feel that they have scope to grow in their job.

For the question “How satisfied are you with the way your co-workers get along with each other?”, the mean value is 3.96, indicating that majority of the respondents are satisfied working with their co-workers at work.

For the question “How satisfied are you with the way you get praised for doing a good job?” the mean value is 4.15, showing that majority of the respondents feel appreciated and have received praise for good work done.

For the question “How satisfied are you with the feeling of accomplishment you get from your job?” the mean 4.08, indicating that respondents feel highly satisfied with the feeling of accomplishment at work.

The descriptive data indicate that respondents regard their quality of life at work to be positive overall.

### **One Way ANOVA**

Ho: There is no significant difference in the quality of life among different occupation categories.

The ANOVA findings display the analysis of variance for each of the six variables, which compares the means of each group (Army, Navy, Airforce, and non-veteran) to discover if there is a significant difference in their levels of satisfaction.

*Table 40 – One way ANOVA for Quality of Life Group - II*

		<b>ANOVA</b>				
		Sum of Squares	df	Mean Square	F	Sig.
What do you feel about your job being able to keep you busy all the time?	Between Groups	26.684	3	8.895	16.941	.000
	Within Groups	794.364	1513	.525		
	Total	821.048	1516			
What do you feel about your job giving you the chance to do different things from time to time?	Between Groups	30.112	3	10.037	22.012	.000
	Within Groups	689.020	1511	.456		
	Total	719.133	1514			
What do you feel about your job providing steady employment?	Between Groups	45.620	3	15.207	22.577	.000
	Within Groups	1019.056	1513	.674		
	Total	1064.675	1516			
What do you feel about your job providing you the freedom to use your own judgement?	Between Groups	22.811	3	7.604	14.590	.000
	Within Groups	784.888	1506	.521		
	Total	807.699	1509			
What do you feel about your job providing you the chance to try your own methods of doing work?	Between Groups	76.632	3	25.544	45.290	.000
	Within Groups	849.966	1507	.564		
	Total	926.598	1510			
What do you feel about your job culture and working conditions?	Between Groups	33.736	3	11.245	22.422	.000
	Within Groups	755.814	1507	.502		
	Total	789.550	1510			
	Between Groups	55.810	3	18.603	25.350	.000

What do you feel about the chance of advancement on your job?	Within Groups	1106.666	1508	.734		
	Total	1162.476	1511			
How satisfied are you with the way your co-workers get along with each other?	Between Groups	14.165	3	4.722	10.622	.000
	Within Groups	669.905	1507	.445		
	Total	684.070	1510			
How satisfied are you with the way you get praised for doing a good job?	Between Groups	58.610	3	19.537	34.786	.000
	Within Groups	846.380	1507	.562		
	Total	904.990	1510			
How satisfied are you with the feeling of accomplishment you get from your job?	Between Groups	15.308	3	5.103	9.976	.000
	Within Groups	772.339	1510	.511		
	Total	787.647	1513			

Regarding the question, "What do you feel about your job being able to keep you busy all the time?", the F-ratio of 16.941 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels of keeping busy all the time.

Regarding the question, "What do you feel about your job giving you the chance to do different things from time to time?" the F-ratio of 22.012 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels.

Regarding the question "What do you feel about your job providing steady employment?" the F-ratio of 22.012, which indicates a statistically significant at  $p < .05$ , showing that there is significant difference in mean levels between the groups regarding steady employment.



On the question " What do you feel about your job providing you the freedom to use your own judgement?", the F-ratio of 14.590 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels of freedom.

On the question, " What do you feel about your job providing you the chance to try your own methods of doing work?", the F-ratio of 45.290 is significant at  $p < .05$ , showing that there is a statistically significant difference in the mean degrees of using own methods at work between the groups.

Regarding the question, "What do you feel about your job culture and working conditions?" the F-ratio of 22.422 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels appreciating job culture and working conditions.

Regarding the question "How satisfied are you with the way your co-workers get along with each other?" the F-ratio of 10.622, which indicates a statistically significant at  $p < .05$  , showing that there is significant difference in mean levels between the groups regarding advancement in the job.

Regarding the question, "How satisfied are you with the way you get praised for doing a good job?" the F-ratio of 34.786 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean satisfaction levels of getting praised at work.

At  $p < .05$ , the F-ratio of 9.976 for the question " How satisfied are you with the feeling of accomplishment you get from your job?" is significant, indicating that there is a

statistically significant difference between the groups' mean satisfaction levels of accomplishment at work.

Overall, the ANOVA results indicate that the employment of military veterans in the private security business/domain in India has a significant impact on the employees' quality of life in terms of them keeping busy on job, the chance to do different things on the job, steady employment, freedom to use own judgement, chance to try own methods at work, job culture and working conditions, advancement on job, relation with co-workers, getting praised for doing a good job and feeling of accomplishment on the job.

#### 4.4 General Questions about Skills and Traits

This section of the chapter captured the skills and trait of the respondent and comprises 15 questions (SOQ 38 – SOQ 52).

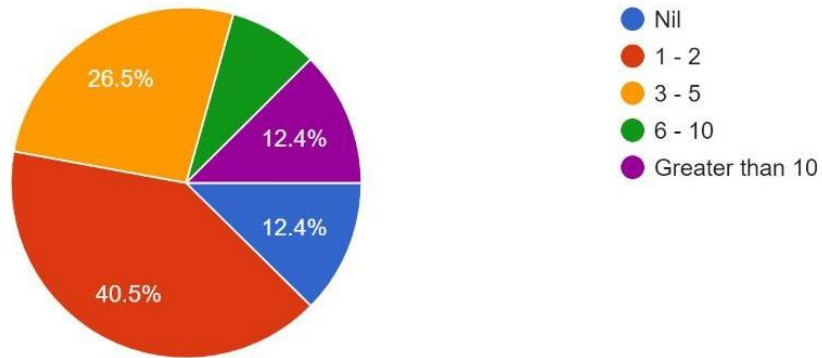
##### 4.4.1 Number of People Reporting to the Respondent

The question (SOQ-38) captured the number of people reporting to the respondent.

*Table 42 – SOQ 38: How many people report to you directly at work?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 2	612	40.3	40.3	40.3
	3 - 5	406	26.8	26.8	67.1
	6 - 10	124	8.2	8.2	75.3
	Greater than 10	188	12.4	12.4	87.7
	Nil	187	12.3	12.3	100.0
	Total	1517	100.0	100.0	

*Figure 41 - SOQ 38: How many people report to you directly at work?*



Based on the provided survey results, the majority of respondents (40.3%) have 1-2 people reporting to them. The second largest group (26.8%) have 3-5 people reporting to them. The third largest group (12.4%) have more than 10 people reporting to them. The fourth largest group (12.3%) have no personnel reporting to them. The smallest group (8.2%) have 6-10 personnel reporting to them.

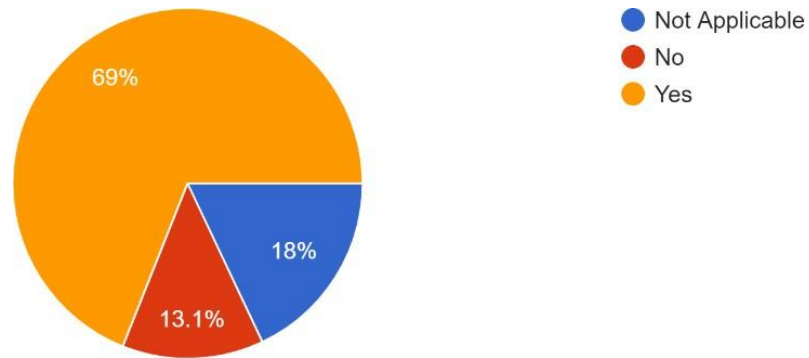
#### 4.4.2 Training for Using a Weapon

The question (SOQ-39) captured the details whether respondents were trained for using a weapon.

*Table 43 – SOQ 39: As a military veteran and/or private security professional, are you trained to use a weapon?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	205	13.5	13.5	13.5
	Not Applicable	271	17.9	17.9	31.4
	Yes	1041	68.6	68.6	100.0
	Total	1517	100.0	100.0	

Figure 42 - SOQ 39: As a military veteran and/or private security professional, are you trained to use a weapon?



Based on the provided survey results, the majority of respondents (68.6%) have formal training on the use of a weapon. The second largest group (18%) have recorded not applicable for this question. The remaining respondents (13.1%) do not have training in using a weapon.

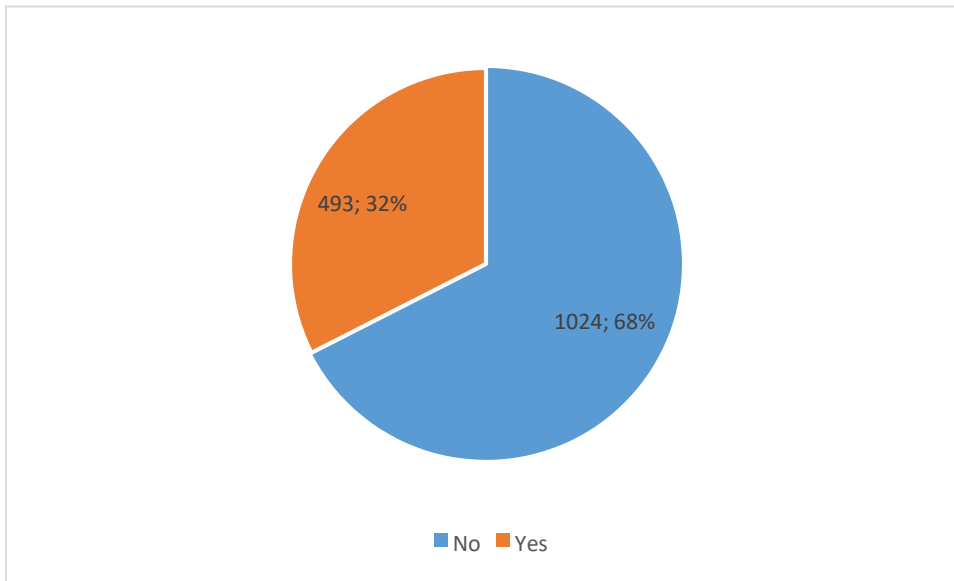
#### 4.4.3 Owning a Licenced Weapon

The question (SOQ-40) captured the data whether respondents owned licenced weapons in India. This question is important as arms license is not easy to obtain in India. The respondent has to furnish adequate reasons for obtaining a license. Once the license is obtained, then sufficient proof of training on the weapon is to be declared to the government of India.

Table 44 – SOQ 40: Do you own a licensed personal weapon?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1024	67.5	67.5	67.5
	Yes	493	32.5	32.5	100.0
	Total	1517	100.0	100.0	

Figure 43 - SOQ 40: Do you own a licensed personal weapon?



Based on the provided survey results, the majority of respondents (68%) do not own a licensed personal weapon. The remaining respondents (32%) own a personal licensed weapon.

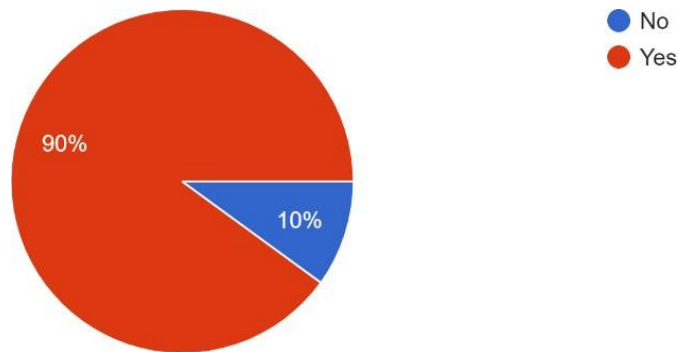
#### 4.4.4 Are you trained in any form of Martial Arts/ Self Defence?

SOQ-41 captured the data about respondents having any training in martial arts/ defence.

Table 45 – SOQ 41: Are you trained in any form of Martial Arts/ Self Defense?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	151	10.0	10.0	10.0
	Yes	1366	90.0	90.0	100.0
	Total	1517	100.0	100.0	

Figure 44 - SOQ 41: Are you trained in any form of Martial Arts/ Self Defense?



Based on the provided survey results, the majority of respondents (90%) were trained in martial arts and/or self-defence. The remaining respondents (10%) were not trained in martial arts or knew self-defence.

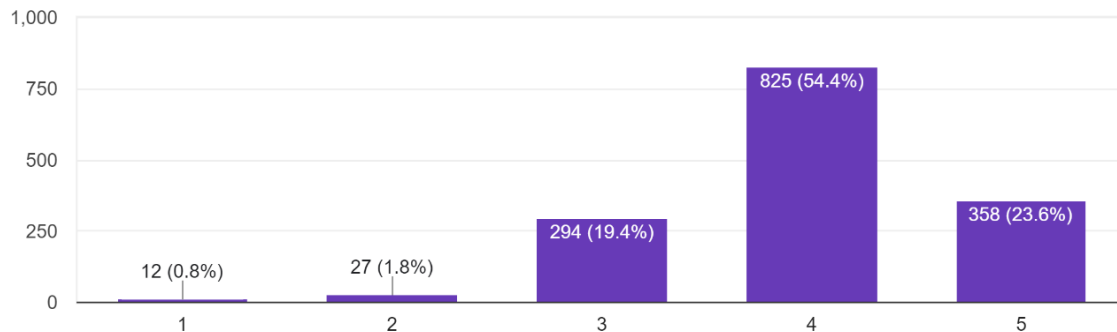
#### 4.4.5 Are you comfortable reading the financial statements of your company?

The question (SOQ-42) captured whether the respondents were comfortable reading financial statements and similar reports of the company.

Figure 46 – SOQ 42: Are you comfortable reading the financial statements of your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	.8	.8	.8
	2	27	1.8	1.8	2.6
	3	294	19.4	19.4	22.0
	4	825	54.4	54.4	76.4
	5	358	23.6	23.6	100.0
	Total	1516	99.9	100.0	
Missing	System	1	.1		
Total		1517	100.0		

Figure 45 : SOQ 42: Are you comfortable reading the financial statements of your company?



Based on the provided survey results, the majority of respondents (54.4%) were comfortable reading financial statements and reports of the company. The next largest group (23.6%) were very comfortable reading financial reports. The third largest group (19.4%) responded as neutral in reading financial statements of the company. The remaining (2.6%) indicated that they were uncomfortable/ very uncomfortable reading financial statements.

#### 4.4.6 Do you feel comfortable working in a crisis situation?

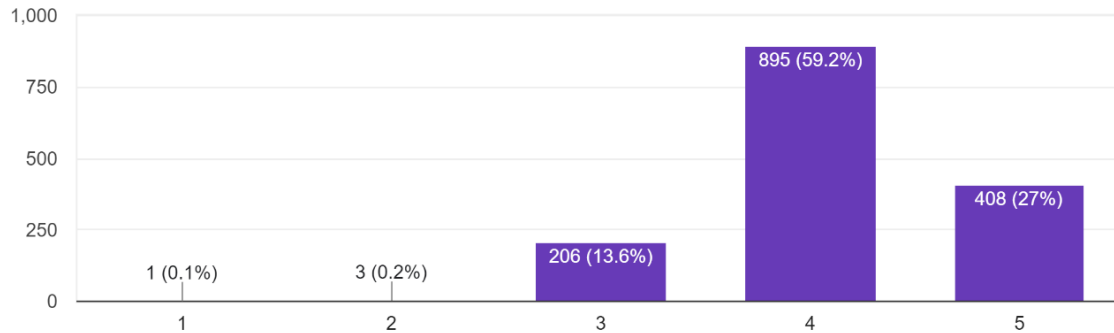
The question (SOQ-43) captured the details of how comfortable respondents were working in a crisis situation.

Table 47 – SOQ 43: Do you feel comfortable working in a crisis situation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.1	.1	.1
	2	3	.2	.2	.3
	3	206	13.6	13.6	13.9
	4	895	59.0	59.2	73.0
	5	408	26.9	27.0	100.0
	Total	1513	99.7	100.0	
Missing	System	4	.3		

Total	1517	100.0	
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Figure 46 - SOQ 43: Do you feel comfortable working in a crisis situation?



Based on the provided survey results, majority of the respondents (59.2%) were comfortable working in a crisis situation. The next largest group (27%) were very comfortable working in a crisis situation. The third largest group (13.6%) reported neutral working in a crisis situation. The remaining respondents (0.3%) indicated that they comfortable/ very uncomfortable working in a crisis situation.

#### 4.4.7 How well do you perform in a stressful situation at work?

The question (SOQ-44) captured the details regarding performance of the respondent in a stressful situation at work.

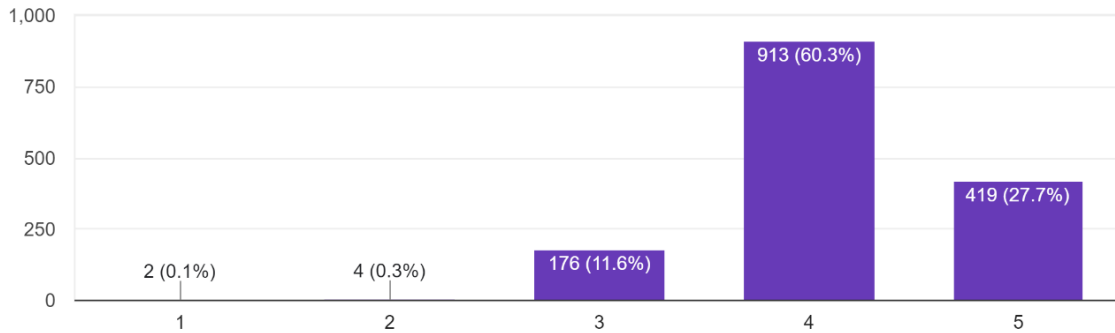
Table 48 – SOQ44: How well do you perform in a stressful situation at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	4	.3	.3	.4
	3	176	11.6	11.6	12.0
	4	913	60.2	60.3	72.3
	5	419	27.6	27.7	100.0
	Total	1514	99.8	100.0	
Missing	System	3	.2		



Total	1517	100.0		
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Figure 47 - SOQ44: How well do you perform in a stressful situation at work?



Based on the provided survey results, majority of the respondents (60.3%) were comfortable performing in stressful situations at work. The next largest group (27.7%) were very comfortable in stressful situations at work. The third largest group (11.6%) reported neutral in stressful situation at work. The remaining respondents (0.4%) indicated their performance was bad/ very bad in stressful situations.

#### 4.4.8 How comfortable are you in leading a team in crisis situation?

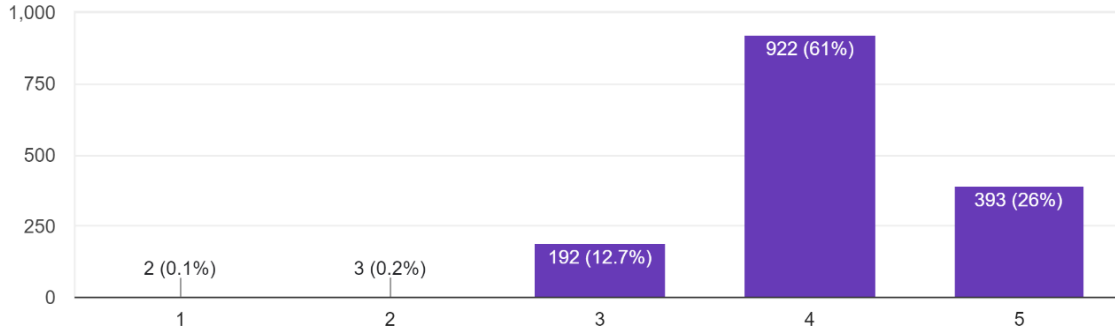
The question (SOQ-45) captured how comfortable respondents were in leading a team in a crisis situation.

Table 49 – SOQ 45: How comfortable are you in leading a team in a crisis situation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	3	.2	.2	.3
	3	192	12.7	12.7	13.0
	4	922	60.8	61.0	74.0
	5	393	25.9	26.0	100.0
	Total	1512	99.7	100.0	

Missing	System	5	.3	
Total		1517	100.0	

Figure 48 - SOQ 45: How comfortable are you in leading a team in a crisis situation?



Based on the provided survey results, majority of the respondents (61%) were comfortable leading a team in a crisis situation. The next largest group (26%) were very comfortable in leading teams in a crisis situation stressful. The third largest group (12.7%) reported neutral in leading teams in a crisis situation stressful. The remaining respondents (0.3%) indicated that they were uncomfortable/ very uncomfortable in leading teams in crisis situation.

#### 4.4.9 How quickly can you adapt to changing situations at work?

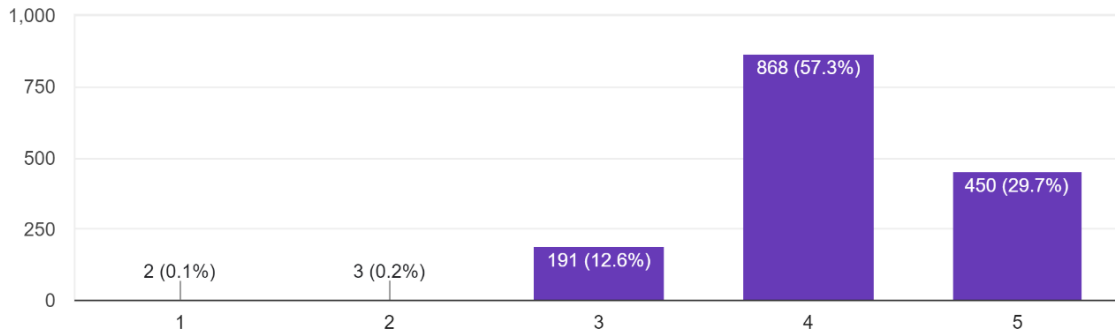
The question (SOQ-46) captured the details regarding how quickly could the respondent adapt in changing situations.

Table 50 – SOQ 46: How quickly can you adapt to changing situations at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	3	.2	.2	.3
	3	191	12.6	12.6	12.9
	4	868	57.2	57.3	70.3

	5	450	29.7	29.7	100.0
	Total	1514	99.8	100.0	
Missing	System	3	.2		
Total		1517	100.0		

Figure 49 - SOQ 46: How quickly can you adapt to changing situations at work?



Based on the provided survey results, majority of the respondents (57.3%) could quickly adapt to changing situations at work. The next largest group (29.7%) could adapt very quickly to changing situations at work. The third largest group (12.6%) reported neutral in adapting to changing situations at work. The remaining respondents (0.3%) indicated that they were unadaptable/ completely unadaptable to changing situations at work.

#### 4.4.10 How would you rate your Managerial Skills?

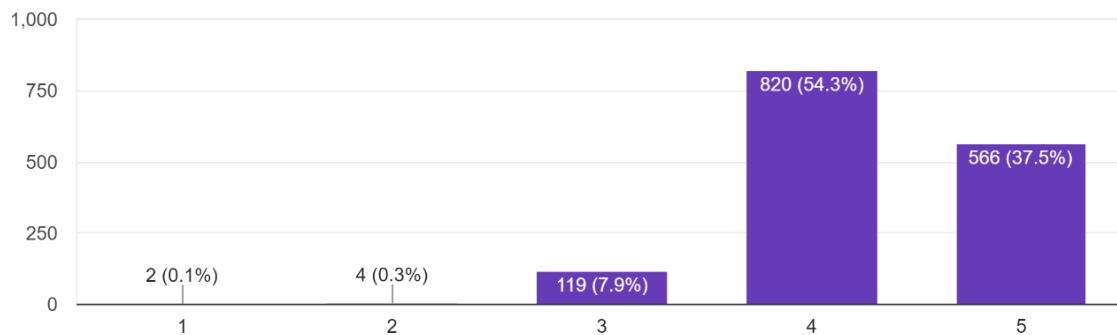
The question (SOQ-47) captured the respondents' managerial skills.

Figure 51 – SOQ 47: How would you rate your Managerial Skills?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	4	.3	.3	.4
	3	119	7.8	7.9	8.3

	4	820	54.1	54.3	62.5
	5	566	37.3	37.5	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		

Figure 50 - SOQ 47: How would you rate your Managerial Skills?



Based on the provided survey results, the majority of the respondents (54.3%) rated their managerial skills as good. The next largest group (37.5%) rated their managerial skills to be very good. The third largest group (7.9%) rated their managerial skills as neutral. The remaining respondents (0.4%) indicated that they had bad/ very bad managerial skills.

#### 4.4.11 How would you rate your Leadership Skills?

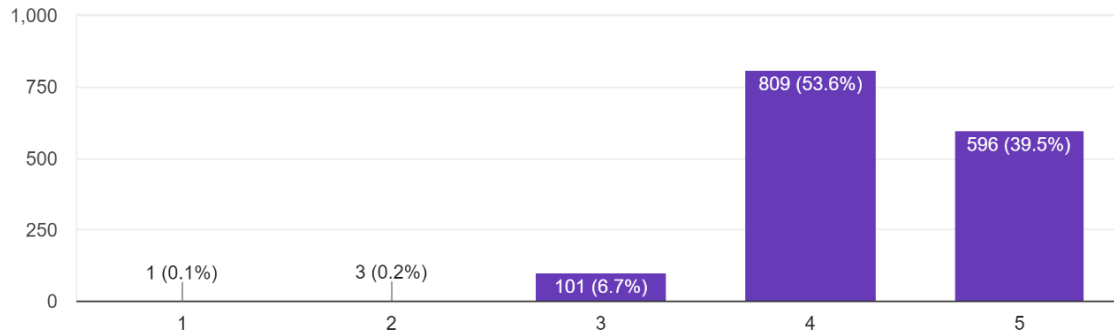
The question (SOQ-48) captured the rating of respondents' leadership skills.

Table 52 – SOQ 48: How would you rate your Leadership Skills?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.1	.1	.1
	2	3	.2	.2	.3
	3	101	6.7	6.7	7.0
	4	809	53.3	53.6	60.5
	5	596	39.3	39.5	100.0
	Total	1510	99.5	100.0	

Missing	System	7	.5	
Total		1517	100.0	

Figure 51 - SOQ 48: How would you rate your Leadership Skills?



Based on the provided survey results, majority of the respondents (53.6%) rated their leadership skills as good. The next largest group (39.5%) rated their leadership skills to be very good. The next largest group (6.7%) rated their leadership skills to be neutral. The remaining respondents (0.3%) indicated that they had bad/ very bad leadership skills.

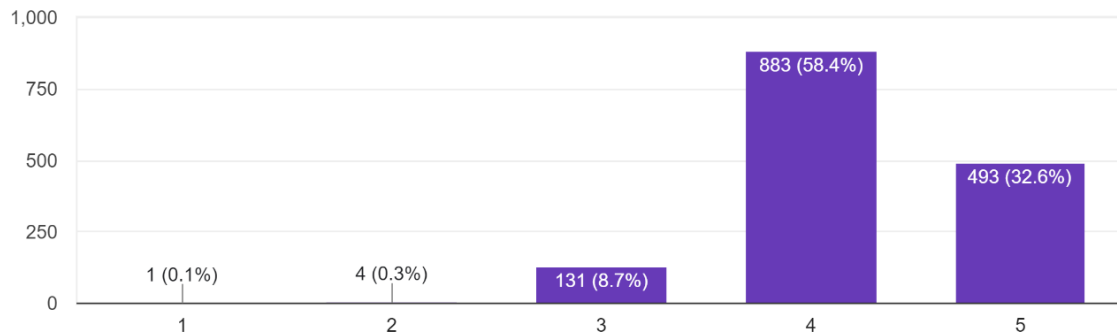
#### 4.4.12 How would you rate your Communication Skills?

The question (SOQ-49) captured the quality of communication skills of respondents.

Table 53 – SOQ 49: How would you rate your Communication Skills?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.1	.1	.1
	2	4	.3	.3	.3
	3	131	8.6	8.7	9.0
	4	883	58.2	58.4	67.4
	5	493	32.5	32.6	100.0
	Total	1512	99.7	100.0	
Missing	System	5	.3		
Total		1517	100.0		

*Figure 52 - SOQ 49: How would you rate your Communication Skills?*



Based on the provided survey results, the majority of the respondents (58.4%) rated their communication skills to be good. The next largest group (32.6%) rated their communication skills as very good. A small group (8.7%) rated their communication skills to be neutral. The remaining respondents (0.4%) indicated that they had bad/very bad communication skills.

#### **4.4.13 Would you be willing to relocate to another city for work?**

The question (SOQ-50) captured the details whether respondents were ready to relocate to another city for work.

*Table 54 - SOQ 50: Would you be willing to relocate to another city for work?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	May be, in case of both professional and monetary growth	382	25.2	25.2	25.2
	May be, in case of monetary growth	190	12.5	12.5	37.7
	Maybe, in case of Professional Growth	349	23.0	23.0	60.7
	No	98	6.5	6.5	67.2
	Yes - Always Ready for the organisation	498	32.8	32.8	100.0

Total	1517	100.0	100.0
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Figure 53 - SOQ 50: Would you be willing to relocate to another city for work?



Based on the provided survey results, the majority of respondents (33%) were willing to relocate anywhere anytime and were always ready for the organisation. The next largest group (24.8%) were ready to relocate to another city in case of both professional and monetary growth. The third largest group (23.1%) were ready to relocate in case of professional growth. The fourth largest group (12.6%) were ready to relocate to another city in case of monetary growth only. The smallest group (6.5%) of the respondents were not ready to relocate to any other city.

#### 4.4.14 Are you capable of conducting an investigation at work?

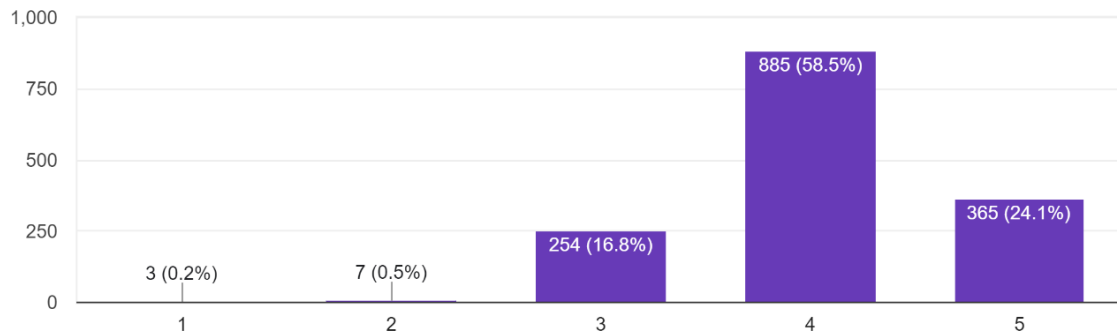
The question (SOQ-51) captured the details whether respondents were capable of conducting professional investigations at work.

Table 55 – SOQ 51: Are you capable of conducting an investigation at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	.2	.2	.2
	2	7	.5	.5	.7

	3	254	16.7	16.8	17.4
	4	885	58.3	58.5	75.9
	5	365	24.1	24.1	100.0
	Total	1514	99.8	100.0	
Missing	System	3	.2		
Total		1517	100.0		

Figure 54 - SOQ 51: Are you capable of conducting an investigation at work?



Based on the provided survey results, the majority of the respondents (58.5%) indicated that they were capable of conducting investigations at work. The next largest group (24.1%) reported that they were very capable of conducting investigations at work. The third largest group (16.8%) indicated neutrally regarding conducting investigation at work. The remaining respondents (0.7%) indicated that they were incapable/ very incapable of conducting investigations at work.

#### 4.4.15 Are you aware about the Right of Private Defence (ROPD)?

The question (SOQ-52) captured the details regarding respondents' awareness about the Right of Private Defence (ROPD) in India.

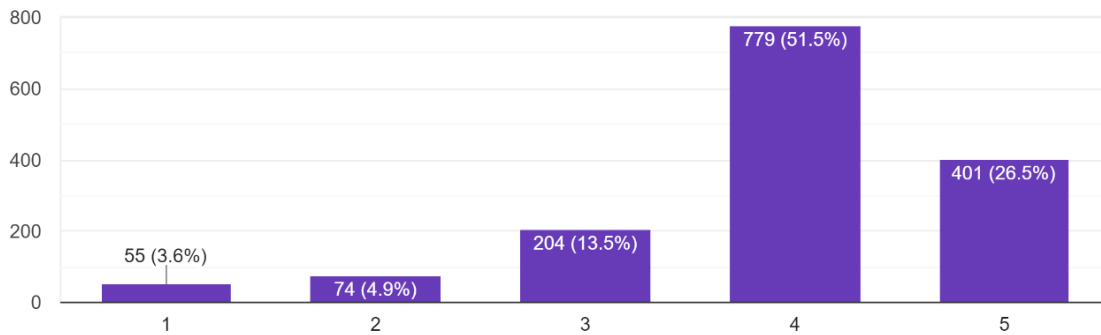
Table 56 – SOQ 52: Are you aware about the Right of Private Defense (ROPD)?

Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	1	55	3.6	3.6	3.6
	2	74	4.9	4.9	8.5
	3	204	13.4	13.5	22.0
	4	779	51.4	51.5	73.5
	5	401	26.4	26.5	100.0
	Total	1513	99.7	100.0	
Missing	System	4	.3		
Total		1517	100.0		

*Figure 55 - SOQ 52: Are you aware about the Right of Private Defence (ROPD)?*



Based on the provided survey results, the majority of the respondents (51.5%) were aware about the right of private defence in India. The next largest group (26.5%) indicated that they were completely aware about ROPD. The third largest group (13.5%) indicated that they were neutral with regard to their awareness about ROPD. The next largest group (4.9%) indicated that they were unaware about ROPD. The smallest group (3.6%) indicated that they were completely unaware about ROPD.

#### **4.5 Opinion about the Private Security Industry in India**

This section of the chapter captures the opinion of respondents regarding the private security industry in India. This section comprises 15 questions (SOQ 53 – SOQ 67).

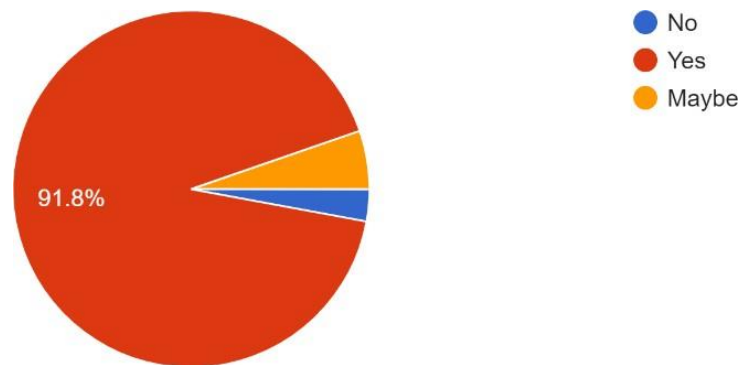
#### 4.5.1 Are you aware about the employment options that Private Security Industry provide in India?

The question (SOQ-53) captures the awareness levels of respondents regarding the private security industry.

*Table 57 – SOQ 53: Are you aware about the employment options that Private Security Industry provide in India?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	.3	.3	.3
Maybe	80	5.3	5.3	5.6
No	44	2.9	2.9	8.5
Yes	1388	91.5	91.5	100.0
Total	1517	100.0	100.0	

*Figure 56 - SOQ 53: Are you aware about the employment options that Private Security Industry provide in India?*



Based on the provided survey results, the majority of the respondents (91.5%) were aware about the employment options that private security industry provides. The next largest group (5.3%) indicated a may be as far as awareness is concerned. The smallest group (2.9%) indicated that they were not aware about private security industry at all.

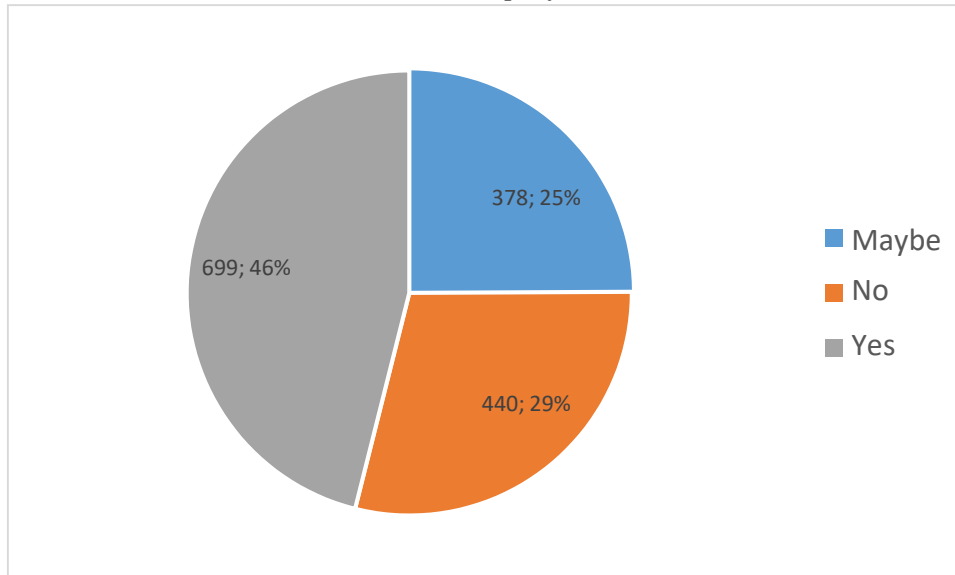
#### 4.5.2 Do you consider Private Security to be a menial or low-status profession?

The question (SOQ-54) captured the details regarding the respondents considering private security to be a menial or low-status profession.

*Table 58 – SOQ 54: Do you consider Private Security to be a menial or low-status profession?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	378	24.9	24.9	24.9
	No	440	29.0	29.0	53.9
	Yes	699	46.1	46.1	100.0
	Total	1517	100.0	100.0	

*Figure 57 - SOQ 54: Do you consider Private Security to be a menial or low-status profession?*



Based on the provided survey results, the majority of the respondents (46%) found private security industry to be a menial or low-status profession. The next largest group (29%) did not find private security to be a menial or low-status profession. The remaining

respondents (25%) have indicated a maybe when considering private security as a menial or low-status profession.

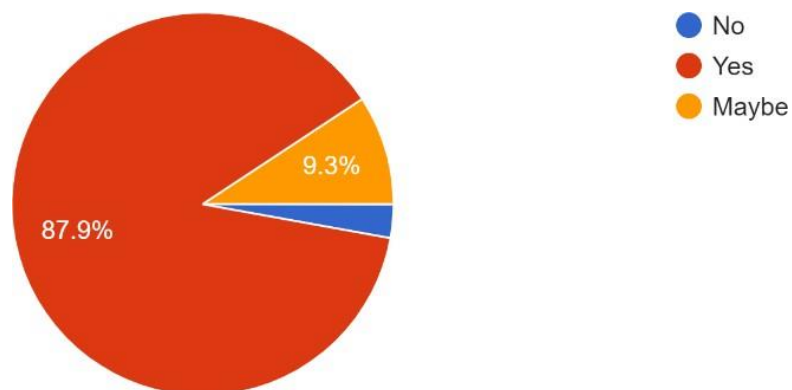
### 4.5.3 Do you think that Private Security Industry is a good progress for your career?

The question (SOQ-55) captured the opinion of respondents as to whether they considered private security industry to be a good progress for the career.

*Table 59 – SOQ 55: Do you think that Private Security Industry is a good progress for your career?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	.3	.3	.3
Maybe	140	9.2	9.2	9.5
No	43	2.8	2.8	12.3
Yes	1330	87.7	87.7	100.0
Total	1517	100.0	100.0	

*Figure 58 - SOQ 55: Do you think that Private Security Industry is a good progress for your career?*



Based on the provided survey results, the majority of the respondents (87.9%) considered private security to be a good progress in career. The next largest group (9.3%)

considered it maybe for private security being a good career progress. The smallest group (2.8%) did not consider private security industry to be a good career progress.

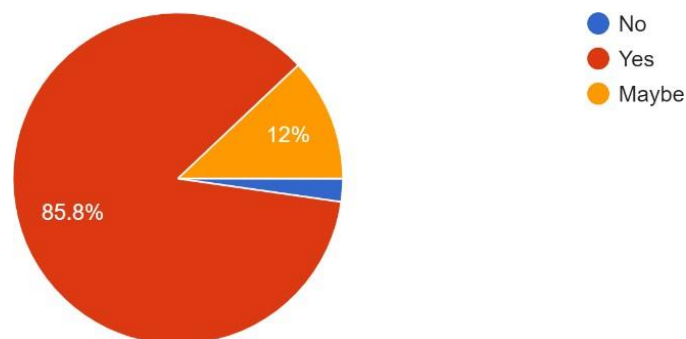
#### 4.5.4 Do you have scope to grow in the private security domain?

The question (SOQ-56), captured the data regarding respondents considering the scope to grow in the private security domain.

*Table 60 – SOQ 56: Do you have scope to grow in the private security domain?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6	.4	.4	.4
Maybe	181	11.9	11.9	12.3
No	34	2.2	2.2	14.6
Yes	1296	85.4	85.4	100.0
Total	1517	100.0	100.0	

*Figure 59 - SOQ 56: Do you have scope to grow in the private security domain?*



Based on the provided survey results, the majority of the respondents (85.8%) considered positive growth in the private security industry. The next largest group (12%) considered maybe. The smallest group (2.2%) considered no growth in private security industry.

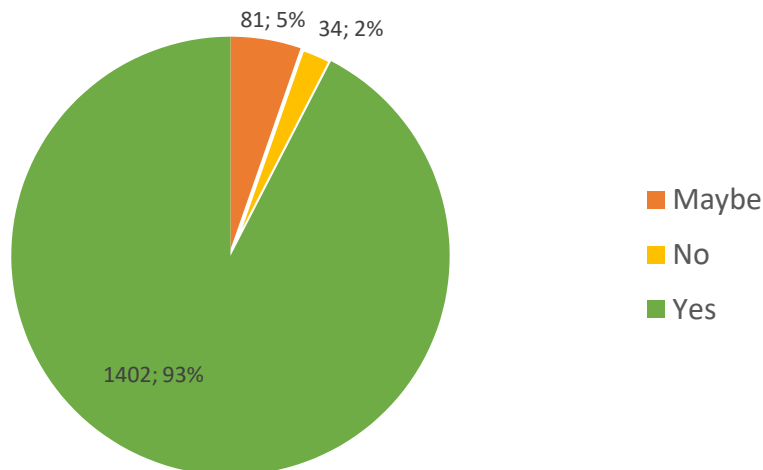
#### 4.5.5 Does prior military experience help in the Private Security Domain?

The question (SOQ-57) recorded whether prior military experience was helpful in the private security domain.

*Table 61 – SOQ 57: Does prior military experience help in the Private Security Domain?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	81	5.3	5.3	5.3
	No	34	2.2	2.2	7.6
	Yes	1402	92.4	92.4	100.0
	Total	1517	100.0	100.0	

*Figure 60 - SOQ 57: Does prior military experience help in the Private Security Domain?*



Based on the provided survey results, majority of the respondents (93%) considered prior military experience to be helpful in the private security domain. The next largest group (5%) considered the question as may be. The smallest group (2%) did not consider prior military experience to be helpful in the private security domain.

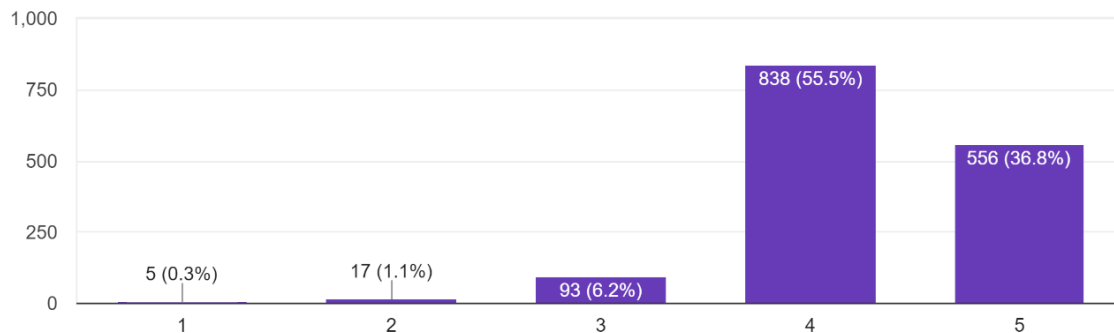
#### 4.5.6 How do you think Military Veterans contribute to the Private Security Industry with their Experience?

The question (SOQ-58) captures the contribution of military veterans with their experience.

*Table 62 - SOQ 58 - How do you think Military Veterans contribute to the Private Security Industry with their Experience*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	.3	.3	.3
	2	17	1.1	1.1	1.5
	3	93	6.1	6.2	7.6
	4	838	55.2	55.5	63.2
	5	556	36.7	36.8	100.0
	Total	1509	99.5	100.0	
Missing	System	8	.5		
Total		1517	100.0		

*Figure 61 - SOQ 58 - How do you think Military Veterans contribute to the Private Security Industry with their Experience*



Based on the provided survey results, majority of the respondents (55.5%) consider military veterans to contribute to the private security industry with their experience. The next largest group (36.8%) considered military veterans to contribute immensely to the private security industry with their experience. The third largest group (6.2%) considered neutral contribution to the private security industry. The remaining respondents (1.4%)

indicated that military veterans do not contribute to the private security industry with their experience.

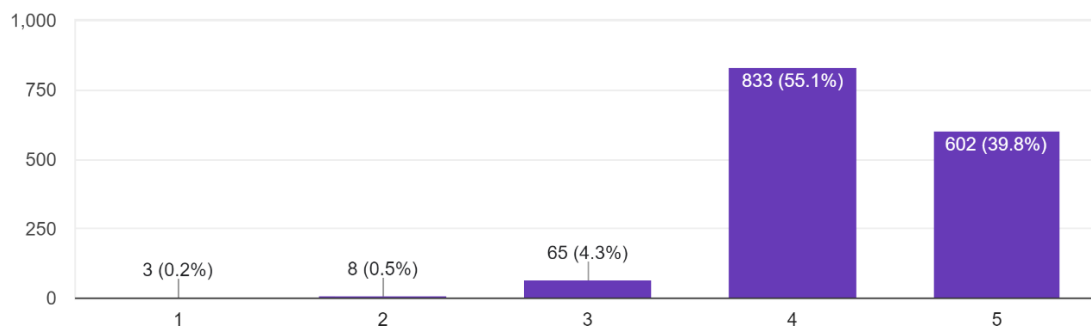
#### 4.5.7 How do you think Military Veterans contribute to the Private Security Industry with their Moral Integrity?

The question (SOQ-59) captures the contribution of military veterans with their moral integrity.

*Table 6 – SOQ 59: How do you think Military Veterans contribute to the Private Security Industry with their Moral Integrity*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	.2	.2	.2
	2	8	.5	.5	.7
	3	65	4.3	4.3	5.0
	4	833	54.9	55.1	60.2
	5	602	39.7	39.8	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		

*Figure 62 - SOQ 59: How do you think Military Veterans contribute to the Private Security Industry with their Moral Integrity*





Based on the provided survey results, the majority of the respondents (55.1%) considered military veterans to contribute to the private security industry with their moral integrity. The next largest group (39.8%) considered military veterans to contribute immensely with their moral integrity. The next largest group (4.3%) considered the question to be maybe. The remaining respondents (0.7%) did not consider military veterans to contribute to the private security industry with their moral integrity.

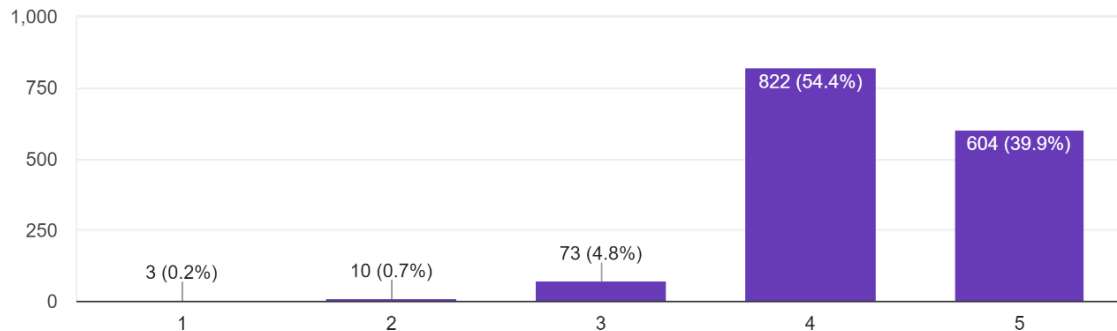
#### **4.5.8 How do you think Military Veterans contribute to the Private Security Industry with their Loyalty to the Organisation**

The question (SOQ-60) captures the contribution of military veterans to private security industry with their loyalty to the organisation.

*Table 64 – SOQ 60: How do you think Military Veterans contribute to the Private Security Industry with their Loyalty to the Organisation*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	.2	.2	.2
	2	10	.7	.7	.8
	3	73	4.8	4.8	5.3
	4	822	54.2	54.4	59.8
	5	604	39.8	39.9	100.0
	Total	1512	99.7	100.0	
Missing	System	5	.3		
Total		1517	100.0		

Figure 63 - SOQ 60: How do you think Military Veterans contribute to the Private Security Industry with their Loyalty to the Organization.



Based on the provided results, the majority of the respondents (54.4%) considered military veterans to contribute positively to the private security industry with their loyalty to the organization. The next largest group (39.9%) considered military veterans to contribute immensely. The third largest group (4.8%) contributed neutrally. The remaining respondents (0.9%) considered military veterans did not contribute to the private security industry with their loyalty to the organisation.

#### 4.5.9 How do you think Military Veterans contribute to the Private Security Industry with their Discipline?

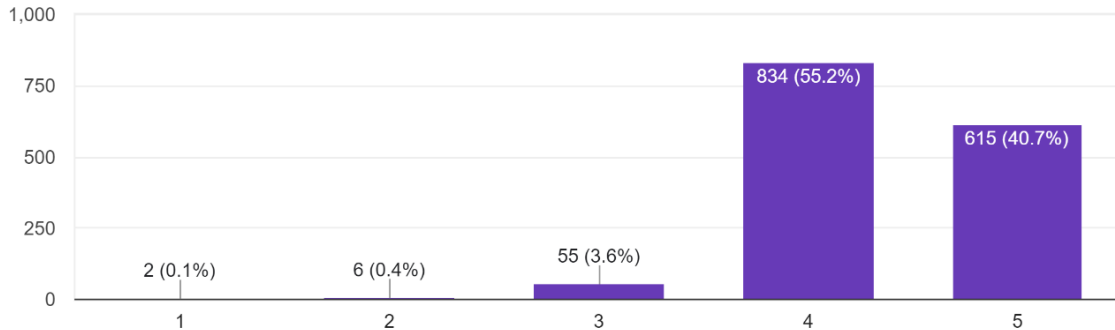
The question SOQ-61 captures the contribution of the military veteran to the private security industry with their discipline.

Table 65 – SOQ 61: How do you think Military Veterans contribute to the Private Security Industry with their Discipline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	6	.4	.4	.5
	3	55	3.6	3.6	4.2
	4	834	55.0	55.2	59.3
	5	615	40.5	40.7	100.0

Total	1512	99.7	100.0
Missing System	5	.3	
Total	1517	100.0	

*Figure 64 - SOQ 61: How do you think Military Veterans contribute to the Private Security Industry with their Discipline*



Based on the provided survey results, the majority of the respondents (55.2%) considered military veterans to contribute positively to the private security industry with their discipline. The next largest group (40.7%) considered military veterans to contribute immensely with their discipline. The third largest group (3.6%) contributed neutrally. The remaining respondents (0.5%) considered military veterans to not contribute to the private security industry with their discipline.

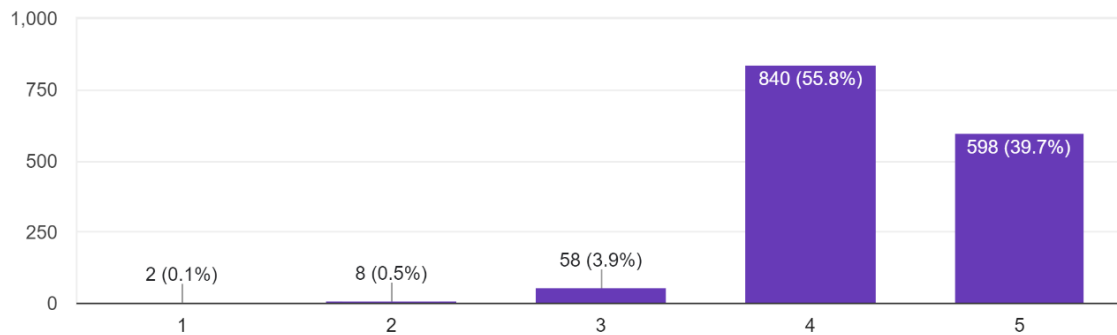
#### **4.5.10 How do you think Military Veterans contribute to the Private Security Industry with their Leadership?**

The question (SOQ-62) captures the contribution of the military veteran to the private security industry with their leadership.

*Table 66 – SOQ 62: How do you think Military Veterans contribute to the Private Security Industry with their Leadership*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	8	.5	.5	.7
	3	58	3.8	3.9	4.5
	4	840	55.4	55.8	60.3
	5	598	39.4	39.7	100.0
	Total	1506	99.3	100.0	
Missing	System	11	.7		
Total		1517	100.0		

*Figure 65 - SOQ 62: How do you think Military Veterans contribute to the Private Security Industry with their Leadership*



Based on the provided results, the majority of the respondents (55.8%) considered military veterans to contribute positively to the private security industry with their leadership. The next largest group (39.7%) considered military veterans to contribute immensely. The third largest group (3.9%) contributed neutrally. The remaining respondents (0.6%) considered military veterans to not contribute to the private security industry with their leadership.

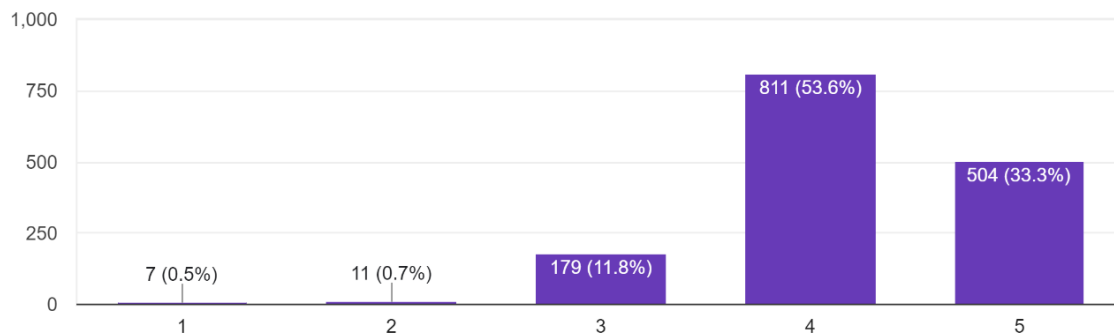
#### **4.5.11 Would you encourage others to join the Private Security Industry?**

The question (SOQ-63) captured whether the respondents would encourage other people to join the private security industry.

*Table 67 – SOQ 63: Would you encourage others to join the Private Security Industry?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	.5	.5	.5
	2	11	.7	.7	1.2
	3	184	12.1	12.1	13.3
	4	811	53.5	53.5	66.8
	5	504	33.2	33.2	100.0
	Total	1517	100.0	100.0	

*Figure 66 - SOQ 63: Would you encourage others to join the Private Security Industry?*



Based on the provided survey results, majority of the respondents (53.6%) would encourage others to join private security. The next largest group (33.3%) would strongly encourage others to join private security. The third group (11.8%) were neutral as to whether they would encourage other people. The remaining respondents (1.2%) would discourage/ strongly discourage others to join the private security industry.

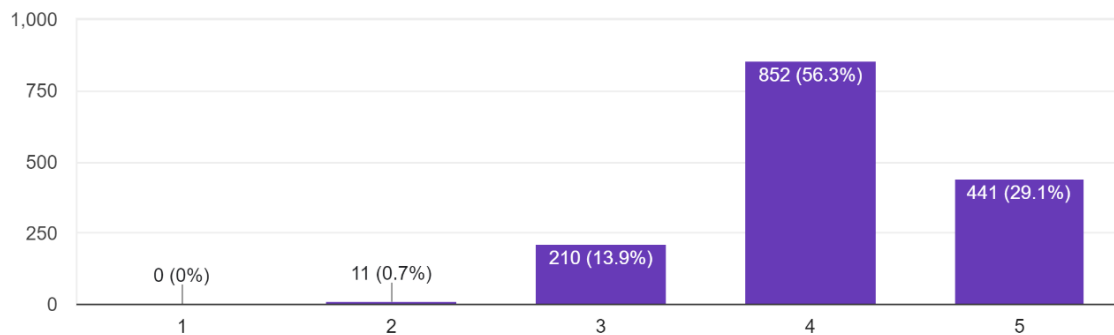
#### 4.5.12 Do you think the private security industry is a Business Enabler?

The question (SOQ-64) captures the data whether private security industry is a business enabler.

*Table 68 – SOQ 64: Do you think the private security industry is a Business Enabler?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	11	.7	.7	.7
	3	210	13.8	13.9	14.6
	4	852	56.2	56.3	70.9
	5	441	29.1	29.1	100.0
	Total	1514	99.8	100.0	
Missing	System	3	.2		
Total		1517	100.0		

*Figure 67 - SOQ 64: Do you think the private security industry is a Business Enabler?*



Based on the provided survey results, majority of the respondents (56.3%) considered private security to be a business enabler. The next largest group (29.1%) considered private security to immensely enable business. The third group (13.9%) were neutral in their response. The remaining respondents (0.7%) did not consider private security to be a business enabler.

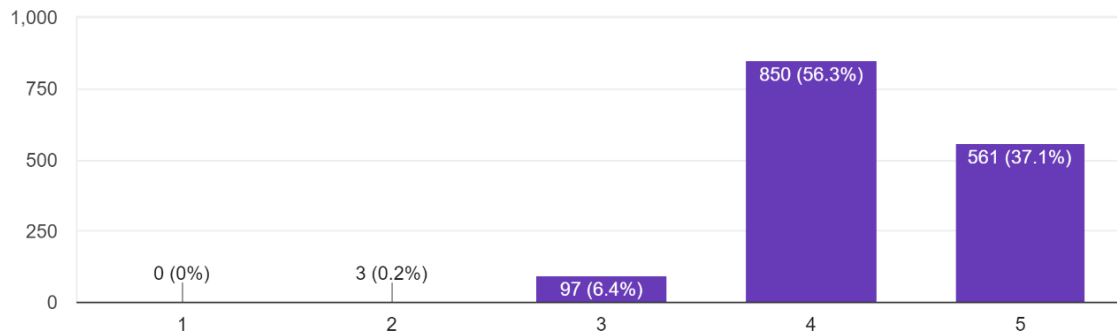
#### 4.5.13 How much do you think that the Private Security Industry will grow in India?

The question (SOQ-65) captures the growth of the private security industry in India.

*Table 69 – SOQ 65: How much do you think that the Private Security Industry will grow in India?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	.2	.2	.2
	3	97	6.4	6.4	6.6
	4	850	56.0	56.3	62.9
	5	561	37.0	37.1	100.0
	Total	1511	99.6	100.0	
Missing	System	6	.4		
Total		1517	100.0		

*Figure 68 - SOQ 65: How much do you think that the Private Security Industry will grow in India?*



Based on the provided survey results, majority of the respondents (56.3%) rated a positive growth of private security industry. The next largest group (37.1%) rated immense positive growth. The next group (6.4%) rated neutral growth. The smallest group (0.2%) rated negative growth for the private security industry in India.

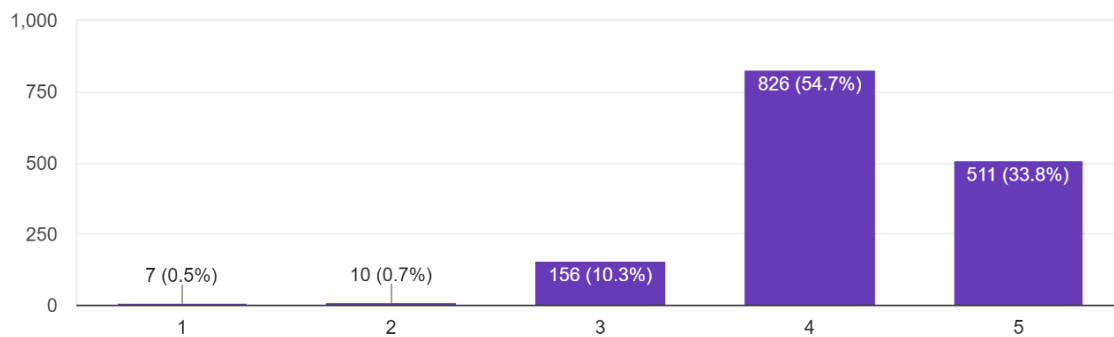
#### 4.5.14 How much growth do you see for yourself in the Private Security Industry?

The question (SOQ-66) captures the growth of the respondent in the private security industry.

*Table 70 – SOQ 66: How much growth do you see for yourself in the Private Security Industry?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	.5	.5	.5
	2	10	.7	.7	1.1
	3	156	10.3	10.3	11.5
	4	826	54.4	54.7	66.2
	5	511	33.7	33.8	100.0
	Total	1510	99.5	100.0	
Missing	System	7	.5		
Total		1517	100.0		

*Figure 69 - SOQ 66: How much growth do you see for yourself in the Private Security Industry?*



Based on the provided survey results, majority of the respondents (54.7%) perceive personal positive growth in the private security industry. The next largest group (33.8%) perceive immense personal positive growth. The next group (10.3%) were neutral. The remaining respondents (1.2%) perceived negative growth in the private security industry in India.



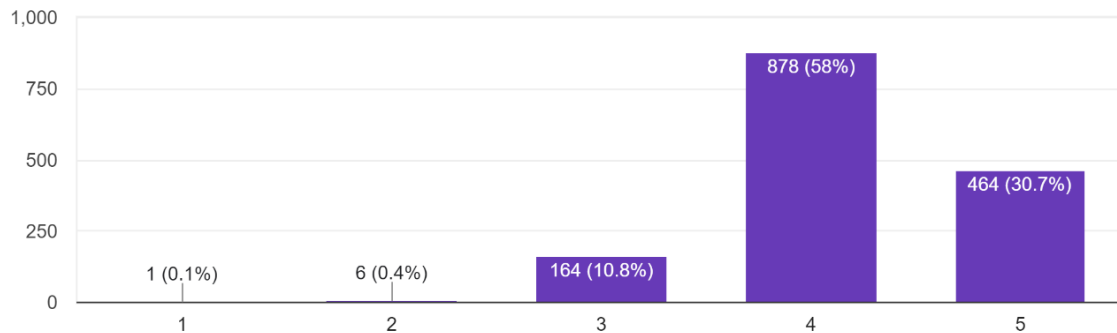
#### 4.5.15 How comfortable are you using the latest technology in security automation?

The question (SOQ-67) captures how comfortable is the respondent using the latest technology in security automation.

*Table 71 – SOQ 67: How comfortable are you using the latest technology in security automation?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.1	.1	.1
	2	6	.4	.4	.5
	3	164	10.8	10.8	11.3
	4	878	57.9	58.0	69.3
	5	464	30.6	30.7	100.0
	Total	1513	99.7	100.0	
Missing	System	4	.3		
Total		1517	100.0		

*Figure 70 - SOQ 67: How comfortable are you using the latest technology in security automation?*



Based on the provided survey results, the majority (58%) of the respondents are comfortable using technology in security automation. The next largest group (30.7%) are very comfortable using technology. The third largest group (10.8%) were neutral. The remaining respondents (0.5%) were uncomfortable/ very uncomfortable using technology in security automation.

## 4.6 Feedback about the Skills of Military Veterans

This section of the chapter captures the skills of military veterans as perceived by their line managers and team mates. This section comprises 7 questions (SOQ 69 – SOQ 75).

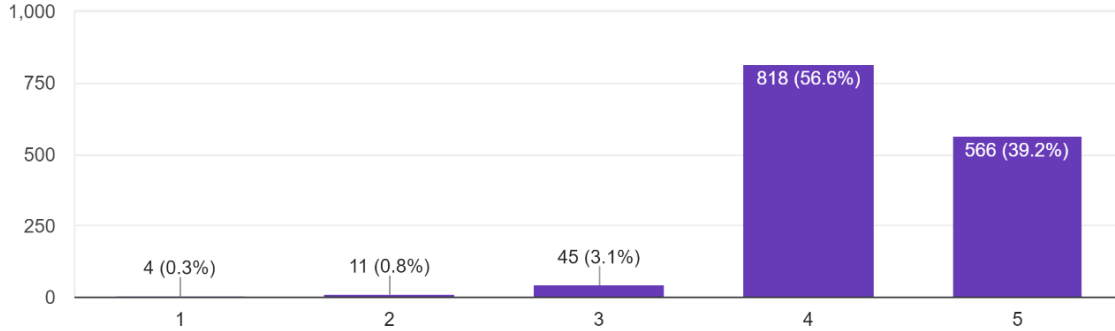
### 4.6.1 How happy are you to have a Military Veteran in your team?

The question (SOQ-69) captured how happy respondents were having a military veteran in their team.

*Table 72 – SOQ 69: How happy are you to have a Military Veteran in your team?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	.3	.3	.3
	2	11	.7	.8	1.0
	3	45	3.0	3.1	4.2
	4	818	53.9	56.6	60.8
	5	566	37.3	39.2	100.0
	Total	1444	95.2	100.0	
Missing	System	73	4.8		
Total		1517	100.0		

*Figure 71 - SOQ 69: How happy are you to have a Military Veteran in your team?*



Based on the provided survey results, the majority of the respondents (56.6%) were happy to have military veterans in their team. The next largest group (39.2%) were very happy to have military veterans in their team. The third group (3.1%) were neutral. The remaining respondents (1.1%) were unhappy/ very unhappy to have military veterans in their team.

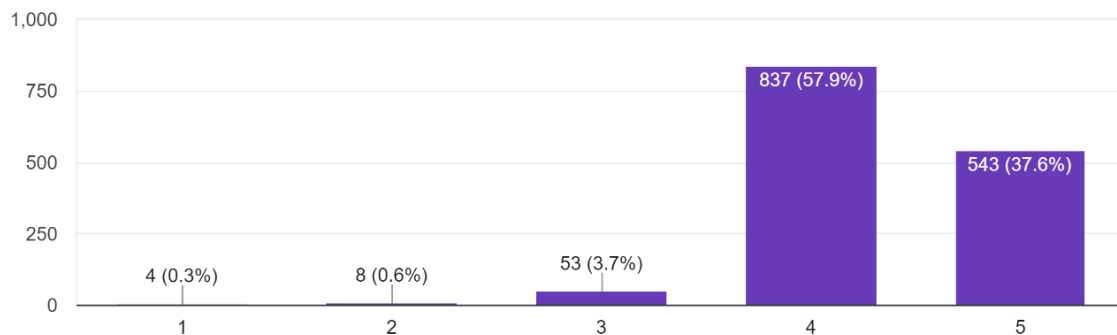
#### 4.6.2 How much do you think the Military Veteran contributes to the private security of your organisation?

The question (SOQ-70) captures how military veterans contribute to the private security organisation of the respondent.

Table 73 – SOQ 70: How much do you think the Military Veteran contributes to the private security of your organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	.3	.3	.3
	2	8	.5	.6	.8
	3	53	3.5	3.7	4.5
	4	837	55.2	57.9	62.4
	5	543	35.8	37.6	100.0
	Total	1445	95.3	100.0	
Missing	System	72	4.7		
Total		1517	100.0		

*Figure 72 - SOQ 70: How much do you think the Military Veteran contributes to the private security of your organisation?*



Based on the provided survey results, the majority of the respondents (57.9%) consider military veterans to contribute positively to the private security of the organisation. The next largest group (37.6%) considered military veterans to contribute immensely. The third group (3.7%) considered neutral contribution by military veterans. The remaining respondents (0.9%) considered military veterans to not contribute/contribute negatively to the private security of the organisation.

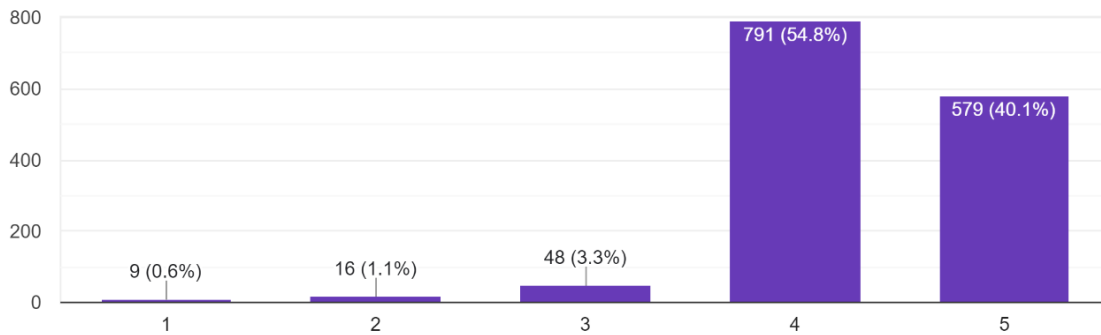
#### **4.6.3 How would you rate the Leadership Skills of the Military Veteran?**

The question (SOQ-71) captures the rating of the respondents regarding the leadership skills of military veterans in their team.

*Table 74 – SOQ 71: How would you rate the Leadership Skills of the Military Veteran?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	.6	.6	.6
	2	16	1.1	1.1	1.7
	3	48	3.2	3.3	5.1
	4	791	52.1	54.8	59.9
	5	579	38.2	40.1	100.0
	Total	1443	95.1	100.0	
Missing	System	74	4.9		
Total		1517	100.0		

*Figure 73 - SOQ 71: How would you rate the Leadership Skills of the Military Veteran?*



Based on the provided survey results, majority of the respondents (54.8%) rated the leadership skills of military veterans in their teams to be good. The next largest group (40.1%) rated the leadership skills as very good. The third group (3.3%) were neutral in their rating. The remaining respondents (1.7%) considered the leadership skills of military veterans in their teams as bad/ very bad.

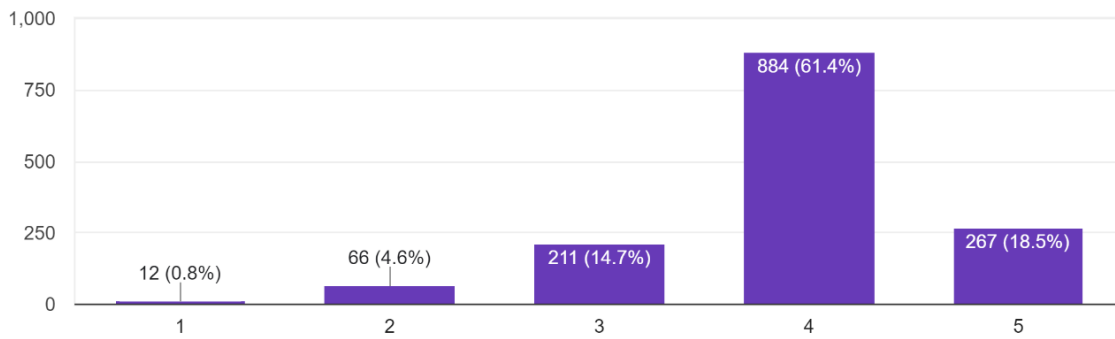
#### **4.6.4 How flexible and adaptable do you think the Military Veteran is?**

The question (SOQ-72) captures the opinion of the respondents regarding the flexibility and adaptability of military veterans in their team.

*Table 75 – SOQ 72: How flexible and adaptable do you think the Military Veteran is?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	.8	.8	.8
	2	66	4.4	4.6	5.4
	3	211	13.9	14.7	20.1
	4	884	58.3	61.4	81.5
	5	267	17.6	18.5	100.0
	Total	1440	94.9	100.0	
Missing	System	77	5.1		
Total		1517	100.0		

*Figure 74 - SOQ72: How flexible and adaptable do you think the Military Veteran is?*



Based on the provided survey results, the majority of the respondents (61.4%) considered the flexibility and adaptability of military veterans in their team to be good. The next largest group (18.5%) considered it to be very good. The third largest group (14.7%) were neutral in their reply. The remaining respondents (5.4%) considered the flexibility and adaptability of military veterans in their team to be bad/ very bad.

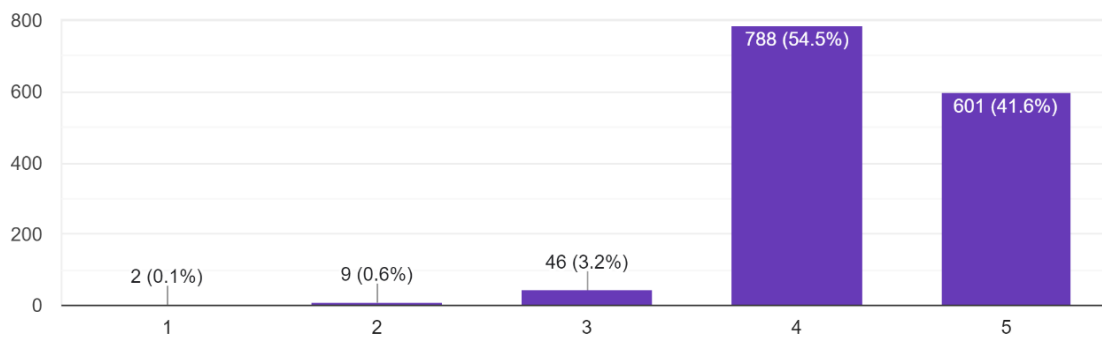
#### 4.6.5 How well can the Military Veteran Communicate?

The question (SOQ-73) captures the respondents' rating of the military veterans' communication skills.

Table 76 – SOQ 73: How well can the Military Veteran Communicate?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	9	.6	.6	.8
	3	46	3.0	3.2	3.9
	4	788	51.9	54.5	58.4
	5	601	39.6	41.6	100.0
	Total	1446	95.3	100.0	
Missing	System	71	4.7		
Total		1517	100.0		

Figure 75 - SOQ 73: How well can the Military Veteran Communicate?



Based on the provided survey results, the majority of the respondents (54.5%) rated the communication skills of military veterans in their teams to be good. The next largest group (41.6%) considered the communication skills of military veterans to be very good. The third group (3.2%) were neutral in their rating. The remaining respondents (0.7%) rated the communication skills of military veterans in their teams to be bad/ very bad.

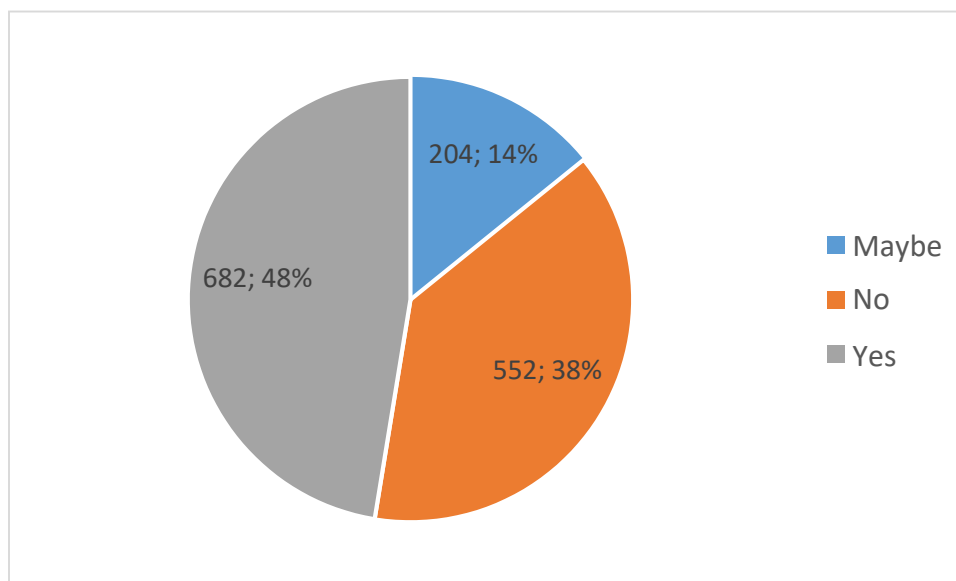
**4.6.6 Would you consider hiring a Civilian in lieu of a Military Veteran for the same job role?**

The question (SOQ-74) captured the respondents' reply regarding hiring a civilian in lieu of a military veteran for the same job role.

*Table 77 – SOQ 74: Would you consider hiring a Civilian in lieu of a Military Veteran for the same job role?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	79	5.2	5.2	5.2
Maybe	204	13.4	13.4	18.7
No	552	36.4	36.4	55.0
Yes	682	45.0	45.0	100.0
Total	1517	100.0	100.0	

*Figure 76 - SOQ 74: Would you consider hiring a Civilian in lieu of a Military Veteran for the same job role?*





Based on the provided survey results, majority of the respondents (47.5%) would hire a civilian in lieu of a military veteran for the same job role. The next largest group (38.3%) would not hire a civilian in lieu of a military veteran. The third group (14.2%) indicated maybe as their rating for the question.

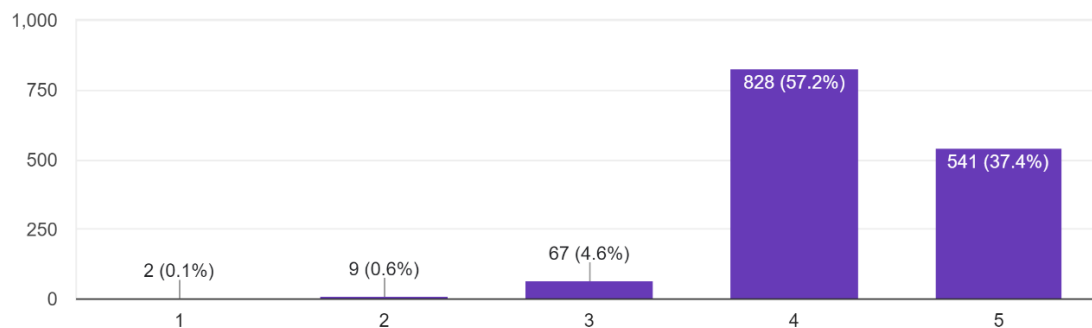
#### 4.6.7 How competent do you consider the military veteran in your team?

The question (SOQ-75) captures the rating of the respondents with regard to the competency of the military veteran in their team.

*Table 78 – SOQ 75: How competent do you consider the military veteran in your team?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.1	.1	.1
	2	9	.6	.6	.8
	3	67	4.4	4.6	5.4
	4	828	54.6	57.2	62.6
	5	541	35.7	37.4	100.0
	Total	1447	95.4	100.0	
Missing	System	70	4.6		
Total		1517	100.0		

*Figure 77 - SOQ 75: How competent do you consider the military veteran in your team?*



Based on the provided survey results, majority of the respondents (57.2%) considered military veterans in their team to be competent. The next largest group (37.4%) considered military veterans to be very competent. The third largest group (4.6%) were neutral in their rating. The remaining respondents (0.7%) considered military veterans in their teams to be incompetent/ very incompetent.

#### 4.7 Feedback about Military Veteran Bosses

This section of the chapter captures the qualities and traits that make military veterans as good bosses of the respondents. This section comprises 6 questions (SOQ 77 – SOQ 82).

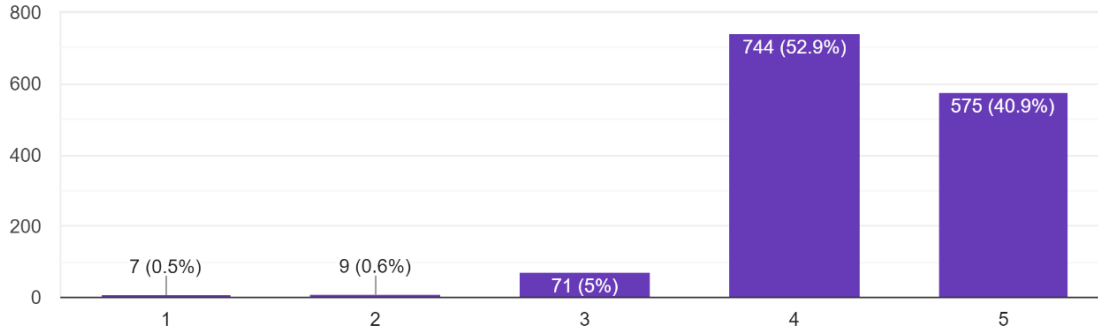
##### 4.7.1 How much does your military veteran line manager/ HOD inspire you?

The question (SOQ-77) captures the respondents’ rating of how much does their military veteran line manager/ HOD inspire them.

*Table 79 – SOQ 77: How much does your military veteran line manager/ HOD inspire you?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	.5	.5	.5
	2	9	.6	.6	1.1
	3	71	4.7	5.0	6.2
	4	744	49.0	52.9	59.1
	5	575	37.9	40.9	100.0
	Total	1406	92.7	100.0	
Missing	System	111	7.3		
Total		1517	100.0		

*Figure 78 - SOQ 77: How much does your military veteran line manager/ HOD inspire you?*



Based on the provided survey results, majority of the respondents (52.9%) consider military veteran bosses to inspire them. The next largest group (40.9%) consider military veteran bosses to inspire them immensely. The third largest group (5%) were neutral in their rating. The remaining respondents (1.1%) indicated that their military veteran bosses did not inspire/ discouraged them.

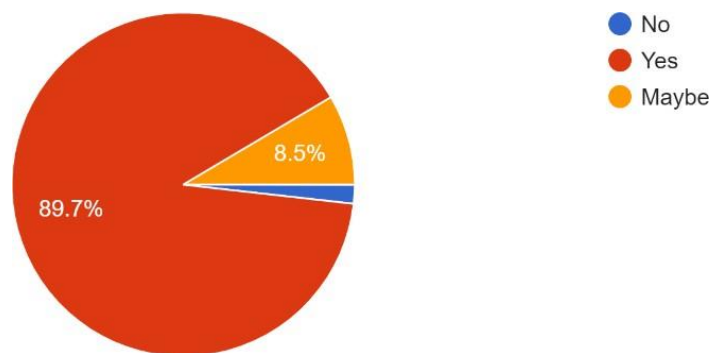
#### 4.7.2 Is your line manager/ HOD concerned about your personal and professional well-being?

The question (SOQ-78) captures the opinion of the respondents regarding their military veteran bosses to be concerned about the respondents’ personal and professional well-being.

*Table 80 – SOQ 78: Is your line manager/ HOD concerned about your personal and professional well-being?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	115	7.6	7.6	7.6
Maybe	119	7.8	7.8	15.4
No	25	1.6	1.6	17.1
Yes	1258	82.9	82.9	100.0
Total	1517	100.0	100.0	

*Figure 79 - SOQ 78: Is your line manager/ HOD concerned about your personal and professional well-being?*



Based on the provided survey results, majority of the respondents (89.7%) consider their military bosses to be concerned about their personal and professional well-being. The next largest group (8.5%) indicated maybe for the question. The remaining respondents (2%) did not consider their military bosses to be concerned about their personal and professional well-being.

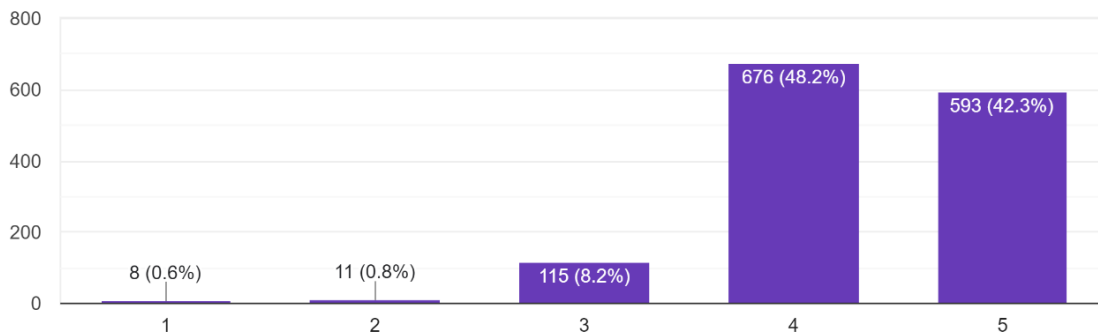
#### **4.7.3 Do you feel motivated working with your line manager/ HOD?**

The question (SOQ-79) captures the rating of the respondents' motivation to work with their military bosses.

*Table 81 – SOQ 79: Do you feel motivated working with your line manager/ HOD?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	.5	.6	.7
	2	11	.7	.8	1.5
	3	115	7.6	8.2	10.0
	4	676	44.6	48.2	57.4
	5	593	39.1	42.3	100.0
	Total	1403	92.5	100.0	
Missing	System	114	7.5		
Total		1517	100.0		

Figure 80 - SOQ 79: Do you feel motivated working with your line manager/ HOD?



Based on the provided survey results, majority of the respondents (48.2%) felt motivated to work with their military veteran boss. The next largest group (42.3%) felt very motivated. The third group (8.2%) were neutral in their rating. The remaining respondents (1.4%) were demotivated/ very demotivated to work with their military veteran boss.

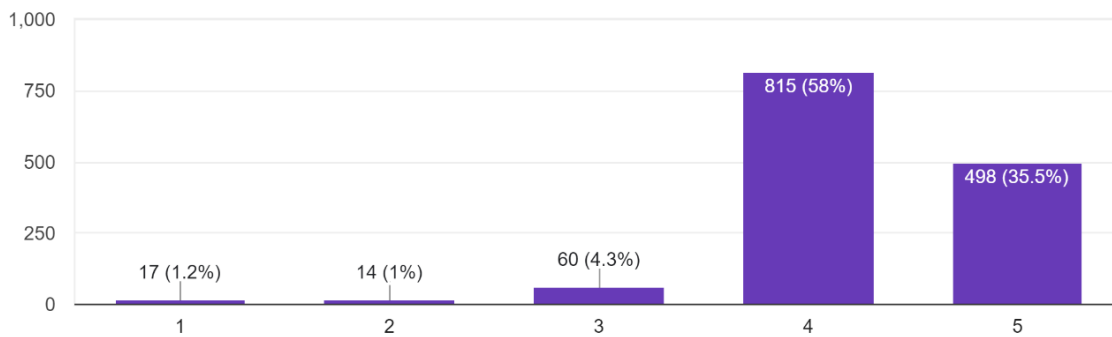
#### 4.7.4 How empathetic is your line manager/ HOD?

The question (SOQ-80) captured the respondents rating of how empathetic their military veteran boss was.

Table 82 – SOQ 80: How empathetic is your line manager/ HOD?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	1.1	1.2	1.2
	2	14	.9	1.0	2.2
	3	60	4.0	4.3	6.5
	4	815	53.7	58.0	64.5
	5	498	32.8	35.5	100.0
	Total	1404	92.6	100.0	
Missing	System	113	7.4		
Total		1517	100.0		

Figure 81 - SOQ 80: How empathetic is your line manager/ HOD?



Based on the provided survey results, the majority of the respondents (58%) considered their military veteran bosses to be empathetic. The next largest group (35.5%) considered their bosses to be very empathetic. The third group (4.3%) were neutral in their rating. The remaining respondents (2.2%) rated their military veteran bosses as unempathetic/ very unempathetic.

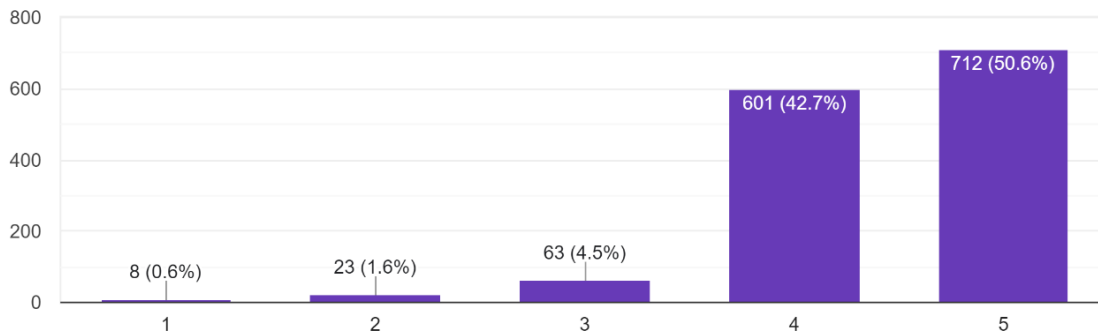
#### 4.7.5 How encouraging is your line manager/ boss?

The question (SOQ-81) captured the respondents' rating as to how encouraging their military veteran bosses were.

Table 83 – SOQ 81: How encouraging is your line manager/ boss?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	.5	.6	.6
	2	23	1.5	1.6	2.2
	3	63	4.2	4.5	6.7
	4	601	39.6	42.7	49.4
	5	712	46.9	50.6	100.0
	Total	1407	92.7	100.0	
Missing	System	110	7.3		
Total		1517	100.0		

Figure 82 - SOQ 81: How encouraging is your line manager/ boss?



Based on the provided survey results, majority of the respondents (50.6%) rated their military veteran bosses to be very encouraging. The next largest group (42.7%) rated their bosses as encouraging. The third largest group (4.5%) were neutral in their rating. The remaining (2.2%) rated their military veteran bosses to be discouraging/ very discouraging.

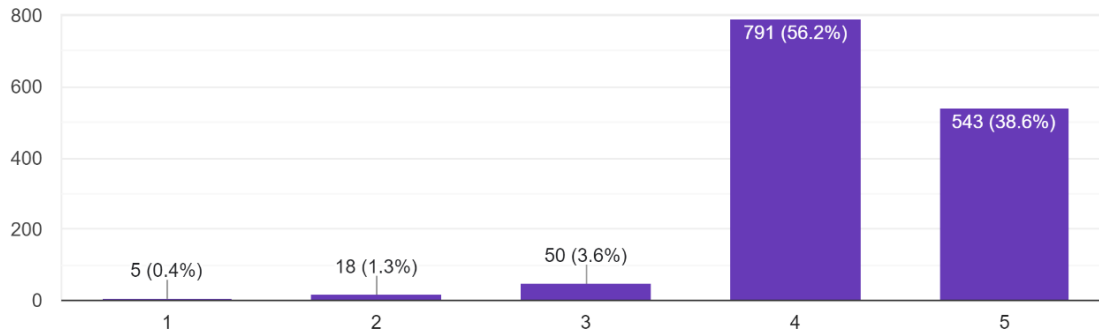
#### 4.7.6 How approachable do you consider your line manager/ HOD?

The question (SOQ-82) captured how approachable the respondents' considered their military veteran bosses to be.

Table 84 – SOQ 82: How approachable do you consider your line manager/ HOD?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	.3	.4	.4
	2	18	1.2	1.3	1.6
	3	50	3.3	3.6	5.2
	4	791	52.1	56.2	61.4
	5	543	35.8	38.6	100.0
	Total	1407	92.7	100.0	
Missing	System	110	7.3		
Total		1517	100.0		

Figure 83 - SOQ 82: How approachable do you consider your line manager/ HOD?



Based on the provided survey results, majority of the respondents (56.2%) considered their military veteran bosses to be approachable. The next largest group (38.6%) considered their bosses to be very approachable. The third group (3.6%) were neutral in their rating. The remaining respondents (1.7%) considered their military veteran bosses to be unapproachable/ very unapproachable.

#### 4.8 Research Question One (RQ-1)

This section of the chapter discusses the Research Question 1 - How is the private security industry in India suitable and lucrative as a second career by military veterans?

The following SOQs were referred to for RQ-1 :-



Table 85 – RQ 1 : Research Question I

Ser	SOQ No.	Question	Remarks & Justification
1.	11	Which State do you belong to?	The online questionnaire received entries from all states and union territories of India thereby indicating that private security industry is a career that can be pursued in any state of India. Since military veterans retire from military service from all parts of India, private security industry would provide an easy transition for military veterans.
2.	12	In which state are you presently residing/ working in?	
3.	15	Are you a military veteran (Army/ Airforce/ Navy)?	Based on the provided survey results, it was observed that out of the 1325 military veterans who participated in the survey, 1270 were also private security professionals. 96% of military veterans are also private security professionals indicating a strong relation between military service and private security industry in India.
4.	18	Are you a Private Security Professional?	

5.	20	How satisfied are you with your present work?	The mean for SOQ-20 for military veterans who are also private security professionals is 4.19 thereby indicating that military veterans who are private security professionals are fairly satisfied with their present work in the private security industry.
6.	21	Is your present remuneration?	<p>18.8% of the survey respondents reported that their salaries were above industry standards.</p> <p>62% of the survey respondents reported that their salaries were as per industry standards.</p> <p>Military veterans are generally happy with the remuneration from the private security industry.</p>
7.	22	How happy are you with your present remuneration?	53.3% of respondents have indicated that they are happy with their present remuneration.

			<p>22.7% of respondents have indicated that they are very happy with their present remuneration.</p> <p>Respondents have indicated that majority of them are happy with the remuneration they receive from the private security industry.</p>
8.	27	How physically fit do you consider yourself?	<p>14.1% respondents have reported that they fit.</p> <p>62.4% respondents have indicated that they are very fit.</p> <p>19.8% respondents have indicated that are extremely fit.</p> <p>The private security industry requires personnel who are physically fit. Availability of military veterans who are physically fit complements the industry and organization.</p>

9.	55	Do you think that Private Security Industry is a good progress for your career?	<p>87.7% respondents have indicated that they consider private security to be a good progress in their careers.</p> <p>Majority of military veterans who are private security professionals consider private security industry to be a good career progress.</p>
10.	56	Do you have scope to grow in the private security domain?	<p>85.4% respondents have indicated that they consider themselves to have a positive growth in the private security industry.</p> <p>Majority of the military veterans have indicated that they consider private security industry to provide them good growth in the future.</p>
11.	63	Would you encourage others to join the Private Security Industry?	<p>53.5% respondents have indicated they would encourage others to join the private security industry.</p> <p>33.2% respondents have indicated they would strongly encourage others to join the private security industry.</p>

			<p>Majority of the military veterans who are private security professionals would recommend other military veterans to join the private security industry indicating it to be a suitable and lucrative second career option.</p>
12.	65	<p>How much do you think that the Private Security Industry will grow in India?</p>	<p>56% of respondents have indicated a good positive growth in the private security industry.</p> <p>37% of respondents have indicated an immense positive growth in the private security industry.</p> <p>The private security industry is considered to grow positively in the future making it a suitable career option for transitioning military veterans.</p>
13.	66	<p>How much growth do you see for yourself in the Private Security Industry?</p>	<p>54.4% of respondents have indicated a good positive growth for themselves in the private security industry.</p>

			<p>33.7% of respondents have indicated an immense positive growth for themselves in the private security industry.</p> <p>Majority of the respondents consider private security industry to provide positive growth to their careers in the future. This makes private security industry a good career option for military veterans.</p>
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#### 4.9 Research Question Two (RQ-2)

This section of the chapter discusses the Research Question - What skills and qualities do veterans contribute to the Private Security industry?

The following SOQs were referred to for RQ-2 :-

*Table 86 – RQ 2 : Research Question II*

Ser	SOQ No.	Question	Remarks & Justification
1.	38	How many people report to you directly at work?	40.3% of respondents have 1-2 people reporting to them.

			<p>26.8% of respondents have 3-5 people reporting to them.</p> <p>8.2% of respondents have 6-10 people reporting to them.</p> <p>12.4% of respondents have more than 10 people reporting to them.</p> <p>As can be observed, military veterans are well experienced to manage teams and handle personnel management. This skill is considered essential for the private security industry.</p>
2.	39	As a military veteran and/or private security professional, are you trained to use a weapon?	<p>69% of respondents have reported that they are trained to use a personal weapon.</p> <p>This is an important skill that is required for the private security industry.</p>
3.	40	Do you own a licensed personal weapon?	<p>32% of respondents own a personal weapon.</p> <p>This is an important tool and is considered essential in the private security industry.</p>

4.	41	Are you trained in any form of Martial Arts/ Self Defense?	<p>90% of respondents are trained in some form of martial arts and self-defense.</p> <p>This is an important skill that is required for the private security industry.</p>
5.	42	Are you comfortable reading the financial statements of your company?	<p>54.4% respondents have indicated that they are comfortable reading financial statements.</p> <p>23.6% respondents have indicated they are very comfortable reading financial statements.</p> <p>Military veterans are capable of understanding financial statements which is an additional skill contributed to the private security industry.</p>
6.	43	Do you feel comfortable working in a crisis situation?	<p>59.2% of respondents are comfortable working in a crisis situation.</p> <p>27% of respondents are very comfortable working in a crisis situation.</p> <p>Military veterans are generally comfortable working in crisis situation which is</p>



			considered very important in the private security industry.
7.	44	How well do you perform in a stressful situation at work?	<p>60.3% respondents have indicated that they can perform well in stressful situations.</p> <p>27.7% respondents have indicated that they can perform very well in stressful situations.</p> <p>Military veterans generally perform well in stressful situations which is considered a very important quality in the private security industry.</p>
8.	45	How comfortable are you in leading a team in a crisis situation?	<p>61% respondents are comfortable leading a team in crisis situations.</p> <p>26% respondents are very comfortable leading a team in crisis situation.</p> <p>Military veterans can lead teams in stressful situations which is considered a very important skill in the private security industry.</p>
9.	46	How quickly can you adapt to changing situations at work?	57.3% respondents indicated that they could adapt quickly to changing situations at work.

			<p>29.7% respondents indicated that they could adapt very quickly to changing situations at work.</p> <p>Military veterans are adaptable to changing situations which is considered a very important quality in the private security industry.</p>
10.	47	How would you rate your Managerial Skills?	<p>54.3% respondents reported their managerial skills to be good.</p> <p>37.5% respondents reported their managerial skills to be very good.</p> <p>Military Veterans have good managerial skills which is essential in managing the private security department of the organisation.</p>
11.	48	How would you rate your Leadership Skills?	<p>53.6% respondents reported their leadership skills to be good.</p> <p>39.5% respondents reported their leadership skills to be very good.</p>

			<p>Military Veterans have good leadership skills which is essential in leading teams in the private security industry.</p>
12.	49	<p>How would you rate your Communication Skills?</p>	<p>58.4% of the respondents rated their communication skills to be good.</p> <p>32.6% of the respondents rated their communication skills to be very good.</p> <p>Military veterans have good communication skills which is required in any organization including the private security industry.</p>
13.	50	<p>Would you be willing to relocate to another city for work?</p>	<p>33% respondents were ready to relocate anywhere and anytime.</p> <p>60.5% respondents were ready to relocate in case of professional growth, monetary growth or both.</p> <p>Military Veterans are willing to relocate to other cities of India thereby making them a flexible work force entering the private security industry.</p>

14.	51	Are you capable of conducting an investigation at work?	<p>58.5% respondents indicated that they were capable of conducting investigations at work.</p> <p>24.1% respondents indicated that they were very capable of conducting investigations at work.</p> <p>Ability to investigate is one of the prerequisites for private security industry in India. Military veterans by virtue of their military training are capable of conducting investigations at their work place.</p>
15.	52	Are you aware about the Right of Private Defence (ROPD)?	<p>51.5% respondents were aware about ROPD.</p> <p>26.5% respondents were fully aware about ROPD.</p> <p>ROPD is considered one of the basics of private security and military veterans are generally aware about it.</p>
16.	67	How comfortable are you using the latest technology in security automation?	<p>58% respondents indicated that they were comfortable using the latest technology in security automation.</p>

			<p>30.7% respondents indicated that they were very comfortable using technology.</p> <p>Majority of the military veterans are comfortable using the latest technology in security automation. This skill is important as private security industry is also heavily reliant on technology.</p>
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#### 4.10 Research Question Three (RQ-3)

This section of the chapter discusses the Research Question - How do military veterans impact the Private Security domain in India?

The following SOQs were referred to for RQ-3 :-

*Table 87 – RQ 3 : Research Question III*

Ser	SOQ No.	Question	Remarks & Justification
1.	13	How many organizations/ companies have you worked for?	<p>35.3% of respondents have worked for atleast 2 organisations.</p> <p>28.3% of respondents have worked for atleast 3 organizations.</p>

			<p>15.1% of respondents have worked for atleast 4 organizations.</p> <p>Majority of military veterans have the experience of working in multiple organizations indicating adaptability when transitioning from military service to private security industry.</p>
2.	23	How happy are you with your present remuneration?	<p>53.1% of respondents are happy with their present remuneration.</p> <p>22.8% of respondents are very happy with their present remuneration.</p> <p>Majority of the military veterans are happy and content with their remuneration in the private security industry.</p>
3.	24	Would you risk your life for the current organisation?	<p>40.6% of the respondents were ready to risk their lives for their current organization.</p> <p>39.6% of respondents have answered maybe depending upon the type of situation at work.</p> <p>Military Veterans by virtue of their service to the nation, are found to be loyal to the</p>

			organization and are ready to risk their lives for the organization and the private security industry.
4.	25	How motivated do you consider yourself?	<p>64.1% of the respondents were very motivated.</p> <p>18.1% of the respondents were extremely motivated.</p> <p>Military Veterans are generally motivated and would positively impact the private security industry.</p>
5.	26	How intellectually challenged do you feel at work	<p>51.1% of respondents indicated that they were intellectually challenged in their work.</p> <p>22.9% of respondents indicated that they extremely intellectually challenged in their work.</p> <p>Military veterans have found the private security industry to be intellectually challenging thereby impacting the culture and overall performance of the private security industry.</p>

6.	28	What do you feel about your job being able to keep you busy all the time?	<p>53.4% of respondents are satisfied with their work keeping them busy all the time.</p> <p>25.7% of respondents are very satisfied with their work keeping them busy.</p> <p>Majority of the military veterans are satisfied with private security industry keeping them positively engaged and busy all the while.</p>
7.	29	What do you feel about your job giving you the chance to do different things from time to time?	<p>65.1% of respondents are satisfied with their work providing them a chance to do different things from time to time.</p> <p>16% of respondents are very satisfied with their work providing them a chance to do different things from time to time.</p> <p>Military veterans are generally satisfied with their work in private security industry giving them opportunities to do different things from time to time. This will contribute to longevity of service by military veterans.</p>
8.	30	What do you feel about your job providing steady employment?	<p>52.6% of respondents are satisfied with the steady employment their work provides.</p>



			<p>24.9% of respondents are very satisfied with the steady employment their work provides.</p> <p>Military veterans consider private security industry to be a steady source of employment. This will contribute to longevity of service by military veterans.</p>
9.	31	<p>What do you feel about your job providing you the freedom to use your own judgement?</p>	<p>62.3% of respondents are satisfied with their job providing them the freedom to use their own judgement.</p> <p>17.7% of respondents are very satisfied with their job providing them the freedom to use their judgement.</p> <p>Military Veterans are generally satisfied with the private security industry providing them the freedom to use their judgement.</p>
10.	32	<p>What do you feel about your job providing you the chance to try your own methods of doing work?</p>	<p>54.1% of respondents are satisfied with their job providing them the chance to try their own methods.</p> <p>33.6% of respondents are very satisfied with their job providing them the chance to try their own methods.</p>

			<p>Military veterans are generally satisfied with private security providing them the chance to try their own methods of doing work.</p>
11.	33	<p>What do you feel about your job culture and working conditions?</p>	<p>59.4% of respondents are satisfied with their job culture and working conditions.</p> <p>24.8% of respondents are very satisfied with their job culture and working conditions.</p> <p>Military veterans are generally satisfied with their job culture and working conditions thereby contributing positively to the culture of private security industry in India.</p>
12.	34	<p>What do you feel about the chance of advancement on your job?</p>	<p>52.4% of respondents are satisfied with the chance of advancement on their job.</p> <p>24% of respondents are very satisfied with the chance of advancement on their job.</p> <p>Military veterans are generally satisfied with the chance of advancement that private security industry provides, thereby contributing to the longevity of service in the private security industry.</p>

13.	35	How satisfied are you with the way your co-workers get along with each other?	<p>62.5% of respondents are satisfied with the way in which they get along with their co-workers.</p> <p>18.1% are very satisfied with the way in which they get along with their co-workers.</p> <p>Military Veterans are generally satisfied in inter-personal relationships in private security industry thereby contributing to a healthy work culture in the private security industry.</p>
14.	36	How satisfied are you with the way you get praised for doing a good job?	<p>50.3% of respondents are satisfied in the way they get praised for doing a good job.</p> <p>34.3% of respondents are very satisfied in the way they get praised for doing a good job.</p> <p>Military veterans are generally satisfied with the manner in which they get praised thereby increasing loyalty to the organization and contributing to a positive work culture.</p>
15.	37	How satisfied are you with the feeling of	<p>58.4% of respondents are satisfied with the feeling of accomplishment they get with their work.</p>

		accomplishment you get from your job?	<p>26.4% of respondents are very satisfied with the feeling of accomplishment.</p> <p>Military Veterans are generally satisfied with the feeling of job accomplishment they get from private security thereby contributing positively to the industry.</p>
16.	57	Does prior military experience help in the Private Security Domain?	<p>92.4% of the respondents indicated that prior military experience helps in the private security industry.</p> <p>Military veterans by virtue of their military service bring positive experience to the private security industry thereby impacting it positively.</p>
17.	58	How do you think Military Veterans contribute to the Private Security Industry with their Experience	<p>55.5% of the respondents think that military veterans contribute positively to the private security industry with their experience.</p> <p>36.8% of respondents think that military veterans contribute immensely to the private security industry with their experience.</p>

			Military veterans are considered experienced and trained manpower for the private security industry in India.
18.	59	How do you think Military Veterans contribute to the Private Security Industry with their Moral Integrity?	<p>55.5% of the respondents think that military veterans contribute positively to the private security industry with their moral integrity.</p> <p>39.8% of respondents think that military veterans contribute immensely to the private security industry with their moral integrity.</p> <p>Military veterans are generally considered to contribute positively with their moral integrity thereby impacting the private security industry.</p>
19.	60	How do you think Military Veterans contribute to the Private Security Industry with their Loyalty to the Organization	<p>54.4% of the respondents think that military veterans contribute positively to the private security industry with their loyalty to the organization.</p> <p>39.9% of respondents think that military veterans contribute immensely to the private security industry with their loyalty to the organization.</p>

			<p>Military veterans are generally considered to contribute positively with their loyalty to the organization thereby impacting the private security industry.</p>
20.	61	<p>How do you think Military Veterans contribute to the Private Security Industry with their Discipline?</p>	<p>55.2% of the respondents think that military veterans contribute positively to the private security industry with their discipline.</p> <p>40.7% of respondents think that military veterans contribute immensely to the private security industry with their discipline.</p> <p>Military veterans are generally considered disciplined and trained manpower that would positively impact the private security industry in India.</p>
21.	62	<p>How do you think Military Veterans contribute to the Private Security Industry with their Leadership?</p>	<p>55.8% of the respondents think that military veterans contribute positively to the private security industry with their leadership.</p> <p>39.7% of respondents think that military veterans contribute immensely to the private security industry with their leadership.</p>

			Leadership is an important skill that is required in the private security industry. Military veterans are considered to possess this skill and contribute positively to the organisation and industry.
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#### 4.11 Research Question Four (RQ-4)

This section of the chapter discusses the Research Question - How do organisations in India stand to benefit by hiring military veterans in their private security?

The following SOQs were referred to for RQ-4 :-

*Table 88 – RQ 4 : Research Question IV*

Ser	SOQ No.	Question	Remarks & Justification
1.	69	How happy are you to have a Military Veteran in your team?	56.6% of respondents were happy to have military veterans in their team.  39.2% of respondents were very happy to have military veterans in their team.  Military veterans fit well in teams and team members are generally happy having them on their teams.

2.	70	How much do you think the Military Veteran contributes to the private security of your organisation?	<p>57.9% of the respondents consider military veterans to contribute positively to the private security of the organisation.</p> <p>37.6% of respondents considered military veterans to contribute immensely to the private security of the organization.</p> <p>Military veterans contribute positively to the private security of organisations.</p>
3.	71	How would you rate the Leadership Skills of the Military Veteran?	<p>54.8% of respondents rated the leadership skills of military veterans in their teams to be good.</p> <p>40.1% of respondents rated the leadership skills of military veterans in their teams to be very good.</p> <p>Military veterans by virtue of their experience in the military, demonstrate good leadership skills which would benefit the organization.</p>
4.	72	How flexible and adaptable do you think the Military Veteran is?	61.4% of the respondents considered the flexibility and adaptability of military veterans in their team to be good.



			<p>18.5% of respondents considered it to be very good.</p> <p>Team members find military veterans to be flexible and adaptable and hence form great teams which in turn benefits the organization.</p>
5.	73	How well can the Military Veteran Communicate?	<p>54.5% of the respondents rated the communication skills of military veterans in their teams to be good.</p> <p>41.6% of the respondents considered the communication skills of military veterans to be very good.</p> <p>Communication skills are considered essential for employees in the organization. Good communication between employees directly benefits organisations.</p>
6.	74	Would you consider hiring a Civilian in lieu of a Military Veteran for the same job role?	<p>38.3% of the respondents would not hire a civilian in lieu of a military veteran for the same job role.</p> <p>Military veterans are HR assets that organisations value.</p>

7.	75	How competent do you consider the military veteran in your team?	<p>57.2% of the respondents considered military veterans in their team to be competent.</p> <p>37.4% of the respondents considered military veterans to be very competent.</p> <p>Military veterans are generally considered competent for the private security of the organization.</p>
8.	77	How much does your military veteran line manager/ HOD inspire you?	<p>52.9% of the respondents consider military veteran bosses to inspire them.</p> <p>40.9% of respondents consider military veteran bosses to inspire them immensely.</p> <p>Military veterans make good leaders which benefits the organization.</p>
9.	78	Is your line manager/ HOD concerned about your personal and professional well-being?	<p>89.7% of the respondents consider their military bosses to be concerned about their personal and professional well-being.</p> <p>Military veterans make good leaders which benefits the organization.</p>
10.	79	Do you feel motivated working with your military	48.2% of the respondents felt motivated to work with their military veteran boss.

		veteran line manager/ HOD?	<p>42.3% of the respondents felt very motivated to work with their military veteran boss.</p> <p>Military veterans can motivate the team and bring positive results to the organization.</p>
11.	80	How empathetic is your line manager/ HOD?	<p>58% of the respondents considered their military veteran bosses to be empathetic.</p> <p>35.5% of the respondents considered their military veteran bosses to be very empathetic.</p> <p>Military veterans make good team leaders which benefits the organization.</p>
12.	81	How encouraging is your line manager/ boss?	<p>50.6% of the respondents rated their military veteran bosses to be very encouraging.</p> <p>42.7% of the respondents rated their bosses as encouraging.</p> <p>Military veterans make good leaders which benefits the organization.</p>

13.	82	How approachable do you consider your line manager/ HOD?	<p>56.2% of the respondents considered their military veteran bosses to be approachable.</p> <p>38.6% of the respondents considered their bosses to be very approachable.</p> <p>Military veterans make good team leaders which benefits the organization.</p>
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#### 4.12 Summary of Findings

This chapter described the results of the survey online questionnaire (SOQ) and is considered to be one of the most important for this research. The SOQ was divided into six sections that have been explained below. In addition, four research questions (RQ 1 – 4) were also attempted to be explained in this chapter.

Section-I comprised 18 questions related with the demographic data of the 1517 respondents of the questionnaire. Majority of the respondents were males (85%) and from the age group 31 – 40 years (69%). The respondents were found to be well educated and majority were post- graduates (60%). Majority of the respondents were married (66.2%), having 1-2 children (70%) and having 1-4 family dependents on them (75%). 46% of the respondents reported that they or their family members had medical dependencies, disabilities or prolonged illnesses. The respondents belonged to and worked in all states and union territories of India and 53% of the respondents had worked for a minimum 2-3 organizations in their careers. Majority of the respondents (87%) were military veterans

having 6 – 15 years of service. Majority of the military veterans' respondents (95%) were private security professionals having atleast 1-15 years of service.

Section II comprised of 17 questions related to the Quality of Life of the respondents. These 17 questions were divided into two groups for further analysis. Group I of quality of life measured the satisfaction, happiness, stress, motivation and physical fitness of the respondents. The respondents were divided category wise to determine the quality of life and one way ANOVA was conducted to measure difference in the quality of life among different occupation categories. Group II measured the parameters related to the perceived quality of life as felt by respondents. This group was also divided category wise and one way ANOVA was conducted for group II to display the analysis of variances for each of the variables.

Section III comprised 15 questions related with the skills and traits of the participants. It was determined in this section if the respondents were trained to use a weapon and trained in any form of martial arts or self-defence techniques. It was also determined if respondents were comfortable working in and leading teams in crisis situations and how adaptable and flexible, they were at work. In addition, managerial skills, leadership skills, communication skills and awareness levels of the right of private defense (ROPD) of the respondents were also measured.

Section IV comprised 15 questions related with the opinion of the respondents regarding the private security industry in India. Parameters such as professional growth, experience, moral integrity, loyalty, discipline and comfort of respondents using security automation technology were captured.

Section V comprised 7 questions related to feedback of the respondents regarding the skills and traits of military veterans. The respondents' happiness levels with military veterans, contribution of veterans, flexibility and adaptability, leadership, communication skills and level of competency were measured.

Section VI comprised 6 questions related to the feedback of respondents regarding having military veterans as their bosses, line managers or head of department. Qualities such as empathy, motivation, encouragement of military veteran bosses were captured.

In addition to the six sections mentioned above, 4 research questions (RQ 1-4) were also discussed. Each of the research questions were mapped with corresponding survey online questions (SOQs) and the findings were presented in a tabular format along with remarks and justifications. In these sections, it was attempted to corroborate the validity of the research questions using results of the online questions described earlier.

#### **4.13 Conclusion**

The online survey questions (82) have been described in detail in order to validate the research questions 1-4. The results of the questionnaire have been discussed in this chapter. This chapter aims at exploring the relation between military veterans and private security industry in India. The interpretations and discussions of the findings will be presented in the subsequent chapter 5.

## CHAPTER V: DISCUSSION

### **5.1 Introduction**

This chapter discusses the results enumerated in the previous chapter IV. The chapter comprises 10 sections after the introduction. Each section attempts to discuss the relation between military veterans and the private security industry, and how they both complement each other.

The first section comprises discussions on the demographic data of the respondents. The next section contains discussions regarding the quality of life of respondents in the private security industry. The third section discusses the skills and traits of the respondents and how they benefit and complement the private security industry. The fourth section discusses the opinion of the respondents with regard to the private security industry. The fifth section discusses the feedback of respondents about military veterans in their teams. The sixth section discusses the feedback of respondents about having military veterans bosses/ line manager or HODs. The next four sections talk about the Research Questions 1- 4.

### **5.2 Discussion of Demographic Data**

In the study, the demographic data of the respondents were captured and the results were provided in section 4.2. This chapter discusses the demographic data. The demographic data helped understand and categorize the respondents on multiple factors

thereby assisting in the analysis of data. Important observations of the demographic data are appended below:-

### **5.2.1 Age**

The majority of the respondents (39.5%) were in the age bracket of 31-35 years. The next largest group (29.3%) belonged to the age bracket of 36 – 40 years.

The majority of respondents left military service at the peak of their working age and need a second career to support their families. The second career is also important to maintain the quality of life of respondents in the civilian world which should be similar, if not more, than their lives in the military.

Furthermore, the availability of trained and experienced manpower in this comparatively younger age bracket provides the human resources for leadership roles in the private security industry.

### **5.2.2 Sex**

Majority of the respondents (84.9%) were males. Since the armed forces are a male dominated profession, the result of the survey is proportionate with the target population.

### **5.2.3 Highest Educational Qualifications**

Majority of the respondents (61%) were post-graduates and next largest group (34%) were graduates. The findings of the survey indicate that military veterans are well educated at the time they decide to separate from the military service. This educated and



experienced section of the population can contribute positively to the manpower deficiency in the private security industry of India.

#### **5.2.4 Present Occupation**

Majority of the respondents (60.7%) were salaried professionals. Since majority were salaried, it would be safe to assume that most of these personnel would look out for a second source of income after they are released from military service. The skills and experience of military veterans are compatible with the requirements of private security industry. Therefore, job opportunities provided by the private security industry would benefit majority of the military veterans in finding a suitable second career post military service.

#### **5.2.5 Marital Status**

Majority of the respondents (66.2%) are married and have a family to support. This section of the population would require a suitable second career to meet their family requirements after leaving the military service. Job opportunities provided by the private security industry would therefore benefit the military veterans and their families.

#### **5.2.6 Number of Children**

Majority of the respondents have one child (39.4%) or two children (33.8%). Hence the individual has a family to support after his/her release from military service. This section of the population would require a suitable second career after the military service.

Job opportunities provided by the private security industry would benefit the military veterans and their families.

### **5.2.7 Number of Family Members Dependent on the Respondent**

Majority of the respondents (52.5%) have 1-2 dependents and the next largest group (22.6%) had 3-4 dependents on the respondent. The individual has a family to support after his release from military service and would look for alternate job opportunities. Hence, job opportunities provided by the private security industry would benefit the military veterans in finding a suitable second career.

### **5.2.8 Occupation of Spouse**

Majority of the spouses of respondents (49.1%) are salaried which indicates that both the husband and wife are working to support their families. The individual has a family to support after his release from military service and would actively search for job opportunities in the corporate world. Job opportunities provided by the private security industry would benefit the military veterans and their families.

### **5.2.9 Children Education Status**

The majority of respondents' children (34.9%) went to school. The next largest group of respondents' (17.7%) children were attending college. The individual has a family to support after his release from military service and would actively search for job opportunities in the private sector. Job opportunities provided by the private security industry would benefit the military veterans in providing a suitable second career.

### **5.2.10 Medical Dependencies/ Disability or Prolonged Illness**

47% of the respondents indicated that they and their families have medical dependencies/ disabilities or prolonged illnesses. It is considered imperative for the individual to search for an alternate source of income after his/her release from military service in order to meet their family medical requirements. Job opportunities provided by the private security industry would benefit the military veterans and their families in choosing their second profession.

### **5.2.11 State Belonging to and Working in**

The survey received responses from all states and union territories of India which indicates that military veterans are available at all locations of the country. Private security industry is a profession that provides work opportunities across India and require personnel who are flexible working in different parts of the country. Since military veterans are accustomed to transfers in various parts of the country, they can consider private security as a preferred second career option post military service.

### **5.2.12 Number of Organisations Worked For**

The majority of the respondents (35.3%) had worked for atleast 2 organizations. The next largest group (28.2%) had worked for atleast 3 organizations. The findings indicate that the respondents are comfortable working in multiple organisations and can adapt to new working environments very quickly. Since the military skills and adaptability are a common factor, the private security industry can thus be considered as a preferred second career option.

### **5.2.13 Pension**

45.7% of the respondents did not have any pension. Therefore, it is considered imperative for the individual to search for job opportunities and continue working after his release from military service, in order to meet his/her family requirements. Job opportunities provided by the private security industry would benefit the military veterans and their families.

### **5.2.14 Military Service and Tenure**

Majority of the respondents (87.3%) were military veterans. Amongst them, the majority (30.7%) had served for 11 – 15 years of service. The second largest group (29.9%) had served for 6-10 years in the military. The third largest group (12.5%) had served for 1-5 years of service.

As can be observed, majority of the veterans have many years of service to offer after their release from the military service. It is considered imperative for the individuals to continue working after their release from military service, in order to meet their family requirements. Therefore, job opportunities provided by the private security industry would benefit the military veterans and their families.

### **5.2.15 Private Security Professional**

95% of all the respondents were private security professionals. Further, 96% of all military veterans who had responded to the survey belonged to the private security industry. The high number of military veterans in the private security industry indicates a

good working relation and a suitable career option. Hence the private security industry can provide a good second career option for military veterans.

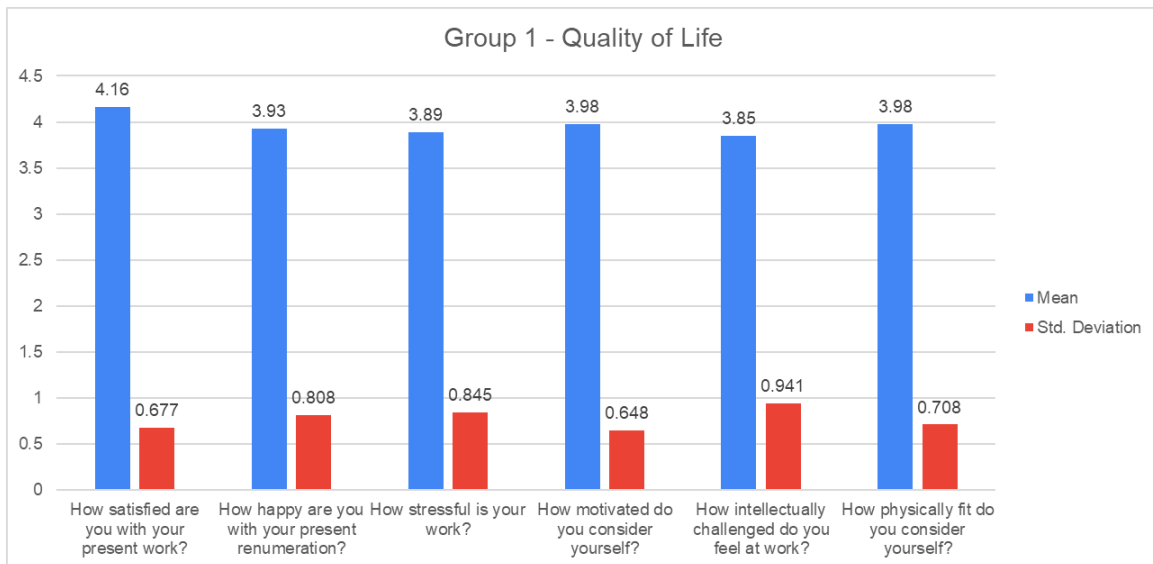
### 5.3 Discussion on the Quality of Life

For the purpose of this study, 17 questions of the SOQ were dedicated to determine the quality of life of respondents who are military veterans in the private security industry. This section discusses the opinion of the respondents with regard to their happiness and satisfaction levels being part of the private security industry.

#### 5.3.1 Group I – SOQs to determine Quality of Life

The statistics presented below provide the mean and standard deviation for six categories usually related with occupational quality of life. These elements include job satisfaction, remuneration happiness, perceived job stress, self-motivation, physical fitness, and intellectual challenge.

Figure 84 – Group I – Quality of Life (QoL)



For the question, “How satisfied are you with your present work?”, majority of the respondents (59.1%) are satisfied with their present work. The next largest group (29.7%) are very satisfied with their present work. Cumulatively, 88.8% of the respondents are satisfied/ very satisfied with their present work. The mean for this question is 4.17 which is very high and indicates that respondents are generally satisfied with their present work.

For the question, “How happy are you with your present remuneration?”, majority of the respondents (53.3%) indicated that they are happy with their present remuneration. The next largest group (22.8%) were very happy with their present remuneration. Cumulatively, 76.1% of the respondents are happy/ very happy with their present remuneration. The mean for this question is 3.93 which is fairly high and indicates that respondents are generally happy with their present remuneration.

For the question, “How stressful is your work?”, majority of the respondents (56.6%) consider their work to be stressful. The next largest group (20.4%) consider their work to be very stressful. Cumulatively, 77% of the respondents consider their work to be stressful/ very stressful. The mean for this question is 3.89 which is high and indicates that respondents generally consider their work to be stressful.

For the question, “How motivated do you consider yourself?”, majority of the respondents (64.1%) consider themselves to be motivated. The next largest group (18.1%) consider themselves to be very motivated. Cumulatively, 82.2% of the respondents consider themselves to be motivated/ very motivated. The mean for this question is 3.98 which is high and indicates that respondents are generally motivated with their work.

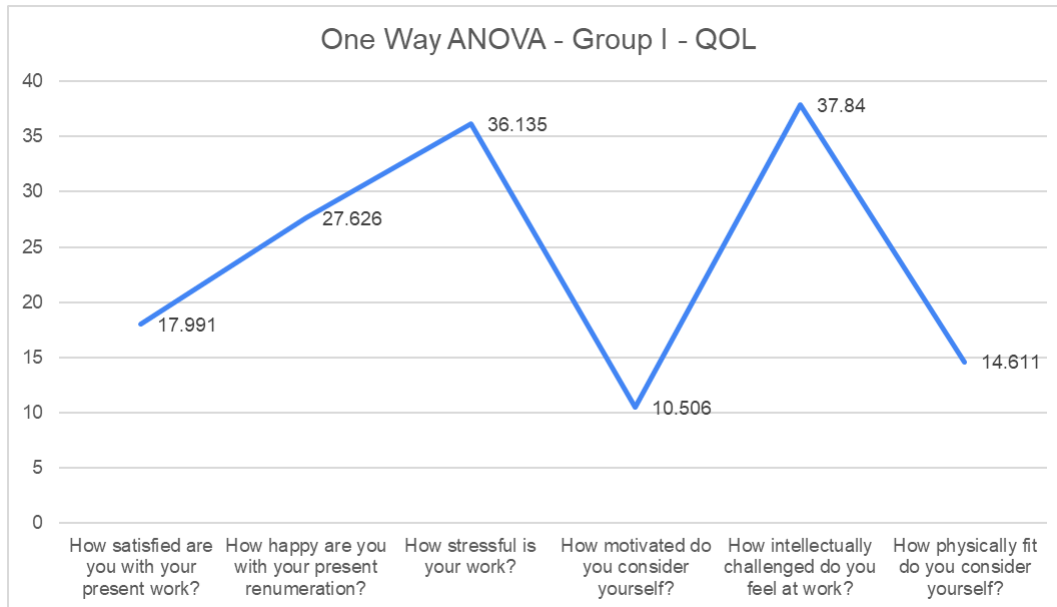
For the question, “How intellectually challenged do you feel at work?”, majority of the respondents (51%) consider themselves to be intellectually challenged at work. The next largest group (22.9%) consider themselves to be very to be intellectually challenged at work. Cumulatively, 73.9% of the respondents consider themselves to be intellectually challenged/ very intellectually challenged at work. The mean for this question is 3.85 which is high and indicates that respondents are generally intellectually challenged at work.

For the question, “How physically fit do you consider yourself?”, majority of the respondents (62.5%) consider themselves to be physically fit. The next largest group (19.9%) consider themselves to be very physically fit. Cumulatively, 82.4% of the respondents consider themselves to be fit/ very fit. The mean for this question is 3.98 which is high and indicates that respondents generally consider themselves to be physically fit.

**Summary** - As can be seen from the figure 84 above, the mean of the Group I of SOQs for Quality of Life is **3.97** with a mean standard deviation of **0.77**. Overall, the mean values for each of these characteristics are high, indicating that respondents view their quality of life at work to be favourable on average. The mean value of 3.97 indicates that respondents regard their quality of life at work to be positive overall in the private security industry.

## ANOVA

Figure 85 – ANOVA – Group I of Quality of Life



The ANOVA findings display the analysis of variance for each of the six variables, which compares the means of each group (Army, Navy, Airforce, and Non-Veteran) to discover if there is a significant difference in their levels of satisfaction.

Regarding the question, "How satisfied are you with your present work? ", the F-ratio of 17.991 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels of satisfaction.

Regarding the question, " How happy are you with your present remuneration ?" the F-ratio of 27.626 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean happiness levels.



Regarding the question, "How stressful is your work?", the F-ratio of 36.135, which indicates a statistically significant difference in mean stress levels between the groups, is significant at  $p < .05$ .

Regarding the question, "How motivated do you consider yourself?", the F-ratio of 10.506 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean motivation levels.

Regarding the question, "How intellectually challenged do you feel at work?", the F-ratio of 37.840 is significant at  $p < .05$ , showing that there is a statistically significant difference in the mean degrees of intellectual difficulty between the groups.

At  $p < .05$ , the F-ratio of 14.611 for the question "How physically fit do you consider yourself?" is significant, indicating that there is a statistically significant difference between the groups' mean physical fitness levels.

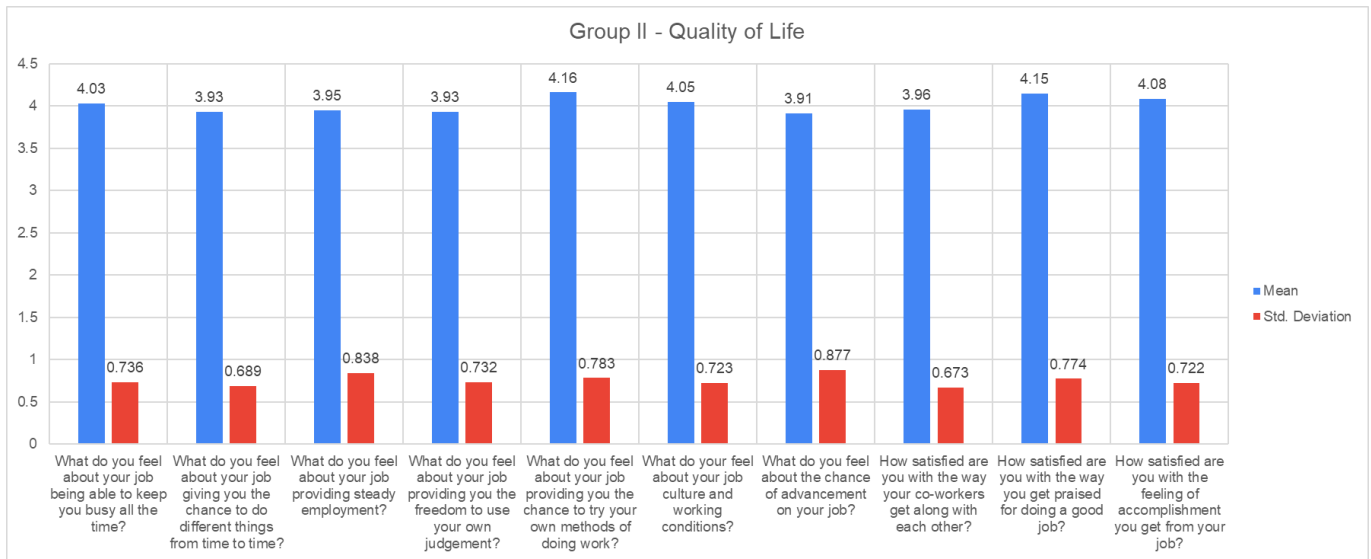
Overall, the F-scores are considerably high and all p-values are less than 0.05 therefore ANOVA results indicate that there is significant difference amongst the group with regard to group I of quality of life.

**Summary** - Overall, the ANOVA results indicate that the employment of military veterans in the private security business/domain in India has a significant impact on the employees' quality of life in terms of their job satisfaction, remuneration satisfaction, stress level, motivation, intellectual challenge, and physical fitness.

### **5.3.2 Group II – SOQs to determine Quality of Life**

The statistics presented below provide the mean and standard deviation for Group II categories of SOQs related with occupational quality of life.

Figure 86- Group II – Quality of Life (QoL)



For the question, “What do you feel about your job being able to keep you busy all the time?”, majority of the respondents (53.4%) consider their work to keep them busy all the time. The next largest group (25.7%) consider their work to keep them very busy all the time. Cumulatively, 79.14% of the respondents consider their work to keep them busy/very busy all the time. The mean for this question is 4.03 which is high and indicates that respondents generally consider their job to keep them busy at all times.

For the question, “What do you feel about your job giving you the chance to do different things from time to time?”, majority of the respondents (65.1%) consider their job to give them a chance to do different things from time to time. The next largest group (16%) consider their job to give them a high chance to do different things from time to time. Cumulatively, 81.1% of the respondents consider their job to give them a chance to do different things from time to time. The mean for this question is 3.93 which is high and indicates that respondents generally consider their job to give them a chance to do different things from time to time.

For the question, “What do you feel about your job providing steady employment?”, majority of the respondents (52.6%) consider their job to provide steady employment. The next largest group (24.9%) consider their job to provide very steady employment. Cumulatively, 77.5% of the respondents consider their job to provide steady/very steady employment. The mean for this question is 3.95 which is high and indicates that respondents generally consider their job to provide steady employment.

For the question, “What do you feel about your job providing you the freedom to use your own judgement?”, majority of the respondents (62.3%) consider their job to provide them the freedom to use their own judgement. The next largest group (17.7%) are very satisfied with their job to provide them the freedom to use their own judgement. The mean for this question is 3.93 which is high and indicates that respondents are generally satisfied with their job giving them the freedom to use their own judgement.

For the question, “What do you feel about your job providing you the chance to try your own methods of doing work?”, majority of the respondents (54.1%) are satisfied with their job providing them the chance to try their own methods at work. The next largest group (33.6%) are very satisfied with their job providing them the chance to try their own methods at work. The mean for this question is 4.16 which is high and indicates that respondents are generally satisfied with their job providing them the chance to try their own methods at work.

For the question, “What do you feel about your job culture and working conditions?”, majority of the respondents (59.4%) are satisfied with their job culture and working conditions. The next largest group (24.8%) are very satisfied with their job culture

and working conditions. The mean for this question is 4.05 which is high and indicates that respondents are generally satisfied with their job culture and working conditions.

For the question, “What do you feel about the chance of advancement on your job?”, majority of the respondents (52.4%) are satisfied with the chance of advancement on their job. The next largest group (24%) are very satisfied with the chance of advancement on their job. The mean for this question is 3.91 which is high and indicates that respondents are generally satisfied with the chance of advancement on their job.

For the question, “How satisfied are you with the way your co-workers get along with each other?”, majority of the respondents (62.5%) are satisfied with the way their co-workers get along with each other. The next largest group (18.1%) are very satisfied with the way their co-workers get along with each other. The mean for this question is 3.96 which is high and indicates that respondents are generally satisfied with the way their co-workers get along with each other.

For the question, “How satisfied are you with the way you get praised for doing a good job?”, majority of the respondents (50.3%) are satisfied with the way they get praised for doing a good job. The next largest group (34.3%) are very satisfied with the way they get praised for doing a good job. The mean for this question is 4.15 which is high and indicates that respondents are generally satisfied with the way they get praised for doing a good job.

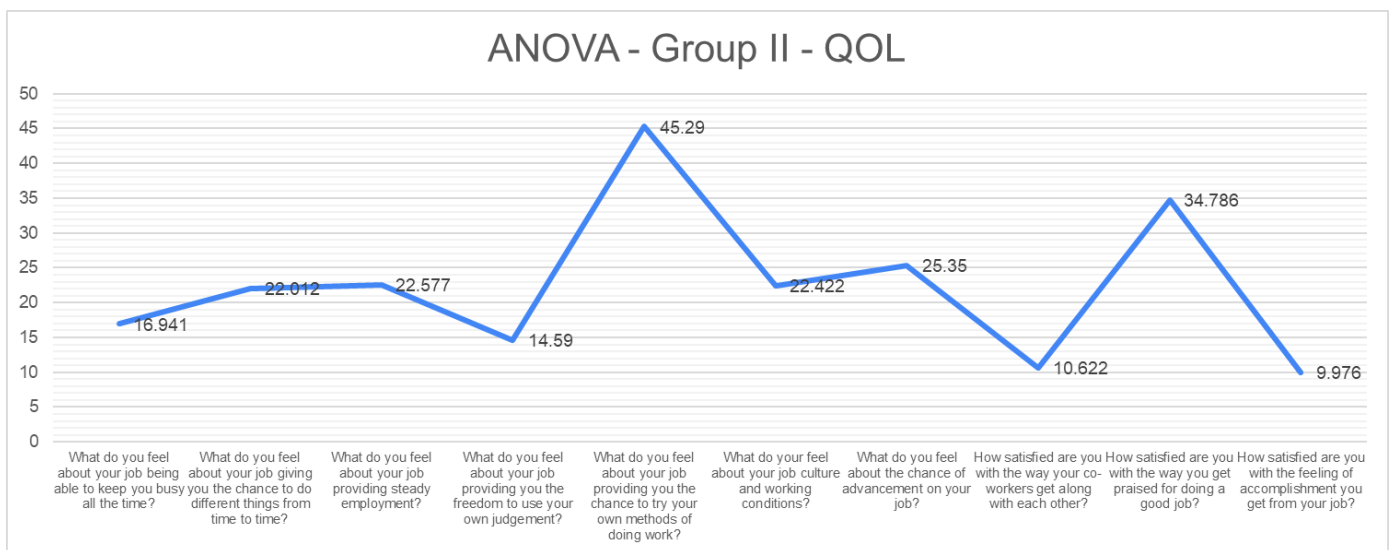
For the question, “How satisfied are you with the feeling of accomplishment you get from your job?”, majority of the respondents (58.4%) are satisfied with the feeling of

accomplishment they get from their job. The next largest group (26.4%) are very satisfied with the feeling of accomplishment they get from their job. The mean for this question is 4.08 which is high and indicates that respondents are generally satisfied with the feeling of accomplishment they get from their job.

**Summary** - As can be seen from the figure 86 above, the mean of the Group II of SOQs for Quality of Life is **4.0** with a mean standard deviation of **0.76**. Overall, the mean values for each of these characteristics are rather high, indicating that respondents view their quality of life at work to be favourable on average. The mean value of 4.0 indicates that respondents regard their quality of life at work to be positive overall with regard to the ten parameters shown above.

## ANOVA

Figure 87 – ANOVA – Group II of Quality of Life



Regarding the question, "What do you feel about your job being able to keep you busy all the time?", the F-ratio of 16.941 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels of keeping busy all the time.

Regarding the question, "What do you feel about your job giving you the chance to do different things from time to time?" the F-ratio of 22.012 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels.

Regarding the question "What do you feel about your job providing steady employment?" the F-ratio of 22.012, which indicates a statistically significant at  $p < .05$  , showing that there is significant difference in mean levels between the groups regarding steady employment.

On the question " What do you feel about your job providing you the freedom to use your own judgement?", the F-ratio of 14.590 is significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean levels of freedom.

On the question, " What do you feel about your job providing you the chance to try your own methods of doing work?", the F-ratio of 45.290 is significant at  $p < .05$ , showing that there is a statistically significant difference in the mean degrees of using own methods at work between the groups.

Regarding the question, "What do you feel about your job culture and working conditions?" the F-ratio of 22.422 is statistically significant at  $p < .05$ , showing that there

is a statistically significant difference between the groups' mean levels appreciating job culture and working conditions.

Regarding the question “How satisfied are you with the way your co-workers get along with each other?” the F-ratio of 10.622, which indicates a statistically significant at  $p < .05$  , showing that there is significant difference in mean levels between the groups regarding advancement in the job.

Regarding the question, “How satisfied are you with the way you get praised for doing a good job?” the F-ratio of 34.786 is statistically significant at  $p < .05$ , showing that there is a statistically significant difference between the groups' mean satisfaction levels of getting praised at work.

At  $p < .05$ , the F-ratio of 9.976 for the question " How satisfied are you with the feeling of accomplishment you get from your job?" is significant, indicating that there is a statistically significant difference between the groups' mean satisfaction levels of accomplishment at work.

Overall, the F- scores are considerably high and all p-values are less than 0.05 therefore ANOVA results indicate that there is significant difference amongst the group with regard to group II of quality of life.

**Summary** - Overall, the ANOVA results indicate that the employment of military veterans in the private security business/domain in India has a significant impact on the employees' quality of life in terms of them keeping busy on job, the chance to do different things on the job, steady employment, freedom to use own judgement, chance to try own

methods at work, job culture and working conditions, advancement on job, relation with co-workers, getting praised for doing a good job and feeling of accomplishment on the job.

## **5.4 General Questions about Skills and Traits**

For this section, there were 15 SOQs dedicated to capture the skills and traits of the respondents. This section of the chapter discusses the skills and traits of respondents.

### **5.4.1 Number of People Reporting to the Respondent**

The majority of respondents (40.3%) have 1-2 people reporting to them. The second largest group (26.8%) have 3-5 people reporting to them. The third largest group (12.4%) have more than 10 people reporting to them.

As can be observed from the data above, military veterans are comfortable leading and managing teams which is considered to be an important skill required in the private security industry of India.

### **5.4.2 Training for Using a Weapon**

The majority of respondents (68.6%) have indicated that they have formal training on the use of a weapon. This is considered to be an important skill required in the private security industry of India.



### **5.4.3 Owning a Licenced Weapon**

32% of the respondents (all military veterans) have indicated that they own a personal licensed weapon. This is considered to be an important asset in the private security industry of India.

### **5.4.4 Are you trained in any form of Martial Arts/ Self Defence?**

The majority of respondents (90%) were trained in martial arts and/or self-defence. This is considered to be an important skill required in the private security industry of India.

### **5.4.5 Are you comfortable reading the financial statements of your company?**

Majority of the respondents (54.4%) were comfortable reading financial statements and reports of the company. The next largest group (23.6%) were very comfortable reading financial reports.

Ability to read and understand financial statements is considered to be an additional skill required in the private security industry of India. This skill would enable respondents to understand and contribute to the bottom line of the organisation.

### **5.4.6 Do you feel comfortable working in a crisis situation?**

Majority of the respondents (59.2%) were comfortable working in a crisis situation. The next largest group (27%) were very comfortable working in a crisis situation.

Ability to operate in a crisis situation comfortably is considered to be an important skill required in the private security industry of India.

#### **5.4.7 How well do you perform in a stressful situation at work?**

Majority of the respondents (60.3%) were comfortable performing in stressful situations at work. The next largest group (27.7%) were very comfortable in stressful situations at work.

Ability to perform in a stressful situation is considered to be an important skill required in the private security industry of India.

#### **5.4.8 How comfortable are you in leading a team in crisis situation?**

Majority of the respondents (61%) were comfortable leading a team in a crisis situation. The next largest group (26%) were very comfortable in leading teams in a crisis situation stressful.

Ability to lead a team in a crisis situation is considered to be an important skill required in the private security industry of India.

#### **5.4.9 How quickly can you adapt to changing situations at work?**

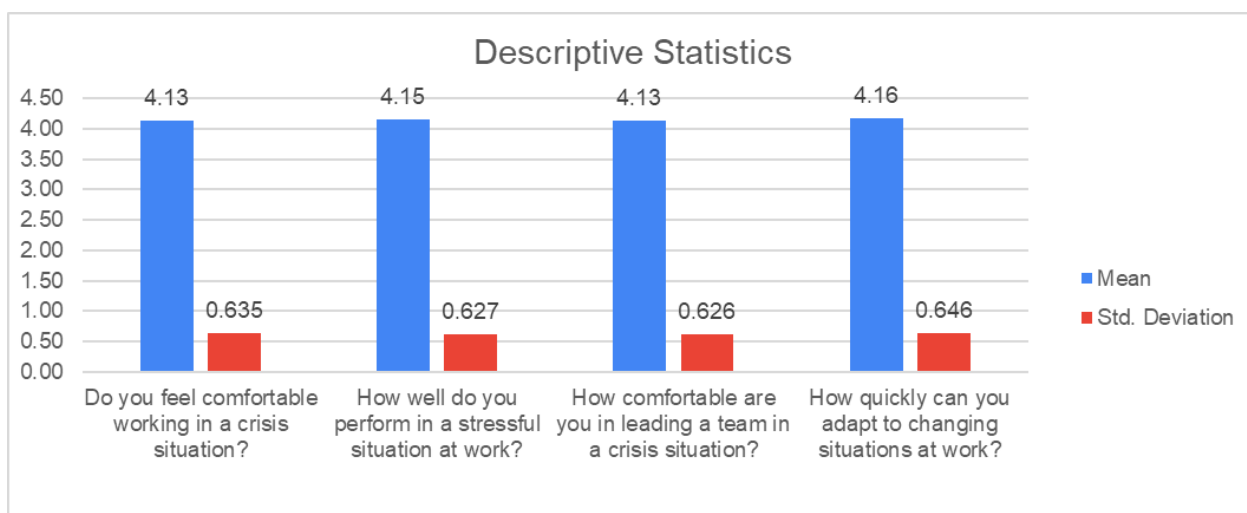
Majority of the respondents (57.3%) could quickly adapt to changing situations at work. The next largest group (29.7%) could adapt very quickly to changing situations at work.

Adaptability in the face of changing situations is considered to be an important skill required in the private security industry of India.

#### **5.4.10 Group I – Skills and Traits**

Section 5.4.6 to 5.4.9 have been summarised in the figure below.

Figure 88 – Group 1 - Skills and Traits



As can be seen from the figure 88 above, the mean of the group of questions regarding skills and trait **4.14** with a mean standard deviation of 0.63. Overall, the mean values for each of these characteristics are rather high, indicating that respondents view their skills and quality to be considerably good. The mean value of 4.14 indicates that respondents regard their skills and qualities to be positive overall, with opportunity for improvement in particular areas.

#### 5.4.11 How would you rate your Managerial Skills?

The majority of the respondents (54.3%) rated their managerial skills as good. The next largest group (37.5%) rated their managerial skills to be very good.

Managerial skills are one of the basic skills required for personnel to lead and manage teams in the private security industry of India.

#### **5.4.12 How would you rate your Leadership Skills?**

Majority of the respondents (53.6%) rated their leadership skills as good. The next largest group (39.5%) rated their leadership skills to be very good.

Leadership skills is one of the important skills required for personnel to lead teams in the private security industry of India.

#### **5.4.13 How would you rate your Communication Skills?**

The majority of the respondents (58.4%) rated their communication skills to be good. The next largest group (32.6%) rated their communication skills as very good.

Communication skills is considered one of the most important skills required by a private security professional.

#### **5.4.14 Would you be willing to relocate to another city for work?**

The majority of respondents (33%) were willing to relocate anywhere anytime and were always ready to serve the organisation. The next largest group (24.8%) were ready to relocate to another city in case of both professional and monetary growth.

Flexibility of relocating to any city in India helps the respondent as the private security industry is a profession that is available across all states of India.

#### **5.4.15 Are you capable of conducting an investigation at work?**

The majority of the respondents (58.5%) indicated that they were capable of conducting investigations at work. The next largest group (24.1%) reported that they were very capable of conducting investigations at work.

Ability to conduct investigations is considered to be an important skill required in the private security industry of India.

#### 5.4.16 Are you aware about the Right of Private Defence (ROPD)?

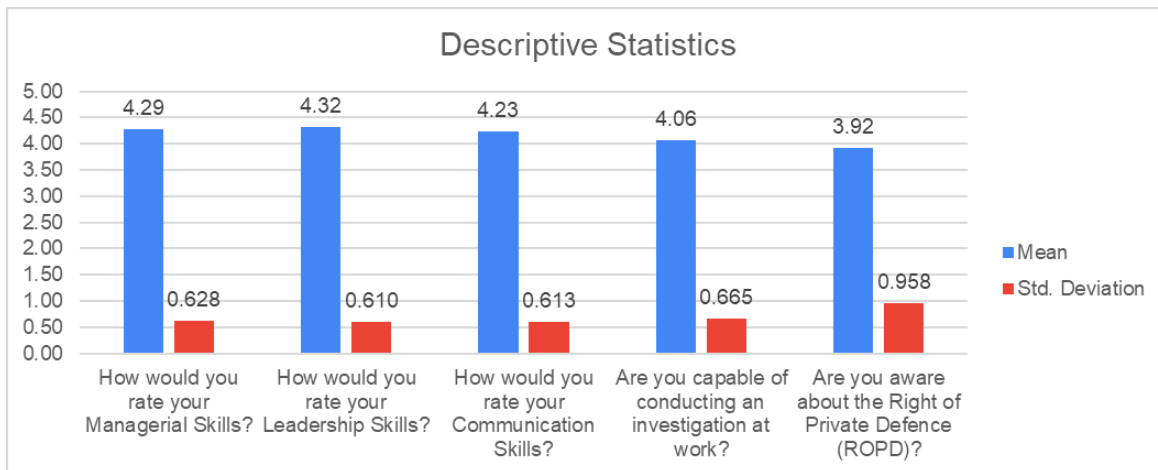
The majority of the respondents (51.5%) were aware about the right of private defence in India.

Right of Private Defence (ROPD) is considered to be an important subject in the field of private security. Knowledge of ROPD is considered to be a mandatory in the private security industry of India.

#### 5.4.17 – Group II – Skills and Traits

Points 5.4.11 – 5.4.16 have been summarised below.

Figure 89 – Group II - Skills and Traits



As can be seen from the figure above, the mean of the group of questions regarding skills and trait **4.16** with a mean standard deviation of 0.69. Overall, the mean values for each of these characteristics are rather high, indicating that respondents view their skills

and quality to be considerably good. The mean value of 4.16 indicates that respondents regard their skills and qualities to be positive overall, with opportunity for improvement in particular areas.

## **5.5 Opinion about the Private Security Industry in India**

This section of the chapter discusses the opinion of respondents regarding the private security industry in India.

### **5.5.1 Are you aware about the employment options that Private Security Industry provide in India?**

The majority of the respondents (91.5%) were aware about the employment options that private security industry provides. This indicates that the respondents have researched the job market adequately and have considered the private security industry to provide them suitable career options.

### **5.5.2 Do you consider Private Security to be a menial or low-status profession?**

The majority of the respondents (46%) found private security industry to be a menial or low-status profession. This indicates that the respondents may have pre-conceived notions regarding the private security industry in India. This may be due to the lack of awareness amongst the military veterans. However the remaining 54% of the respondents were aligned towards private security industry to be a preferred second career post release from military service.

### **5.5.3 Do you think that Private Security Industry is a good progress for your career?**

The majority of the respondents (87.9%) considered private security to be a good progress in their careers. This indicates a positive trend which the private security industry offers to the military veterans. This may enable military veterans to choose private security industry as a preferred second career.

### **5.5.4 Do you have scope to grow in the private security domain?**

The majority of the respondents (85.8%) considered positive growth in the private security industry. This indicates a positive trend which the private security industry offers to the military veterans. This may enable military veterans to choose private security industry as a preferred second career.

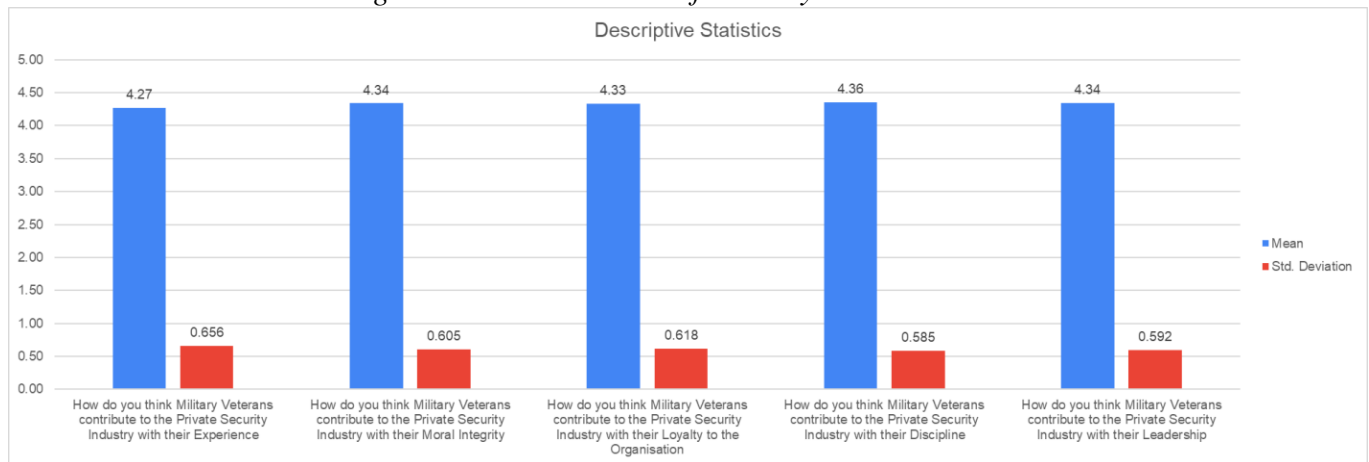
### **5.5.5 Does prior military experience help in the Private Security Domain?**

Majority of the respondents (93%) considered prior military experience to be helpful in the private security domain. Hence, all the military veterans can be considered as trained and experienced manpower that can positively complement the private security industry in India.

### **5.5.6 Contribution of Military Veterans to the Private Security Industry**

Some of the qualities of military veterans have been grouped and represented below:-

*Figure 90 – Contribution of Military Veterans*



For the question, “How do you think Military Veterans contribute to the Private Security Industry with their Experience?”, majority of the respondents (55.5%) consider military veterans to contribute to the private security industry with their experience. The next largest group (36.8%) considered military veterans to contribute immensely to the private security industry with their experience. The mean for this question is 4.27 which is high and indicates that military veterans contribute well to the private security industry with their experience. Thus, military veterans can be considered to be good additions to the private security industry.

For the question, “How do you think Military Veterans contribute to the Private Security Industry with their Moral Integrity?”, the majority of the respondents (55.1%) considered military veterans to contribute to the private security industry with their moral integrity. The next largest group (39.8%) considered military veterans to contribute immensely with their moral integrity. The mean for this question is 4.34 which is high and indicates that military veterans contribute well to the private security industry with their



moral integrity. Thus, military veterans can be considered to be good additions to the private security industry.

For the question, “How do you think Military Veterans contribute to the Private Security Industry with their Loyalty to the Organisation?”, the majority of the respondents (54.4%) considered military veterans to contribute positively to the private security industry with their loyalty to the organization. The next largest group (39.9%) considered military veterans to contribute immensely. The mean for this question is 4.33 which is high and indicates that military veterans contribute positively and well to the private security industry with their loyalty to the organisation. Thus, military veterans can be considered to be good additions to the private security industry.

For the question, “How do you think Military Veterans contribute to the Private Security Industry with their Discipline?”, the majority of the respondents (55.2%) considered military veterans to contribute positively to the private security industry with their discipline. The next largest group (40.7%) considered military veterans to contribute immensely with their discipline. The mean for this question is 4.36 which is high and indicates that military veterans contribute positively and well to the private security industry with their loyalty to the organisation. Thus, military veterans can be considered to be good additions to the private security industry.

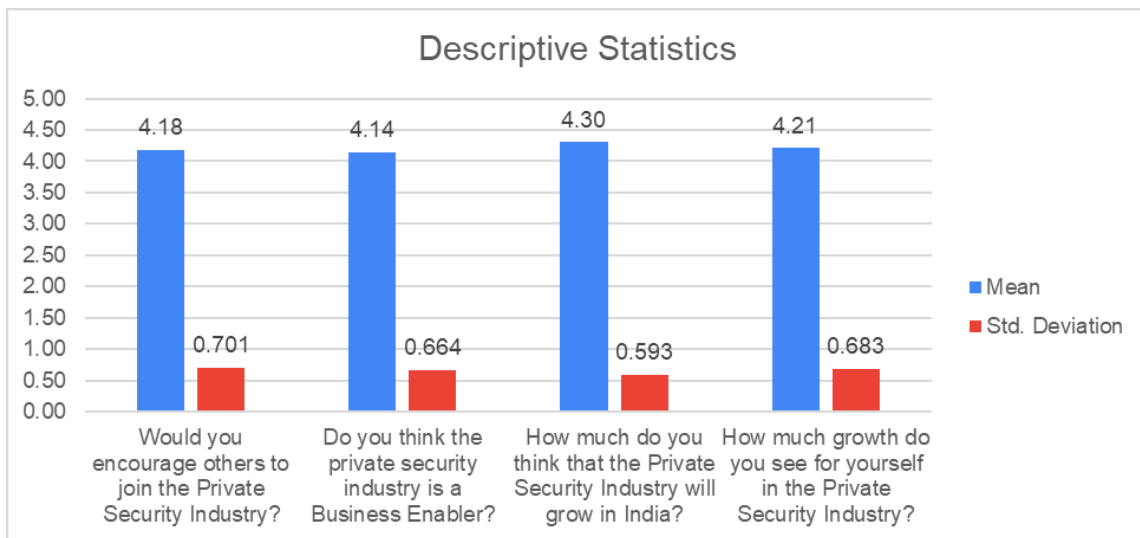
For the question, “How do you think Military Veterans contribute to the Private Security Industry with their Leadership?”, the majority of the respondents (55.8%) considered military veterans to contribute positively to the private security industry with their leadership. The next largest group (39.7%) considered military veterans to contribute

immensely. The mean for this question is 4.34 which is high and indicates that military veterans contribute positively and well to the private security industry with their loyalty to the organisation. Thus, military veterans can be considered to be good additions to the private security industry.

### 5.5.7 Growth in Private Security Industry

SOQs 63, 64, 65 and 66 have been combined to discuss the growth of respondents in the private security industry.

Figure 91 – Growth in Private Security Industry



For the question, “Would you encourage others to join the Private Security Industry?”, majority of the respondents (53.6%) would encourage others to join private security. The next largest group (33.3%) would strongly encourage others to join private security. The mean for this question is 4.18 and is considered high thereby indicating that respondents would encourage other people to join the private security industry. This

indicates a positive trend which the private security industry offers to the military veterans. This may enable military veterans to choose private security industry as a preferred second career.

For the question, “Do you think the private security industry is a Business Enabler?”, majority of the respondents (56.3%) considered private security to be a business enabler. The next largest group (29.1%) considered private security to immensely enable business. The mean for this question is 4.14 and is considered high thereby indicating that respondents consider private security to be a business enabler. This indicates a positive trend which the private security industry offers to the military veterans. This may enable military veterans to choose private security industry as a preferred second career.

For the question, “How much do you think that the Private Security Industry will grow in India?”, majority of the respondents (56.3%) rated a positive growth of private security industry. The next largest group (37.1%) rated immense positive growth. The mean for this question is 4.30 and is considered high thereby indicating that respondents consider private security to grow positively in the future. This indicates a positive trend which the private security industry offers to the military veterans. This may enable military veterans to choose private security industry as a preferred second career.

For the question, “How much growth do you see for yourself in the Private Security Industry?”, majority of the respondents (54.7%) perceive personal positive growth in the private security industry. The next largest group (33.8%) perceive immense personal positive growth. The mean for this question is 4.21 and is considered high thereby indicating that respondents consider positive growth for themselves in the private security

industry. This indicates a positive trend which the private security industry offers to the military veterans. This may enable military veterans to choose private security industry as a preferred second career.

### 5.5.8 How comfortable are you using the latest technology in security automation?

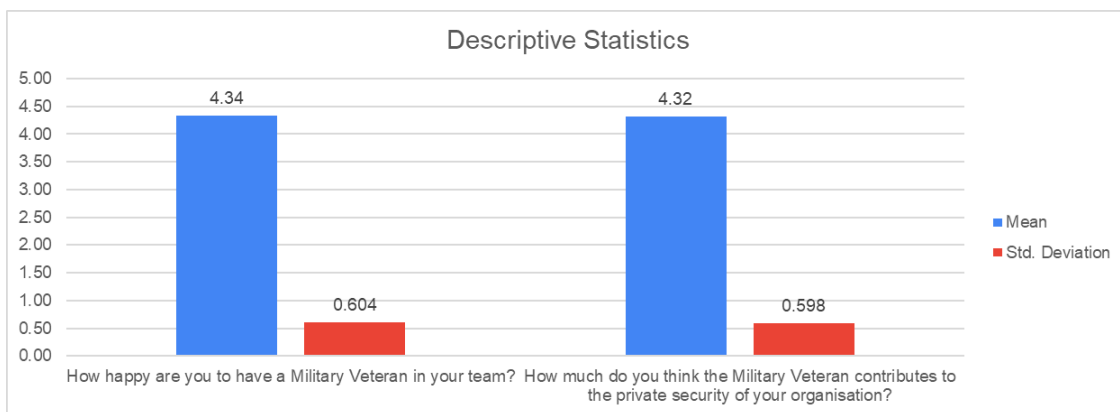
The majority of the respondents (58%) are comfortable using technology in security automation. The next largest group (30.7%) are very comfortable using technology. This indicates a positive skill and trait which military veterans can provide to the private security industry. This may enable military veterans to choose private security industry as a preferred second career.

## 5.6 Feedback about the Skills of Military Veterans

This section of the chapter discusses the feedback of respondents regarding the skills of military veterans they have in their teams.

### 5.6.1 Happiness and Compatibility

*Figure 92 – Happiness and Compatibility*

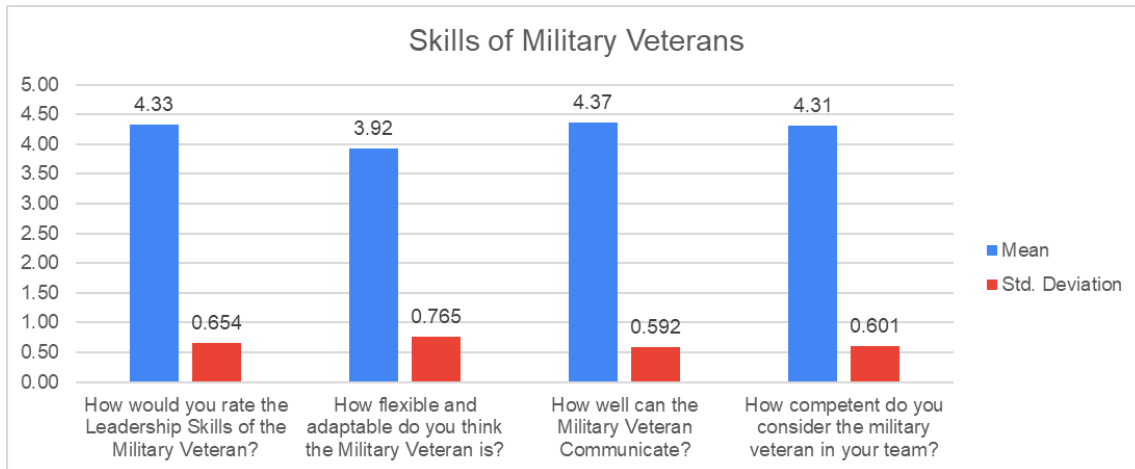


For the question, “How happy are you to have a Military Veteran in your team?”, the majority of the respondents (56.6%) were happy to have military veterans in their team. The next largest group (39.2%) of the respondents were very happy to have military veterans in their team. Cumulatively 95.8% were happy/very happy to have military veterans in their team. The mean for this question is 4.34 which is considered high and indicates that respondents are generally happy having military veterans in their teams.

For the question, “How much do you think the Military Veteran contributes to the private security of your organisation?”, majority of the respondents (57.9%) consider military veterans to contribute positively to the private security of the organisation. The next largest group (37.6%) considered military veterans to contribute immensely. Cumulatively 95.5% of respondents contribute positively/ immensely positively to the private security of the organisation. The mean for this question is 4.32 which is considered high indicating that respondents consider military veterans to contribute positively to the security of the organisation.

## 5.6.2 Skills and Traits of Military Veterans

Figure 93 – Skills of Military Veterans



For the question, “How would you rate the Leadership Skills of the Military Veteran?”, majority of the respondents (54.8%) rated the leadership skills of military veterans in their teams to be good. The next largest group (40.1%) rated the leadership skills as very good. Cumulatively, 94.9% of the respondents rated their leadership skills to be good/ very good. The mean for this question is 4.33 which is considered high indicating that respondents felt that military veterans possess good leadership skills.

For the question. “How flexible and adaptable do you think the Military Veteran is?”, majority of the respondents (61.4%) considered the flexibility and adaptability of military veterans in their team to be good. The next largest group (18.5%) considered it to be very good. Cumulatively, 79.9% of the respondents considered the flexibility and adaptability of military veterans in their teams to be good/ very good. The mean for this

question is 3.92 which indicates that respondents think that military veterans are flexible and adaptable.

For the question, “How well can the Military Veteran Communicate?”, majority of the respondents (54.5%) rated the communication skills of military veterans in their teams to be good. The next largest group (41.6%) considered the communication skills of military veterans to be very good. Cumulatively, 96.1% of the respondents rated the communication skills of military veterans to be good/ very good. The mean of this question is 4.37 which is considered high indicating that respondents think military veterans can communicate well.

For the question, “How competent do you consider the military veteran in your team?”, majority of the respondents (57.2%) considered military veterans in their team to be competent. The next largest group (37.4%) considered military veterans to be very competent. Cumulatively, 94.6% of the respondents considered military veterans in their team to be competent/ very competent. The mean for this question is 4.31 which is considered high indicating that respondents consider military veterans to be fairly competent.

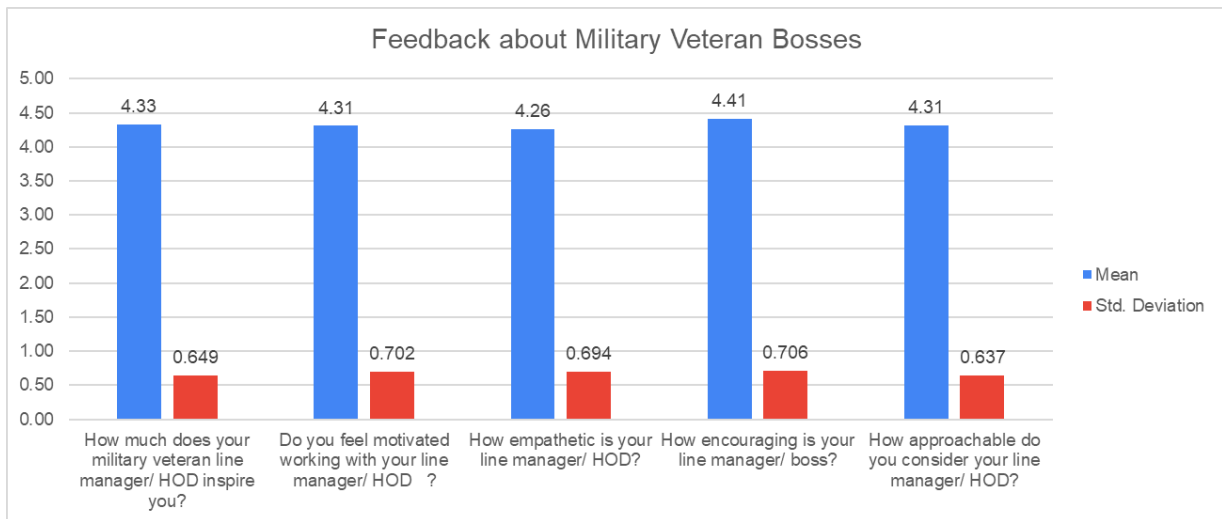
**Summary** - As can be seen from the figure above, the mean of the group of questions regarding skills and trait **4.23** with a mean standard deviation of **0.65**. Overall, the mean values for each of these characteristics are rather high, indicating that respondents view their skills and quality to be considerably good. The mean value of 4.23 indicates that

respondents regard their skills and qualities to be positive overall, with opportunity for improvement in particular areas.

## 5.7 Feedback about Military Veteran Bosses

This section of the chapter discusses the qualities of military veteran bosses that respondents consider to be good.

*Figure 94 – Feedback about Military Veteran Bosses*



For the question, “How much does your military veteran line manager/ HOD inspire you?”, majority of the respondents (52.9%) consider military veteran bosses to inspire them. The next largest group (40.9%) consider military veteran bosses to inspire them immensely. The mean for this question is 4.33 which is considered very high indicating that military veteran bosses positively inspire the respondents.



For the question, “Do you feel motivated working with your line manager/ HOD?”, majority of the respondents (48.2%) felt motivated to work with their military veteran boss. The next largest group (42.3%) felt very motivated. The mean for this question is 4.31 which is considered high indicating that respondents feel positively motivated working with military veteran bosses/ line managers and HODs.

For the question, “How empathetic is your line manager/ HOD?”, majority of the respondents (58%) considered their military veteran bosses to be empathetic. The next largest group (35.5%) considered their bosses to be very empathetic. The mean for this question is 4.26 which is considered high indicating that military veteran bosses/ HOD are considered very empathetic by the respondents.

For the question, “How encouraging is your line manager/ boss?”, majority of the respondents (50.6%) rated their military veteran bosses to be very encouraging. The next largest group (42.7%) rated their bosses as encouraging. The mean for this question is 4.41 which is considered high indicating that military veteran bosses are very encouraging.

For the question, “How approachable do you consider your line manager/ HOD?”, majority of the respondents (56.2%) considered their military veteran bosses to be approachable. The next largest group (38.6%) considered their bosses to be very approachable. The mean for this question is 4.31 which is considered high indicating that respondents consider their military veteran bosses/ HOD to be very approachable.

**Summary** - As can be seen from the figure above, the mean of the group of questions regarding feedback about military veteran bosses is **4.32** with a mean standard deviation of **0.68**. Overall, the mean values for each of these characteristics are rather high,

indicating that respondents view their military veteran bosses be considerably good. The mean value of 4.32 indicates that respondents regard the skills and qualities of their military veteran bosses to be positive overall.

## **5.8 Discussion of Research Question One (RQ-1)**

This section of the chapter discusses the Research Question 1 - How is the private security industry in India suitable and lucrative as a second career by military veterans?

Based on the results presented in section 4.8, the following important points are discussed below which substantiate the research question:-

- a) The survey received responses from every state and union territory of India indicating that military veterans are geographically dispersed across the country. Further, majority of the respondents were ready to relocate to any part of India for the organization. The availability of job opportunities and the flexibility of relocating to another city makes the private security industry a suitable second career by military veterans.
- b) Out of the 1325 military veterans who participated in the survey, 1270 (96%) were also private security professionals. This indicates that majority of the military veterans have chosen private security as their preferred second career.
- c) The mean for the level of satisfaction with present work as indicated by respondents is 4.19. This is considered high indicating that military veterans are adequately satisfied working in the private security industry.
- d) Majority of the respondents indicated that their salaries were above industry standards or were as per industry standards. Majority of the respondents have also indicated that they are happy/ very happy with their present remuneration in the

- private security industry. This makes private security a lucrative option for military veterans.
- e) 14.1% of respondents reported they are fit. 62.4% of the respondents indicated that they were very fit. 19.8% of the respondents indicated that were extremely fit. Physical fitness and military bearing are important qualities in the private security industry. Thus military veterans can easily transition to the private security industry and would be a good fit in this sector.
  - f) Majority of military veterans (87.7%) who are private security professionals consider private security industry to be a good career progress. 85.4% military veterans have indicated that they consider private security industry to provide them good growth in the future. 86% of the respondents have indicated that they would encourage other military veterans to join the private security industry. Based on these three points, it can be seen that military veterans consider the private security industry to be a good match for their second career after release from military service. Respondents who are already in private security are willing to encourage other veterans to join the profession.
  - g) Majority of the respondents (93%) think that the private security industry will have positive/ immense positive growth in the future. Further 88% of the respondents consider positive/ immense positive growth for themselves in the private security industry. This indicates that respondents consider that they would grow professionally in the private security industry, a field which is also considered to grow positively in India.
  - h) **Summary** – Based on the discussions enumerated in the paragraphs above, it is observed that the private security industry provides many opportunities to military veterans. Transitioning from military service to private security industry is

seamless as the military veterans possess the skill and traits that are required by private security. Hence, the private security industry in India is a suitable and lucrative second career by military veterans

## **5.9 Discussion of Research Question Two (RQ-2)**

This section of the chapter discusses the Research Question 2- What skills and qualities do veterans contribute to the Private Security industry?

Based on the results presented in section 4.9, the following important points are discussed below which substantiate the research question:-

- a) Majority of the respondents had multiple people reporting to them thereby indicating that military veterans are well experienced to manage teams and handle personnel. This skill is considered essential for the private security industry.
- b) 69% of respondents (all military veterans) are trained to use a personal weapon. Further, 32% of the respondents owned a licensed personal weapon. This is considered a very important skill and asset in the private security industry.
- c) 90% of the respondents are trained in martial arts/ self-defence. This skill is considered essential for the private security industry.
- d) Majority of the respondents have indicated that they are capable of understanding financial statements of their organisations. This is an additional skill contributed by military veterans to the private security industry.
- e) Majority of the respondents have indicated that they are generally comfortable working and leading teams in a crisis situation. Further they have also indicated that they perform well in stressful situations. These qualities are considered very important in the private security industry.

- f) Military veterans are adaptable to changing situations, have good managerial, leadership and communication skills which are all considered very important qualities in the private security industry.
- g) Military veterans by virtue of their military training are capable of conducting investigations at their work place. This is a good skill that military veterans would contribute to the private security industry.
- h) Right of Private Defence (ROPD) is considered one of the requisites for the private security in India. The survey response indicates that majority of the military veterans are aware about ROPD.
- i) Majority of the military veterans are comfortable using the latest technology in security automation. This skill is important as private security industry is now reliant on technology.
- j) Majority of the respondents indicated that they were ready to re-locate to any other city for their work. This quality is beneficial as military veterans are flexible across geography and can undertake private security jobs in any state/ region of India.
- k) **Summary** – Military veterans by virtue of their military training possess many skills and qualities that can be laterally transferred to the private security industry in India. Their knowledge about the security processes, policies, technology and willingness to learn, positively impact the private security industry. Military veterans bring many skills and traits to the private security industry thereby adding value to the industry.

### **5.10 Discussion of Research Question Three (RQ-3)**

This section of the chapter discusses the Research Question 3 - How do military veterans impact the Private Security domain in India?

Based on the results presented in section 4.10, the following important points are discussed below which substantiate the research question:-

- a) Majority of military veterans have the experience of working in multiple organizations indicating adaptability when transitioning from military service to private security industry. The experience of working in diverse organisations provides inter-operability to military veterans in private security.
- b) Majority of the military veterans are happy and content with their remuneration in the private security industry. Hence the financial requisites of the respondents are met by the industry.
- c) Military Veterans by virtue of their service to the nation, are found to be loyal and are ready to risk their lives for the organization in the private security industry. This quality impacts not only the current organisation but the entire private security industry.
- d) Military Veterans are generally motivated and would positively impact the private security industry.
- e) Military veterans have found the private security industry to be intellectually challenging thereby impacting the culture and overall performance of the private security industry.

- f) Majority of the military veterans are also satisfied with the private security industry keeping them positively engaged and busy all the while.
- g) Military veterans are generally satisfied with their work giving them opportunities to do different things from time to time in the private security industry. This will contribute to longevity of security service by military veterans.
- h) Military veterans consider private security industry to be a steady source of employment. This will contribute to longevity of service by military veterans.
- i) Military Veterans are generally satisfied with the private security industry providing them the freedom to use their judgement.
- j) Military veterans are generally satisfied with private security providing them the chance to try their own methods of doing work.
- k) Military veterans are generally satisfied with their job culture and working conditions thereby contributing positively to the culture of private security industry in India.
- l) Military veterans are generally satisfied with the chance of advancement that private security industry provides, thereby contributing to the longevity of service in the private security industry.
- m) Military Veterans are generally satisfied in inter-personal relationships in private security industry thereby contributing to a healthy work culture in the private security industry.

- n) Military veterans are generally satisfied with the manner in which they get praised thereby increasing loyalty to the organization and contributing to a positive work culture.
- o) Military Veterans are generally satisfied with the feeling of job accomplishment they get from private security thereby contributing positively to the industry.
- p) Military veterans by virtue of their military service bring immense experience to the private security industry thereby impacting it positively.
- q) Military veterans are considered experienced and trained manpower for the private security industry in India. Their earlier experience would impact the industry.
- r) Military veterans are generally considered to contribute positively with their moral integrity thereby impacting the private security industry.
- s) Military veterans are generally considered to contribute positively with their loyalty to the organization thereby impacting the private security industry.
- t) Military veterans are generally considered disciplined and trained manpower that would positively impact the private security industry in India.
- u) Leadership is an important skill that is required in the private security industry. Military veterans are considered to possess this skill and contribute positively to the organisation and industry.
- v) **Summary** – Military veterans are an adaptable resource with high levels of integrity and loyalty to the organisation. They are motivated and accustomed to operate without supervision. They are comfortable working in the private security industry as their skills are transferable. Private security industry intellectually



challenges military veterans who feel a sense of freedom to operate and use their expertise. Thus, military veterans impact the private security industry positively.

#### **5.11 Discussion on Research Question Four (RQ-4)**

This section of the chapter discusses the Research Question - How do organisations in India stand to benefit by hiring military veterans in their private security?

Based on the results presented in section 4.11, the following important points are discussed below which substantiate the research question:-

- a) Military veterans fit well in teams and therefore organisations are generally happy having them on their teams.
- b) Military veterans are considered to contribute positively to the private security of organisations and are considered competent to operate in this field.
- c) Military veterans by virtue of their experience in the military, demonstrate good leadership skills which would benefit the organization.
- d) Team members find military veterans to be flexible and adaptable and hence form great teams which in turn benefits the organization.
- e) Communication skills are considered essential for employees in the organization. Good communication between employees directly benefits organisations. Military veterans are considered to have good communication skills.
- f) Military veterans are generally considered competent for the private security of the organization. Any organisation would get benefitted having competent and trained personnel on their rolls.

- g) Military veterans make good leaders and can motivate their team and bring positive results to the organization.
- h) Military veterans are considered to be good HR assets due to their empathy, encouragement, and approachability, all qualities which benefits the organization.
- i) **Summary** - Thus, military veterans contribute positively to the organisation in numerous ways. They are good team members and can lead teams equally well. Military veterans display the right set of skills and traits like moral integrity, empathy, leadership, communication, team dynamics and management, flexibility and adaptability to changing situations, ability to lead in VUCA conditions, that any organisation would look for in their employees. They have high ethics and integrity which contributes to the work culture of any organisation. Military veterans also offer discipline and align to the values and goals of the organisation. Hiring of military veterans is also a nationalistic gesture the company offers to those who have served the nation with their service. Organisations stand to benefit immensely by hiring military veterans in their security teams.

## **5.12 Conclusion**

Chapter V discussed the findings of the results that were presented in the earlier chapter. As observed, the results positively indicate a strong relation between military veterans and the private security industry of India. Military veterans exhibit skills and qualities which are requisites for the private security industry. Military veterans are trained and experienced manpower that can be readily absorbed in the industry. Their prior military training and experience would positively benefit the private security industry in India. On the other hand, the private security industry provides many monetary and professional

benefits to military veterans. Private security provides a suitable and respectable second career to military veterans who are transitioning into the private sector. Therefore, military veterans and private security industry complement each other immensely.

CHAPTER VI:  
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

**6.1 Summary**

**6.1.1 Overview of the topic and research questions**

Chapter I of the dissertation introduced the topic and explained the nuances of the private security industry in India. The private security industry in India has seen a tremendous growth due to the promotion of industrialization and expansion of urbanization. As per the latest industry estimates, the private security industry in India is likely to touch INR 1.5 lakh crores (~USD 23.1 billion) by 2025.

The private security Industry is amongst the largest employers in India and bears the unequalled distinction of being the second largest corporate tax contributor to the Indian treasury. The private security industry presently employs almost 8.9 million people with the potential to employ 3.1 million more by the end of 2025. The expectation from the private security sector will increase exponentially when under the Make in India, Digital India, Smart Cities program and other initiatives, the distinction between public and private sector will get blurred, as strategic sectors will be thrown open to participation by corporate players both Indian and foreign.

India has one of the largest militaries (army, air force and navy) in the world. Nearly 60,000 armed forces personnel retire or are released from active service every year. Most of them are in the comparatively younger age bracket of 35 to 45 years and need a second career to support their families. In addition to the normal recruitment procedure of the

Indian Armed Forces, the Government of India has recently introduced 'Agnepath' Scheme – military conscription for a limited duration of 4 years. It is estimated that there would be up to 1.25 lakh Agniveers (conscripts) entering the private sector job market of India every 6 months commencing 2026.

Military life develops many important skills and personal traits for a security practitioner such as fitness, discipline, time awareness, attention to detail, command presence, and the capabilities to understand and follow post orders, manage stress and perform under pressure – all which are considered to be the pre-requisites of a good security professional.

The availability of trained and experienced manpower, like military veterans, looking for a second career, fills the void and forms a strong symbiosis with the manpower deficit of the private security domain of India. The private security sector in India will need trained, disciplined and experienced manpower to lead and govern the industry as it grows. The scope for veterans in the private security industry remains very high as there is a strong need of security professionals who can lead and manage the world's largest workforce of guardsmen and women engaged in providing private security cover to the nation.

There is a need for a better understanding of the partnership between Private Security Industry in India and Indian Military Veterans. The research I have undertaken as part of my DBA thesis, studies this relation in detail and has a long-term goal of providing a better understanding of the symbiotic relation between Indian Military Veterans and the Private Security Industry in India. As part of the study, a total of four research questions

were identified and have been enumerated in the chapter I along with the objectives of the research.

This study may be used by transitioning military personnel while deciding their second careers post separation from the Indian Armed Forces (Army/ Airforce/ Navy). HR professionals may also use this study's findings to develop employment policies and talent management strategies to encourage hiring of military veterans. The study may also have a societal impact as it may encourage military veterans to join the private security industry thereby increasing its growth and stability and contributing to tax income, improving community services, and prosperity of the nation.

### **6.1.2 Review of Literature**

Current, relevant professional and academic literature were reviewed to support my dissertation. The strategy for searching the literature involved locating peer-reviewed and seminal articles pertaining to the traits and skills of military veterans and private security professionals, opinions of military veterans about the private security industry in India, employee job satisfaction, job motivation and quality of life. A summary of the literature review has been presented in Chapter II, page 22 of this dissertation.

The literature review was divided into 5 sections for easy comprehension. The first section discussed the skills and traits that make military veterans good employees for an organisation. Section 2 looked at the literature that indicates the contrary – why military veterans do not make the most ideal employees. Section 3 of the literature review studied the private security industry in India and what were the prospects of the business over the

next few years in India. Section 4 of the literature review highlighted the skills, qualities and traits that military veteran contribute to the private security domain in India. The last section of the literature review comprised miscellaneous articles, reports and journals that highlight the symbiosis between Indian military veterans and the private security industry in India.

There is adequate literature available which talks about the skills of military veterans pertaining mostly to the US and UK militaries. Very few authors have spoken about skills and traits of Indian military veterans indicating that little research has been conducted in this direction. There remains a scope for further research wherein the skills and traits of Indian military veterans vis-à-vis the Indian private sector may be studied in detail.

There is also substantial literature that elucidates the private security industry in regions like US, UK, African nations, and the Asia-Pacific. Many researchers have also studied the private security industry in India and have forecasted its growth in the years to come. There are number of private and governmental reports available that describe the nuances of the private security industry in India. It is estimated that the private security industry would grow exponentially and is likely to touch INR 1.5 lakh crores (~USD 23.1 billion) by 2025.

It has been my endeavour, as part of review of literature, to connect these two broad subjects – Indian military veterans and the private security industry in India. However, there is very scarce research available on the transition and contribution of Indian military veterans to private security domain of India. Through a detailed review, a gap was found

in the literature available regarding Indian military veterans operating in the private security industry of India. This gap was identified as my research topic and the subject of interest for my dissertation. The detailed review of literature has been presented in chapter II of this dissertation.

### **6.1.3 Methodology**

The chapter III of this dissertation described the methodology that was used for the research. A total of four research questions were identified and factors such as demographic data, quality of life, skills and traits of military veterans, awareness about the private security industry and feedback about military veterans have been considered while attempting to answer them.

This chapter describes why a quantitative research methodology was adopted for this study. The chapter also describes reasons why a correlational research design was preferred for this study. Similarly, the chapter also explains in detail why other research methodologies and designs were not found suitable and not considered for this study.

Chapter IV also talked about the target population and the sampling methodology utilised for this study. The participant selection criteria was enumerated in this chapter. The instrument for data collection was also identified and explained in this chapter. Google forms was selected as the online platform for conducting the survey and was divided into seven sections comprising 84 questions totally.



Data analysis was conducted with the help of IBM SPSS version 29 and the results of the survey have been enumerated in chapter IV and described in chapter V of this dissertation.

#### **6.1.4 Results**

The chapter IV described the results of the online survey. The chapter was divided into ten sections to enumerate the results of the survey and cross-reference the results with the four research questions that were identified earlier in Chapter I. The data was collected with the help of Google Forms that was published online from 01 – 15 Feb 2023. A total of 1523 responses were obtained of which six were disregarded due to incomplete or missing data. The final number of respondents was considered to be 1517.

The results of the online survey were presented as descriptive statistics both in tabular and graphical form. The survey online questions (SOQs) were also mapped against the four research questions and their findings have also been elucidated in this chapter.

#### **6.1.5 Discussion of Results**

Chapter V discussed the results of the findings that were enumerated in the previous chapter. The chapter was segregated into ten sections and each of the section attempted to discuss the relation between military veterans and the private security industry, and how they complemented each other.

The interpretation of results have been described in this chapter. Each SOQ has been studied in detail and a short explanation has been provided explaining the relevance

of the question to the topic of the thesis. Through the explanation of results, it was attempted to link the relation between the private security industry and military veterans in India and to explore how military veterans and the private security industry both stand to benefit each other in the process.

## **6.2 Implications**

The proposed research has a long-term goal of providing a better understanding of the symbiotic relation between trained and experienced Indian Military Veterans (Dustin Salomon, 2021a) and the booming Private Security industry in India (FICCI, 2016). The research explores the skills and qualities of military veterans which they contribute to the private security industry. The research also examines how the private security industry provides job opportunities in the private sector and may benefit the military veterans' fraternity in finding a suitable second career.

There may be at least three interested audiences of the proposed research. They are explained in the succeeding paragraphs.

### **6.2.1 Reference for Military Veterans**

The study may be used by transitioning military personnel while deciding their second careers post separation from the Indian Armed Forces (Army/ Airforce/ Navy). Most of the military veterans may be unaware about the private security domain/ industry in India or may have pre-conceived notions that may discourage them to consider the

private security profession as alternate career. This study will throw light on the private security industry of India and help military veterans choose it as a preferred career option.

### **6.2.2 Contribution to Business Practice**

HR professionals might use this study's findings to develop employment policies and talent management strategies to encourage hiring of military veterans and reduce military veteran employee turnover among current and future employees. By creating a workplace environment that nurtures employee job satisfaction and motivation, HR leaders might increase employee longevity (Buller & McEvoy, 2012). All of which can result in saving organizational resources that company leaders could use to achieve organizational objectives, including increased profits.

### **6.2.3 Implications for Social Change**

This study's findings may impact military veteran employees, as corporate leaders and HR managers implement strategies to increase military veteran employees' job satisfaction and job motivation. In turn, increased job satisfaction and job motivation might foster a supportive workplace for military veterans in India. A supportive workplace environment could increase Indian Private Sector's growth and stability. As an outcome, business organizations' strengthening could foster increased community employment, tax income, improving community services, and prosperity in society.

### **6.3 Recommendations for Future Research**

The scope of the research was restricted to Indian military veterans, belonging to the Indian Army/ Air Force and Navy only. However there exists many paramilitary forces, home guards and law enforcement agencies in India that are trained and operate in a manner similar to the Indian Armed Forces. Future research could include paramilitary forces like BSF, CISF, CRPF, NSG and SPG, home guards, and law enforcement agencies like the state police, CBI, IB and NIA. Researchers may explore the suitability of members from these agencies to transition into the private security industry in India. Their skills, traits and qualities can be mapped against the requisites of a private security professional in India. Further, the inter-operability between military veterans and veterans from other paramilitary and law enforcement agencies can also be studied.

### **6.4 Conclusion**

The objective of this study was to determine the relation between the private security industry in India and Indian military veterans. More specifically, the study aimed to determine how military veterans make an impact and/or contribute to the private security domain in India.

The private security industry in India is estimated to grow exponentially and will provide employment opportunities to many individuals. The private security industry offers a respectable and lucrative second career for military veterans who are transitioning from the military services. The skills and traits of military veterans are not only laterally transferrable to the private security industry but are also pre-requisites for a private security

professional. It was also noted that military veterans by virtue of their training and experience, contribute immensely to the private security Industry in the country. The research also identified numerous additional skills and qualities that military veterans contribute to the industry.

As the Indian economy grows in the future, the relevance of the private security industry would be clearly visible to all its stakeholders. Organisations in India stand to benefit immensely by hiring military veterans. Military veterans were found not only to contribute to the culture and ethos of the organisation, but also to its bottom line.

**Good Security means Good Business**

**– ASIS 1954**

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