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## The Effects of Special SECURITY Guards' Self-Leadership on Organizational Citizenship Behavior and Organizational Effectiveness

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### Abstract

*With the intensified competition between companies, organizations in modern society are pursuing the organizational performance based on the securement of competent talent competitiveness and diverse strategic bases as means of improving continuous organizational productivity and achieving goals.*

*Together with the police which is the main supplier of public order service, the private security industry of Korea is sincerely doing its roles and functions in the preventive aspect for economic loss/profit, crime prevention, and crime control activities. For such role performance, it is necessary to have self-development by continuously learning new knowledge/techniques in the relevant area without feeling satisfied with daily and directive work. Self-leadership through which each individual can exercise competencies exceeding self-management would be very important to special security guards.*

*The objective of this study is to find the necessity to increase the management efficiency of private security industry and to improve the quality of service through the enhancement of individual special security guard's competence by revealing the relations between special security guards' self-leadership, organizational citizenship behavior, and organizational effectiveness. To achieve this objective, targeting special security guards in Seoul, Incheon, Gyeonggi, Daegu, Busan, and Jeonnam, the subjects were selected by using the stratified cluster random sampling for three months from January to March 2017. The researcher visited each special security business and then asked for cooperation after providing explanations of the survey. Among the collected questionnaires, total 312 questionnaires were used for the final analysis after excluding 18 questionnaires with no responses or insincere responses. Using the SPSS 20.0 Program for data analysis, the hypotheses were verified through frequency analysis, factor analysis, reliability analysis, correlation analysis, and multiple regression analysis.*

*In the results of analysis, first, the explanatory power of analyzing the effects of self-leadership on organizational citizenship behavior, meaning the value of  $R^2$  was .245. Regarding the influence relations between independent variables, the behavior-centered strategy( $\beta=.153$ ), natural reward strategy( $\beta=.318$ ), and constructive reward strategy( $\beta=.219$ ) had positive(+) effects on organizational citizenship behavior.*

*Second, the value of  $R^2$  meaning the explanatory power of analyzing the effects of self-leadership on organizational effectiveness was .185. Regarding the influence relations between independent variables, the behavior-centered strategy( $\beta=.159$ ), natural reward strategy( $\beta=.156$ ), and constructive reward strategy( $\beta=.260$ ) had positive(+) effects on organizational citizenship behavior.*

**[Keywords]** *Special Security Guard's, Self-Leadership, Organizational Citizenship Behavior, Organizational Effectiveness, Republic of Korea*

## 1. Introduction

With the intensified competition between companies, organizations in modern society are pursuing the organizational performance

based on the securement of competent talent competitiveness and diverse strategic bases as means of improving continuous organizational productivity and achieving goals[1].

Together with the police which is the main supplier of public order service, the private security industry of Korea is sincerely doing its roles and functions in the preventive aspect for economic loss/profit, crime prevention, and crime control activities.

For such role performance, it is necessary to have self-development by continuously learning new knowledge/techniques in the relevant area without feeling satisfied with daily and directive work. Self-leadership through which each individual can exercise competencies exceeding self-management would be very important to special security guards[2].

Also, regarding the special security guard work, as an industry with high dependence on human resources, considering that the service quality of organizational members works as a crucial element of evaluation, a research on the relations between autonomous motivation, behavioral pattern, and organizational effectiveness might be an important theme for successful business management[3].

Therefore, it aims to find the necessity to increase the management efficiency of private security industry and to improve the service quality through the reinforcement enhancement of competence of individual special security guards, by understanding the relations between special guards' self-leadership, organizational citizenship behavior, and organizational effectiveness.

## **2. Human & Security**

### **2.1. Self-leadership**

Self-leadership is to lead own thinking or behavior to the advisable direction through autonomous motivation and self-influence, to achieve personal or organizational goals, based on self-control[4].

### **2.2. Organizational citizenship behavior**

As autonomous behavior that is not directly or concretely recognized by the official reward system of organization, organizational citizenship behavior means individuals' behavior contributing to the effective operation of organization[5].

### **2.3. Organizational effectiveness**

Organizational effectiveness was defined as "organizational abilities to adjust and to survive in changing environment such as adaptability, environmental constraints, and survival, to realize multiple goals like profits, productivity, employee satisfaction, social responsibility, and financial stability, and to reflect the characteristics of organizational development stage, interests of evaluators, and many elements to set up goals in the long/short term"[6].

## **3. Research Methods**

### **3.1. Research subjects**

Targeting special security guards working in Seoul, Incheon, Gyeonggi, Daegu, Busan, and Jeonnam, the subjects were selected by using the stratified cluster random sampling. For three months from January to March 2017, the researcher visited each special security business and then asked for cooperation after explaining the survey.

Among the collected questionnaires, total 312 questionnaires were used for the final analysis after excluding 18 questionnaires with no response or insincere responses. In the results of surveying the sociodemographic characteristics of the subjects, it was researched as regarding sex, men(n:249) and women(n:63), regarding age, 20s(n:127), 30s(n:120), 40s(n:45), and 50s & upper(n:20), regarding academic background, graduation of high school(n:93), graduation of 2-year-course college(n:83), graduation of 4-year-course university(n:129), and graduation of graduate school(n:7), regarding income, less than 1.5million won(n:32), 1.5million~2million won(n:126), 2million won~2.5million won(n:63), and 2.5million won & up(n:91), and regarding career experience, less than a

year(n:40), 1~3 years(n:125), 3~5 years(n:66), and 5 years & up(n:81).

### 3.2. Research tools

All the questions were composed based on preceding researches and theories suitable for the objective of this study while using the Likert 5point scale.

Based on the scale used by the research by Prussia et al.(1998), the questionnaire on special security guards' self-leadership was composed of total 16 questions by modifying the questions used in the research by Koh Hyung-II(2011), Min Byeong-cheol(2012), suitable for the objective and subjects of this study.

The questionnaire on organizational citizenship behavior was recomposed of total 17 questions by modifying the scale of researches by Choi Chang-hoe(1994) and Lee Hee-ja(1997), suitable for the objective and subjects of this study.

The questionnaire on organizational effectiveness was composed of total nine questions by modifying the scale of researches by Lee Yong-ju(2012) and Jeong Yeon-hwan(2014), suitable for the objective and subjects of this study.

To secure the contents validity of this questionnaire, it was verified by composing an expert meeting of three people with doctor's degree in security science. Composing the expert meeting again after conducting the preliminary survey, it was reviewed and the composition of questionnaire was completed[3][7][8][9][10][11][12].

### 3.3. Analysis on the reliability and validity of measuring tool

This study was analyzed by using the SPSS 20.0 Program. To analyze the reliability and validity of the questionnaire, the Cronbach's Alpha value of internal consistency method and exploratory factor analysis were conducted.

To analyze the demographic characteristics of the sample, the frequency analysis was performed. In order to see differences be-

tween variables in accordance with the demographic characteristics, the ANOVA verification was conducted. To measure the effects of self-leadership on organizational citizenship behavior and organizational effectiveness, the correlations between measuring variables were analyzed, and the multiple regression analysis was conducted.

In the results of factor analysis, self-leadership had sub-factors like behavior-centered strategy(.812~.707), natural reward strategy(.855~.649), and constructive thinking strategy(.841~.683), organizational citizenship behavior had sub-factors like altruistic behavior, conscientious behavior, loyal behavior, and interpersonal behavior, and organizational effectiveness had sub-factors like job satisfaction and organizational commitment while the accumulated explanatory amount of factors was 68.4%~74.7. The result of analyzing the reliability through Cronbach's  $\alpha$  value was .823~.913.

## 4. Results

### 4.1. Correlations between variables

In the results of conducting the correlation analysis based on factors drawn from the results of factor analysis, sub-factors of self-leadership like behavior-centered strategy, natural reward strategy, and constructive reward strategy, sub-factors of organizational citizenship behavior like altruistic behavior, conscientious behavior, loyal behavior, and interpersonal behavior, and sub-factors of organizational effectiveness like job satisfaction and organizational commitment had all correlations.

### 4.2. Relations between self-leadership and organizational citizenship behavior

The results of regression analysis to understand the relations between self-leadership and organizational citizenship behavior are like <Table 1>. The value of  $R^2$  showing the explanatory power of analyzing the effects of self-leadership on the factors of organizational citizenship behavior was .245. Regarding the influence relations between independent variables, the behavior-centered

strategy( $\beta=.153$ ), natural reward strategy( $\beta=.318$ ), and constructive reward strategy( $\beta=.219$ ) had positive(+) effects on organizational citizenship behavior.

**Table 1.** Relations between self-leadership and organizational citizenship behavior.

Dependent variable	Independent variable	B	SE	$\beta$	t	Sig
Organizational citizenship behavior	(Constant)	1.681	.181	-	9.823	.000
	Like behavior-centered strategy	.128	.058	.153	2.225	.027
	Natural reward strategy	.239	.046	.318	5.230	.000
	Constructive reward strategy	.190	.057	.219		.001
$R^2=.245$ , F-value=34.679(sig=.001)						

### 4.3. Relations between self-leadership and organizational effectiveness

**Table 2.** Relations between self-leadership and organizational effectiveness.

Dependent variable	Independent variable	B	SE	$\beta$	t	Sig
Organizational effectiveness	(Constant)	1.815	.205	-	8.859	.000
	Like behavior-centered strategy	.147	.069	.159	2.135	.034
	Natural reward strategy	.130	.055	.156	2.374	.018
	Constructive reward strategy	.250	.069	.260	3.645	.000
$R^2=.185$ , F-value=24.544(sig=.001)						

The results of regression analysis to understand the relations between self-leadership and organizational effectiveness are like <Table 2>. The value of  $R^2$  showing the explanatory power of analyzing the effects of self-leadership on the factors of organizational effectiveness was .185. Regarding the influence relations between independent variables, the behavior-centered strategy( $\beta=.159$ ), natural reward strategy( $\beta=.156$ ), and constructive reward strategy( $\beta=.260$ ) had positive(+) effects on organizational citizenship behavior.

### 5. Conclusion

The objective of this study is to find the necessity to increase the management efficiency of private security industry and to improve the quality of service through the enhancement of individual special security guard's competence by revealing the relations between special security guards' self-leadership, organizational citizenship behavior, and organizational effectiveness. To achieve this objective, targeting special security guards in Seoul, Incheon, Gyeonggi, Daegu, Busan, and Jeonnam, the subjects

were selected by using the stratified cluster random sampling for three months from January to March 2017. The researcher visited each special security business and then asked for cooperation after providing explanations of the survey. Among the collected questionnaires, total 312 questionnaires were used for the final analysis after excluding 18 questionnaires with no responses or insincere responses. Using the SPSS 20.0 Program for data analysis, the hypotheses were verified through frequency analysis, factor analysis, reliability analysis, correlation analysis, and multiple regression analysis.

In the results of analysis, first, the explanatory power of analyzing the effects of self-leadership on organizational citizenship behavior, meaning the value of  $R^2$  was .245. Regarding the influence relations between independent variables, the behavior-centered strategy( $\beta=.153$ ), natural reward strategy( $\beta=.318$ ), and constructive reward strategy( $\beta=.219$ ) had positive(+) effects on organizational citizenship behavior.

As organizational members with high self-leadership have effective and sincere self-management, they are highly possible to show better performances than other members. As a process of exercising influence over oneself to set up self-direction and to inspire self-motivation necessary to task performance to continuously promote the organizational innovation, self-leadership might be an important factor.

Second, the value of  $R^2$  meaning the explanatory power of analyzing the effects of self-leadership on organizational effectiveness was .185. Regarding the influence relations between independent variables, the behavior-centered strategy( $\beta=.159$ ), natural reward strategy( $\beta=.156$ ), and constructive reward strategy( $\beta=.260$ ) had positive(+) effects on organizational citizenship behavior.

When special guards' self-expectation, goal set-up, and constructive thinking tendency are higher, they create efficient results of job satisfaction and organizational commitment. If self-leadership programs to improve organizational members' autonomy are

developed/applied, the improvement of special security guards' work competence and efficient organizational effectiveness could be expected.

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