THE IMPACT OF ORGANISATIONAL CULTURE ON SERVICE DELIVERY IN A MAJOR PRIVATE SECURITY COMPANY

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ABSTRACT

In today's highly competitive business environment service delivery has become a key issue. Providing quality service could enhance an organisation's competitive advantage with beneficial financial implications. Service delivery requires the full cooperation and commitment of all the employees in the organisation, including management. The culture of the organisation supports this by eliciting a unified response from employees that supports the quality of service rendered to customers. In this regard the paper provides a statistical analysis of the impact of organisational culture on service delivery in a major South African private security company. Due to its applicability the Competing Values Framework (CVF) was instrumental in measuring the culture of the organisation and the award winning Baldrige Award Criteria in ascertaining its levels of service delivery.

Keywords: Organisational culture, service delivery, Competing Values Framework (CVF), Baldrige Award Criteria, private security in South Africa

1. INTRODUCTION

The globalisation of world markets has meant new technological development, increased competition from emerging economies, and newly opened opportunities. The World Wide Web and waves of new technological developments have also transformed organisational life (Cameron & Quinn, 2006:1). In an effort to be more efficient, competitive and flexible in today's business environment, many companies have realised the importance of information management and the transfer of management (Hansson & Klefsjö, 2003:71). The transfer of management means the emergence of philosophies aimed at increasing competitiveness, improving products/services, and reducing costs (Al-Khalifa & Aspinwall, 2001:417).

The quality of service delivery (which is usually incorporated into an organisation's Total Quality Management (TQM) programme) is one such philosophy that aids the organisation in transforming from an autocratic, hierarchical system to a system of teamwork, customer orientation and continuous improvement (Chang, 2005:413). This requires a shift in management's approach to the importance of organisational culture, as well as an effort to educate employees on its relevance (Al-Khalifa & Aspinwall, 2001:417). As organisations develop in different ways, their leadership, management styles and cultural environments differ. This means that the quality of service delivery would be implemented differently in different organisational settings (Noronha, 2003:351).

This is also true for the private security industry which has, due to the proliferation of crime in South Africa, experienced rapid growth in the past decade. With an international surge in the occurrence of crime and especially after the September, 11, 2001 attacks on the World Trade Centre, the prominence of the private security industry has increased exponentially. This prominence has stimulated international and national competition and security companies need to consider service delivery as a crucial component of their business philosophy.

Numerous authors have examined the impact of organisational culture on service delivery. Earlier studies were conducted by Chatman and Jehn (1994), Denison and Mishra (1995), Handfield and Ghosh (1994), Kanji & Wong (1998), and Kotter and Heskett (1992). More recent investigations have been conducted in a variety of business sectors (see Huq & Martin (2001) who focused on hospitals in the US Midwest, Svensson & Klefsjö (2000) who investigated the Swedish school sector, Bedingham (2004) and Oladunmoye (2004), who focused on the construction industry, as well as Lee & Yu (2004) on high-tech manufacturing, hospitals and insurance companies in a Singaporean context, Boggs (2004) on a local church, Lawrence & McCollough (2004) on student satisfaction, and Schlechter (2005) on a large South African retail organisation).

These studies are part of a growing body of evidence that establishes and supports the notion that organisational culture impacts on service delivery (also see Taylor in Barker & Coy, 2004:5). Studies that cover this topic in the security fraternity are notably absent, adding to the contributory value of this paper.

2. PRIVATE SECURITY IN SOUTH AFRICA

It is an established fact that crime poses a serious problem for South Africa (Burger, 2006:105). It is thus not surprising that South Africans spend more on private security as a percentage of the GDP than any other nation. This is evident in the fact that there are about 4 898 registered security companies in South Africa, and that the annual value of the industry is estimated at about R58 billion per annum (PSIRA Annual Report, 2009: Online).

The South African Police Service (SAPS), like its counterparts worldwide, has struggled not only to come to terms with the high levels of crime in general, but also to keep abreast of the changing patterns of crime (Minnaar, 2005:85). Finding solutions to these problems has also influenced and shaped the domain of private security in the sense that the role of private security companies has expanded and the value of security personnel has multiplied in many spheres of the organisation (Pillay, 2003:21).

The focus of the company under investigation is on organisational loss prevention. Loss prevention represents the core service to be rendered and

could be defined as "any method (e.g. security officers, safety, auditing, insurance) used by an individual or organisation to increase the likelihood of preventing and controlling loss (e.g. people, money, productivity, materials) resulting from a host of adverse occurrences (e.g. crime, fire, accident, error, poor supervision or management, bad investment)" (Purpura, 2002:7). With the importance of private security established, the next sections detail the Competing Values Framework (CVF).

3. COMPETING VALUES FRAMEWORK (CVF)

The Competing Values Framework (CVF) has been developed and refined since its inception in 1988. It has been acclaimed as one of the forty most important models in the history of business and has been used in more than one thousand organisations to predict organisational performance (Cameron & Quinn, 2006:23). The CVF proposes that the performance indicators used in the analysis of organisational effectiveness are based upon the underlying values prevailing in organisations. The key assumption underlying the competing values approach is that no single goal exists in an organisation, but that a number of competing values are held by the various stakeholders, which could lead to different goals and objectives. Cameron and Quinn (2006:46) found that after applying the competing values framework to thousands of organisations, most organisations displayed a dominant culture, and in more than 80 percent of organisations more than one dominant culture could be distinguished. This means that although an organisation has a dominant culture type it could also possess characteristics of the other cultural types.

The CVF proposes four cultural types that constitute opposing values. They include the Group Culture, Developmental Culture, Hierarchical Culture and the Rational Culture. Flexibility and discretion characterise the Group and Developmental Cultures and stability and control characterise Hierarchical and Rational Cultures. This is detailed in Figure 1.
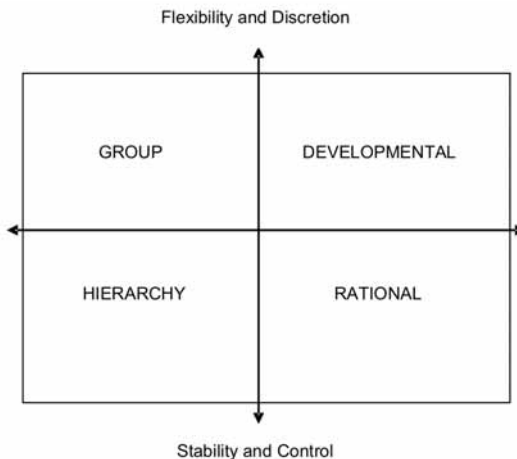
Figure 1: The Competing Values Framework
Source: Cameron & Quinn, 2006: 35

The four constituents have the following characteristics (Cameron & Quinn, 2006: 66):

The Group Culture

The organisation is a friendly place to work and people share a lot of themselves. It is more like an extended family.
The leaders are considered to be mentors, maybe even parent figures.
The organisation is held together by loyalty and tradition.
Commitment is very high.
The organisation values long term human resource development.
The organisation attaches great importance to cohesion and morale.
Success is defined in terms of sensitivity to customers and concern for people.
Teamwork, participation and consensus are key aspects.

The Developmental Culture

The organisation is a dynamic, entrepreneurial place to work. People stick their necks out and take risks.
The leaders are innovators and risk-takers.
Commitment to experimentation and innovation defines the organisation being on the leading edge.
The long-term emphasis of the organisation is on growth and the acquisition of resources.
Success means gaining unique new products and services. Being a product or service leader is important.
Individual initiative and freedom are key aspects.

The Hierarchy Culture

The organisation is a formalised and structured place to work. Procedures govern what people do.
Leaders are good organisers, coordinators and effective.
Formal rules and policies maintain a smooth-running organisation.
The long-term concern of the organisation is on stability and performance with efficient smooth operations.
Success is defined in terms of dependable delivery, smooth scheduling and low cost.
Secure employment and predictability are key aspects.

The Rational Culture

The organisation is very results-oriented - getting the job done.
People are competitive and goal-oriented.

Leaders are hard-driven producers and competitors. They are tough and demanding.

The focus is on winning, and reputation and success are common concerns.

The long-term focus is on competitive actions and the achievement of goals.

Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important.

Hard-driving competitiveness is a key aspect.

If an organisation does not have a dominant cultural type or if the four cultural types are equally emphasised, organisations tend to be unclear about their culture.

4. BALDRIGE AWARD CRITERIA

The assessment of quality is not an easy task, and the way in which the quality process is managed and improved may vary from one organisation to the next. To facilitate a unified approach to the quality concept, President Ronald Reagan signed Public Law 100-107 in 1987, also referred to as the National Quality Improvement Act, establishing the Malcolm Baldrige Award named after the former USA Secretary of Commerce (Lee & Quazi, 2001:121; Mani, Murugan, & Rajendran, 2003:611: Kujala & Lillrank, 2004:45). This prompted companies to make quality a serious consideration and to rethink strategies regarding quality implementation (Warwood & Antony, 2003:67).

It was found that organisations that adopted quality practices experienced an overall improvement in performance, which also included better employee relations, higher productivity, greater customer satisfaction, and increased market share and productivity (Lee & Quazi, 2001:121). The following quality-related aspects fundamental to quality implementation were identified (Higgenson & Waxler, 1994:4):

Quality is customer driven. Organisations need to determine what customers want and must satisfy that need.

Top executives must be totally behind quality-related efforts and their words and deeds must reflect their commitment.

The organisational culture must reflect the quality values at all levels of the organisation. This means that the quality principles need to be clearly communicated and articulated.

Companies need to involve all employees in quality implementation. This involves systematic and continuous employee improvement, teamwork and training.

The Baldrige Award provides the organisation with an integrated results-oriented framework that includes seven categories of excellence, namely leadership, information and analysis, strategic quality planning, human resources development and planning, management of process quality, quality and operational results, and customer focus and satisfaction (Mani et al.,

2003:612).   These categories of service excellence were measured in the quality section of the questionnaire.

5.   THE IMPACT OF ORGANISATIONAL CULTURE ON SERVICE DELIVERY IN A MAJOR PRIVATE SECURITY COMPANY

5.1   Methodology

A questionnaire, with a preceding pilot study, was used to gather data for this investigation. The questionnaire consisted of three sections: a biographical section, a culture and a quality section.   The biographical section of the questionnaire captured the sector of operation of respondents, geographical area, current position, gender and racial group.   The culture section corresponds with the approach of Quinn and Spreitzer (1991), based on the Competing Values Framework (CVF).   The quality section of the questionnaire has its origin in the research of Cornesky and Associates (1995), and has been updated to specifically include the quality aspects of importance in the private security environment.   The data was statistically analysed by means of factor analysis, ANOVA and MANOVA, and post-hoc testing (also see Dellana & Hauser (2000, 1999)).

5.2   Population and Sample

The company under investigation is an international company that operates nationally in South Africa. Their operations include the following geographical areas: Johannesburg, Pretoria, Mpumalanga, the Free State/Northern Cape/Lesotho, Western Cape/Boland, Eastern Cape and Kwa-Zulu Natal. Data was gathered by means of a structured questionnaire, with a preceding pilot study.   As individuals in the population were not equal in terms of operational level, stratified random sampling was applied.   This sampling method ensured that the strata or layers of the organisation were represented in the sample (Salkind, 2006:91; Saunders, Lewis & Thornhill, 2007: 221; Welman, Kruger & Mitchell., 2005:61, Leedy & Ormrod, 2005:202). The strata or layers in the organisation under investigation were managers, administration staff, and security staff. From a population of 15,844 a sample of 20% (3,172 individuals) was drawn.   The usable responses yielded an overall response rate of 21% (n=676).

5.3   Descriptive and Statistical Findings

This section provides tables and/or graphs that illustrate the demographic composition of the respondents.

Demographics
The organisation serves various sectors of operation, as illustrated below.
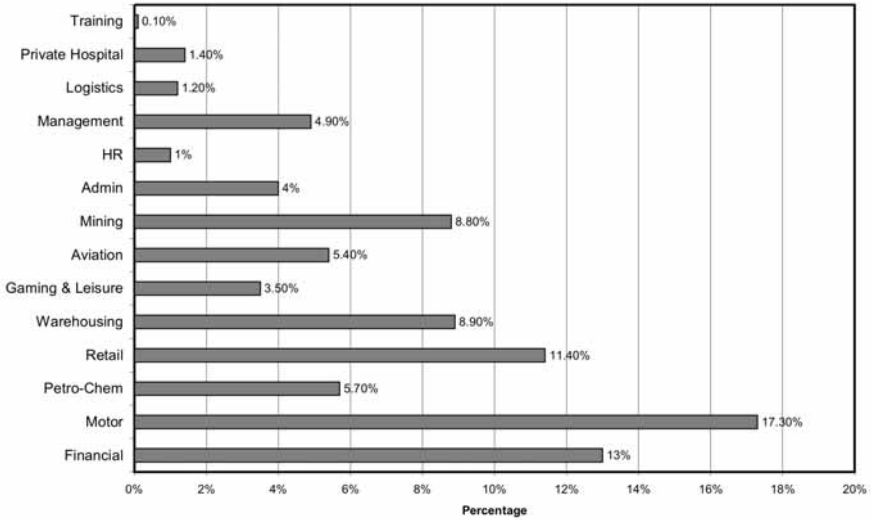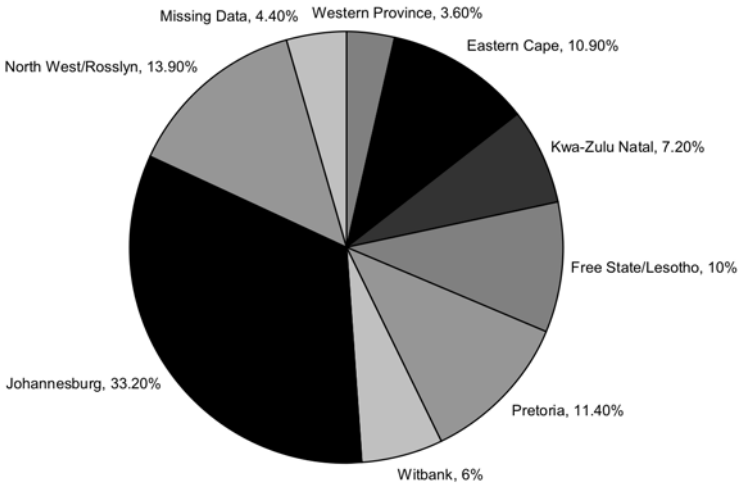
Figure 2: Respondents' sectors of operation in the organisation

The organisation also operates in various geographical areas.

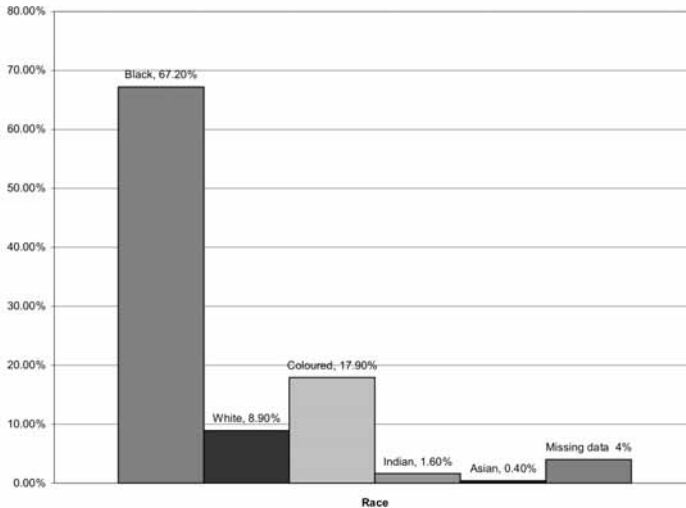Figure 3: Respondents' geographical areas of operation in the organisation

Levels
Respondents occupy the following positions in the organisation: 3,8% administrative staff, 81,6% security staff and 10% management staff.

Gender
77% of the respondents were males and 18,7% females.

Race
The racial composition of respondents is illustrated below.

Statistical analysis of the findings

Reliability

Regarding the reliability of the questionnaire used in the survey, Crohnbach's alpha was calculated for the data under investigation. It yielded an overall Crohnbach alpha of .889 on the 25 items of the culture section and .997 on the 57 items of the quality section. This could be regarded as indicative of good reliability.

Factor Analysis

Factor analysis is a multivariate statistical technique that serves various purposes: it may be used for variable reduction, but the more common purpose is the identification and interpretation of latent or underlying factors. This explains the variation in the items (variates) measured, where factors can usually not be measured directly. The more closely related the variables, the fewer factors are often needed to represent the entire matrix of variables (Salkind, 2006: 179).

We performed a factor analysis on the four total scores per respondent, for the four groups of culture questions, as well as for the 7 totals for the quality questions, i.e. 11 variables, mainly with the purpose of profiling the company

with regard to organisational culture and quality of service delivery, but also to re-affirm the validity of the questions used in recognising these two aspects in the security sector.

The Principal Components method of factor analysis (unrotated) shows that two factors describe 74% of the total variance. Tests on the eigenvalues as well as the scree plot indicate that two factors are sufficient. Interpretations of the factor loadings lead to heaviest loads on quality elements in the first factor and heavy (absolute) loads on culture types in the second factor, summarised as Factor 1 Quality and Factor 2 Organisational Culture. This is presented in the tables and graphs below.

Table 1: Eigenvalues (characteristic values) from the correlation matrix (dimension II)

Eigenvalues Extraction: Principal components				
	Eigenvalue	% Total	Cumulative	Cumulative
Factor1	6.561688	59.65171	6.561688	59.65171
Factor 2	1.580093	14.36449	8.141782	74.01620

Graph1: Scree Plot of Eigenvalues

Plot of Eigenvalues
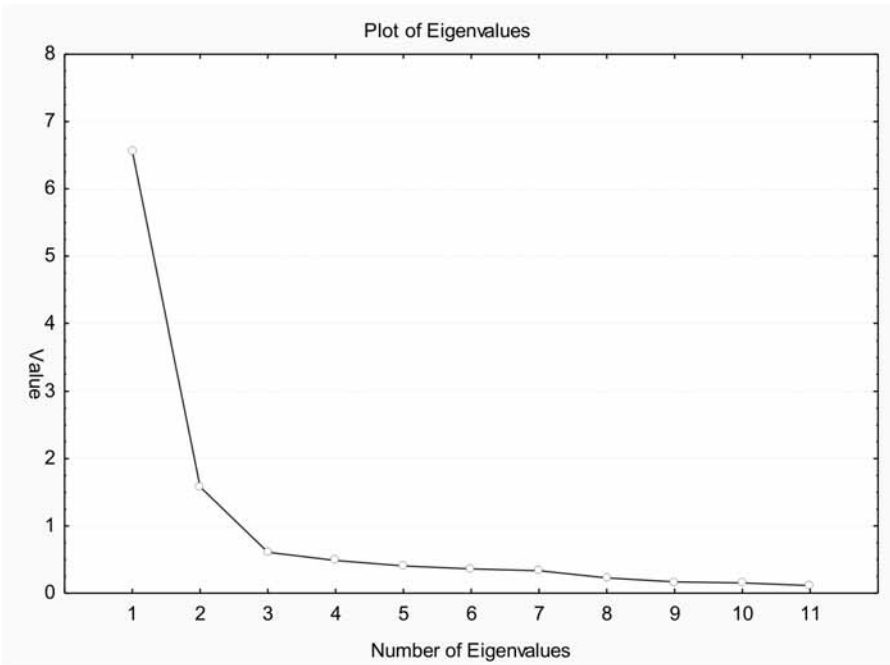
The "elbow" of the graph above is clearly at 2 or 3 eigenvalues i.e. adding more factors does not make any significant contribution to the variance explained.

Table 2: Factor loadings (unrotated) extraction: principle components

Factor Loadings (Unrotated) Extraction: Principal components		
	Factor	Factor
GRSUM	-0.531481	0.617650
DEVSUM	-0.577997	0.525810
HIERSUM	-0.546583	0.568482
RATSUM	-0.627804	0.532336
LEADSUM	-0.822554	-0.168920
INFOSUM	-0.873742	-0.206081
STRATSUM	-0.899226	-0.240564
HRDSUM	-0.824418	-0.223009
BUSPSUM	-0.893253	-0.172970
PERFSUM	-0.878726	-0.246343
CUSSUM	-0.868269	-0.215319
Expl.Variance	6.561688	1.580093
Prp.Total	0.596517	0.143645

The culture and quality orientation of the organisation

The average scores of each respondent were obtained regarding each of the four cultural groups. The most prominent cultural orientation of each respondent was then ascertained by considering which cultural group displayed the highest average score for each individual, and assigning the person to that particular group. The respondents that did not indicate a dominant cultural group score were not included in the analysis.

Organisational Culture Profile

Graph 2: Organisational culture profile of the organisation
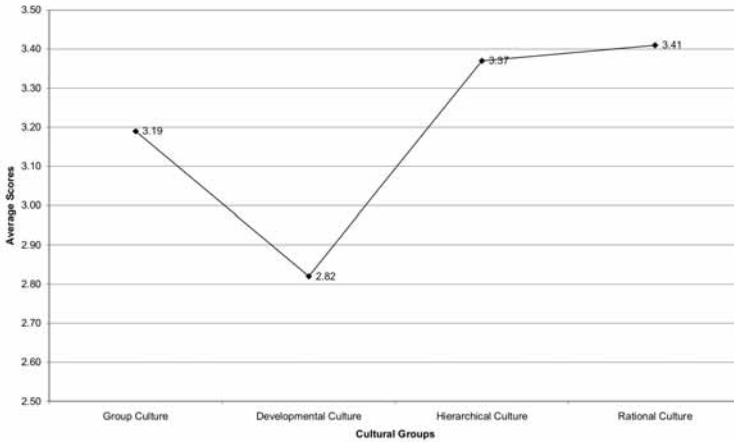
Graph 2 indicates an average score for the Group Culture of 3.19, a Developmental Culture mean score of 2.82, a Hierarchical Culture mean score of 3.37 and a Rational Culture mean score of 3.41.

Organisational Quality Profile

The averages of the quality section of the questionnaire were also calculated for each respondent. The average of the averages for the seven categories is presented in Graph 3. As in the case with the culture scores (see Graph 2), the quality scores are also presented as the mean of means and averaged over the number of respondents.

Graph 3: Quality orientation of the organisation
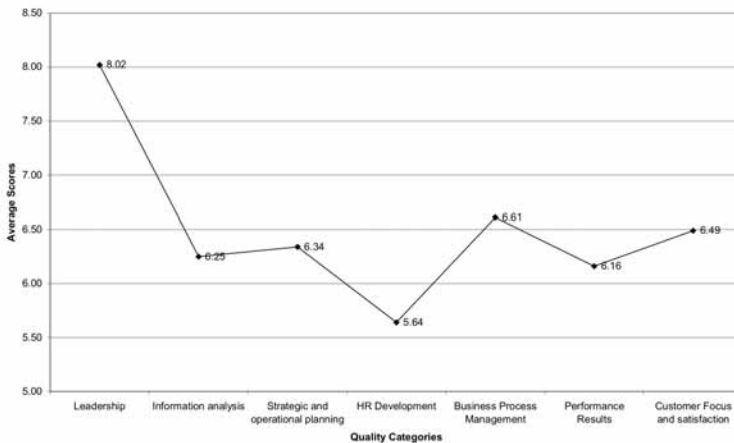
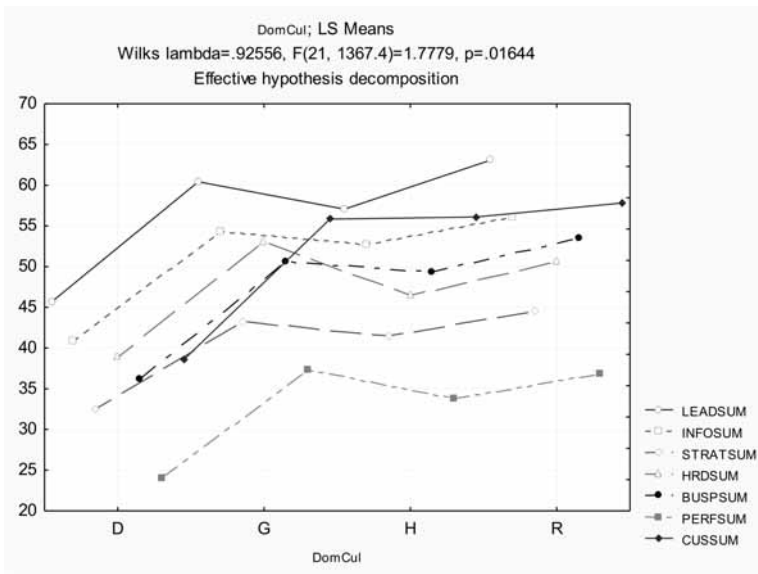Graph 3 shows the average scores to be the following: Leadership (LEAD-8.02), Information and Analysis (INFO-6.25), Strategic and Operational Planning (STRAT-6.34). Human Resources Development and Management (HRD-5.64), Business Process Management (BUSP-6.61), Performance Results (PERF-6.16) and Customer Focus and Satisfaction (CUSF-6.49).

Tests on quality, based on organisational culture

In order to ascertain the impact of organisational culture (culture scores) on service delivery (quality scores), the means of the total scores per quality attributes (leadership, information and analysis, strategic and operational planning, human resource development and management, business process management, performance results and customer focus and satisfaction) were tested across the four cultural groups (as indicated uniquely by each respondent by the method above). This phase of the analysis considered the quality attributes as continuous variables, hence validating the use of ANOVAS and MANOVAS to test for multivariate and univariate equivalency of means, respectively.

Multivariate tests on quality, grouped by dominant culture

Graph 4: Profiles of the multivariate quality means across the four types of organisational cultures

DomCul; LS Means
Wilks lambda=.92556, F(21, 1367.4)=1.7779, p=.01644
Effective hypothesis decomposition

DomCul - Dominant Culture
D   - Developmental Culture
G   - Group Culture
H   - Hierarchical Culture
R   - Rational Culture

Testing assumptions
a) Levene's test for the homogeneity of variances was performed on the data.

Table 3: Levene's test for homogeneity of variances

Levene's Test for Homogeneity of Variances Effect: "DomCul" Degrees of freedom for all Fs: 3, 482				
	MS	MS	F	P
LEADSUM	144.4898	149.1336	0.968862	0.407165
INFOSUM	212.2984	120.1604	1.766791	0.152608
STRATSUM	271.7504	72.0051	3.774042	0.010678
HRDSUM	308.7742	124.4919	2.480275	0.060410
BUSPSUM	303.4330	112.7576	2.691019	0.045713
PERFSUM	55.2086	56.4568	0.977891	0.402890
CUSSUM	254.4189	133.4975	1.905795	0.127727

The p-values indicate a significant difference (smaller than 5%) for only Strategic and Operational Planning (STRATSUM) and Business Process Management (BUSPSUM) variances, but we continued with the fairly robust (M)ANOVAs, assuming homogeneity.

b) Investigating normality

Graph 5: STRATSUM Values
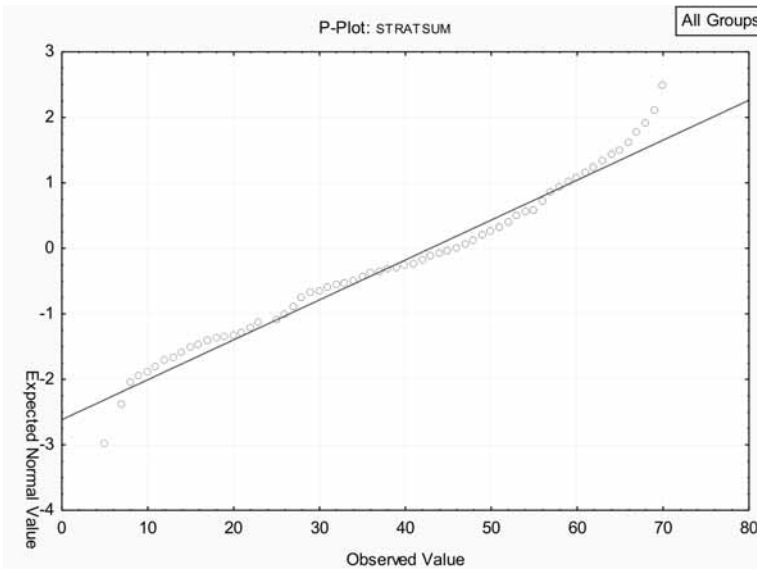
Similar Q-Q plots were done for the 7 Quality variables, and most of them

resemble normality, as illustrated for STRATSUM above, confirming that we could continue with the analysis.

Multivariate tests for equality of quality vector means across culture groups

	Test	Value	F	Effect	Error	p
Multivariate tests of significance Sigma-restricted parameterisation effective hypothesis decomposition						
Intercept	Wilks	0.264807	188.7903	7	476.000	0.000000
DomCulture	Wilks	0.925563	1.7779	21	1367.365	0.016438

The MANOVA yielded a calculated p-value of $0.0164 < 0.05$; therefore there is a significant difference in vector means at a significance level of 5%, i.e the seven quality attributes (leadership, information and analysis, strategic and operational planning, human resource development and management, business process management, performance results and customer focus and satisfaction) as a group (vector) have 7-dimensional means that differ across the four organisational cultures of the company under investigation.

Univariate tests (ANOVAS) on each of the quality aspects, grouped by organisational culture

Since the MANOVA yielded significant differences in the vector Quality means, we followed up with univariate tests, to determine which of the quality variates' means differed.

Q-variate	p-value
LEADSUM	0.0029
INFOSUM	0.0362
STRATSUM	0.0287
HRDSUM	0.0257
BUSPSUM	0.0040
PERFSUM	0.0023
CUSSUM	0.0213

All the above p-values (all < 5%) indicate that organisational culture impacts on the mean quality scores per quality group in the company under investigation, perhaps on leadership and performance results to the greatest extent.

To ascertain to what extent the quality aspects are affected, post-hoc testing was performed on all the quality scores, specifically using the conservative Scheffe test. By these tests we determine, for significantly different mean scores across the four Culture Groups, which cultures differ from which, regarding the means of the quality values, i.e we do pairwise comparisons of each organisational culture group, for each of the quality attributes.

Post hoc testing per variable (Quality)
Leadership total

	Scheffe test; variable LEADSUM probabilities for post hoc tests error: Between MS = 440.87, df = 482.00				
	DomCul	Developmental	Group	Hierarchical	Rational
1	D		0.138327	0.315394	0.039280
2	G	0.138327		0.694825	0.809139
3	H	0.315394	0.694825		0.047689
4	R	0.039280	0.809139	0.047689	

For LEADSUM, significant differences between Developmental Culture and Rational Culture mean scores exist. The Rational Culture score also differs significantly from the Hierarchical Culture mean score.

Information and analysis total

	Scheffe test; variable INFOSUM probabilities for post hoc tests error: between MS = 402.52, df = 482.00				
	DomCul	Developmental	Group	Hierarchical	Rational
1	D		0.167388	0.238477	0.071408
2	G	0.167388		0.946138	0.930085
3	H	0.238477	0.946138		0.438237
4	R	0.071408	0.930085	0.438237	

No significant differences in the paired means for INFOSUM exist (at < 0,05), despite an overall difference (p-value was 0,0362).

Strategic and operational planning total

	Scheffe test; variable STRATSUM probabilities for post hoc tests error: between MS = 253.16, df = 482.00				
	DomCul	Developmental	Group	Hierarchical	Rational
1	D		0.167176	0.276781	0.074229
2	G	0.167176		0.885250	0.940593
3	H	0.276781	0.885250		0.329265
4	R	0.074229	0.940593	0.329265	

No significant differences for the means of STRATSUM exist between groups.

Human resources development and management total

	DomCul	Developmental	Group	Hierarchical	Rational
		Scheffe test; variable HRDSUM probabilities for post hoc tests error: between MS = 464.06, df = 482.00			
1	D		0.185740	0.677641	0.298299
2	G	0.185740		0.163521	0.876363
3	H	0.677641	0.163521		0.302933
4	R	0.298299	0.876363	0.302933	

No significant differences for the means of HRDSUM exist between groups.

Business process management total

	DomCul	Developmental	Group	Hierarchical	Rational
		Scheffe test; variable BUSPSUM probabilities for post hoc tests error: between MS = 344.14, df = 482.00			
1	D		0.078563	0.105829	0.014300
2	G	0.078563		0.968096	0.705034
3	H	0.105829	0.968096		0.196526
4	R	0.014300	0.705034	0.196526	

For BUSPSUM, significant differences exist between Developmental Culture and Rational Culture mean scores.

Performance results total

	DomCul	Developmental	Group	Hierarchical	Rational
		Scheffe test; variable PERFSUM probabilities for post hoc tests error: between MS = 195.37, df = 482.00			
1	D		0.018383	0.124625	0.018483
2	G	0.018383		0.289132	0.992015
3	H	0.124625	0.289132		0.207060
4	R	0.018483	0.992015	0.207060	

For Performance Results, significant differences between Developmental Culture and Rational Culture mean scores exist.

Customer focus and satisfaction total

		Scheffe test; variable CUSSUM probabilities for post hoc tests error: between MS = 472.34, df = 482.00			
	DomCul	Developmental	Group	Hiearchical	Rational
1	D		0.069360	0.049262	0.022654
2	G	0.069360		0.999823	0.919451
3	H	0.049262	0.999823		0.893461
4	R	0.022654	0.919451	0.893461	

For Customer Focus and Satisfaction, significant differences between Developmental Culture and Rational Culture mean scores exist.

A similar set of tests could have been performed for the means (not totals) of the quality scores (leadership, etc.), but since it is a well known statistical fact that the variation of means is smaller than that of original variables, a spurious set of significant results could have been obtained, and this would not construe ethical research methodology. Furthermore, all conclusions are based on the choice/allocation of respondents to culture class, but we felt that this was the best scientific method for post hoc testing.

6. CONCLUSIONS

In a highly competitive business environment the quality of service delivery could create a valuable competitive advantage for organisations. In attaining this, organisational culture is a key consideration and served as an independent variable in the investigation. The analyses showed that organisational culture impacts upon some of the quality scores in the company under investigation. In the 'leadership category' of the quality section of the Baldrige Criteria there is a significant difference between the Rational and Hierarchical Culture types. The reason for this could be explained in the following way: Consistent with the characteristics of a Rational Culture (which involves a strong external orientation, competitiveness, productivity and prominent external positioning), management is likely to implement clear goals and provide direction to employees on what is expected. Given the fiercely competitive private security environment, a culture of maximum output and a strong competitive advantage is comprehensible.

The Rational Culture orientation is about 'order' and this will be reflected in the internal structuring of the organisation. This is in a sense conducive to private security that operates in a highly regulated environment. A Hierarchical Culture has a predominantly internal focus, with stability, control and continuity giving the workplace a predictable character. This will require management to have an internal focus, where structure and equilibrium is created. One can argue that given the legislative requirements structuring the industry, most private security companies will at some or other stage fall into a

hierarchical structure, as is the case with the company under investigation. An organisation's predominant cultural type thus affects its style of leadership, and also the way in which the organisation is structured.

The statistical analyses of the responses also show significant differences between the Rational Culture and Developmental Culture in the following quality categories: business processes management, performance results, and customer focus and satisfaction. It has already been stated that the Rational Culture supports a strong external positioning with output and competitive advantage being prominent considerations. In this sense, the Developmental Culture is also externally focused, but its focus is on expansion and transformation. Insight, innovation, creativity and adaptability are the main characteristics in this cultural type and oppose 'order' as highlighted by the Rational Culture. As the Rational Culture received the highest score and the Developmental Culture the lowest, it shows that the company under investigation has a high external positioning in terms of meeting the needs of external role players and low internal positioning in terms of meeting the needs of internal role players.

If one analyses the seven categories of the Baldrige Criteria, it becomes clear that some of the categories are internally focused (leadership, information and analysis, strategic and operational planning and human resources development and management) and the others are more externally focused (business process management, performance results and customer focus and satisfaction). In the case of the company under investigation, it is clear that the significant differences between the Rational and Developmental Cultures lay in the external components of the Baldrige Criteria.

Given the strong external positioning of the Rational Culture type, the organisation is attuned to the needs of customers. This involves the creation and implementation of new products and services and a constant alignment to the needs of customers. This also means that the assessment of operational procedures takes place. Needs and shortcomings are communicated and feedback is given to customers. This happens in an orderly and structured manner.

In a Developmental Culture type the same actions are likely to take place, with the difference that the actions are likely to be more flexible and customer-centred. It is also likely that employees will have a greater say in the process. The Developmental Culture is also aimed at a competitive advantage, with the difference that it takes employees and customers into account in the process. The Developmental Culture type is further likely to put a preference on training and development. This does not happen in the company under investigation, and the open responses support this. A true quality culture implies that employees constantly improve on their performance. This is the only way in which service excellence is maintained.

Given the external orientation of the Rational Culture and the fact that the security industry is highly regulated, it is understandable that the Rational Culture is prominent. The Hierarchical Culture is the second most prominent type in the company under investigation, making the cultural orientation a Rational/Hierarchical combination.

This combination or duality in a sense opposes the Developmental Culture, which is more flexible and people-oriented. It has already been established that there is a Rational Culture focus on the external positioning of the organisation, but quality is an internal consideration. In this regard, Dellana and Hauser (2000) found that high Developmental and Group Culture scores correlate with high Baldrige scores, suggesting that these cultural types relate better with a quality orientation. Both Group and Developmental Cultures are more flexible and adaptable with a focus on human resources development and expansion and transformation, respectively. The subsequent recommendations to the management of the company under investigation are thus aspects associated with more flexible, creative and people-friendly orientation, as proposed by the Developmental and Group Cultural types.

7. RECOMMENDATIONS

With the information age a reality and globalisation a certainty, all organisations need to have adaptive measures in place which enable them to function in a volatile global environment. The company under investigation needs a clearer alignment towards expansion and transformation and the development of human resources in their South African operations. They already have in place a strong competitive orientation, aimed at accomplishment, productivity and profit. However management needs to keep in mind that growth and transformation lie within the continuous development and investment in their workforce.

Aligning the organisation to be more people-oriented implies a mind shift on the part of top management. This means that growth should be facilitated by managers that create an environment that stimulates flexibility and spontaneity, as proposed by both the Group and Developmental Culture types. In a tightly regulated environment such as private security, this can pose a multitude of problems, such as employees feeling that their contributions are not valued by the organisation. This could have serious implications for employee motivation and retention. The fact that most security personnel operate on different sites makes it imperative that the company under investigation involve all employees equally in the quality process. Employees must be equally involved and included in the establishment of a quality orientation in their respective geographical areas and sectors of operation. This could only happen if employees receive constant communication and training on quality issues. The findings show that the quality of service delivery (as incorporated into the TQM programme) was not holistically implemented and the internal role players did not 'buy' into

the programme. This supports the findings of Dellana and Hauser (1999, 2000) that Developmental and Group Culture types are more conducive to service delivery.

In conclusion, it could be stated that organisational culture is a multifaceted concept and it is not possible to capture all its dimensions. This applies to all models that aim to explain culture in organisational context. As very little in terms of research findings cover this topic in private security, the findings of this investigation could aid security professionals in their quest for service excellence.

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