

# 시설경비조직의 전략적 인적자원관리가 조직문화 및 조직시민행동에 미치는 영향

Influence of Strategic Human Resource Management of on Organizational Culture and Organizational Citizenship Behavior of Private Facility Security Guards

강민완, 김효준  
경기대학교 경호보안학과

Min-Wan Kang(kmw@kgu.ac.kr), Hyo-Joon Kim(hyojoon-k@hanmail.net)

## 요약

이 연구의 목적은 시설경비조직의 전략적 인적자원관리가 조직문화 및 조직시민행동에 미치는 영향을 규명하는데 있다. 이 연구는 2010년 6월 서울소재 4개소 민간경비회사의 시설경비원을 모집단으로 설정한 후 판단표집법을 이용하여 최종분석에 이용된 사례 수는 총 343명을 추출하였다. 설문지의 신뢰도는 Cronbach's  $\alpha$  값이 .691 이상으로 나타났다. 결론은 다음과 같다. 첫째, 시설경비조직의 전략적 인적자원관리는 조직문화에 영향을 미친다. 즉, 교육훈련, 보상, 요원화, 경력개발이 활성화되면, 위계적, 개발적, 합리적, 합리적 문화는 촉진된다. 둘째, 시설경비조직의 전략적 인적자원관리는 조직시민행동에 영향을 미친다. 즉, 교육훈련, 요원화, 경력개발이 활성화 되면, 배려·이타주의, 참여적, 양심적, 신사적 행동은 촉진된다. 반면, 적절한 보상이 이루어지지 않았을 경우 배려·이타주의, 참여적 행동은 감소한다. 셋째, 시설경비조직의 조직문화는 조직시민행동에 영향을 미친다. 즉, 위계적, 개발적, 합리적, 합리적 문화가 형성 되면, 배려·이타주의, 참여적, 양심적, 신사적 행동은 촉진된다.

■ 중심어 : | 민간경비 | 시설경비조직 | 전략적 인적자원관리 | 조직문화 | 조직시민행동 |

## Abstract

The objective of this study is to find out how strategic human resource management(SHRM) of a facility security firm affects its organizational culture and behaviors of its members. This study was executed in June 2010 with facility security officers(FSO) in four private security firms by using a judgment sampling technique. A total of 343 FSOs were used in final analysis. Coefficient of reliability(Cronbach's coefficient alpha) of the survey was 0.691. The conclusion was as follows: First, SHRM of facility security firms exert its influence on organizational culture. That is, promotion of education/training, compensation, making avid followers, and career development may facilitate settlement of hierarchical, development-oriented, agreement-based and rationality-oriented culture. Second, SHRM of security firms would affect organizational citizenship behaviors(OCB), i.e., the promotion of education/training, compensation, making avid followers, and career development would tend to enhance consideration for others and altruistic, participatory, conscientious and gentlemanly behaviors. On the other hand, if proper compensation is not made, above-mentioned behaviors would decrease. Third, organizational culture of security firms tends to affect OCB. That is, when hierarchical, development-oriented, agreement-based and rationality-oriented culture is settled, consideration for others, altruistic, participatory, conscientious and gentlemanly behaviors tends to be enhanced.

■ keyword : | Private Security | Facility Security Organization | Strategic Human Resource Management | Organizational Culture | Organizational Citizenship Behavior |

## I. Introduction

Contemporary private facility security industry has emerged to cope with chronic inefficiency and incompetency of public security systems on the basis of economic theories such as benefit principle, vacuum theory, and econometric reduction theory. From these perspectives, private facility security industry would alleviate social unrests accompanying economic advancement and also improve the quality of life by satisfying individual need of safety and stability. That is, in service industries closely linked to keeping peace and order of a society such as private facility security, the importance of strategic human resource management(SHRM) would be hard to underestimate in securing competitive edges of a security firm on a continual basis.

SHRM is defined as a system designed to strategically manage human resources in a way of overcoming conventional framework of personnel management to enhance organizational competitiveness [2].

There have been many studies on human resource management(HRM) in diverse fields of social sciences such as business administration, nursing, tourism or physical education to investigate relationships between SHRM and organizational culture in connection with business strategy[21]. 'Organizational culture' means the sharing of value, belief, norm and customs among members whose behaviors could affect the entire organization. It means that for successful innovation of a company, it is crucial to understand its organizational culture shared by its members[23].

Although HRM has been spotlighted as an important component of organizational management, there has been virtually no study on the relationship between organizational culture and HRM in private

security sector except Kim[15]. Kim[15] stressed the importance of creating organizational culture systematically for business innovation in private security firms. He believed that building organizational culture plays an important role in recruiting and managing excellent human resources in sectors engaged in protecting clients and their properties. Thus, private security firms may form a desirable organizational culture by adopting SHRM.

In spite of its rapid growth, the private security industry has not established systematic organizational culture yet, although several general hospitals and tourist firms have instilled some changes in knowledge-base of labor markets based on systematic organizational culture[32]. In general, study fields related to commercialism tend to emphasize the importance of organization citizenship behavior(OCB) for the sake of performance enhancement[9][24][13].

OCB is one of performance indicators for a future-oriented organization, which can be used to measure contribution of employees and predict financial performance and productivity of an organization in the long run[31]. Previous studies on the issue such as Son and Park[31], and Yoon and Lee[33] suggested that SHRM may exert positive influence over OCB of employees, so they supported the validity of this theme. Kerr and Slocum[14] proposed a possibility of emerging OCB may show differences according to traits of organizational culture. Some previous studies showed that members of an organization who believe that value system of an organization culture is socially desirable tend to have stronger OCB than members do not think of that way[7]. From this aspect, it is important for an organization to persuade private facility security officers(FSO) who are playing key roles to sacrifice themselves for the sake of making an organizational

culture and to encourage them to conduct OCB based on SHRM. For this purpose, it is necessary to find out various factors affecting OCB and reflect them to organizational policies.

In this regard, the study tried to unveil how SHRM would affect organizational culture and OCB of a security firm and provide basic data required to understand private facility security. Accordingly, the study investigated the influence of SHRM on organizational culture and OCB in private security firms.

## II. Theoretical Background

In the rapidly changing environment of today, organizations which try to attain differentiated competitive advantages over competitors emphasize the importance of strategic investment in acquiring key human resource. Especially, organizations in the security guard industry whose main business is the protection of life and physical protection of clients underline the importance of human resource

The concept of Human Resource Management (HRM) emerged as an alternative to overcome various hurdles appeared following stagnated labor productivity and industrial growth in the United States in early eighties. This concept was developed into Strategic Human Resource Management (SHRM) as HRM was linked to management strategy[20][11].

Approaches to SHRM could be classified into a universal approach applicable to various general issues, a situational approach which emphasizes that HRM activities and performance would be affected by situations confronted by a firm, and an organizational approach which views that diverse elements in an organization are closely linked[20]. That is, SHRM is a planned HRM and a series of activities made the

attainment of organizational goals possible[35].

The concept of organizational culture has its roots in various fields of study including business administration, sociology, psychology, and anthropology[28]. Especially, organizational culture is one of many factors affecting the work-life balance, and may be viewed as a cultural element balancing between work domain and life domain[17]. Organizational culture may be categorized based on conventional trait theory as follows: agreement-based culture which copes with external environment continually based on human-oriented operational process, development-oriented culture which respects human-oriented operational process but with vigor, hierarchical culture which shows task-oriented tendency and responds slowly to any change, and rationality-oriented culture which is task-oriented and reacts actively to any change[6].

However, most studies on human resource reported that there is a very significant relationship between organizational culture and its performance[21][15][32]. In this connection, Kim, Park and Kim[21] on hospital organizations reported that HRM exerts positive influence on organizational culture, and Seo and Lee[32] concerning university organizations reported that SHRM exerts positive influence over organizational performance. Especially, there is no relevant research on the security guard industry except Kim[15] concerning the relationship between organizational culture, HRM and organizational performance of private security organizations. Kim[15] reported that systematic formation of organizational culture is very important to pursue managerial innovation in specialized organizations such as private security organization, because selection and management of excellent human resource may exert very significant influence in forming organizational culture in fields which have to

protect lives and properties of customers such as security guard industry.

In a security guard organization, SHRM acts as a very significant factor to organizational culture and organization performance, but it may also exert considerable influence on Organizational Citizenship Behavior(OCB). OCB consists of all proper functions of members, which includes activities in a conventional role as well as all activities outside of the role. In other words, OCB is a concept focusing on not only compulsory activities, but also voluntary activities for an organization[1]. With respect to this concept, Organ[26]'s definition of OCB has been applied very convincingly, which defined OCB "one's discretionary action based on his free and an action outside of the role of the member, which is not directly recognized for an official compensation and increases the effectiveness of the organization"[8]. In this context, Sohn and Park[31] and Kang, Ha and Chung[34] concerning hotel employees reported that SHRM exerts very significant influence on OCB, and supported the appropriateness of this study to find out the influence of SHRM in a facility security organization on its organizational culture and OCB.

From the above studies, it is evident that SHRM exerts significant influence on organizational culture and OCB. In this context, this study tried to detect any difference between organizational culture and OCB around SHRM of facility security organizations.

### III. Methodology

#### 1. Subjects of the Study

Subjects of the study were picked up among private FSOs working for private security firms in Seoul as of June 2010 by using a judgment sampling technique. Those security firms were registered as corporate

security companies to the National Police Agency. Among 400 questionnaires distributed, 100 sheets per company, a total of 376 sheets were recovered, 33 sheets of which were discarded as they were considered outliers. Thus, a total of 343 sheets were used in the final analysis(refer to [Table 1]).

#### 2. Measuring Instrument

In the study, a questionnaire made of 68 items was used: 6 items on demographic traits, 26 on SHRM, 16 on organizational culture, and 20 on OCB. The items on demographic traits were derived from Kim, Kim, and Kim[18] and customized for the study in terms of gender, age, education, position, length of service, and monthly wage. The items on SHRM were derived from Kim[20] who used 26 items in 5 categories of making avid followers, education/training, performance evaluation, compensation and career development, which were customized for the study. The items on

Table 1. Traits of respondents

Category		Number (N)	Percent (%)
Gender	Male	333	97.1
	Female	10	2.9
Age	20's	175	51.0
	30's	83	24.2
	40 and above	85	24.8
Education	High school graduates	165	48.1
	College/University graduate	178	51.9
Position	Employee	337	98.3
Rank	Team Leader	6	1.7
Length of service	Less than 1 year	163	47.5
	1-3 years	122	35.6
	3-5 years	39	11.4
	5 years or more	19	5.5
Monthly Wage	Less than KRW 1,400,000	64	18.7
	KRW 1,410,000 - 1,700,000	156	45.5
	KRW 1,710,000 - 2,000,000	117	34.1
	More than KRW 2,010,000	6	1.7
Total		343	100

organizational culture were brought from a questionnaire developed by Lee[23], which was recompiled into 16 items in 4 categories of rationality-oriented, development-oriented, agreement-based and hierarchical. The items on OCB was derived from Shin[29] whose items were customized and recompiled into 20 items in 5 categories of participation, self-consciousness, altruistic, consideration, and gentlemanly attitude. All items in the

questionnaire were measure with a 5-point Likert-type scale from “Most unlikely(1 point)” to “Most likely(5 points)”.

### 3. Validity and Reliability of the Questionnaire Used

This study checked its validity through preliminary inspection of questionnaires to be used in surveys to find out the influence of facility security firm’s SHRM

Table 2. Factor / reliability analysis of questionnaires on SHRM

Item	SHRM			
	Education/training (Factor 1)	Compensation (Factor 2)	Making avid followers (Factor 3)	Career development (Factor 4)
1. Provide training for new employees before actual work	<b>.800</b>	.124	.178	.062
2. Provide diverse training programs related to work	<b>.744</b>	.184	.292	.116
3. Encourage to participate in training programs at least once a year	<b>.735</b>	.250	.214	.047
4. Encourage employees to gain specialized knowledge in specific areas	<b>.677</b>	.172	.118	.417
5. Conduct work transfer system and on-the-job training to provide employees with various working skills	<b>.677</b>	.255	.220	.212
6. Offer fair and equitable level of wages in respect to current effort	.101	<b>.795</b>	.134	.112
7. Offer high wages than other firms in the same industry	.137	<b>.786</b>	.151	-.073
8. Set wage level in a fair and equitable process	.259	<b>.695</b>	.149	.305
9. Provide compensation and disadvantages in a fair and equitable manner	.243	<b>.669</b>	.098	.343
10. Provide bonuses based on net profit of the company	.197	<b>.573</b>	.044	.212
11. Focus on skill and competency when recruiting new employees	.331	.123	<b>.792</b>	-.006
12. Conduct open recruitment in an open and transparent way based on tests and interviews	.251	.129	<b>.769</b>	.016
13. Use competency and skills as major criteria in recruiting	.062	.111	<b>.734</b>	.221
14. Make careful arrangement and preparation to recruit competent employees	.372	.176	<b>.595</b>	.308
15. Put emphasis on past work experience and competency when recruiting employees	.120	.082	<b>.573</b>	.323
16. Offer promotion to employees with excellent performance via diverse career paths	.061	.290	.207	<b>.720</b>
17. Our organization has clearly defined career paths for promotion	.260	.077	.106	<b>.703</b>
18. My boss knows exactly what I want for my future career.	.092	.169	.170	<b>.698</b>
Rotation Sums of Squared Loadings	3.252	2.916	2.822	2.258
% Dispersion	18.066	16.198	15.679	12.544
% Accumulation	18.066	34.264	49.943	62.487
<b>Cronbach's coefficient alpha</b>	<b>.862</b>	<b>.814</b>	<b>.759</b>	<b>.695</b>

upon organizational culture and OCB. To check validity of the questionnaires, a professional with Ph.D. degree in physical education and two experts with Ph.D. degrees in guard safety held a special meeting to discuss about the contextual validity and suitability of items. The issues pointed out at the meeting were revised and applied. In addition, two analyses, exploratory factor analysis and reliability analysis were executed to confirm final validity of collected data on SHRM, organizational culture and OCB. Results of factor analysis and reliability analysis of SHRM, organizational culture, and OCB are shown in [Table 2][Table 3] and [Table 4],

respectively.

#### 4. Investigation Procedure and Data Analysis

The questionnaires were distributed to FSOs and recovered later after replying with a self administration method. A total of 343 sheets excluding outliers were recovered and used for final analyses. The collected data were analyzed with SPSSWIN version 18.0 by using techniques including factor analysis, reliability analysis, and regression analysis.

Table 3. Factor / reliability analysis of questionnaires on organizational culture

Item	Organizational culture			
	Hierarchical (Factor 1)	Development-oriented (Factor 2)	Agreement-based (Factor 3)	Rationality-oriented (Factor 4)
1. Emphasize making documents, responsibility and information management	<b>.837</b>	.063	.110	.174
2. Observe predefined rules and regulations strictly during work	<b>.827</b>	.077	.188	.142
3. Emphasize command and control for an entire business unit based on strict authorization process	<b>.780</b>	.142	.252	.139
4. Emphasize safety and consistency	<b>.705</b>	.312	.167	.065
5. Emphasize growth and resource acquisition	.210	<b>.772</b>	.144	.290
6. Emphasize insights of employees to solve new challenges	.199	<b>.762</b>	.321	.180
7. Emphasize creativity, adaptation, and innovation	.158	<b>.751</b>	.304	.297
8. Emphasize constant challenge in new areas	.040	<b>.648</b>	.441	.267
9. Has high confidence in mutual cooperation and credibility	.227	.320	<b>.747</b>	.103
10. Emphasize camaraderie and participation	.419	.250	<b>.661</b>	.086
11. Emphasize the development of individual FSO	.269	.502	<b>.638</b>	.120
12. Emphasize morale and cohesion of a group	.426	.362	<b>.556</b>	.060
13. Evaluate employees based on their performance	.050	.231	.037	<b>.811</b>
14. Most activities are oriented toward goal achievement	.226	.284	-.007	<b>.784</b>
15. Emphasize planning and goal-setting	.301	.153	.335	<b>.664</b>
16. Emphasize productivity and efficiency	.039	.172	.599	<b>.606</b>
Rotation Sums of Squared Loadings	3.227	3.023	2.734	2.467
% Dispersion	20.169	18.894	17.089	15.419
% Accumulation	20.169	39.063	56.152	71.570
<b>Cronbach's coefficient alpha</b>	<b>.858</b>	<b>.880</b>	<b>.863</b>	<b>.814</b>

Table 4. Factor / reliability analysis of questionnaires on OCB

Item	Organization Citizenship Behavior			
	Consideration of others / altruistic behavior (Factor 1)	Participation (Factor 2)	Conscientious behavior (Factor 3)	Gentlemanly behavior (Factor 4)
1. I helped orientation for newcomers although it was not my job	<b>.752</b>	.240	.082	.058
2. I helped colleagues about issues related to our company	<b>.749</b>	.145	.233	.099
3. When making an important decision, colleagues give tips about it in advance	<b>.732</b>	.144	-.007	.048
4. I discuss important issues with my colleagues beforehand	<b>.722</b>	.175	.279	.159
5. I help my colleagues with my knowledge and experience	<b>.715</b>	.263	.221	.176
6. I act after thinking about the effects and consequences on my colleagues	<b>.696</b>	.237	.301	.141
7. I help my colleagues lift heavy item	<b>.677</b>	.100	.382	.112
8. I make many proposals to the company	.276	<b>.757</b>	-.018	.005
9. I actively participate in colleagues' wedding, ceremonies, or any other family events and pay a visit to a sick colleague.	.123	<b>.745</b>	.167	.023
10. I collect newspaper articles or magazine scripts that can help me upgrade my capability in work.	.172	<b>.708</b>	-.087	-.076
11. I actively participate in any events that may enhance brand image of the company	.210	<b>.707</b>	.142	.254
12. I sincerely have interest in the future and development of the company	.197	<b>.680</b>	.234	.157
13. I actively participate in meetings related to the company	.087	<b>.638</b>	.237	.121
14. I do not extend my lunch time and use it on personal occasions.	.220	.096	<b>.820</b>	.088
15. I do not leave my workplace for personal reasons.	.312	.059	<b>.785</b>	.099
16. I personally think that I am a conscientious person	.288	.119	<b>.743</b>	.107
17. I am always punctual and never come late to work	.087	.241	<b>.737</b>	.201
18. I consider any trivial complaint as my personal issue.	.073	.057	.004	<b>.794</b>
19. I do not try to find fault with my colleagues	.115	.029	.233	<b>.738</b>
20. I focus on the positive aspects of my work.	.242	.185	.177	<b>.719</b>
Rotation Sums of Squared Loadings	4.163	3.388	3.060	1.974
% Dispersion	20.814	16.938	15.301	9.871
% Accumulation	20.814	37.752	53.052	62.924
<b>Cronbach's coefficient alpha</b>	<b>.894</b>	<b>.837</b>	<b>.853</b>	<b>.691</b>

IV. Results

1. Relationships between SHRM, Organizational Culture and OCB

As shown in [Table 5], education/training, compensation, making avid followers and career development are significantly correlated with hierarchical culture, development-oriented culture and agreement-based culture. Education/training,

making avid followers and career development have significant correlations with altruistic behavior /consideration of others, participatory behavior, conscientious and gentlemanly behaviors as well. Also, hierarchical culture, development-oriented culture and agreement-based culture has significantly correlated with altruistic behavior /consideration of others, participatory behavior, conscientious and gentlemanly behaviors.

Table 5. Correlation between SHRM, organizational culture and OCB

	1	2	3	4	5	6	7	8	9	10	11	12
Education/training	1											
Compensation	.534 ***	1										
Making avid followers	.587 ***	.420 ***	1									
Career Development	.452 ***	.478 ***	.455 ***	1								
Hierarchical	.427 ***	.402 ***	.388 ***	.356 ***	1							
Development-oriented	.438 ***	.430 ***	.454 ***	.531 ***	.445 ***	1						
Agreement-based	.528 ***	.461 ***	.458 ***	.511 ***	.611 ***	.715 ***	1					
Rationality-oriented	.357 ***	.312 ***	.344 ***	.330 ***	.431 ***	.633 ***	.520 ***	1				
Altruistic/consideration of others	.302 ***	.027 ***	.269 ***	.207 ***	.349 ***	.406 ***	.415 ***	.357 ***	1			
Participation	.42 ***	.196 ***	.355 ***	.360 ***	.336 ***	.394 ***	.381 ***	.345 ***	.502 ***	1		
Conscientious	.181 ***	.031 ***	.165 ***	.125 **	.351 ***	.262 ***	.264 ***	.289 ***	.546 ***	.365 ***	1	
Gentlemanly behavior	.281 ***	.305 ***	.328 ***	.290 ***	.402 ***	.414 ***	.385 ***	.444 ***	.369 ***	.280 ***	.374 ***	1

\* p<.05, \*\* p<.01, \*\*\* p<.001

1.1. SHRM and Organizational Culture

[Table 6] shows the result of regression analysis regarding influence of SHRM of a facility security organization upon organizational culture.

Table 6. Regression analysis of influence of SHRM upon organizational culture

Independent Variable	Hierarchic al (β)	Development-oriented (β)	Agreement-based (β)	Rationality-oriented (β)
Education/training	.192**	.110	.257***	.153*
Compensation	.182**	.132*	.140**	.097
Making avid followers	.147*	.182***	.126*	.147*
Career development	.113*	.334***	.270***	.148*
R <sup>2</sup>	.253	.365	.396	.184

\* p<.05, \*\* p<.01, \*\*\* p<.001

According to [Table 6], factors located on lower level of SHRM, that is, education/training (β=.192), compensation(β=.182), making avid followers(β=.147)

and career development(β=.113), exert positive influences upon hierarchical culture. Compensation(β=.132), making avid followers(β=.182), and career development(β=.334) exert positive influences upon development-oriented culture. Education/training(β=.257), compensation(β=.140), making avid followers (β=.126), and career development(β=.270), exert positive influences upon agreement-based culture. Education/training(β=.153), making avid followers(β=.147), and career development(β=.148) exert positive influences upon rationality-oriented culture. SHRM could explain 25.3% of hierarchical culture, 36.5% of development-oriented culture, 39.6% of agreement-based culture and 18.4% of rationality-oriented culture, respectively.

1.2 SHRM and OCB

[Table 7] shows the result of regression analysis regarding influence of SHRM upon OCB in a security organization.



Table 7. Regression Analysis of Influence of SHRM upon OCB

Independent Variable	Consideration / altruistic (β)	Participatory behavior (β)	Conscientious behavior (β)	Gentlemanly behavior (β)
SHRM	.295***	.325***	.164*	.037
Compensation	-.256***	-.137*	-.129	.149*
Making avid followers	.143*	.119	.090	.192**
Career Development	.134*	.225***	.073	.113
R <sup>2</sup>	.148	.234	.049	.152

\* p<.05, \*\* p<.01, \*\*\* p<.001

According to [Table 7], factors located on lower level of SHRM, that is, education/training (β=.295), making avid followers(β=.143) ,and career development(β=.134), exert positive influences upon consideration of others /altruistic behavior while exert a negative influence upon compensation(β=-.256). Education /training(β=.325), and career development (β=.225), exert positive influences upon participation, while exerting a negative influence to compensation(β =-.137). Education/training(β=.164), exerts a positive influence to conscientious behavior. Both compensation(β=.149), and making avid followers(β =.192), exert positive influences to gentlemanly behavior. SHRM can explain 14.8% of consideration of others / altruistic behavior, 23.4% of participation, 4.9% of conscientious behavior and 15.2% of gentlemanly behavior, respectively.

1.3. Organizational Culture and OCB

[Table 8] shows the result of regression analysis of organizational culture of a security firm upon OCB.

According to Table 8, factors located on lower level of organizational culture, that is hierarchical (β=.130), development-oriented(β=.159) and agreement-based culture(β=.162), exert positive influences upon consideration of others /altruistic behavior.

Hierarchical(β=.142), and development-oriented culture(β=.187), exert positive influences upon participation. Hierarchical (β=.276), and rationality-oriented culture(β=.140) exert positive influences upon conscientious behavior. Hierarchical(β=.220), development-oriented(β=.148), and rationality-oriented culture(β=.247) exert positive influences to gentlemanly behavior. Organizational culture can explain 21.8% of consideration of others/altruistic behavior, 19.9% of participation, 14.9% of conscientious behavior, and 26.6% of gentlemanly behavior.

Table 8. Regression analysis of influence of organizational culture upon OCB

Independent Variable	Consideration / altruistic (β)	Participatory behavior (β)	Conscientious behavior (β)	Gentlemanly behavior (β)
Hierarchical	.130*	.142*	.276***	.220***
Development-oriented	.159*	.187*	.071	.148*
Agreement-based	.162*	.102	-.028	.017
Rationality-oriented	.116	.112	.140*	.247***
R <sup>2</sup>	.218	.199	.149	.266

\* p<.05, \*\*\* p<.001

V. Discussion and Conclusion

1. Discussion

In the private security area, there have been almost no studies concerning the influence of SHRM upon organizational culture and OCB. From this aspect, this study would contribute to stimulate research activities in the long run and accumulate empirical data in the field. In this way, basic data regarding OCB and organizational culture of private security firms would be accumulated for further studies.

However, the results of this study and discussions

on it had several intrinsic limitations. First of all, this study limited its scope to employees of private facility security firms only, which made it hard to generalize and apply the result across the entire industry. Second, it is difficult to admit that variables such as SHRM, organizational culture, OCB and so forth, describe all the characteristics of facility security firms. It means that variables such as organizational performance, operational satisfaction, and organizational concentration could affect the result as well. Accordingly, the discussion would be carried out based on statistically significant results around three variables of SHRM, organizational culture and OCB

First, when analyzing the influence of SHRM upon organizational culture, it appeared that education /training, compensation, making avid followers and career development exerted positive influence to hierarchical culture. It meant that when providing opportunities for FSOs to participate in diverse training programs and applying criteria of compensation in a reasonable and fair manner, the hierarchical culture could be stimulated. In other words, if an organization itself takes the initiatives and set a good example of observing stipulated rules and disciplines, the hierarchical culture will be settled as expected. Compensation, making avid followers and career development exert positive influences upon development-oriented culture. From these results, it could be deduced that if a firm recruits new employees based on their competency and skills and if it provides opportunities of promotion to employees with outstanding performance based on discrete career paths, then development-oriented culture could be settled and prospered.

From the analysis, it appeared that the influence of SHRM upon agreement-based culture took the largest proportion(39.6%) of the total. This clearly showed the importance of agreement-based culture in

a security firm. Especially, it showed significant influence on factors of education/training and career development, which means that if a company adopts new systems of job rotation or job transfer training in the field to help FSOs develop their career, then the agreement-based culture could prosper in the organization. Factors of education/training, making avid followers and career development are appeared to exert positive influences upon rationality-oriented culture. It means that if an organization provides sufficient opportunities for FSOs to gain professional knowledge and offers diverse programs to support their individual career development, then the rationality-oriented culture could be settled in the organization. Similar conclusions were reached in Kim Young Bae[21] and Kim[15] which studied relationship between SHRM and organizational culture, and it appeared that these papers support the results of this study.

Second, when analyzing influence of SHRM upon OCB, factors of education/training, making avid followers and career development exert positive influences upon consideration of others / altruistic behaviors, while compensation makes a negative impact on it. It showed a rather commonsense-based result that if a firm doest not manage its exemplary followers, i.e., competent FSOs, in a fair and transparent manner, then their interpersonal relationships index between colleagues and business performance will be diminished considerably. Especially, if followers feel that rewards are not distributed in a fair and transparent way in comparison to their positions in and contribution to the organization, then the factor of consideration to others/altruistic behavior may be reduced. This result coincides with Kim and Kim[16] concerning influence of compensation upon OCB of FSOs. Factors of education/training and career development exert

positive influences upon participation, while compensation exerts a negative impact upon it. Among the low-level factors of OCB, it appeared that participation exerts the largest influence(23.4%) upon OCB. It may mean that participatory behavior may act as a very important factor in interpersonal relationships between FSOs. In this regards, it is recommended to induce participatory behaviors of FSOs through diverse efforts including training programs related to job performance. On the other hand, if a person felt he has not been rewarded sufficiently for his achievements, then his participatory behavior seems to be weakened. In general, members of an organization receive their compensations in proportion to their contribution to profit-making of the organization. In this context, most workers are very keen to the issue of compensation. Thus, compensation is a mean for workers to make a living and for companies to encourage proactive job performance and participatory behavior of workers[10].

It appeared that education/training exerts a positive impact upon conscientious behavior. It means that diverse education and training programs offered to new employees before deploying them to workplaces may act as an important factor of inducing their conscientious behaviors. In this regards, it is recommended to offer sufficient training programs to new employees with no prior experience before deploying them to workplaces for the sake of organization performance enhancement. It appeared that factors of compensation and making avid followers exert positive impacts upon gentlemanly behavior. In other words, if compensation levels of an organization are set on a reasonable and equitable basis, then gentlemanly behavior in the organization may increase significantly. However, except for some large enterprises, most firms in PFSI are small in

terms of business performance. In this context, it is recommended for managers in PFSI to not only pursuit short-term profit-making, but also offer fair compensation to FSOs for their labor, which would encourage them to conduct gentlemanly behaviors. This result that SHRM could exert an influence upon OCB was supported by Son and Park[31] and Yoon and Lee[33].

Third, when analyzing influence of organizational culture upon OCB, it appeared that hierarchical, development-oriented and agreement-based culture exert positive influences upon consideration of others/altruistic behavior. It means that if a firm makes continual efforts to improve labor condition of its FSOs in terms of welfare, compensation and promotion, then consideration of others/altruistic traits of them would be instigated to a considerable extent. To this end, it is necessary for the firm to provide a strategy which would build up a feeling of goodwill among members, expand their participation, and provide opportunities to use their insights. Kim[19] supported the result that development-oriented culture would exert an influence upon consideration of others/altruistic behavior. It appeared that hierarchical and development-oriented cultures exert positive influences onto participatory behavior. It means that if a firm succeeded to form a development-oriented culture for its employees to ensure stability and consistency of jobs, personal growth and resource acquisition, then participatory behaviors in the firm would increase. Management of a firm could trigger positive OCB by encouraging FSOs to proactively participate in organizational culture such as company picnics and athletic meetings.

It appeared that hierarchical and rationality-oriented cultures exert positive influences upon conscientious behaviors. It means that if a firm

succeeds in creating hierarchical culture for FSOs based on strategic and systematic administration, the conscientious behaviors of FSOs would increase by observing organizational norms of their own accord. On the other hand, Kim[19] and Choi, Cho and Hong[7] reported that hierarchical and rationality-oriented cultures did not exert influence upon OCB in hospitals. It may mean that influence of organizational culture may show some differences depending on industrial type. From this perspective, it is recommended for PFSI to implement diverse programs necessary to inspire conscientious behaviors of FSOs through mutually supplementing programs such as leader-member exchange or mentoring to settle the hierarchical culture, the most important driver in PFSI, based on organization goals. In addition, it appeared that rationality-oriented culture exerts a positive influence upon conscientious behavior, which means that if an organization forces to set and accomplish excessive goals and performance, then the conscientious behavior in the organization could be dwindled.

It appeared that hierarchical, development-oriented and rationality-oriented cultures exert positive influences to gentlemanly behavior. Especially, gentlemanly behavior is emerged as the most important one with 26.6% among the lower-tier factors. It means that if a positive organizational culture is formed in a firm, then it would trigger gentlemanly behaviors among FSOs not only for their own business, but also for the organization and colleagues. That is, OCB is one of desirable performance indicators for a future-oriented organization, because it would use to forecast financial performance and productivity in a for-profit organization[30]. In other words, in an organization which highly regards harmony of human resources such as a private security firm, positive organizational

culture may double the level of OCB in the organization.

From the above-mentioned results and discussions, it is appeared that SHMR acts as an important variable which may inspire organizational culture and OCB in a private security firm. In this regards, more detailed research is recommended to elaborate the association of SHRM for FSOs by applying other factors such as organizational performance, job satisfaction and organization concentration.

## 2. Conclusion

From the study based on the above-mentioned methodology and procedures, the following conclusion was drawn.

First, SHRM of a facility security firm could exert influence upon its organizational culture. It means that if a firm tries to encourage behavioral factors such as education/training, compensation, making avid followers, and career development, then it will facilitate the establishment of hierarchical, development-oriented, agreement-based and rationality-oriented cultures will be facilitated.

Second, SHRM of a firm also affects its OCB. It means that if a firm tries to put emphasis on programs such as education/training, compensation, making avid followers, and career development, then it would facilitate behaviors such as consideration of others/altruistic, participatory, conscientious and gentlemanly behaviors. On the other hand, if a firm does not offer proper compensation, then behaviors such as consideration of others/altruism and participation tend to be weakened.

Third, organizational culture of a facility security firm could exert influence upon OCB. In other words, if the firm succeeds in building organizational culture based on hierarchical, development-oriented, agreement-based and rationality-oriented properties,

then it can instigate its employees to conduct their duties based on consideration/altruistic, participatory, conscientious and gentlemanly behaviors.

Based on the study, it is recommended to pursue a desirable organizational culture based on SHRM to sustain development of PFSI which occupy the largest portion of the security industry. Especially, an organization is recommended to proactively support programs of education/training, compensation, making avid followers, and career development which can exert influence upon OCB of a private security firm.

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저 자 소 개

강 민 완(Min-Wan Kang)

정회원



- 1998년 2월 ~ 현재 : 경기대학교 경호보안학과 교수
- 2009년 1월 ~ 2010년 12월 : 한국경호경비학회 회장 역임
- 2006년 : 제 16회 세계대학생 유도 선수권 대회 사무총장

<관심분야> : 경호경비, 경호무도

김 효 준(Hyo-Joon Kim)

정회원



- 2006년 2월 : 초당대학교 사회체육학과(체육학사)
- 2008년 2월 : 경기대학교 경호안전학과(경호안전학석사)
- 2011년 3월 : 경기대학교 경호안전학과(박사과정수료)

▪ 2011년 3월 ~ 현재 : 경기대학교 경호보안학과 겸임 교수

<관심분야> : 시큐리티 재무관리, 경호보안관리, 인적 자원관리