

THE EVOLUTION OF PRIVATE SECURITY JOBS AND SECURITY GUARDS OF THE FUTURE

Perčin, A.¹, Nađ, I.¹, Mihaljević, B.²

¹ University of Applied Sciences Velika Gorica, Croatia

² University of Applied Sciences Baltazar Zaprrešić, Croatia

Abstract: When looking at the private protection sector, we often deal with expected future projections, but without a realistic view of the current situation within the sector. Therefore, we believe that any prediction of the development of this dynamic sector, as well as of the professional and expert competencies of security guards as the fundamental bearers of protective activities, must be planned with a parallel review of the current market of private protection services. In this context, the goal of this work is a realistic overview of the current state of private protection in the Republic of Croatia and the key factors that contribute to it, the status of the direct executors of private protection, their current preferences, motivations and competences, as well as the projection of future training and education, in the context of the overall development and evolution within this sector. In accordance with what was stated in the projection for the future, we simultaneously perceive the fact that the Republic of Croatia is not isolated from the overall security trends in the environment, and therefore it is necessary to take into account all the realities of the changed security environment, new security threats, and on the basis of these new and evolving security the needs of service users, as well as parallel processes of continuous substitution of part of the jobs within the private protection sector, the process of pluralizing security jobs, and the necessity of adapting private protection jobs to the process of digital transformation of the business environment and the increasing participation of modern technology and technologically advanced systems when providing private protection services.

Keywords: private protection - direct executors/security guards - education and new competences - substitution/transformation - digitization of private protection jobs.

1. INTRODUCTION

Every look into the future should first include knowledge of previous experiences from the past, then achieve a realistic insight into the current situation, in order to ultimately be able to provide a more or less realistic projection of the future. Of course, the private protection sector is not an exception to the above. However, the specificity of this sector is the reality that, just like the supporting industry of other economic sectors in the Republic of Croatia, it does not have the privilege of optionality of harmonizing its operations with current trends, given that its services must respond to current security challenges at all times. Otherwise, it loses its basic meaning and functionality as a security supplement to the public security system for the personalized needs of users of its services. Therefore, given that there is no dilemma about the necessary

alignment of the operations of this sector with the changed security environment, new emerging forms of threats and threats, and based on them and new, adequate and effective private protection services, in the given circumstances, realistically, only the question of dynamics and circumstances in with which the said sector will realize the transformation in question. As a result of the above, it is precisely through looking at the mentioned process of transformation that the key research questions of this work are logically imposed on us related to the current state of the private protection sector and the direct executors of private protection jobs, their current status, preferences, motivation, but also realistically current competencies, expertise and their professionalism, which will to a significant extent be a limiting factor for certain processes of transformation of this sector in the future without certain necessary corrective actions. And precisely the content of the mentioned necessary corrective actions in the part of the organizational, normative, material, personnel, as well as market components of this sector in proportion to all processes of necessary adaptation and transformation of the sector in accordance with the new security needs of service users is the fundamental goal of this work. Of course, based on the results obtained when answering the above questions, we consider the social justification of this work in the context of pointing out, informing and directing the perception of all stakeholders of this sector towards the necessity of certain corrective actions in the future to be indisputable. Nevertheless, for a complete presentation of the entire process of transformation, in addition to the current state of the private protection sector in the Republic of Croatia and all the circumstances related to the status of immediate executors, it is necessary to refer to the issues of changes in the security environment and new forms of threats and threats to which private protection services must provide adequate and effective security response, processes of pluralization of security jobs, as well as substitution of certain private protection services. In addition to the above, the new digital environment should also be taken into account, as well as the increasing participation of technology and sophisticated technical protection systems.

Therefore, it is realistic that only with an insight into the totality of the mentioned problems of the work of this sector and the implementation of private protection services in the Republic of Croatia, we can provide relevant answers to the aforementioned research questions, realize the goals themselves, and the social justification of this work, as well as, based on the relevant results, give certain predictions of future projections of the development of this sector and its immediate executors for the future.

Regarding the methodology itself for the purposes of this work, the usual set of methodology for social and security research was used, which in terms of research design implies a dominantly descriptive research method, given that the stated framework guarantees obtaining answers to research questions in the most optimal way. In addition to the above, the method of content analysis was also used for the purposes of analyzing the available scientific and professional literature and normative acts that regulate the subject of private protection, as well as for the purposes of analyzing theory and practice.

2. PRIVATE PROTECTION SECTOR IN THE REPUBLIC OF CROATIA, CURRENT SITUATION AND DOMINANT TRENDS

Due to the limited format of this work, in the analysis of the private protection sector in the Republic of Croatia, we will leave out a broader elaboration of the normative regulation, concentrating on the really dominant trends and the current state of this sector, so that on the basis of them we can make certain projections for the future. Nevertheless, in the briefest terms, it is necessary to emphasize that the overall activity of private protection in the Republic of Croatia is regulated by the Law on Private Protection (hereinafter referred to as the Law on Private Protection), which regulates the conditions and manner of carrying out activities and jobs for the protection of persons and property (private protection) that is not provided by the state and above scope provided by the state. The aforementioned law also provides a new definition of private protection, defining it as "a security economic activity that is carried out in order to achieve an acceptable level of private and public security of citizens and their property and to maintain peace and order within the contractual scope" (Art. 1. LOPP). As for the private protection sector itself in the Republic of Croatia, in addition to the already traditional dispersion of the sector into numerous legal entities and trades (which have approvals from the Ministry of Interior for the provision of private protection services), the same has been a constant feature of the sector for years, and thus in the Republic of Croatia at the moment 05/2024 we have 309 legal entities for the provision of private protection services (of which 72 for physical and technical protection, 29 for physical protection, and 208 for technical protection), as well as 110 trades that have permission to perform private protection (MUP, 2024). However, despite the mentioned number of companies and trades that provide private protection services in the Republic of Croatia, the number of executors is continuously decreasing, as evidenced by historical indicators, from which it is evident that, for example, in 2003, (when the first Law on Private Protection was passed) on the market About 25,196 security guards/guards/technicians were active in the Republic of Croatia, while only 17 years later in 2020, (when the current Law on Private Protection was adopted), that figure dropped to 16,245 direct executors of protection duties, which is a drop of a considerable 35.52 % (Perčin, 2022). Unfortunately, the aforementioned downward trend in the number of active enforcement officers continues, so the latest data from May 2024 shows only 15,045 active security guards (Ministry of Internal Affairs, 2024). That the above is not an exception is also evidenced by data from the USA, which emphasize that the lack of security guards has become a real crisis. Thus, a recent study showed that in a third of security companies in the USA, the number of employees fell significantly below the level of pandemic employment (Stauch, 2023). Nevertheless, the mentioned official data in the Republic of Croatia should also be viewed through the prism of the fact that due to the lack of licensed executors, a significant number of persons without the necessary authorization, either through security companies and/or outside of them, still perform tasks that are in reality private security tasks, as well as the fact that the current contracts for the provided private protection services, its volume is significantly higher than the number of direct executors who are employed either in security companies and/or internal security services in the Republic of Croatia. Therefore, under the given circumstances, the stated percentage of the decline of the security market in the Republic of Croatia is subject

to different interpretations. However, when we look at the aforementioned trends over a longer period, the growth of the private protection sector (industry) in most developed countries is evident, which at the global level is around 6% per year, which is significantly higher than the overall growth of other economic sectors, i.e. the growth of the global economy (Deloitte, 2023).

3. STATUS OF IMMEDIATE EXECUTORS, CURRENT PREFERENCES, MOTIVATION, COMPETENCES, PROJECTION OF FUTURE TRAINING AND EDUCATION

In addition to the previously mentioned general indicators of the private protection sector in the Republic of Croatia, the actual state of this sector is even more plastically visible through the status of direct executors of private protection work. In the normative context, the current Law on Private Protection has regulated the labor-legal framework of private protection activities in a very high-quality manner, which according to LOPP:

"...can be carried out by natural persons who have received permission from the ministry to perform these tasks as employees of legal entities and trades that have permission to perform private protection activities." ", while "private security jobs themselves are classified into the following jobs: guard, security guard, specialist security guard, technician security guard, IPU security guard" (Article 17 of the LOPP).

Furthermore, the conditions for obtaining each individual approval (license), the training procedure as well as the very powers of each individual executor are of course prescribed for all the listed categories of direct executors. Therefore, it is realistic to conclude that the normative framework of this industry is at a very appropriate level, which in a certain way confirms the position of CoESS, which provides data on a kind of "strictness of the law" in EU countries, and which of the 5 categories of strictness (weak, low, medium, strict, very strict) classify Croatian legislation in the category of strict laws. (CoESS, 2013). However, the reality is that the law is still only a general framework for the performance of a certain activity, while the specific market of private protection services is ultimately influenced by a number of additional factors in mutual interaction that finally determine and model it. At the same time, the general state of security in a given country certainly has a significant impact on the market, as well as, based on the same, the real need for private protection services, but also the security culture of private protection service providers, and ultimately the very quality, level and efficiency of the services that provided by the executors themselves. Each of the above-mentioned factors in a certain way influences the totality of the private protection market in the Republic of Croatia, defining its scope, volume, as well as the overall range of services. In this context, what is specific about the market in the Republic of Croatia is the fact that despite over two decades of the legal framework that defines the conditions and work of the private protection sector, the profiling process of the mentioned activity is nowhere near the final stage, which would certainly imply a defined and regulated business branch (industry). An additional problem, if not a bigger one than the one mentioned above, is the parallel profiling of security as a personal profession, which is definitely stalling in its development despite the long-term

definition of the profession in question in the national classification of occupations in the Republic of Croatia. The backlog in question is perhaps best evidenced by the fact of the current shortage of security guards within the private protection sector, which according to current analyzes (Croatian employers association, 2022) amounts to almost 23% of the total volume of all currently employed security guards in the private protection sector. Not so long ago in 2018, out of almost 40,000 licensed private protection executors who have a license, approximately 54% of them do not work in the private protection sector, and according to all indicators, they are permanently lost to this sector. (Percin, 2018). When we look at the above data from today's perspective, 6 years later, the situation is unfortunately even worse, i.e. the ratio is 41,662 licensed and 15,045 active, that is, only 36% are currently employed in the private security sector in the Republic of Croatia (Ministry of Internal Affairs, 2024). In support of the thesis about security as an unattractive and incidental occupation, the fact that the majority of security guards, who left the labor market in the Republic of Croatia and sought their future in EU countries, is also not employed in security jobs, but in their basic SSS occupations, in which the same they also migrate within the borders of the Republic of Croatia, but in a significantly smaller percentage.

Based on the above, we can summarize that one of the fundamental challenges of the private protection sector is in the area of human resources: an enormous shortage of direct executors, extremely high fluctuations of existing executors, as well as minimal or no interest of new employees in occupations in the private protection industry. All of the above in parallel results in: negative personnel selection of direct executors, low quality of private protection services, provision of (only) elementary services on the private protection market, as well as extremely limited capacities of the private protection services market.

The aforementioned factors, along with the known low-energy character of the overall activity and the personal income of the majority of employees at the level of only minimal personal income, certainly do not contribute to the further profiling of the profession. Namely, according to the data of the National Bureau of Statistics, the private protection sector in the Republic of Croatia employs only 1.34% of the total number of employees, generates 0.21% of the total economic income in the Republic of Croatia, with average incomes lagging behind the average salary in the Republic of Croatia by about 36%. (National Bureau of Statistics, 2022) Precisely because of the present reality, one of the key problems of the private protection industry in the Republic of Croatia is the low level of material rights of direct executors as a result of: long-term superficial and inappropriate treatment of this activity on the market of the Republic of Croatia, low commercial prices for private protection services, public procurement according to the model (the most favorable offer = the offer with the lowest price of the service), low levels of security culture of service users, unfair competition among service providers, provision of private security services in the "gray zone" with unlicensed security guards (with illegal work).

4. CHANGE IN THE SECURITY ENVIRONMENT AND NEW FORMS OF SECURITY THREATS, AND IN CONNECTION WITH THE SAME AND THE SECURITY NEEDS OF SERVICE USERS

The security environment in every country, including in the Republic of Croatia, is a continuously dynamic category, which can change in an instant as a result of local and/or global security threats. Therefore, the key question and challenge is how to tackle the issues of insecurity caused by globalization and other developments (Kalensykas, 2012). The public security system is structurally and organizationally general protection for all residents on the entire territory of the Republic of Croatia, while all other specific and individual needs for certain security services are met by the more flexible and ultimately commercial sector of private protection. Thus, it is emphasized that the private protection sector has experienced growth and transformation in recent years, driven by technological progress, changing threats and evolving social changes (Wilibur, 2023), and it will remain relevant only if it is able to respond to the challenges brought about by social changes (Kalensykas, 2012). Precisely in the given context, the private protection system must be flexible enough (both in terms of personnel and other supporting material resources) to meet all current and specific needs for private protection services at all times based on potential security threats/needs of its service users. One of the most recent examples of specific user needs (from not so long ago to the recent Covid-19 pandemic) is the engagement of security guards at almost every public/private location for the purposes of controlled covid confirmation and body temperature checks of employees/visitors/parties when entering the said premises. In the given period, the growth of the need for the mentioned services was almost enormous, while all other services were in decline as a result of various lock down models. However, the very flexibility of the private security services market, the immediate satisfaction of the stated needs of users, as well as the redistribution of security guards enabled this sector to make a significant contribution to overcoming the aforementioned crisis and implementing all measures to combat it. However, the above example shows the additional dimension and specificity of this market, which regardless of the fact that the Republic of Croatia is a very safe country according to all indices (Nambeo, 2024), that the total private protection market in the Republic of Croatia is small and with relatively basic private protection services... , however, it is not devoid of global security trends, and based on the same and specific needs of service users. Therefore, despite the very safe environment of the Republic of Croatia, trends in the use of private protection to combat the increasing number of cases of cybercrime, data and identity theft, business secrets, attacks on objects and systems of critical infrastructures, prevention of terrorist attacks on micro-locations of protection are a reality that we have to reckon with in the Republic of Croatia as well. Especially the Republic of Croatia as a tourist country in which the aforementioned economic sector accounts for almost 20% of the total GDP (CNB, 2023). As a result of the above, it is logical for the Croatian market to foresee and provide new private protection services that, even in the changed security circumstances, will effectively meet all newly emerging specific security needs of all potential users of private protection services. And for the same, it is crucial to ensure adequate personnel and material resources for the provision of the aforementioned services, before the very articulation of the need for them, i.e. in the prevention phase itself, and not as usual in the so-called firefighting mode when potentially

harmful events and threats have already occurred.

5. PLURALIZATION OF SECURITY JOBS, NEW PRIVATE PROTECTION SERVICES AND SUBSTITUTION OF SOME JOBS WITHIN THE PRIVATE PROTECTION SECTOR

If we look at security affairs and the general protective activity of the overall security system (public and private components) primarily through the functional aspect of protective activities, then the pluralization of security affairs is an inevitable evolutionary process (system) that will only occasionally change the dynamics in relation to the needs of society as a whole. Likewise, in the recent literature on the topic of the totality of protective activities, numerous authors for many years have emphasized in their studies the increasing representation, and the level and scope of work performed by private security companies, which were once in the exclusive domain of public security (Jones and Newburn 2006, Ocqueteau 2006, Van Steden and Sarre 2007, CoESS 2011). But what is missing to a certain extent is the reality that the powers of direct public security enforcers have not been transferred to the same extent to private security guards, even when they perform (the same) tasks that were once under the authority of public security. Therefore, they continue to operate mainly within the scope of general civil legal powers, that is, in the most plastic terms, security guards can only undertake actions towards another person that belong to everyone (Nađ, Tot, Mihaljević, 2013). In addition to the aforementioned and the most basic security powers, each individual normative regulation within a certain country is additionally modulated and limited by a legal solution regulating private protection. However, despite the partially accompanying problem of the above-mentioned process, the primarily functional aspect in question is accompanied by the very logic of the necessity of delegation of tasks from the domain of public security, primarily due to the reality that it simply cannot satisfy the newly grown individual and personalized security needs of citizens, as well as the fact that public security is realistically not obliged to deliver the security segment in question, and as such it was necessary to relieve it of a certain part of the costs (Sklansky, 2006).

However, if we put the aforementioned process of pluralization in the perspective of the Republic of Croatia, it is realistic to state that in proportion to the range of private protection services in developed EU countries, in the Republic of Croatia we still have significant room for further pluralization of security jobs both in the PPP domain and in the domain of in the Republic of Croatia, it is still carried out by authorized officials, whether the Ministry of the Interior of the Republic of Croatia, Croatian Army, or the Ministry of Justice, although essentially and substantively it is about classic private protection jobs, which can be carried out within the framework of private protection even with the existing powers in accordance with the LOPP. So that in the Republic of Croatia, within the mentioned process, we only note the pluralization of the insurance and transport of valuables in the 90s of the last century, and a decade ago the surface screening of passengers at airports, while a number of classic private protection jobs are still carried out within public safety.

In addition to the mentioned process of pluralization of security services, as well as the dynamic category of the private protection services market already highlighted, there is a realistic expectation for completely new private protection services (which will crystallize on the market

itself), but also partly for the substitution of existing services with new hybrid models of physical and technical protection, which gives primacy to the use of new and increasingly sophisticated technical protection systems, which significantly increase the utilization of total capacities and protective activities, with a parallel saving of human resources. The justifications for the aforementioned trends in the domain of private protection are first of all logical, then functional, and ultimately rational. Namely, we must not forget that private protection is primarily a contractual activity with a commercial aspect, within which the ratio of the protective effect towards a specific protected subject/object in proportion to the funds spent is always very important. In the given context, any possible substitution of the human crew during protective activities (which is a continuous cost), in proportion to the same protective activities through advanced and sophisticated technical protection systems, is certainly generally accepted. In the same way, the private protection industry in a number of countries of the world and the EU, including the Republic of Croatia, is burdened by a shortage of labor, for which there is no adequate solution to solve the problem in question (Cowen, Siciliano, 2011), so that the issue of rational use of human resources becomes one from the imperative, and if the same is followed by a parallel multiplication of the protective effect, the same is a more than desirable option.

6. ADAPTATION OF PRIVATE PROTECTION TO THE PROCESS OF DIGITAL TRANSFORMATION AND PARTICIPATION OF TECHNOLOGICALLY ADVANCED SYSTEMS WHEN PROVIDING PRIVATE PROTECTION SERVICES

The previously described processes of substitution, and within the framework of the creation of completely new or significantly changed private protection services, can also be observed through the ubiquitous process of digitization and digital transformation of both the business processes themselves and society as a whole. In the given context, it is completely irrelevant whether we will use the term digital transformation of private protection jobs, or digitization of the entire economy and community as a whole, for which again private protection provides personalized private protection services in the same digital environment. Realistically, the private protection industry itself does not have an option in which it can leave its business, including the provision of private protection services for end users, out of sync with the new digital environment in any part. The mentioned option is impractical due to the necessity of the very functionality of this industry. In the given context, the market aspect of this activity itself spontaneously generates all the necessarily accompanying processes of transformation of the sector, up to the state of full optimization of the private protection service. The same implies the redefinition of the entire range of services, the acquisition of new equipment and sophisticated technical protection systems, the training of direct executors to work with the aforementioned systems, and ultimately only the provision of new and redefined private protection services. For example, there are increasingly common trends of combining physical and cyber security components. Namely, as digital platforms become more and more connected, the complexity and frequency of cyber threats increases, and thus cyber security becomes more and more critical. The threats themselves range from attacks on data with sensitive information, to (ransomware) attacks that destroy entire networks. Therefore, such loss or theft of data can

have consequences similar to former conventional theft or damage. Therefore, the protection of sensitive information becomes one of the foundations of modern private security, through which private security companies extend their responsibility beyond physical security to the digital realm. Thus, in concrete practice, integral security solutions are increasingly common, which combine the advantages of physical and digital protection measures, with the aim of comprehensive protection against current threats. The same implies the merging of physical security measures (surveillance cameras, access control, alarm systems) and digital security tools (firewall, encryption and intrusion detection system), into an integrated system that reacts in such a way that in case of detection of a cyber breach, the system automatically locks physical access points, alerts security guards and initiates cyber security measures. Therefore, an integral approach increases property security, enables faster detection of threats, and enables a more effective response to incidents (Wilbur, 2023). In addition to the mentioned approach, a kind of combined physical/technical protection is increasingly common, supported by various models of integrating platforms that collect data from numerous technical protection systems (from burglary, video surveillance, fire alarm, access control, gas detection, various thermal modules and other modules, perimeter systems detection, patrol drones, etc.), from which data flows into integrating platforms, which with the increasing use of machine learning and AI,

AI - which provides an additional dimension of process improvement of the capabilities of the mentioned systems, using in parallel the totality of advanced technology and own algorithms for identifying potential threats and threats, with parallel processing of enormous amounts of data, and with their immediate identification and analysis, as well as predefined criteria, guarantees fast and efficient recognition of possible dangers and threats to the system itself and/or the location that is the subject of protection.

they enable the security guards themselves, as users of the mentioned platforms, to react in time and undertake proactive protective activities even before the occurrence of the harmful consequences themselves. Therefore, some authors rightly believe that AI is one of the most influential technologies that revolutionize private protection, given that it has the ability to learn, predict and react, thereby timely identifying suspicious activities and anomalies that may go unnoticed by people. Therefore, some authors believe that with AI we have stepped into a new era of security possibilities that exceed human potential (Wilbur, 2023). Likewise, the prevailing opinion is that the technologies in question will only transform the way security guards work, and therefore we do not have the dilemma of "people or machines", but rather "people and machines" (Stauch 2023).

7. CONCLUSION

Following the above, we can conclude that the entire private protection sector in the Republic of Croatia has for many years been burdened by the same problem of a low-energy and labor-intensive sector whose direct executors in a large percentage only earn a minimal personal income for their work. The change in the work paradigm in which employers are responsible for motivating their workers, as well as the growing total shortage of workers in the Republic of Croatia, is certainly an additional aggravating circumstance for this sector, which, despite the above, has been suffering for years from traditional unattractiveness for both current employees and future staff. The real material income gap of security guards of almost 36% compared to the average salary in the Republic of Croatia is a fact that is hard to overcome for the majority of security guards who, in almost three decades of normative regulation of this activity in the Republic of Croatia, still have not profiled themselves as an independent personal profession. The described negative processes basically generated a number of additional negative circumstances, the most disastrous reality of which is the almost no interest of new employees in the private protection industry, as well as the fact that the existing staff will not stay in it. The ratio of total licensed direct executors, and the number of active ones within the sector clearly testify to the above fact. In addition to the above, the very work and professional motivation of the aforementioned employees to acquire new knowledge and skills is logically questionable, without which the staff in question will unfortunately very quickly not be competitive on the market for private protection services, which is small and relatively undemanding in the Republic of Croatia (regarding the range and content of private protection services) is still not isolated from world and global trends for new forms of private protection services. Markets that will increasingly change volumes in a certain percentage, simultaneously displacing and substituting the most elementary and basic private protection services that the users themselves will simply no longer need due to the change in the security environment. In this context, we observe the necessity of overall reforms of the private protection sector in the digital environment and processes of digital transformation, given that it must offer adequate security responses to potential threats and threats from the aforementioned environment. The same implies the reality of expanding the range of services, as well as the overall area of security, such as integrated security solutions that include both physical and cyber security. The aforementioned functionalities and forms of protection naturally also imply completely new abilities and competencies of future executors of private protection jobs, which must be (up)educated in accordance with new and specific protection services, otherwise the existing security guards will be uncompetitive for the jobs they perform in just a few years, i.e. which they should perform in the future. In the future, the private protection sector expects even stronger growth and a more dynamic transformation process driven by the changing security environment, and based on it, the new and evolving needs of service users. In addition to the above, a significant role will be played by the increasing use of the latest technology, which will greatly transform existing protection models. In doing so, we certainly mean the use of artificial intelligence AI and machine learning (ML), which with its functionalities of analytical processing of large amounts of data in 'real time' and learning from the same, as well as the analysis of historical data and based on the same predictions of possible incidents, identification of potential threats based on of (pre)defined parameters, provide timely information to the

security personnel, who on the basis of them get the possibility of proactive action before the occurrence of a safe incident, which is certainly one of the new dimensions of security. All the aforementioned stages and components of the transformation of this sector are ultimately a kind of necessity, given that the private protection industry is a supporting industry for all economic branches and the public sector, and as such shares the fate of the business, social and security environment, in which it provides protection services for the ultimate users.

LITERATURE:

- CoESS. (2011). Private security services in Europe. Brussels: CoESS.
- CoESS. (2013). Private Security services in Europe, CoESS Facts and Figures.
- Cowen, D., Siciliano, A. (2011).: Višak maskuliteta i sigurnosti. Autori Antipode, 43 (5), 1516-1514
- Jones, T., Newburn, T. (2002). The Transformation of Policing? Understanding Current Trends in Policing Systems. *British Journal of Criminology*, 42 (1), 129-146
- Kalesnykas, R.: (2012), European Union Security Strategy: Globalization and New Challenges, *Issues of Business and Law* 4(2012):1-11
- Ocqueteau, F. (2006). France. In: T. Jones and T. Newburn, eds. *Plural policing*. Abingdon: Routledge, 55–76.
- Nađ, I., Toth, I., Mihaljević, B. (2013). Javna i privatna sigurnost kao rezultat stanja društvenog sustava, Veleučilište Lavoslav Ružička u Vukovaru, 2013. str. 798-811.
- Perčin, A. (2018). Privatna zaštita – zakonski i operativni aspekt odgovora na sigurnosne ugroze, DKU, Velika Gorica, Hrvatska, VVG.
- Perčin, A. (2022). Utjecaj demografskih promjena i uvjeta rada na nedostatak zaposlenika, Međunarodna konferencija „Izazovi upravljanja promjenama, ljudskim potencijalima i obrazovanju u industriji privatne zaštite“, u organizaciji HCZ, CoESS-a, UNI Europa, Zagreb 2022.
- Sklansky, D. A. (2006). Private police and democracy, *American Criminal Law Review*, 43 (89): 89 – 105.
- Van Steden, R., Sarre, R. (2007). The growth of private security: trends in the European Union. *Security journal*, 20, 222–235.

Internet sources:

- Stuch, J.: From human to hybrid: Why augmented guards are the future of security, <https://www.securitymagazine.com/articles/99686-from-human-to-hybrid-why-augmented-guards-are-the-future-of-security> (03.05.2024)
- Wilbur, J.: Securing the Future: Key Trends Shaping the Private Security Industry, <https://www.linkedin.com/pulse/securing-future-key-trends-shaping-private-security-industry-wilbur> (02.05.2024)
- Physical Security: The Value of Digitalization, Deloitte perspective, 2023., dostupno na <https://www.deloitte.com/global/en/services/risk-advisory/blogs/physical-security-the-value-of-digitalization.html>, (01.05.2024)

<https://n1info.hr/vijesti/hrvatsku-proglasena-najsigurnijom-zemljom-sigurnosni-strucnjak-objasjava-to-je-u-nasem-mentalitetu/> (03.05.2024)

<https://www.hnb.hr/-/prihodi-od-turizma-u-2023-veci-za-11-4-posto> (03.05.2024)

Normative acts.

Zakon o privatnoj zaštiti (NN, 16/20)