

**QUALITY OF RECEPTION SERVICES OFFERED BY SECURITY PERSONNEL
TO ORGANISATIONS IN THE JOHANNESBURG AREA**

by

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Declaration

I, Vuyokazi Mabandla, declare that this research report is my own work, except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Magister Technologiae in Business Administration at the University of South Africa, Pretoria. It has not been submitted before for any degree or examination to this or any university.

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Signed at -----

On the -----day of-----2016

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Abstract

Quality is critical to private security personnel employed as receptionists in many organisations, as it plays a vital role in improving organisational productivity. The main objective of the research was to investigate the quality of reception services provided by security personnel to organisations in the Johannesburg area as benchmarked against the appropriate service quality evaluation methodologies when modelling the impact of service quality on satisfaction and loyalty. A questionnaire was used and semi-structured interviews were conducted in a focus group with key informants (business owners, managers and ordinary people) who could provide valuable information for use in the study. The focus group consisted of eight respondents. The sample consisted of 200 participants scattered in seven regions on sites that are managed by Johannesburg City Parks and Zoo (JCPZ).

The selection of the 200 participants was random and included JCPZ employees. Primary research shows that the majority of the respondents ranked indicators of service quality below acceptable level; however, customers' tastes and preferences constantly change and evolve, as do the number of security companies. Thus such companies should improve conditions in the area of service quality if they want to stay competitive. To remain competitive, the security companies as well as the clients need to analyse customers' expectations and perceptions of the service quality of front office staff, who in this case are often security/guarding personnel. For customer organisations, the empirical findings can be used to develop a framework of service quality indicators, which can be used for monitoring and benchmarking service quality. For organisations, the findings can be used for resource-allocation decisions pertaining to improved service quality, customer satisfaction and ultimately intentions. The study concludes that the quality perceptions of services rendered by security personnel as receptionists are important for customer satisfaction and that quality dimensions are important for clientele management - arguably one of the most important aspects of service quality management.

Keywords: Receptionist, Security guards, Service quality

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CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter outlines the overview of the study conducted through a brief discussion of the research topic, research problem, research methodology and the importance of the study.

1.2 Background

Many organisations worldwide employ qualified and professional receptionists who work in areas such as a lobby or front desk. According to Williams and Buswell (2003:69), the title "receptionist" is attributed to a person who is specifically employed by an organisation to greet any visitors, patients, or clients as the first point of interaction with the organisation. In South Africa the trend is that many companies are removing these professional receptionists and replacing them with personnel who are employees of the contracted security company. In other words, the replacement "receptionist" is actually a security guard. A probable reason for this could be cost saving, as well as strengthening security at the front desk in the face of increasing crime levels.

1.3 Problem statement

A professional receptionist is normally well qualified and skilled in offering customer service. Wakefield (2005:12), in a study on the profession of a receptionist, observed that a receptionist is usually expected to have a high school diploma or equivalent

qualification, and may also possess a vocational certificate/diploma in business and office administration. Wakefield (2005:12) concluded that it was a requirement to possess certain skills professionally, as receptionists are often in touch with varying types of clients, to whom any ordinary individual may not adjust easily.

Although a post-secondary degree is not normally required for this position, some receptionists may hold four-year university degrees in a variety of major subjects. Some receptionists may even hold advanced degrees, depending on the nature of the work and organisation (Williams & Buswell, 2003:12). Drucker (2005:144) further mentioned that the business duties of a receptionist may include answering visitors' inquiries about a company and its products or services, directing visitors to their destinations, sorting mail, answering incoming calls on multi-line telephones or, earlier in the 20th century, operating a switchboard, making appointments, filing, record-keeping, keyboarding/data entry and performing a variety of other office tasks, such as faxing or emailing.

The researcher studied five contractual as a sample and service level agreements between security companies and hosting organisations in Gauteng and noticed that no agreements were stipulated in terms of reception services. In other words, the guards who worked at the reception stations did not have any training or skills for reception duties. This then raises the question of whether organisations are maintaining the quality of reception services expected by clients, customers and visitors. Hence the focus of this study is on evaluating the quality of service provided by security personnel in the Johannesburg area. The researcher considered the Johannesburg area as a matter of convenience and cost and because there are many major South African companies in Johannesburg.

1.4. Research Questions

The study as discussed above is delimited to organisations in the Johannesburg area.

The research question addressed in this study is:

What is the quality of reception services offered by security personnel in Johannesburg organisations?

1.5. Aim of the research

The aim of the research is to provide an evaluation of the reception services provided by security personnel.

1.6. Objectives of the Study

The main objective of this study was to evaluate the quality of the reception service offered by security personnel to Johannesburg organisations.

The sub-objectives of this study were:

- a) To conduct a literature review to identify the quality criteria for reception services;
- b) To review the suitability of these criteria and identify any other possible criteria, using a focus group; and
- c) To evaluate the quality of the reception services by means of collecting appropriate data from respondents who had experience of engagement with security guards who also acted as receptionists.

1.7. Significance of the study

This significance of the study stems from its ability to:

- a) Provide information to companies to enable them to evaluate their decisions on changing from professional receptionists to security guard receptionists;
- b) Provide information to security companies to enable them to evaluate their own services; and
- c) Outline the desired characteristics of current reception services.

1.8. Outline of Research Methodology

The quantitative approach was used. The research question was answered by collecting appropriate data by means of a questionnaire. The quality criteria for reception services that were used to develop the questionnaire were derived from a literature review and a discussion with a focus group. Data was collected from 200 respondents in the Johannesburg area. A typical respondent was randomly identified as one who had experienced reception services provided by a security guard.

The data collected from the respondents was coded, edited and recorded using the Microsoft Excel software program. The data was then imported into SPSS Microsoft program for statistical analysis and to draw conclusions.

1.9. Ethical Considerations

Ethical clearance was obtained from the ethics committee of the university to ensure that the study complied with all ethical requirements. According to Leedy (2014), “in conducting any mixed methods research study the usual ethical guidelines apply including protection from harm, volunteer and informed consent, participants’ rights to privacy regarding anything they might reveal about themselves. Furthermore the researcher must obtain permission from [an] appropriate committee and his or her institution for any research involving human beings or non-human animals.”

In this research, ethics and protection of the dignity of all participants and stakeholders who participated in the study were ensured as follows:

Informed consent: All the respondents were informed of the nature of research before participation and their consent was sought before administering the questionnaire. The respondents were not remunerated for their participation. The participants will not be given feedback on the study but how ever if there are individuals that show interest in the findings, that information will be provided. The findings will be submitted to UNISA as part of the study and copies kept by the researcher. The ethical clearance certificate was sort from UNISA to ensure that the study complied with all ethical requirements.

Right to privacy: Identities of respondents and their opinions were treated with confidentiality.

Dignity: The dignity and character of stakeholders and participants were upheld and they were not subjected to shame.

Honesty: All findings of the study were reported with integrity and honesty. This was also applied when the results were unfavourable to the researcher.

1.10 Limitations

This study is delimited to the seven regions of the city of Johannesburg City Parks and Zoo (JCPZ) premises. The study does not include other municipal-owned entities.

1.11. ORGANISATION OF THE DISSERTATION

This research study is divided into five chapters:

Chapter 1: Problem definition. This chapter provides the background to the study, which then leads to the formulation of the research problem, research question and hypothesis.

Chapter 2: Literature review. This chapter will focus on the literature on reception service, conventional receptionists, private security services, quality definition and quality dimensions.

Chapter 3: Research methodology. This chapter outlines the research design and data collection tools and techniques employed in the research.

Chapter 4: Results and discussions. In this chapter, data collected through the questionnaires and focus group is analysed and discussed.

Chapter 5: Conclusion and recommendations. In this chapter a conclusion is drawn and recommendations are outlined.

1.12. SUMMARY OF THE CHAPTER

This chapter presented a synopsis of the study undertaken. The research topic was briefly discussed, followed by the research problem and the research methodology. This chapter outlined the significance of the study and provided the organisation of the dissertation.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter looks at the current opinions and perceptions of the quality of reception services in private security companies. It begins by considering the receptionist in the formal working environment and also examines the origin of the private security industry, the South African and international setting and the issue of quality and quality management in the service industry.

2.2. Understanding the Receptionist

2.2.1 The reception service

According to Liu (2002:32), in many companies the receptionist is the first point of contact any incoming customer or caller has with that company. Liu (2002:32) mentioned that it is often the receptionist's role to ensure that all of these callers and customers are taken care of and that a good business image is reflected to the public. If customers are treated poorly by the front-desk staff, it is likely that they will have a negative image of that company and may not return.

Guo (2004:9) further emphasised that the receptionist is truly a manager in charge of first impressions, responsible for shaping the interaction that a customer will continue to have with the company. When an employee is well aware of the tasks and areas of responsibility that need to be fulfilled at work, he/she can perform better and create his/her own methods to perform these tasks. The job satisfaction of the employee may decrease if there are no clear guidelines or adequate training on how to perform in the workplace. It is up to the management and the employees'

supervisor to make sure that the employee is aware from the beginning of what is expected of him/her at work (Guo 2004:9).

Any reception area varies in size, shape and age; similarly, the exact role of the reception department differs from premises to premises. Most offices and buildings get their income and profits from room sales. It is therefore essential that the reception department must be well organised and adequately staffed to maximise sales. In smaller reception areas, the role of a receptionist may encompass more tasks and duties than in bigger areas, which usually have more departments and staff (Baird 2006:6).

For example, the basic tasks of a receptionist in any environment would be to handle the check-in and check-out procedures of customers and to make sure that they are handled correctly. The number of tasks that a receptionist takes care of varies depending on the size of the premises, the services of the security company and the basic business idea of the clients. Other basic procedures that belong to the receptionist's job description are answering phone calls, making reservations, handling incoming and outgoing post, taking care of a lobby bar, which is quite common in many offices and buildings, and cleaning tasks, especially during the night shift when the number of customers served is much lower than during the morning and evening shift (Baird 2006:6). Preparing breakfast is also a common procedure, especially for the night shift, as well as some other duties, such as updating the lobby areas' brochures and magazines and ensuring that the convention board is updated daily so that it includes all the required information guests may need.

As can be seen from these basic tasks that a receptionist deals with, depending on the work shift, the job description itself includes many skills that are required from the person working in a front office. The number of tasks and responsibilities of an employee working in a front office vary depending on the area, which contributes to the employee's level of job satisfaction (Baird 2006:16). It could be concluded that a receptionist's work is multi-dimensional and requires from the worker primarily the

ability to handle pressure, ability to work under stress and prime pressure, polite behaviour towards customers, a polished outlook, computer skills, language skills, the ability to handle many tasks at the same time, as well as patience when problematic situations occur. It can be said that a receptionist's working day is never exactly the same as the previous one, because customers are the ones who shape the workload and upcoming tasks.

Furthermore, being responsible for the client's' safety and most of all the customers' safety is an important part of a receptionist's work and usually the safety matters are introduced to a newcomer first (Baird 2006:16). The word "gatekeeper" describes a receptionist's work quite well, also because in a way the employee is the one who decides which customers are allowed into the premises. The employee also has to keep an eye on the customers using the building and when necessary intervene if a customer's behaviour is disturbing or otherwise suspicious.

2.2.2. The conventional functions of a receptionist

As has already been noted, the only official attempt to define the receptionists' role was that of Guo (2004:9) who described such a person as a professional that should be trained and act professionally. However, many of the practices employed currently are attributed to it as just a formal basis of the receptionists' perceived role.

Hall (2004:12) mentioned that most organisations lack any readily available statement of formal duties and functions, and the wide range of sources of quasi-formal instructions to receptionists may possibly not directly examine the modification of formal rules by informal procedures as in the past. In a very negative sense, however, a manifest or officially approved version of the receptionist's role exists (Liu 2002:32). In view of the non-intervention of administrative staff, one must assume that this widely accepted description of duties and procedures represents the formal framework of practice. It is possible, therefore, to outline this statement of what is believed to be the reception function and to use this as a basis for analysing the observed reality (Guo 2004:9).

The manifest functions of the reception staff can be outlined very simply. The primary task is to receive visitors, to ascertain which client they require and to put them into contact with the correct official. If a visitor has obviously called at the wrong building, the receptionist is expected to redirect him (Hall 2004:13).

Guo (2004:9) observed that the reality of the functions performed by the reception staff differs from the officially approved version of their role in response to three main factors:

- The *inappropriateness* of the officially approved version;
- The response of reception staff to *quasi-formal instructions*; and
- The use of *discretion*.

According to Guo (2004:9), the repercussions and unintended consequences of these variations from and extensions of the official role ascribed to receptionists have a profound influence on the operation of the agency. The description of the conventional role of the reception services today as given by Guo (2004:9) is elucidated as follows:

- **Inappropriateness of the officially approved reception function**

The term inappropriate can be applied to the official version of the reception function in two respects. The first of these relates to a general misunderstanding of the conditions faced by the reception staff which has caused the official version to be based, in part at least, on false premises. The second involves the *inevitable* unintended consequences of assigning certain duties to the receptionists - consequences which were considered undesirable by all the departmental staff interviewed. Each aspect will be discussed in turn.

As a result, Guo (2004:9) found a very low level of awareness among reception officers and administrative staff of the conditions and bombardment levels faced by

the receptionists and their methods of work. The same lack of understanding could be said to underlie the official version of the reception function. The validity of the assumptions on which this version is based, and the operation of the staff within this framework, have never been called into question. The first area of deviation from the 'official version', therefore, is due to certain false premises on which that version is based.

Reception staff are the clients' first point of contact with the social service agency and undertake the initial interview; they advise and redirect clients who themselves are often not sure of their needs; they act as advocates for those whom they consider are being treated inappropriately by the field staff and warrant special attention.

- **The response of receptionists to quasi-formal instructions**

It was suggested by Guo (2004:9) that in the absence of any clear hierarchy of responsibility for reception, staff members respond to the quasi-formal instructions of reception officers and other personnel with whom they are in immediate contact. These instructions tend to result in extensions of the formally approved reception function, and the reception staff accepts their validity and acts upon them in the absence of any official directive to the contrary. At the same time, as a result, the receptionists are increasingly drawn into the work of the client with whom they are primarily involved. Such instructions have a two-fold effect in extending the receptionists' role. In the first place, they have the indirect effect of providing quasi-official approval for procedures and activities that have developed in response to other factors; secondly, they are directly responsible for the institution of new procedures that extend the formal reception function.

The indirect or supportive element can be illustrated with respect to the receptionists' role as initial interviewer. Any company, for example, would easily instruct the reception staff to telephone clients, providing a detailed account of the problem of any potential client before referring them. In asking receptionists to perform this task,

the client is not only giving his approval to, but extending their initial interviewing function. Commonly, reception officers provide similar, if less authoritative, incentives for any client by asking the receptionist on duty to supply further details about a particular client before conducting their own interview.

Guo (2004:9), however, asserted that there is no official procedure for assessing the performance of receptionists, but the reaction of reception officers to their work provides an indication for the reception staff's perceived efficiency. The reception staff, however, are not adequately performing their screening function, and such comments inevitably influence future practice when it comes to screening of guests. In response to these kinds of pressures, reception staff exaggerate their interviewing responsibilities even beyond those necessitated by the official and quasi-official instructions on which they operate (Guo 2004:9-14).

Quasi-formal instructions from reception staff also have a direct influence on the reception function, assigning the receptionists additional tasks and further defining their framework of operation (Guo 2004:9-14). It is the general practice of individual officers and sectors to instruct reception staff not to disturb them at certain times when clients call at the office. These instructions may take the form of standing instructions or temporary measures introduced during a particular crisis period. For the most part, receptionists are left with the task of resolving the problem of inaccessibility as and when this situation occurs.

The receptionists' response to this additional task of regulating inquiries varies according to the receptionist involved and the attitude of the client (Guo 2004:9-14). The simplest outlet, which is employed in the majority of cases, at least initially, is to explain to the client that the officer he or she wishes to see is not available until a particular time and to give the option of waiting or of calling back later. For some clients who have to get back to work in a specified time or have another appointment elsewhere, this option is not sufficient. Difficulties of this type are resolved by the reception staff as the circumstances dictate.

- **Discretion**

In analysing this area of variation, Guo (2004:9-14) asserted that it is useful to consider the relationship between the reception staff and each of the groups with which they are primarily in contact - clients and workers. Considerable space in the literature on social work is devoted to the client-worker relationship. In the agency setting, however, the receptionist acts as an intermediary between these two groups and in certain circumstances exercises a profound influence on the nature of this relationship. There is an inevitable degree of overlap but as far as possible, the importance of the reception function for each group is considered in turn.

The reception function for clients is not limited to that outlined in the official version of the receptionists' role, but involves the provision of a range of more positive services (Guo 2004:9-14). Possibly the most important of these (in terms of the number of clients involved) is the ability and willingness of receptionists to act as advocates on their behalf in contact with the work staff. The official version places the responsibility on receptionists to inform any company officers that clients are waiting to see them. When a client is not seen quickly, however, the receptionist will frequently make further telephone calls (often stressing urgency) to ensure that the client is eventually seen as quickly as possible. Subsequent calls may be made directly, as a simple reminder, or indirectly on the pretext of forgetfulness.

According to Guo (2004:9-14), the extent to which a receptionist is prepared to perform this function is dependent on a variety of factors. In large measure it is related to her own assessment of the needs of a particular client, or upon the opinion that he or she is being treated inappropriately or unfairly. It may depend simply on more personal considerations such as the 'likes' and 'dislikes' of certain individuals.

At the same time, receptionists perform a series of important functions. They attempt to calm difficult clients and deal with them; they regulate the flow of bombardment upon the company, and provide a means by which the company can avoid direct conflict with its clientele. In short, the reception staff acts as a 'buffer'

between field workers and their clients and as such exerts a considerable influence on the provision of primary agency services.

2.2.3. Skills required in reception work

The people who work as customer service personnel, whether they are in the reception, restaurant or lobby bar, play an essential part in creating the image of the clients in the customers' minds (Baird 2006:6). They are the ones who face and serve the customer and who can have either a positive or negative effect on the company image as a whole.

The abilities related to communication skills, such as the ability to receive customer feedback and share it with co-workers, ability to listen to customers' complaints and feedback, ability to sense problematic situations in customer service situations and take preventive action beforehand, as well as abilities such as controlling one's own emotions, politeness, and a natural way of communicating, are needed in the work and play an important role in ensuring quality service. All the abilities presented above are so-called abstract skills and in a way quite hard to measure. Perhaps also for this reason, people working as customer servants are not highly valued, but it must be taken into consideration that even though the surrounding society or culture do not regard these employees highly, it is important for the employee to value his/her own work and contribution to the functionality of the office and building. If the employee is not contributing to the tasks in hand fully and doing his best, there is a danger that the customers of the premises do not receive the best possible service eventually and might even notice it from the employee's behaviour (Lappalainen 2006:49)

At times reception work is hectic and the tasks in hand can change rapidly because the employee may, especially in the high-season time, have multiple tasks to take care of at the same time. Bair (2006:16) says that in a receptionists' work there are

two types of professional competence areas that require know-how: technical and commercial.

To be able to fulfil reception tasks, the employee must have good technical skills to be able to make reservations and handle payments accurately. Even though these tasks that are performed by computers most of the time and become routine tasks, it is important to understand that handling them responsibly and accurately is part of quality (Lappalainen 2006:67)

If an employee has the proper skills to handle the working tasks and handles both competence areas well, then the employee can start to feel that he/she is part of providing quality service to customers and can feel good about the work. If there is any deficiency in either of these two competence areas that are important in reception work, problems will emerge in the service procedures that may have a negative impact on employees' personal job satisfaction. The ability to use equipment properly is one of the areas belonging to the so-called physical and technical quality dimension; other aspects resorting under this are for instance the cleanliness of the reception and lobby area and the technical equipment itself.

Another competence area is interaction between the customer and the person delivering the service. This area of competence requires social skills as well as the ability to solve problems concerning customers in an effective and satisfying way. Interaction in the customer experience is always personal and originates from contact between people. Ideally a professional receptionist handles both competence areas well and the customer feels that his/her matter has been handled correctly; as a side effect it also creates security and certainty in the co-workers who can rely on the receptionist's professionalism (Lappalainen 2006: 67-68.)

2.2.4. Safety risks in a receptionists' work

The area of safety and security contributes to employees' job satisfaction. If an employee does not feel safe at the workplace or feels insecure, then the workplace

becomes an unpleasant place. When the employee feels that the workplace is an unsafe and unpleasant place, the person's motivation and contribution to working tasks decrease.

Many types of security hazards may occur in an environment, ranging from missing items such as key cards to bomb threats. Most building lobby areas are areas that are hard for a receptionist to keep an eye on regarding people and belongings, especially during the busy hours when guests are checking in and out at the same time. Most offices have established procedures to act in case of an emergency or a security threat and staff should familiarise themselves with these on a regular basis. Minor incidents should be reported to the supervisor on duty, while major incidents warrant raising the alarm. When all employees are vigilant, observant and paying attention to detail, the clients will be in a safer place for everyone. Many specialist companies such as banking sector offer lighting and video monitoring of offices and buildings for vulnerable places such as parking areas and other potentially well-known unsecure spots. Security systems also can often be modified according to the wishes of the occupants of the premises, meaning that, for instance, surveillance cameras and alarm equipment can be as obvious or discreet as the occupants of the premises may want (Baird 2009:28-29.)

When an employee faces a drunken customer who is causing distraction and behaving in an intolerable manner, he/she obviously starts to feel stress and tries to calm down the situation in the best possible way. In most cases these situations are solved between the customer and the employee verbally so that the person who is under the influence of either alcohol or drugs or both simultaneously understands the need to leave the premises without causing any more trouble. In some cases the employee might have to use physical force to remove this kind of person or if the situation has gone this far has to call for co-workers, security personnel or police to deal with the situation.

Baird (2006:18) further mentions that sometimes a single employee might not be able to take action or is afraid to make his/her anxiety known to the management,

but the employee can find relief in the fact that colleagues may often have these same kinds of feelings of anxiety, fear and stress towards customer service work. When an employee or several employees have these kinds of feelings, it is recommended that a meeting be organised between the employees and the management of the premise to discuss the matters, where a psychologist and work company doctor are present.

A good example of this kind of meeting is a so-called psychological debriefing where all parties involved can ponder on and handle problems related to work. By arranging this kind of meeting, the employees and the management of the company can find new ways to deal with problematic customers and solutions when something traumatic, for instance, has happened. Security and safety are always common interests and taking care of both employees and customers' feeling of safety is part of the company's financial well-being (Huhtala 2004:111).

An employee who is working in the service sector should have four basic rights or possibilities in the workplace in case of a threatening situation:

- Possibility to take cover;
- Possibility to escape;
- Possibility to raise the alarm and get help; and
- Possibility to record a threatening situation (Huhtala 2004:134).

Working alone during the shift is one of the problems that has an effect on employees' personal safety. Some of the main reasons for employees working alone in reception are the following: Since inception, security companies have been forced to make the business more efficient economically and for this reason the trend has become to do as much work as possible with as few employees possible to cut down on personnel costs and in this way to make the business more profitable. Because the competition in the sector has increased in past decades, the number of companies in the security business has almost tripled. Offices and building services are consequently being offered to customers at lower and lower prices and at some

point the companies have to reduce the number of working employees to remain profitable (Huhtala 2004:114.)

Offices and buildings are using the services of security companies and security guards as receptionists more often and their presence and daily visits to offices and building premises have improved employees' feeling of safety. Surveillance cameras, stickers and signs that tell customers that the clients have a contract with a security company have also decreased the number of robberies and violence towards employees (Huhtala 2004:122).

According to Huhtala (2004:194), walk-in clients or guests have occasionally used forms of physical threatening, such as the customer using internationally recognised menacing gestures towards the employee. This could be raising the first and assuming a threatening body position, which includes taking off the shirt or sweater and taking up a classical boxing posture. In the researcher's opinion, in cases where the customer has started to threaten the employee physically, the reason for this is often that the person is under the influence of alcohol or other substances and has become angry at the employee who most likely has been trying to remove the customer from the premises or suggested that the customer will not be served anymore.

2.3. Historical Development of Private Security Industry

Contrary to what is popularly often thought of private security, particularly as a profession, it is not a relatively modern development. As soon as rulers of almost any race in any region came into power, there were probably a select few chosen to protect these rulers.

This practice can be traced back to 970 – 931 B.C. during the reign of King Solomon. According to the New Bible commentary 21st Century Edition: Solomon becomes king (1Kings 1:32-38), when King David gave the command that Solomon should be placed on the throne as king, they were travelling to Gihon in a procession. This

procession consisted of his chief supporters and King David's bodyguards, the Kerethites and the Pelethites. The Kerethites are described as a unit of men whose job was to protect the life of the king. Carson, France, Motyer and Wenham, (1994:340) explain that the name Kerethites is also found in the frequently used phrase "Kerethites and Pelethites", which described the *corps d'élite* and bodyguard. These were the same men as the ones that escorted King Solomon to his coronation.

Private security has developed in response to a whole host of needs, historical events and identifiable individuals and personalities, and because private security has become an essential and critical component of modern business, industry and society, some knowledge of how it developed is not only interesting but also helpful in understanding it as an emerging and growing profession. Ancient history on the beginnings of mankind describes that the protection of life and property is one of the oldest tasks both faced and undertaken by man. Consequently, while today it is a multi-faceted and broad-based business and profession with specialties and sub-specialties, employing more people than the policing service, and financially contributing enormously to the entire gross national product of South Africa with projections of continued growth, the growth of private security has been evolutionary, with its roots buried deep in history and extending back to ancient times (Christman 2003:1).

Rudimentary security techniques from archaeological digs and historical evidence indicate that even the most primitive men were concerned with security. Cave drawings and other evidence clearly demonstrate that protection and enforcement of social codes were of concern even to earliest man. Meeting these needs, from then until now, resulted in the development of modern-day public law enforcement and private security. The role of these two now distinct and separate functions was in the past often interwoven and indistinguishable.

Oatman (1997:34) and King (2001:67) assert that in tribal society, needs were basic; security probably did not extend beyond keeping raiding animals from devouring

others in the tribe while they slept. While 'laws' as such did not yet exist, it is known that tribal customs were followed, and that some means of identifying and bringing violators of these customs before the tribal chief for punishment existed. Private security and public law enforcement had common origins and their development has only really bifurcated in more recent times. In essence, as soon as the proliferation of survival instincts came to the fore in people's behaviour, it was inevitable that the stronger members of primitive clans would protect the weaker members from any outside threats or attacks. Some of the earliest written records of protectors refer to the ancient Roman Praetorian Guards who were responsible for the protection of the ruling emperor. These 'Protectors' were probably chosen for their physical strength and material skills, which obviously favoured the weapons of the day, for example the use of the sword by Samurai in ancient Japan.

2.3.1. Development and profile of the private security industry in South Africa

The South African Institute of Security Studies (SAIS) in its Monograph No 39: 1999, reported that in late 1970s and throughout the 1980s, the former South African Police (SAP) withdrew from many normal policing duties to concentrate on maintaining political control. The government of the day encouraged the private security industry to fill the gap left by the police's shift in priorities. In tracing the evolution of the private security sub-sector, Taljaard (2008: 76) mentions two causal factors that were critically important at different times. He attributes the first period to the transition to democracy, when the government demobilised the former homeland forces and integrated them into the South African National Defence Force (SANDF) to ensure a defence force of manageable size, commensurate with the country's needs.

As a consequence, many SANDF soldiers took voluntary retrenchment packages, which later proved to be insufficient as source of income. These former soldiers played a large part in the formation of private security companies. Taljaard (2008:76)

ascribes the second period to the escalation and persistently high levels of violent crime, leading to severely overstretched state security resources. The industry then grew in response to the need for private security in the absence of adequate protection by state organs. In support of this point, McGregor, in an article published in *Business Day* on 14 April 2008, contends that rampant crime and ineffective state security services have spawned a burgeoning private security sub-sector populated by firms of various sizes and sophistication.

The industry is showing continuous growth as it follows the inordinate growth in crime. As a result, the private security sub-sector is one of the country's largest private employers. The government has assisted the industry by providing mechanisms with which the industry could link up formally and informally with the State's security apparatus. At a formal level, the State used private security companies to guard strategic installations, hence the promulgation of the National Key Points Act, 1980 (Act 102 of 1980). This Act granted greater powers to private security guards who were guarding strategic installations, including full powers of arrest, search and seizure.

The privatisation of security has now become a global phenomenon. It is therefore important that the meaning of the private security sub-sector be clarified before delving into the effect of skills development legislation on it. For the purposes of this report, the study of such effects should be preceded by a thorough understanding of the private security sub-sector, with particular focus on South Africa. According to Small (2006:4) and Wairagu, Kamanju and Singo (2004:3), private security is an industry that operates along corporate lines and provides security services to organisations that are largely independent of the State. Jones and Newburn (2002: 129) refer to the private security sub-sector as 'commercialising policing', since the activities of these companies are strictly commercially based, as opposed to mainstream policing.

By policing, Jones and Newburn (1998:18) mean the organised forms of maintenance of order, peacekeeping, enforcement of the rule of law, investigation and prevention of crime and other forms of investigation and information-brokering.

Schreider and Caparini (2005:2) define private security companies as companies that specialise in providing security and protection of personnel and property, including humanitarian and industrial assets. Wairagu et al. (2004: 4) state that, in the most general sense, private security is an industry made up of individuals and businesses providing a service to clients or employers. It entails the protection and safeguarding of property and persons and it includes the performance of functions or actions related to or supporting these core functions. They go on to describe the industry as being characterised by first, the choice one makes about what one wants to pay to enhance one's security; second, determination of which one, among the many security companies, should provide that service, when to provide it, where to provide it, how to provide it and at what cost; and third, payment for it. Gumedze (2007: 3) notes that while the State/public police are responsible for the maintenance of law and order, they are not necessarily expected to guard private property, install security devices in private property, or control gate booms on private property. Their primary task would be to minimise the exposure of mostly business properties to any possible risks. As already noted, security guards' tasks must include vigilance against the occurrence of unexpected situations. They therefore function in a continuous state of alertness, identifying and assessing all relevant risks or threats while simultaneously taking the necessary preventative measures to thwart or avoid such situations. Clearly, the nature of the tasks described above requires highly trained and skilled people.

2.3.2. Private security companies in South Africa

The rapid growth and expansion of the private security industry in South Africa is now an accepted fact that cannot be ignored, argued or wished away (Minnaar & Pillay 2006)

The number of security officers has been increasing steadily since 1997, when there were 115 331 active, registered security officers (PSIRA Annual Report 2009/2010). As at March 2007, according to PSIRA, there were 307 343 active, registered security officers and by 2010 the number had risen to 387 273. The South African Police Service (SAPS) in comparison had 190 199 members as of 31 March 2010.⁵² Figure 1 shows the number of registered security officers from 2005 to 2011 – the number of active and inactive security companies represented in separate categories, as well as the total number of both active and inactive security companies.

By 2010 there were nearly a million and a half registered security officers in South Africa, although only about a quarter of these were active. Similarly, the number of companies has been increasing, particularly from 2004, when there were 4 212 companies, as shown by Figure 1. By 2010 this number had risen to 7 459 private security companies registered with PSIRA (PSIRA Annual Report 2009/2010)

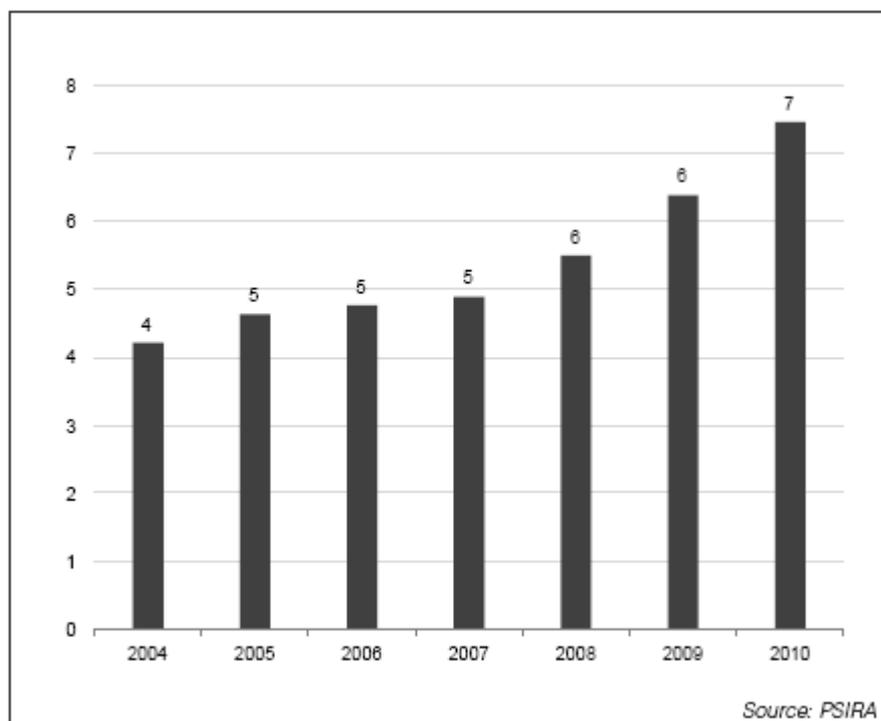


Figure 2.1. Number of active registered security businesses in South Africa 2004–2010 ('000s) (Source: PSIIRA 2010:12)

According to the Private Security Industry Regulation Act (2001), by security officer is meant any person:

(a) (i) who is employed by another person, including an organ of State, and who receives or is entitled to receive from such other person any remuneration, reward, fee or benefit, for rendering one or more security services; or

(ii) who assists in carrying on or conducting the affairs of another security service provider, and who receives or is entitled to receive from such other security service provider, any remuneration reward, fee or benefit, as regards one or more security services;

(b) who renders a security service under the control of another security service provider and who receives or is entitled to receive from any other person any remuneration, reward, fee or benefit for such service; or

(c) who or whose services are directly or indirectly made available by another security service provider to any other person, and who receives or is entitled to receive from any other person any remuneration, reward, fee or benefit for rendering one or more security services.

Included in the definition of 'security service', according to the Private Security Industry Regulation Act (2001), are those who are responsible for 'managing, controlling or supervising the rendering' of security services (Private Security Regulation Act 56 of 2001).

Since the changeover to a new dispensation in the early to mid-1990s, South Africa has been considered fertile ground for new investment opportunities, especially in the security market. However, major international companies have realised (prompted by the advice of a key South African security industry player) that their

involvement in South Africa can never extend to grass roots level, simply because of vast cultural differences (Shaw,M.2002).

Learning from past mistakes has led them to adopt a sort of laissez-faire approach of ownership, reaping in huge profits without really getting involved in the management of the business.

This is a [billion rand] industry in South Africa, that's why the international companies are starting to buy out the South African companies, they don't make a 100% profit they make 500% profit whose quality is not known ...

(Interview with a private security company manager and member of American Society for Industrial Security Cape Town July 2002)

The main rationale for an investigation into private security is a serious absence of research into this important sector of the economy. National and international crime has increased since the 1990s. It is an established fact that crime currently poses a serious problem to South Africa (Burger 2006:105). In view of increased levels of criminal activity and the public's lack of faith in public policing, the South African security industry has grown at breakneck speed over the past 10–15 years. It is thus not surprising that South Africans spend more on private security as a percentage of gross domestic product than any other nation. According to the Private Security Industry Regulatory Authority (PSIRA) there were 3529 registered security companies in South Africa in 2005 (PSIRA 2005) and, according to the South African Business Guidebook (2005/2006), the annual value of the South African security industry was estimated at R48 billion per year at the time.

In sheer volume, the South African market is much smaller than the markets of North America and the European Union, which account for 43% and 37% of total security spending respectively (Honey 2003:73). The SAPS, like its counterparts worldwide, has struggled to come to terms with not only acts of terrorism but also high levels of

crime in general, as well as changing patterns of crime (Minnaar & Pillay 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).

2.3.3. Model for establishing a quality culture in the private security company

With the values framework as a conceptual framework, and the mission and vision of the company under investigation, the following model is proposed for the implementation of a quality culture in the company under investigation (Figure 2.2):

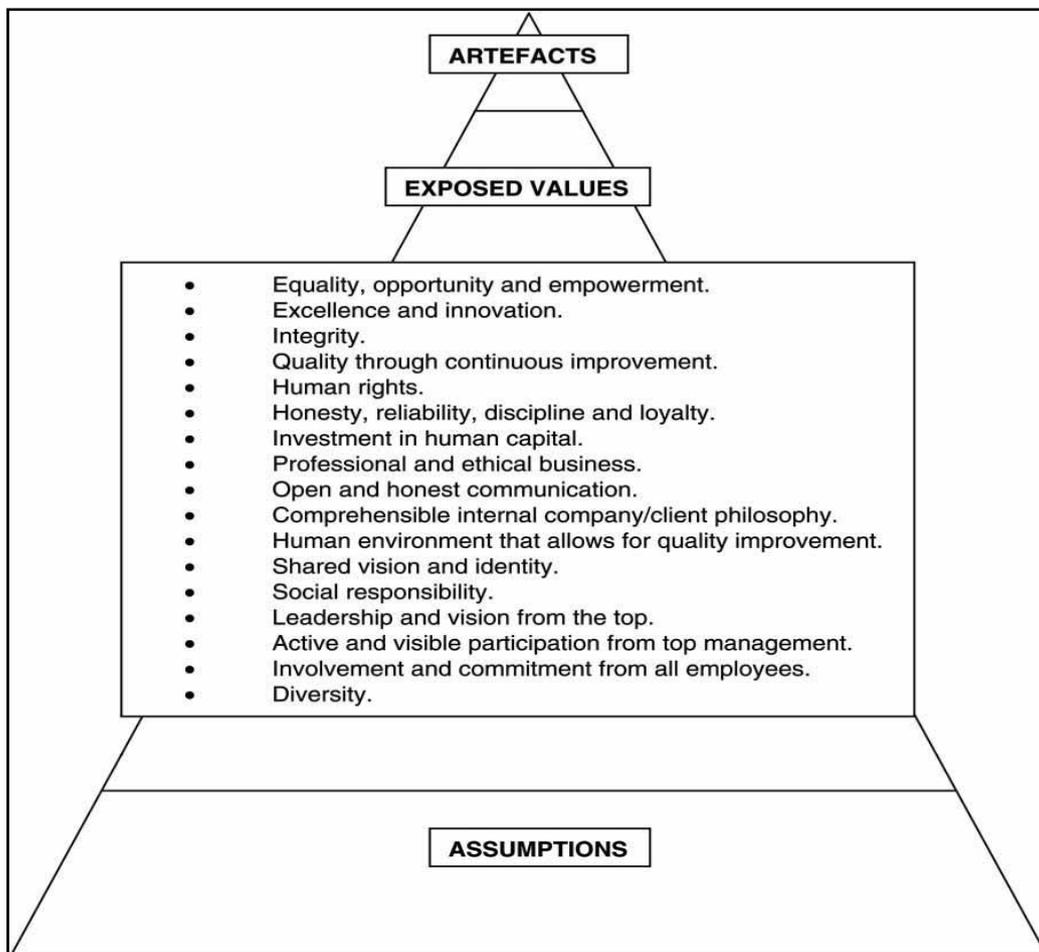


Figure 2.2. A values framework for the company under investigation (source: Cronje & Smit 2003:65)

Figure 2.1 proposes a model/approach that incorporates the three business environments in which any organisation operates, namely the macro-environment, the market environment, and the micro-environment (Smit & Cronje 2003:65). The micro- (or internal) environment is the main environment in which the organisation operates. Management has control over this environment in which it plans, organises, leads and controls activities (Kinicki & Williams 2006:74). Embedded in the micro-environment is the organisation's culture. In accordance with the prevailing culture, organisational structures and strategy will be established. Organisational structures include both internal and external structures that shape the organisation and regulate the ways in which things are done. Organisational strategy implies the methods through which total quality management (TQM) will be implemented. If customer orientation is part of the basic assumptions of the organisation, organisational strategies will involve emphasis on TQM.

It is in the micro-environment that change mechanisms can be employed to enhance and facilitate a quality culture.

The visible artefacts of the quality culture in the micro-environment are apparent in the market (or task) environment, where the organisation interacts with customers, clients, competitors, suppliers, unions, media, government and so forth (Kinicki & Williams 2006:67).

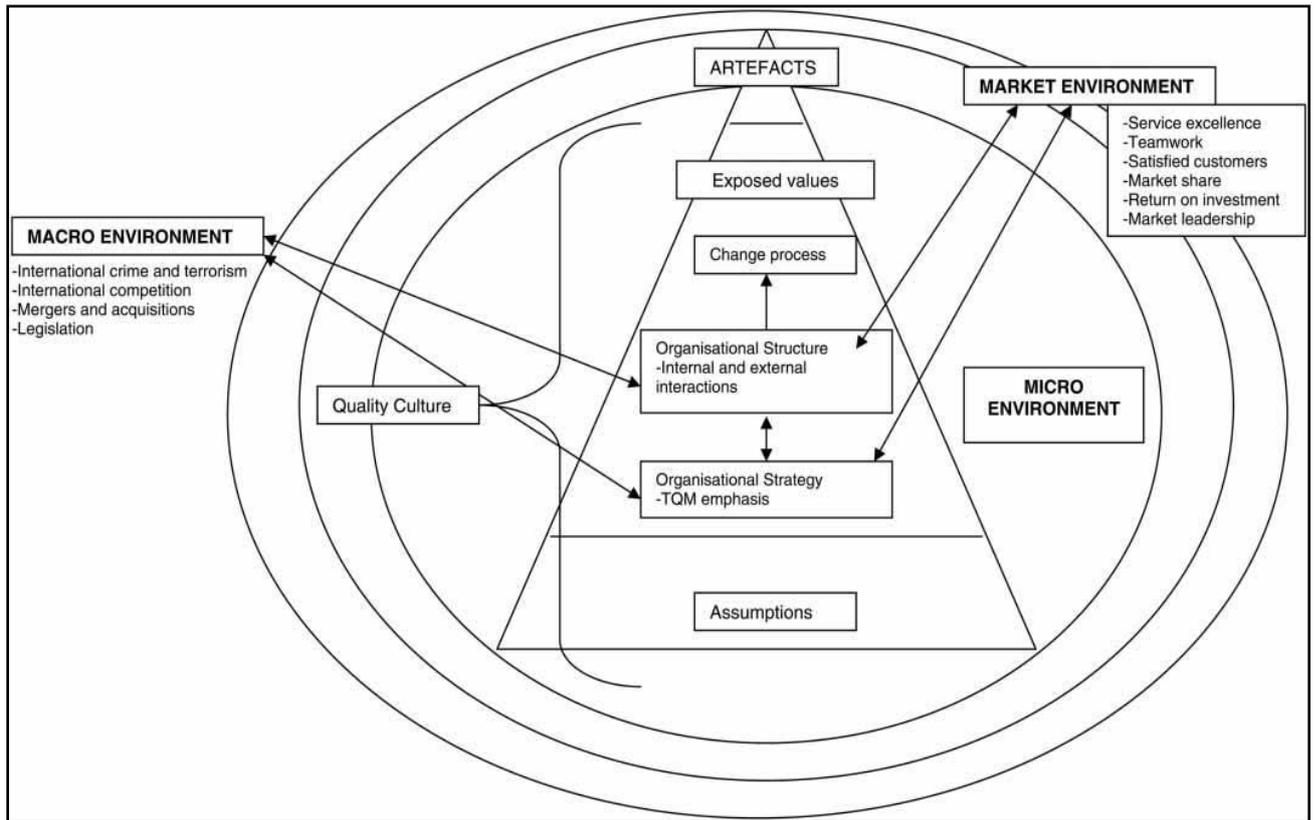


Figure 2.3. Model for establishing a quality culture (source: Kinicki & Williams 2006:74).

In this environment aspects such as service excellence, teamwork, customer satisfaction, market share, return on investment and market leadership will reflect the quality orientation of the organisation. The macro- (or general) environment includes forces that the organisation cannot control, but which nevertheless have an impact on the organisation's market or task environment (Nieman, Hough & Niewenhuizen 2003:274). In this regard, numerous factors shape the security environment. These include national and international crime and terrorism, the quest to find solutions to national and international crime and terrorism, mergers and acquisitions that result from fierce competition and the subsequent legislation imposed by governments.

This integrative model accounts for the establishment of a quality culture in the company under investigation. The model considers the three main environments in which any organisation operates and that it needs to consider. This is especially

important in the case of the company under investigation, taking into account fierce international competition and other challenges faced by the company on a global scale. The model also accounts for cultural levels, as proposed by Schein (2010:17); it shows the development of organisational culture in three phases, namely assumptions, exposed values and artefacts. This represents the internal cultural environment, which is responsible for the establishment of organisational structure and strategy and represents the heart of the organisation. Although the model is based on the mission and vision of the company under investigation, the generic principles identified by it allow it to be applied to other organisations in the private security environment.

2.3.4 Explaining the growth of private security

The fast expansion of the private security sector during the last decades has been the subject of academic attention. It has been stated that substantial shifts have occurred rather suddenly by most historical standards. 'It had taken centuries for public policing to establish dominance over privately paid security agents, and less than three decades to reverse the trend,' as Forst (2000:21) states. The growing private security industry in some countries now employs more staff than the public police (Button 2007:110). However, before one looks into the different explanations that can be distinguished in academic literature accounting for the rapid growth of the private security sector, one first has to turn to another disputed question: how 'new' exactly is the emergence of private security?

Whether private security is a new phenomenon or not, most academics will agree that during the last decades private security has been growing in importance and scale. Different theoretical strands can be found in literature for explaining this growing dominance of private policing. In the next sections the researcher will follow the different 'streams of influence' on the privatisation of security as distinguished by Newburn (2001:835-842). In reality, of course, such streams have interweaved and interacted to influence policing and security in particular ways. Most authors agree

that changes in security trends emerge typically as manifestations of broader social and economic movements (Forst 2000: 8). As Reiner (2002:770) states, the 'deeper social changes of post modernity' are transforming the role of the security institution within the whole array of security processes, because for instance the rise of public police itself was a paradigm of modernism, defined by Reiner as the project of organising society around a central, cohesive notion of order.

2.3.5. The internationalisation of private security business

Globalisation, which comes along with flows of capital, services, goods and people, is believed to make a fundamental reconsideration of the Westphalia order inevitable. Security has to be organised horizontally and disregard borders. However, as a result of the 'rigidity and obstinacy' of most states, which still function predominantly hierarchically in an effort to protect their sovereignty, new networks of 'entrepreneurial' public and private actors have arisen (Dupont 2007:362). The activities of private security actors, who are not bound by concepts such as 'sovereignty', are becoming increasingly transnationalised. Private security agencies act across national borders, forming extended security networks involving the interaction of both independent companies and parent companies directing branch plants in other nations. Increasingly, large private security firms operate at the international level, marketing their services to multinational corporations, non-governmental organisations and governments. They sell expertise and technologies previously restricted to state security spheres, and often entertain a symbiotic relationship with governments. Some of them receive public funds to manage and deliver police assistance programmes abroad. In other countries government aid agencies regularly outsource police assistance programmes to private or para-public consulting firms. According to Dupont (2004:81) it is, however, still too early to make any conclusive judgement on the importance these 'private nodes' will assume in international security networks.

National governments contract private security companies for their ability to operate on an international scale. Private companies therefore sometimes perform 'state functions' such as peacekeeping or act as proxies for states. They contribute to UN civilian police operations, carry out coca plant eradication missions in Latin America, train new police recruits in Iraq, or offer data collection and dissemination services. This raises the question of the effect that private actors, whose activities span the whole spectrum of security networks, will have on sub-national, national and state groups. The fact that private actors depend on states or international security organisations for contracts should, however, 'not obscure' the fact that their main motive is profit rather than justice or human security (Dupont 2007: 361). Further, as Leander (2005:805) states, private military firms also have 'epistemic power': they have the position and capacity to shape the understanding of security by shaping discourses, for instance by agenda setting, selecting relevant information and by shaping the self-understanding and interests of security actors. Private military firms contribute, according to Leander, to the reproduction of a highly specialised security field in which 'experts' authorise an 'increasingly technical, managerial and military understanding of the security field, which, in turn, empowers private military firms.

Private security companies also work for multinational corporations, performing 'justice-like' tasks. According to Kempa, Carrier, Wood, and Shearing (1999: 215), the ascendancy of private security corporations in the international arena may therefore indicate that market models of 'justice' are brazenly expanding in full view of the state to levels thus far unimagined. In a globalising world, market pressures, technology and social change create new demands for goods that states have difficulty supplying because the scale is often different from the scale of the nation-state.

Further, global human security concerns have reached dimensions – environmental, economic well-being – that cannot be guaranteed by one state alone. Globalisation also leads to the rapid spreading of disorder from one part of the world to another; security has become increasingly diffuse and borders are more complicated to defend (Avant 2005: 33). In addition, private policing continues to grow in completely

novel forms of spaces in which states are essentially powerless to act. At the forefront of these is 'virtual' or 'cyber' space, which 'exists' only as an emergent sphere in the hyper-communications links of the internet. The state is faced with tremendous technological and legal difficulties in policing cyberspace, as it is impossible to survey physically and thus to 'police' all of the material that circulates on the internet from any one or a limited set of regulatory centres. Furthermore, even where disorderly conduct in cyberspace is successfully detected, effective criminal prosecution is hamstrung by a myriad legal problems related to jurisdiction and the 'tangibility' of evidence. In response to such challenges, private security initiatives have sprung up to regulate cyber space (Kempa et al., 1999: 215).

2.4. Defining Quality

Researchers and practitioners from philosophy, economics, operations and marketing have offered rival opinions on what quality is (Forker Mendez, & Hershauer 2006:13). Following extensive research by Garvin (1984), these viewpoints can be classified into four categories of quality approaches:

- i. Philosophy: innate excellence - although difficult to define, it is absolute and universally recognised (Pirsig 1974) through experience (Forker et al. 2006)
- ii. Economics: quantity of desired ingredients or attributes (Abbott 1955) or the weighted sum of desired attributes in a product or service (Leffler 2002)
- iii. Operations: conformance to requirements (Crosby 2009) - specifications in the case of products (Gilmore 1974) and expectations in the case of services (Lewis & Booms 1983)
- iv. Marketing: satisfaction of consumer preferences (Kuehn & Day 2002, Edwards 1968), simplified by Juran (1974) as fitness for use.

To simplify the debate, while side-stepping the philosophical approach and avoiding the difficulties associated with a hybrid of 'affordable excellence', all non-price attributes can be grouped into one entity called 'quality', defined as 'the totality of inherent characteristics of a product or service that bear on its ability to increase the

demand for that product or service at a fixed price' (after ISO 9000 Series of Standards). In this definition a characteristic is a distinguishing feature that can be physical (e.g. mechanical or electrical), temporal (e.g. availability or punctuality), functional (e.g. capability or durability), ergonomic (e.g. physiological or safety related), sensory (e.g. touch or sound), or behavioural (e.g. honesty or veracity).

Although this definition is applicable to both products and services, it can be argued that quality management in relation to services demands a different approach when compared to products, for the simple reason that services have different distinguishing features.

2.4.1. Quality in service operations

Shahin (2006:12) looked at the of concept service quality, which aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either. There are a number of different "definitions" as to what is meant by service quality. One that is commonly used defines service quality as the extent to which a service meets customers' needs or expectations. However, for the purpose of this research, service quality refers to the discrepancy between customers' expectations and perceptions, *i.e.*, the difference between customer expectations of service and perceived service. If the expectation is greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs.

George (2001:277) contends that service quality is the delivery of excellent or superior service relative to consumer expectations. Perceived quality is best modelled as the gap between customers' expectations concerning the product or service and their perception concerning the product or service. When expectations are greater than perceptions, perceived quality is poor. When expectations are lower

than perceptions, perceived quality is good. When expectations and perceptions match, perceived quality is acceptable.

2.4.1.1. Characteristics of a service offering

George (2001:19) observes that the marketers of service offerings need to be concerned with four basic characteristics that make this marketing different from the marketing of manufactured products i.e. intangibility, variability, inseparability and perishability.

- **Intangibility** indicates something that cannot be seen, touched, felt, heard, or smelled before being bought. Service offerings cannot be inspected or tested in advance and they cannot be brought to the consumer; they are intangible. Since service offerings cannot be evaluated or tested beforehand, consumers tend to rely on 'word-of-mouth' from other people's experiences. Alternatively they look to tangible elements in the offering itself, such as prompt response, cleanliness or the appearance of the employees' uniforms.
- A fundamental part of a security service lies in how it is delivered to the consumer, which also cannot be experienced beforehand (George 2001:20). Therefore the companies offering services have the task of promoting the intangible benefits of their offering, such as education, entertainment or superior customer service. Secondly, there is a need to 'tangibilise' the service offering by managing the 'physical evidence' that accompanies the services, such as staff appearance and buildings/facilities, in order to enhance customer satisfaction.
- **Inseparability** in the context of tourism and hospitality is defined as instances where a service and provision occur at the same time, with both provider and consumer involved in the process of delivery. The security offerings are sold, produced and consumed at the same time (George 2001:20). Therefore, the way the offering is delivered is crucial. In order to ensure improved customer

service, there is a need for stricter selection and training of service providers' personnel.

- **Variability** indicates a service performance that is unique to each consumer. Security services always vary because humans produce them. Even from the same provider, a guest may receive outstanding service one day and average service another day (George 2001:21). Similarly, no two consumers are precisely the same - they have different demands, expectations, tastes, moods, perceptions and emotions. Consequently, security services and experiences vary according to a given situation. Because of service heterogeneity it is impossible to deliver an identical service each time. Nor can one control quality (Piercy 2002:239). To ensure excellent service delivery, standardisation, managing variability, strict quality control measures, development of customer care programmes and systems are essential.
- **Perishability** describes offerings that cannot be saved, stored, resold or returned. A security service cannot be saved, stored or returned. It is perishable (George 2001:21). Perishability of the service industry offerings affect the bottom line, therefore it is essential for the customer service to be impeccable to lead to customer retention.

Therefore, it is not surprising that quality measures for product manufacturing are widely understood and used, whereas quality measures specific for service operations have developed more slowly (Mills et al. 1983). This slower development has been attributed mainly to intangibility (e.g. Drucker 1974; Zeithaml et al. 1985), labour intensity (Flipo 1988) and complexity (Schmenner 1986). Ignoring these characteristics, quality management in the services industry has for too long been dominated by the logic of manufacturing (which is seen as less complex, less labour-intensive and less intangible). In comparing quality between service operations and product manufacturing, one of the basic claims has been that especially the complexity of service operations demands a more holistic approach, including customer orientation to quality (e.g. Zeithaml et al. 2010:12).

2.4.2. Demystifying service quality

Service quality is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Gronroos 1984; Parasuraman et al. 1985, 1988). A number of experts define service quality differently. Parasuraman et al. (1985) define it as the differences between customers, expectation of services and their perceived service. If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence customer dissatisfaction occurs. Lewis and Mitchell (2010:11), Dotchin and Oakland (2004), and Asubonteng et al. (2006) define service quality as the extent to which a service meets customers' needs and expectations.

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari 2008:172). According to Douglas and Connor (2003:166), Parasuraman et al. (1985: 42) and Ladhari (2008:172), the intangible elements of a service (inseparability, heterogeneity and perishability) are the critical determinants influencing service quality perceived by a consumer.

As Lewis and Booms (1983) have put it, "service quality is a measure of how well the service level delivered matches customer expectations Delivering quality service means confirming to customer expectations on a consistent basis."

"Because of intangibility, the firm may find it difficult to understand how consumers perceive their services and evaluate service quality" (Zeithaml, 1981).

It can be seen from the definition of "quality" and "service" that customers are involved every time, which shows the vitality of customers. While in the "quality" concept, customers are regarded as one dimension, or perspectives to measure, in "service", they are a part that cannot be missed when conducting business.

Therefore, this chapter will be focus more strongly on the understanding of “quality” from service companies’ perspectives, which consider customers as the driver for their qualities. Any action that is directly proportional to providing quality to consumers through products, goods or services is viewed as quality assurance (James, Evans, William & Lindsay 2002). The seven criteria in this regard are listed below:

- Judgment criteria
- Product-based criteria
- User-based criteria
- Value-based criteria
- Manufacturing-based criteria
- Integrating-based criteria
- Customer-driven quality.

Obviously, except for product-based and manufacturing criteria, five of these criteria can be used to define quality for a service company. From the first criterion, although customers are not called in to label judgment criteria, they are the judges who give the final decision on the measurement of service quality. These cases are also caught in user-based criteria, when customers are the users of the service besides the “internal customers”.

Quality is in general defined in dictionaries as “that which makes something what it is, characteristic element, basic nature, kind, and the degree of excellence of something excellent, superiority” (Merriam-Webster, online dictionary). In this objective definition, “quality” is used to define the “nature” of something and its high standard as the degree of excellence. Thus, to some extent, the whole phrase “quality service” can be understood as the nature of service, a form of business or business products and the excellent standard to be reached or met.

As in the ISO 8402-1986 standard, which many business dictionaries define, “quality is the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs” (Business dictionary online). It is obvious that the concept of quality is strongly related to the satisfaction of customers with company products or services and that the customer base is one of the main elements that should be viewed when defining the “quality” of especially service. James et al. (2000:12) discuss the concept of quality, mentioning “customer-driven quality” as “meeting or exceeding customer expectations”. All the companies desire to reach good quality, meaning that all companies try to match their products and service with customers’ satisfaction. However, “customer” is also a complicated concept and has some categories.

Theoretically, there are two types of customers, including internal and external ones. In the first type of customers, internal ones, the definitions of final users and consumers are usually mixed up. Consumers are not necessarily the final users of the products or services. For instance, in the case of institute of security studies (ISS) the owners of the building who signed the contract with the ISS company about providing services to the building can be seen as consumers of this services. However, the final customers who use, experience and judge the quality of ISS services in this building are people who work there, use the services in this building and take advantage of the facilities there. As for external customers, they are the ones “who receive goods or services from the supplier inside the company” (James et al. 2000:15). In the case of ISS they may be the employees who work as cleaners or people who work directly to provide a quality service. They receive guidelines and instructions on professional cleaning skills, as well as materials for cleaning, such as chemicals, mops, etc. supporting the service-providing process. In all groups of customers, there are needs for quality services and products; moreover, these needs are related and integrated.

Comparing the quality of services is one of the toughest challenges professionals face in their career because of the intangible nature of the service offering. The word “quality” may be defined in different ways by different people, according to the

situation. However, service quality is defined clearly when there is one-to-one interaction between the consumer and the service provider.

Quality has always been a part of business and played a vital role in business, whether in big or small firms. In the initial stage of any business, the owner has to establish quality methods so that customers always want to buy or use the services of the company as loyal customers. Productivity, cost and quality are the three main pillars of success of any company. Productivity, the actual amount of output of the materials consumed by customers per unit of input, operational cost and the quality of goods and services, which is directly proportional to customers' satisfaction, all contribute to the success of the company and hence lead to profitability. Good quality increases productivity, profits and other issues relating to the success of the company. In addition, good quality also helps to develop satisfied customers through whom other people are attracted to the company; it is free advertisement for the company through word of mouth, according to James et al. (2000:12)

According to Kendrick (2011:13), quality services have 30 ingredients. These 30 points have been collected over a long time of assembling observations, research and study, based on a suggestion of Wolfensberger in 1983. Generally, these elements list two main objectives: customers and service providers. To provide the best services, providers need to understand the service and standards, as well as the demands of their customers. They also need to use good materials. These are mentioned as "appropriate acknowledgment and support for the existential, emotional and spiritual struggles of the person served" (Michael 2011:58).

To reach the second objective, customers should participate and cooperate with service providers in the process of building quality service; they are the judges valuing the end results. The service and person who designs the service also need to maintain some standards, for example in connection with location and accessibility.

2.4.3. Measuring service quality

As stated at the beginning of this dissertation, service quality is an elusive and indistinct construct that is difficult to define and measure (e.g. Rathmell 1966; Pirsig 1974; Crosby 1979; Garvin 1983; Parasuraman et al. 1985; Carman 1990; Cronin and Taylor 1992; Gronroos 2000). Over the last three decades, however, various researchers have sought to define and measure the concept of service quality (e.g. Lewis & Booms 1983; Gronroos 1984; Parasuraman et al. 1985 and 1988; Carman 1990; Cronin & Taylor 1992; Teas 1993; Westbrook & Peterson 1998).

Although the operationalisation of service quality differs from researcher to researcher, one can clearly identify two schools of thought: one group of researchers supporting the disconfirmation paradigm of perceptions minus expectations and one group supporting the performance-based paradigm of a perceptions-only version of service quality.

Disconfirmation paradigm: According to Gronroos (1984), consumers evaluate (perceived) service quality by comparing expectations with experiences of the service received. In line with this thinking, Lewis and Booms (1983) stated that service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service therefore means conforming to customer expectations on a consistent basis.

Following the writings of Lethinen and Lethinen (1982) and Gronroos (1984), extensive focus group interviews held by Parasuraman et al. (1985) affirmed that service quality is derived from the comparison between a consumer's expectations of service quality performance versus the actual perceived performance of service quality (perceptions-minus-expectations). In addition, Parasuraman et al. (1988:17) stated that "perceived service quality is viewed as the level of discrepancy between consumers' perceptions and expectations."

Based on extensive focus group interviews and subsequent research, Parasuraman et al. (1985 and 1988) concluded that: 1) service quality is an overall evaluation similar to attitude, 2) the 'expectancy disconfirmation' model is an appropriate operationalisation of service quality, and 3) service quality (as a form of attitude) results from the comparison of perceptions with expectations.

Performance-based paradigm: Carman (1990) argued that there is little, if any, theoretical evidence supporting the relevance of perceptions-minus-expectations gaps as the appropriate basis for assessing service quality. In addition, Brown et al. (1993) concluded that there are serious problems in conceptualising service quality as a difference score.

Following considerable support for simple performance-based measures of service quality in the marketing literature (Mazis, Ahtola and Klippel 2005:11; Woodruff, Cadotte and Jenkins 2003; Bolton & Drew 2010), research by Cronin and Taylor (1992) affirmed that an unweighted performance-based approach is a more appropriate basis for assessing service quality. Similarly, Babakus and Boller (2002) reported results supporting the use of performance-based measures of service quality over gap measures. Based on extensive literature review and subsequent research, Cronin and Taylor (2002) concluded that perceived service quality is best conceptualised as an attitude; the 'adequacy-importance' model is the most effective 'attitude-based' operationalisation of service quality (Mazis et al. 2005:11) and current performance adequately captures consumers' perceptions of the service quality offered by a specific service provider.

Additional comparison of weighted versus unweighted models by Teas (1993) indicated that unweighted models generally perform better than weighted models in terms of concurrent and construct validity.

2.5. Total Quality Management

Over the last decade, the number of survey-based research studies focused on TQM has increased dramatically. Prior to 1993, most research in this area was conceptual or based on case studies. One of the first studies to use a survey-based approach, that of Saraph, Benson and Schroeder (1989), focused on scale development for operationalising the critical factors of quality management. According to Sila and Ebrahimpour (2002), an examination of the quality literature since then up to 2000 reveals that 347 survey-based research articles had been published. These studies are categorised along several main research objectives that include identifying critical TQM factors, examining issues in the implementation of TQM and investigating the link between TQM factors and performance.

Of primary interest among researchers has been addressing the question, “What makes TQM work?” Since most would agree that the philosophy and principles of TQM are sound, instances of failed TQM initiatives have led researchers to direct their attention to problems associated with its implementation. Consequently, several major research themes concerned with the successful implementation of TQM have emerged. There have been many studies that focused on the obstacles to TQM (for example, Matta et al., 1996; Ngai and Cheng, 1997 and Salegna and Fazel, 2000). Others have narrowed their view to concentrate on specific barriers to TQM, such as organisational culture (e.g. Kuei et al., 1997), management style (e.g. Mann & Kehoe 1995), employee factors (e.g. Fok, Hartman, Patti, and Razek, 2000), and ineffective project management (example Hides et al. 2000). In order to assess whether TQM does work, some studies have emphasised the measurement of TQM outcomes (e.g. Ahmadi & Helms 1995)

While some may consider TQM outdated, organisations still pursue competitive advantage through improved quality and satisfied customers. One strong indication of the continued relevance of quality management to companies competing in the global market is the recent revision of the ISO 9000 series of quality standards. The

2000 version of ISO 9000 — ISO 9000:2000 — represents a fundamental shift from quality assurance to quality management, a significant change in approach to quality from one that is totally compliance-based to one that includes the evaluation of management techniques. This change has been described as moving the standard away from a technical-practical tool toward a management tool (Larsen & Haversjo 2000). ISO 9000:2000 is based on eight principles that are easily recognisable as the key elements of quality management: 1) customer focus, 2) leadership, 3) involvement of people, 4) process approach, 5) systems approach to management, 6) continuous improvement, 7) factual approach to decision making, and 8) mutually beneficial supplier relationships. With some 300 000 organisations worldwide holding ISO 9000 certification, and with certificates based on the old version of the standard becoming invalid at the end of 2003, renewed interest in the question “What makes quality management work?” is more than just likely.

Aside from the mandate to adopt quality management practices as a result of ISO 9000:2000, it appears that many organisations have continued their efforts to transform the way they do business, whether it is called TQM, re-engineering or cultural change. Some have argued, quite convincingly, that the recent focus on “business excellence” is really quality management by another name (Foley 2003). Moreover, researchers are still interested in quality transformation, with some of the more recent studies addressing issues such as the long-term sustainability of TQM (Van der Wiele & Brown 2002), using work-development strategies to reach TQM objectives (Ljungstrom & Klefsjo 2002), and strategic quality management (Leonard & McAdam 2002).

2.5.1. Total Quality Management Model

TQM requires a new process-thinking mindset. One must realise that everything one does is part of a process. Applying TQM, according to Foley (2003:13), means shifting from managing outcomes to managing and improving processes, from what to do to how to deal with the processes better. Quality performance expands to include how well each part of the process works and the relationship of each part to

the process. Also, process improvement focuses on continuously achieving the greatest potential benefit for customers.

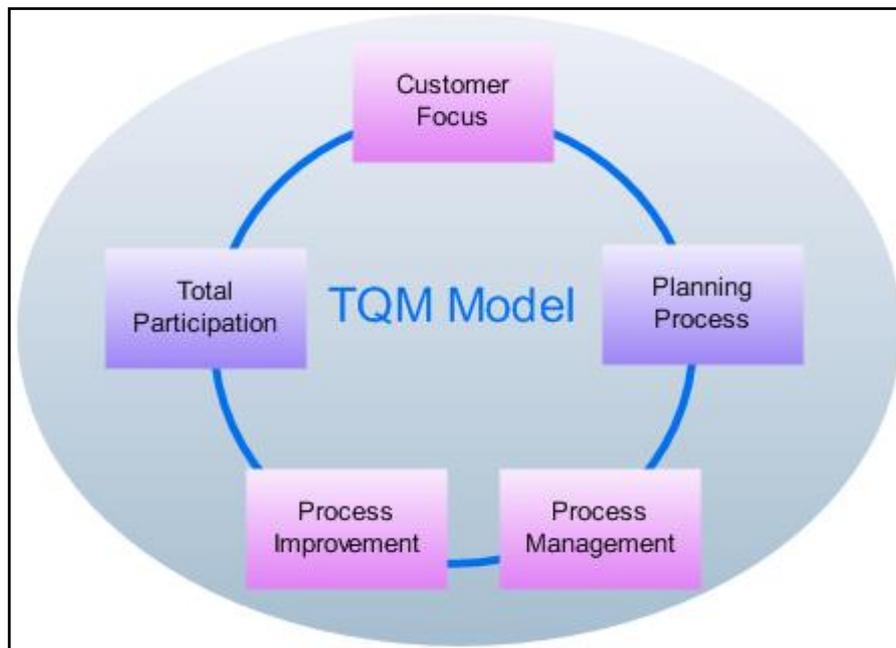


Figure 2.4: Foley (2003:13)

Leonard and McAdam (2012:19) noted that no two organisations implement TQM in the same way. There is no recipe for organisational success; however, there are a number of great TQM models that organisations can use. These include the Deming Application Prize, the Malcolm Baldrige Criteria for Performance Excellence, the European Foundation for Quality Management and the ISO quality management standards. Any organisation that wants to improve its performance would be well served by selecting one of these models and conducting a self-assessment.

The simplest model of TQM is shown in the TQM diagram above. The model begins with understanding customer needs. TQM organisations use processes that continuously collect, analyse and act on customer information. Activities are often extended to understanding competitor's customers. Developing an intimate understanding of customer needs allows TQM organisations to predict future

customer behaviour. TQM organisations integrate customer knowledge with other information and use the planning process to orchestrate action throughout the organisation to manage day-to-day activities and achieve future goals. Plans are reviewed at periodic intervals and adjusted as necessary. The planning process is the glue that holds together all TQM activity.

TQM organisations understand that customers will only be satisfied if they consistently receive products and services that meet their needs, are delivered when expected, and are priced for value (Oliver 2000:217). TQM organisations use the techniques of process management to develop cost-controlled processes that are stable and capable of meeting customer expectations.

TQM organisations also understand that exceptional performance today may be unacceptable performance in the future, so they use the concepts of process improvement to achieve both breakthrough gains and incremental continuous improvement. Process improvement is even applied to the TQM system itself.

The final element of the TQM model is total participation. TQM organisations understand that all work is performed by people. This begins with leadership. In TQM organisations, top management takes personal responsibility for implementing, nurturing and refining all TQM activities. They make sure people are properly trained and capable and that they participate actively in achieving organisational success. Management and employees work together to create an empowered environment where people are valued.

2.5.2. Quality versus satisfaction

Based on a combination of literature review and empirical investigation, Oliver (1980), Parasuraman et al. (1988) and Cronin and Taylor (1992) all suggest that service quality and consumer satisfaction are related, but distinct, constructs. Their explanation of the difference between the two is that service quality is a long-term overall evaluation, whereas consumer satisfaction is a transaction-specific measure (cf. Parasuraman et al. 1988; Carman 1990; Cronin & Taylor 1992). By taking a

closer look at the service quality literature and the consumer satisfaction literature, the researcher not only aims to clarify the difference between service quality and consumer satisfaction, but also to resolve the confusion related to the definition and operationalisation of service quality. With reference to service quality literature, Parasuraman et al. (1994) argued that the disconfirmation of perception-minus expectations conceptualisation of service quality is supported by various researchers (e.g. Parasuraman et al., 1988; Bolton & Drew 2002; Parasuraman et al., 1991).

Based on empirical evidence, Parasuraman et al. (1988) argued that in measuring service quality the level of comparison is what a consumer should expect, whereas in measuring satisfaction the level of comparison is what a consumer would expect. This differentiation stems from their recognition that “the term ‘expectation’ as used in the service quality literature differs from the way it is used in the consumer satisfaction literature. Specifically, in the consumer satisfaction literature, expectations are viewed as predictions made by consumers about what is likely to happen during an impending transaction. In contrast, in the service quality literature, expectations are viewed as desires of consumers, i.e. what they feel a service provider should offer rather than would offer.”

As stated previously, Parasuraman et al. (1988) concluded that service quality results from the comparison of perceptions with expectations. Similarly, Bolton and Drew (2010:221) concluded in their research that the gap between performance and expectations is a key determinant of overall service quality. In the same article, however, Bolton and Drew also stated that “a consumer’s assessment of overall service quality is directly affected by perceptions of performance levels.”

Following the suggestion by Woodruff et al. (2009:3) that expectations are to be based on experience norms (i.e. what consumers should expect from a given service provider given their experience with that specific type of service organisation), Parasuraman et al. (1991) found two different comparison norms for the assessment of service quality: desired service (i.e. the level of service a consumer believes can

be delivered) and adequate service (i.e. the level of service the consumer considers acceptable).

Regarding consumer satisfaction literature, Oliver (2000:217) found that service quality (as a form of attitude) is initially a function of expectations and subsequently a function of the prior attitude toward satisfaction. In addition, he suggested that this attitude affects purchase intentions. The initial attitude, however, can be affected by the level of (dis)satisfaction experienced and subsequently influence purchase intentions.

Bolton and Drew (2010:221) affirmed that satisfaction mediates prior perceptions of service quality to form current perceptions of service quality. However, Cronin and Taylor (1992:57) noted that “their results suggest that perceived service quality is strongly affected by current performance and that the impact of disconfirmation (at the satisfaction level) is relatively weak.”

According to Oliver (2000:217), it is consumer satisfaction that is determined by disconfirmation judgements (better-than-expected or worse-than-expected) on the basis of comparing the actual performance of a product with consumer expectations. In the case of services, however, where performance dimensions are hard to quantify, consumers may not be able to make such calculated comparisons between (perceived) performance and expectations.

In line with this observation, Smith and Houston (2011:37) claimed that consumer satisfaction with services is related to confirmation or disconfirmation of expectations. In addition, Churchill and Suprenaut (2000:19) argued that satisfaction is related to the size and direction of the disconfirmation experience where disconfirmation is related to a consumer’s initial expectations. By using these latter two references in defining service quality as resulting from the comparison of perceived performance with expectations and arguing that perceived service quality is a function of the discrepancy between consumers’ perceptions and expectations,

Parasuraman et al. (1985; 1988) are partially to blame for the confusion related to the operationalisation of service quality.

In the opinion of the researcher, the above overview of 'service quality literature' and 'consumer satisfaction literature' solves a range of issues related to service quality. First and foremost, it implies that service quality (as a form of attitude) is a function of expectations (prior to any service encounter) or a function of experiences (upon the first service encounter) only. This suggests using performance perceptions as a measure of service quality (Cronin and Taylor 2012:82). Secondly, it implies that consumer satisfaction mediates the effect of prior perceptions of service quality to cause revised perceptions of current service quality. This finding suggests that the disconfirmation paradigm of perceptions-minus-expectations is more closely related to consumer satisfaction than to service quality. Thirdly, it implies that service quality is an antecedent of consumer satisfaction. In line with Cronin and Taylor (2012:92), the researcher believes that service quality should not be derived from the difference between consumers' expectations about the performance of a general class of service providers and their assessment of the actual performance of a specific firm within that class.

Relationship between quality and satisfaction: According to Cronin and Taylor (2012:90), Teas (1993) and Parasuraman et al. (1994), both service quality literature and consumer satisfaction literature have left confusion as to the nature and causal direction of the relationship between service quality and consumer satisfaction. Many researchers (Parasuraman et al. 1988; Carman 1990; Cronin and Taylor 1992; Parasuraman et al. 1994), however, agree that service quality is an overall evaluation or a global value assessment (consistent with the service quality literature), whereas customer satisfaction is a transaction-specific assessment (consistent with customer satisfaction literature).

Based on this distinction, some service quality researchers, such as Bolton and Drew (2010:221), argued that an accumulation of transaction-specific assessments leads to a global assessment (i.e. customer satisfaction is an antecedent of service

quality). Based on theoretical and empirical evidence by Parasuraman et al. (1988) and Cronin and Taylor (2012:90), however, the reverse is true in that service quality is an antecedent of customer satisfaction (i.e. higher levels of perceived service quality result in increased consumer satisfaction).

Furthermore, it is implied that both service quality and consumer satisfaction are antecedents of purchase intentions. According to Oliver (2000:27), perceived service quality modifies a consumer's purchase intentions. In addition, Oliver (1981) stated that "satisfaction soon decays into one's overall attitude towards purchasing products." Moreover, both Parasuraman et al. (1988) and Cronin and Taylor (2012:72) have proven that both service quality and consumer satisfaction affect purchase intentions. Cronin and Taylor (2012:72), however, noted that consumer satisfaction exerts a stronger influence on purchase intentions than does service quality.

2.5.3. Benefits of service quality to customers

Customer service is one of the most important parts of any firms or business and has been adopted globally. Keeping quality service in the forefront of its operations makes a company better and provides its customers with quality service according to their expectations. Some of the benefits, according to Hunter (2011:17), are:

Increased revenue: Quality service helps to increase revenue through increases sales to customers. When the customers' expectation are met by the goods or services of the company, customers will develop their level of confidence in the company's abilities. This would persuade them to buy more goods or services from the same company and make them loyal customers.

Enhanced company reputation: Basically service companies are known by their services to customers. They should always be aware of the type of service they provide to customers. Once customers get a poor impression of the company, it will

lead them to demotion of the company. Customers who have already experienced poor service will tell their family, friends, neighbours or other people they know about the company. This could be harmful to the image of the company. On the contrary, when customers have a positive impression of the company, they will also transmit the information through blogs, websites and social media. This will help the company to gain more new customers and boost its reputation.

Increased customer satisfaction: Customers approach companies when they need solutions for their needs, demands or difficulties. When the solutions, in other words the products or services provided by companies, satisfy those needs, customer satisfaction will result. Customer satisfaction ensures the return of customers, as well as positive customer relationship management and enhancement of the company's reputation, mentioned above. Thus, service companies need to improve the quality of their service to "increase customers' satisfaction", which will bring about many benefits for the companies. A familiar method to ascertain the level of customers' satisfaction is conducting surveys. The design of the survey can be varied by companies according to their circumstances. However, most surveys include issues such as satisfaction with the services or products provided, suggestions to companies on increasing that satisfaction and indications of what customers do not like about companies but like about their competitors.

Customer loyalty: When companies, especially service companies, can provide customers with a good solution in the form of good quality services that satisfy customers, the companies will have built up a good relationship with their "potential" customers and will be on the right track to win their loyalty. They will come back to experience satisfaction again. Customer loyalty is one of the key successes in any business field nowadays, which can help companies escape the "price war". Moreover, according to the book, "How to Win Customers and Keep Them for Life", by Michael (2000:11), if a company wins one loyal customer, it has saved the cost of marketing to at least five potential future customers.

Engaged employees: If manufacturers win business through the quality of products they supply to service companies, that creates a high demand for that product. When demand is high, business is increased and customers will be attracted by the skills and the quality of the work of the employees. Moreover, selling and buying, as well as rendering services and receiving or experiencing the services, are all interactions between the service companies' employees and their customers. Thus, when customers are satisfied with the quality of the service, the employees will also feel engaged and this will enhance their feeling of devotion to their jobs, improving companies' operations in the process. Thus quality service brings about benefits not only for customers, but also for companies and their stakeholders. Organisations should follow certain steps to improve the quality of service.

- First of all, they should be able to recognise problems with quality.
- They should provide some basic knowledge about quality to staff members.
- They should promise only what they can deliver.
- They should accept complaints from unsatisfied customers.
- They should be more customer-focused.

There are many advantages to being customer-focused in an organisation. The company can differentiate itself from competitors and improve its image in the eyes of customers. This focus also helps to minimise price sensitivity and improve profitability. There will be continuous improvements to the operation of the company if the company is customer-centred.

2.5.4. The SERVQUAL approach (Gap analysis model)

The SERVQUAL approach has been applied in service and retail organisations (Parasuraman et al., 1988; Parasuraman et al., 1991). Service quality is a function of prepurchase customers, expectations, perceived process quality and perceived

output quality. Parasuraman et al. (1988) define service quality as the gap between customers' expectations of service and their perception of the service experience.

Based on Parasuraman et al.'s (1988) conceptualisation of service quality, the original SERVQUAL instrument used five dimensions: tangibles, reliability, responsiveness, assurance and empathy. Numerous studies have attempted to apply the SERVQUAL instrument. This is because it has a generic service application and is a practical approach to the area. This instrument has been made to measure service quality in a variety of services, such as hospitals (Babakus & Glynn 1992), offices and buildings, travel and tourism, a telephone company, two insurance companies and two banks (Parasuraman et al. 1991). In this study, the researcher uses the SERVQUAL approach as an instrument to explore customers' expectations and perception levels of service quality rendered by security personnel.

2.6.2. SERVQUAL dimensions

Previously, Parasuraman et al. (1985) identified ten determinants for measuring service quality: tangibility, reliability, responsiveness, communication, access, competence, courtesy, credibility, security, and understanding/knowledge of customers. Later these ten dimensions were further purified and developed into five dimensions, i.e. tangibility, reliability, responsiveness, assurance and empathy to measure service quality (Parasuraman et al. 1988). These five dimensions were identified as follows:

RATER dimensions sorted by relative importance		
Dimension	Description	Relative importance
Reliability	Ability to perform the promised service dependably and accurately	32%
Responsiveness	Willingness to help customers and provide prompt service	22%
Assurance	Knowledge and courtesy of employees and their ability to convey trust and confidence	19%
Empathy	Caring, individualised attention the firm pays to its customers	16%
Tangibles	Appearance of physical facilities, equipment, personnel and communication materials	11%

Table 2.1 (Zeithaml 1990)

The SERVQUAL instrument is an invaluable tool for organisations to understand customers' values better and to determine how well their current organisations are meeting the needs and expectations of customers. SERVQUAL provides a benchmark based on customer opinions of an excellent company, on the importance ranking of key attributes, and on a comparison to what a company's employees believe customers feel. The SERVQUAL instrument can also be applied to identify major gaps to be closed in the service quality gaps model.

2.7 Summary of the chapter

This chapter explored the profession of the receptionist, security services and quality management. As the private security sub-sector continues to grow at an accelerated pace, it presents new and interesting opportunities to clients who seek these services and particularly receptionist security guards. As one of the largest

employers, the private security sub-sector contributes to increased employment levels and poverty alleviation. However, issues of quality and perception of these reception services continue to affect the nature of the industry. Literature has revealed that it is a profession and the quality of deployed receptionists should always be scrutinised.

The next chapter will provide a complete overview of the research methodology, predominantly in line with findings from the literature review.

CHAPTER 3

METHODOLOGY

3.1. Introduction

This chapter deals primarily with the research methodology and issues that are relevant to this investigation. Different methodologies and designs provide different kinds of knowledge about different kinds of practices. In specific terms, the research approach selected for the study is outlined and a rationale for selecting the particular method chosen is explained. The chapter will explain the significance of the study, while sharing the limitations experienced in the study as well. The study is both quantitative and qualitative in nature.

3.2. Research Design

A research design is referred to as a plan or proposal to conduct research. It involves the intersection of philosophy, strategies of inquiry and specific methods (Creswell 2009). The methodologies employed included both secondary and primary research, using quantitative and qualitative research methods. The researcher needs to consider the differences between qualitative and quantitative approaches and to decide upon the applicability of either one of the approaches, or a combination of the two. Mixed methods research is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches and the mixing of both approaches in a study. It also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell 2009).

Primary data was used as the foundation to identify and categorise key elements, so that the formulation of the best possible model of positioning the security guard as receptionist could be used to reach the research objectives.

Selecting a mixed methods approach in this study offers multiple angles to an argument, thus providing more scientific evidence to substantiate an instructive argument, as it mirrors real life (Creswell 2008:89).

The plan adopted for the study is summarised below;

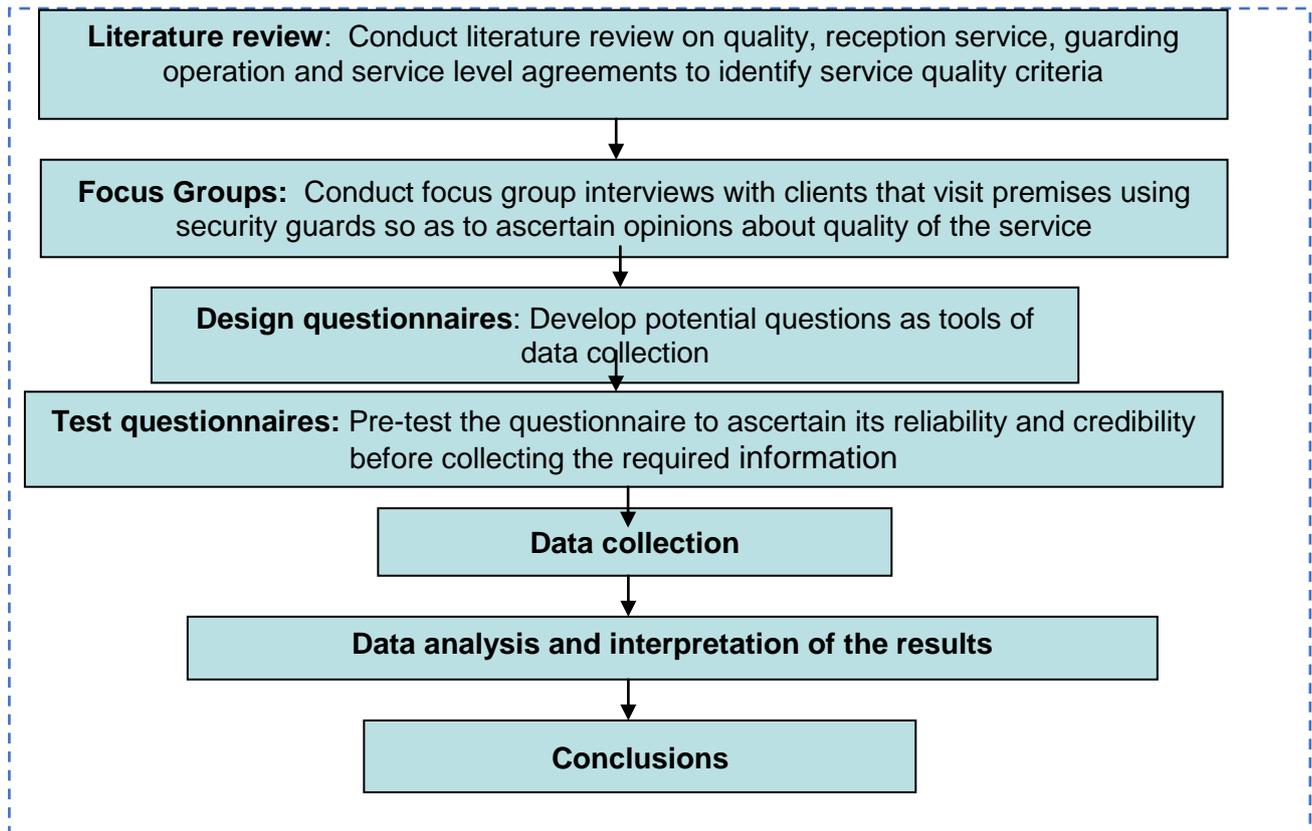


Figure 3.1: Plan adopted for the study

3.3 Focus Groups

A focus group interview was held on 27 April 2015, involving eight participants and the facilitator. The focus group meeting was held at neutral venue at 34 King Willow Street, Midrand. The participants were invited via e-mail a week before the date of the meeting. The selection of the participants was based on their exposure to security guards offering a reception service.

The participants represented different organisations at different levels. The focus group was conducted by an independent facilitator to eliminate biasness of the results. The role of the facilitator was to ensure that the desired results were achieved.

In a focus group the researcher gathers several people (usually not more than 10 or 12) to discuss a particular issue for one to two hours. The moderator introduces the issues to be discussed, makes sure that no one dominates the discussion and keeps people focused on the topic (Leedy et al. 2010).

3.4 Population

The population is the study object and consists of individuals, groups, organisations, human products and events or the conditions to which they are exposed. A research problem therefore relates to a specific population and the population encompasses the total collection of all units of analysis about which the researcher wishes to make specific conclusions (Welman; Kruger & Mitchel 2012).

The population for this study was focused on the seven regions in the Johannesburg area at JCPZ premises. The selection of this population was based on exposure to the security guard reception service offered.

3.5 Sample size

A sample design alludes to an unmistakable arrangement for acquiring a specimen from a given populace. It alludes to the method or the system the specialist would use in selecting items or subjects for the example. It likewise sets out the number of items to be incorporated into the sample (test size), certainty level for the evaluation, sampling frame and populace parameters of interest to be considered before systems for gathering information are resolved (Leedy & Ormrod 2010).

Craswell (2005) suggests that the sample size is almost always a matter of judgment rather than calculation. The required sample size is dependent on the statistical

analysis employed (Mendenhall & Sincich 2003) and has a direct impact on the power of the research.

The sample size for the study was 200 participants who were selected from the seven regions in the Johannesburg area at JCPZ premises.

3.6. Sampling technique

They are two types of sampling technique, namely probability and non-probability samples. In the case of probability sampling, one can determine the probability that any element or member of the population will be included in the sample. Examples are simple random samples, stratified random samples and cluster samples. In the case of non-probability sampling, by contrast, one cannot specify any probability. Any element that has a chance of being included has a probability that exceeds zero. Examples of non-probability sampling are accidental sampling, quota sampling, snowball sampling and convenience sampling (Welman et al. 2012).

For this study probability sampling was employed. The advantage of using probability sampling is that it enables the researcher to indicate the probability with which samples' results deviate in differing degrees from corresponding population values.

According to Leedy (2001), sampling is the process of choosing from a much larger population, a group about which a generalised statement is made, so that the selected part represents the total group. Rubin and Babbie (2001) describe the sample unit as that element, or set of elements, that will be considered for selection at some stage of the sampling. According to Neuman (2003), sampling, if well executed, enables the researcher to measure variables on the smaller set of cases, and to generalise results accurately to all cases. These generalisations are informed by logical statistical reasoning that has repeatedly been tested with empirical evidence.

The researcher chose random sampling for this research. In the simplest case of random sampling, each member of the population has the same chance of being included in the sample and each sample of a particular size has the same probability of being chosen (Welman et al. 2012)

In terms of sample size, De Vos et al. (2002:199) indicate that it is generally stated that “the larger population, the smaller the percentage of the population the sample needs to be.” Conversely, it is imperative to consider that statistical significance will be influenced as the sample size increases, in that almost any effect will become significant in a very large sample. Grinnell and Williams in De Vos et al. (2002) indicate a total sample size of 30 in order to adhere to statistical procedures. This figure is by no means accepted as a general standard in research literature, where sample sizes up to a minimum of 100 are regarded as statistically significant.

For the quantitative component, a total sample of 200 respondents was envisaged to be included in the study. In obtaining this number of responses the researcher was able to conduct a factor analysis in terms of the questionnaire in order to eliminate questions that were answered in an unreliable manner. Statistical requirements for the employment of a factor analysis prescribe a minimum of 100 responses in order to be effective. This requirement formed the basis for the sample size consideration.

3.7 Data Collection Tools and Technique

The data collection tool used for this study was a questionnaire. The questionnaire was composed of quantitative and qualitative type questions.

The qualitative method is appropriate in the sense that it allows for the following (Leedy & Ormrod 2010):

- *Description* – This reveals the nature of certain situations, settings, processes, relationships and systems.
- *Interpretation* – This is used to gain new insights into a phenomenon and develop new concepts and theoretical perspectives.

- *Verification* – This step tests the validity of certain assumptions, claims, theories or generalisations within the real world.
- *Evaluation* – This offers a means through which a researcher can judge the effectiveness of a particular policy, practice or innovation.

The quantitative methodology was also used to enable the researcher to measure the extent of quality expectation from the security receptionist guards in the selected companies. The researcher therefore explored extensively the quantitative and qualitative methodology to collect data from clients served by major security companies in the Johannesburg area.

3.8 Questionnaire Design

Kumar (2012) describes a questionnaire as a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the question, interpret what is expected and then write down the answers. The only difference between an interview and questionnaire is that in the former it is the interviewer who asks the questions and records the participants' replies and in the latter replies are recorded by the respondents themselves.

According to Leedy and Ormrod (2010), participants can respond to questions with the assurance that their responses will be anonymous; thus, they may be more truthful than they would be in a personal interview, especially when addressing sensitive or controversial issues.

The questionnaire was mainly designed with close-ended questions; this choice ensured that the responses would be valid and easily comparable (Welman et al. 2012).

When developing the questionnaire, the following was considered:

- The compiler had to choose closed or pre-coded questions.

- The respondents' literacy level was taken into consideration.
- The questionnaire designer was careful not offend the respondents.
- The questions were brief and focused without being ambiguous.
- The questions maintained neutrality.
- The questions followed a justified sequence.
- All questions were applicable to all respondents.
- The questionnaire was laid out and printed in such way that a person who read it would be able to follow all the instructions easily and answer all the questions.

A pilot study was conducted by the researcher to identify unclear or ambiguous questions in the questionnaire. The researcher selected four participants for the pilot study. A pilot study is usually carried out when a researcher wants to explore areas about which he or she has little or no knowledge. A small-scale study is undertaken to decide if it is worth carrying out a detailed investigation (Kumar 2012).

3.8.1. Questionnaire administration

The questionnaires were distributed to participants in the seven regional offices in the Johannesburg area. Each questionnaire was accompanied by a covering letter explaining the aim of the study. Each participant had to sign a letter of consent to participate in the research study and return a copy to the researcher. All signed copies were kept in a file for record purposes.

3.9 Data analysis

The process of data analysis involves making sense out of text and image data. It involves preparing the data for analysis conducting different analyses, moving deeper and deeper into understanding the data, representing the data and making an interpretation of the larger meaning of the data (Creswell 2009).

Data analysis was carried out using SPSS (Statistical Package for Social Sciences version 9) and is reported in detail using descriptive diagrams. As a first step in the data analysis, responses were examined against the five quality dimensions service quality items using Principal Factoring Analysis.

Once all the questionnaires had been collected and analysed, the results of the study were presented as a whole or in aggregate form in order to ensure anonymity. Correlation analysis can be described as the use of statistical correlation to evaluate the strength of the relations between variables. Correlation analysis was used to explore the relationship (both magnitude and direction) between the dimensions and the five output measures of quality and simple regression analysis was used to determine to what extent changes in the output measures could be attributed to changes in the perception dimensions.

Descriptive analysis of data for variables in a study includes describing the results through means, standard deviations and a range of scores. Descriptive analysis of the returned questionnaires was conducted, and the responses to the questions obtained through the questionnaires were represented in table format, along with relevant graphs as supporting evidence.

Factor analysis is described as several methods for reducing correlational data to a smaller number of dimensions or factors. Beginning with a correlation matrix, a small number of components or factors are extracted, which are regarded as basic variables that account for the interrelations observed in the data. Factor analysis was also part of this data analysis process, where the starting point was a correlation matrix, in which the inter-correlations between the studied variables were presented. The dimensionality of this matrix was reduced by “looking for variables that correlate highly with a group of other variables, but correlate very badly with variables outside of that group” (Field 2000: 424).

3.10. Validity and Reliability

Reliability refers to “the replicability of research findings and whether or not they would be repeated in another study, using the same or similar methods” (Lewis & Ritchie 2003). The related concept of validity refers to the “correctness or precision of a research reading” (Lewis & Ritchie 2003).

Greater reliability and validity were achieved by accessing and exploring multiple sources on a particular topic in order to obtain a more comprehensive picture of the topic being studied. Reliability and validity are further achieved by providing a transparent account of how the data was collected and analysed, while the inclusion of verbatim quotes in the report will add to data authenticity in the reporting process.

There are several measures of validity that contribute to the overall quality of a study. The two main dimensions are internal and external validity.

Internal validity relates to the degree of certainty to which the design of a research study is a good test of the hypothesis or is appropriate for the research question.

External validity is concerned with the degree to which research findings can be applied to the real world, beyond the controlled setting of the research. It relates to whether or not research findings can be generalised beyond the immediate study sample and settings.

- a. The validity was confirmed by using a large population; the researcher developed structured questionnaires. A letter with a description of the study, explaining its importance terminology used, accompanied the questionnaire.
- b. Participants were assured of anonymity and their freedom to decide on participation in the study.
- c. The questionnaires were sent to a large sample population to ensure that a sample of 200 completed questionnaires would be used for the data.
- d. The dependent and independent variables were explicit.

- e. Trustworthiness was achieved by eliminating bias and by checking informally with participants for accuracy during data collection.

3.11. Summary of the chapter

In this chapter, the research methodology that was employed was discussed. A questionnaire was used as measuring instrument for data collection. The data analysis process was outlined, including the validity and reliability of the study.

CHAPTER 4

PRESENTATION OF RESULTS

4.1. Introduction

This chapter presents the results collected from the primary study. In the first part data is used for the presentation and discussion of quantitative results. This is followed by the qualitative data. This is in line with the methodology of using mixed methods for the study. The quantitative results are presented in quantitative format and presented in the form of graphs, charts and frequency distribution tables. The results are also presented in terms of percentages in order to show the results that were collected by the researcher. The presentation of results begins with the presentation of demographic results, which is then followed by the presentation of results from the questions addressing the research questions. A total of 191 research participants took part in this research after the distribution of 210 questionnaires.

4.2. Demographic results

The demographic questions were aimed at determining the gender and age groups of the research participants, which sector of the economy they worked in and how long they had been exposed to organisations that use security guards as receptionists.

4.2.1 Gender

The results on the gender of the respondents are presented in terms of percentages in the pie chart in Figure 4.1.

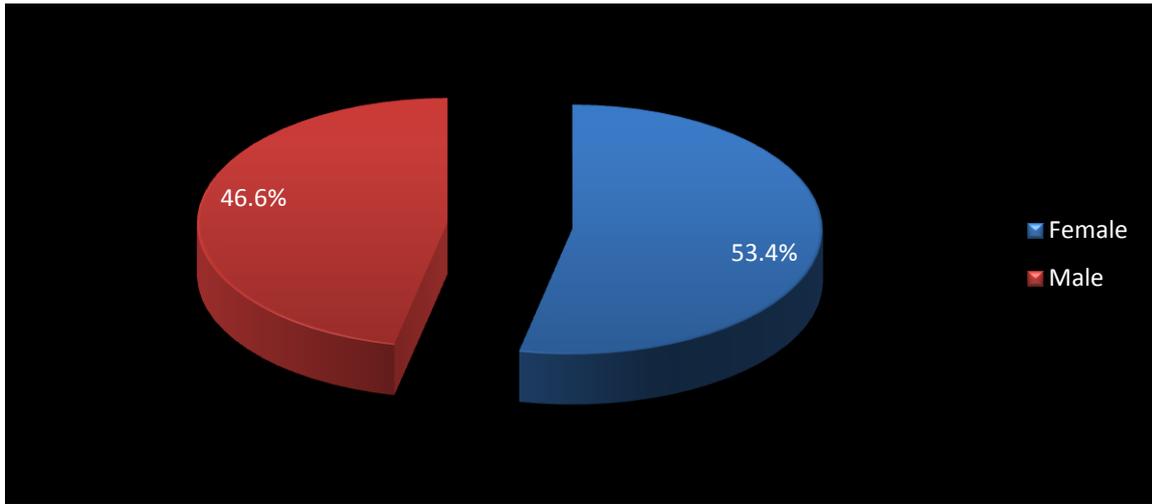


Figure 4.1: Gender of respondents

The results presented in Figure 4.1 show that 53.4% of the respondents were female and 46.6% male. The results reveal that the majority of the respondents were female. This indicates that the sample was diverse and does not show any biasness toward a particular gender.

4.2.2 Age group

The ages of the respondents are presented in the column graph in Figure 4.2 and the results are discussed below the graph.

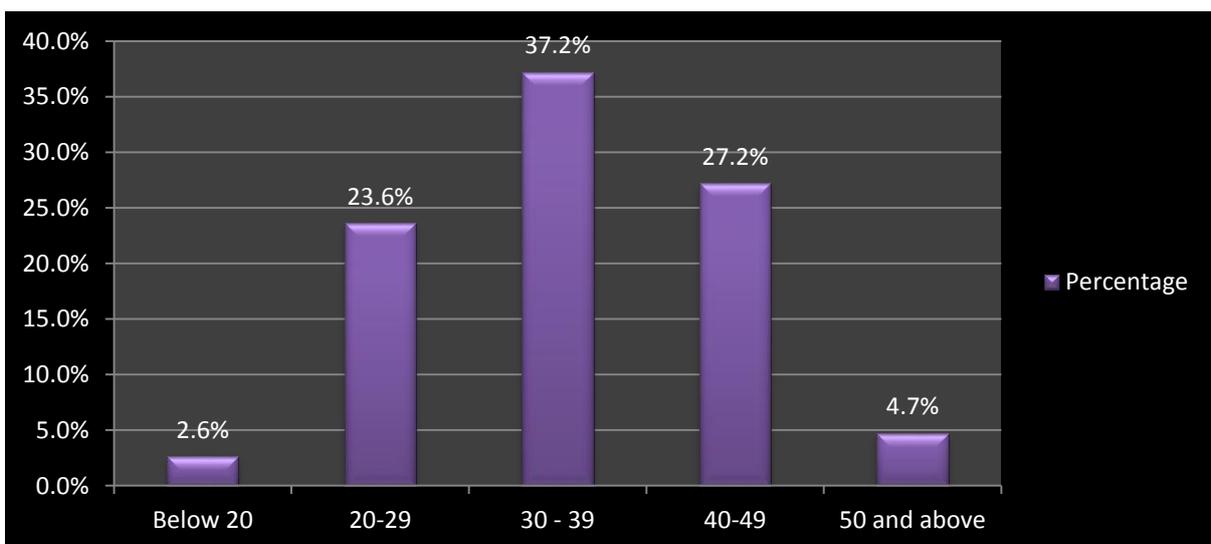


Figure 4.2: Age groups

The age groups of the 191 respondents who participated in the primary study are presented in the column graph in Figure 4.2. The largest group of those who participated in the study (37.2%) comprised respondents aged between 30 and 39 years of age, followed by the 40 to 49 years age group, who formed 27.2% of the 191 respondents. The lowest number of respondents was those below the age of 20. This is an indication that the sample chosen included a large number of more experienced people in terms of age.

4.2.3 Exposure to organisations using security guards as receptionists

The respondents were asked whether they had been exposed to organisations that used security guards as receptionists. The results are presented in the pie chart in

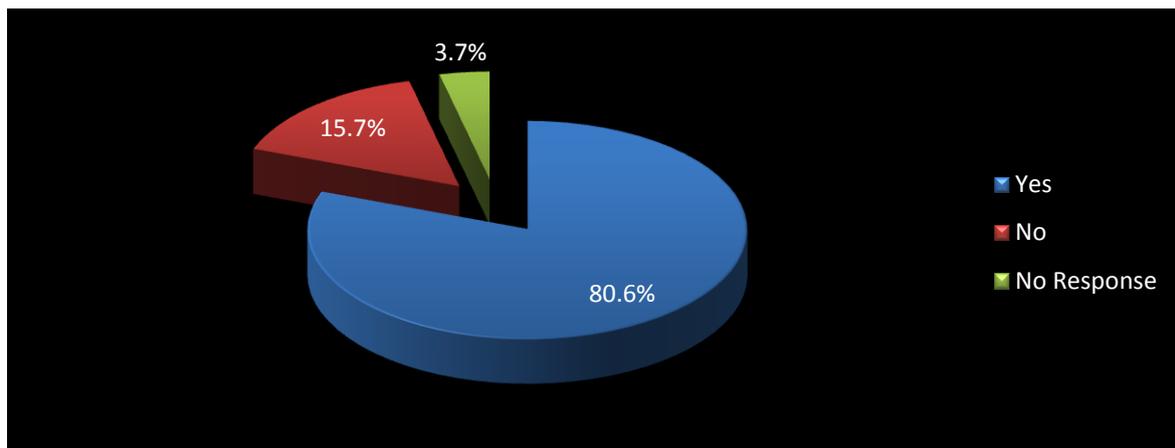


Figure 4. 3: Exposure to organisations using security guards as receptionists

The results in the pie chart in Figure 4.3 indicate that a total of 80.6% of the 191 respondents had been exposed to organisations that use security guards as receptionists. The results also show that 15.7% of the respondents had never been exposed to this kind of service. This is an indication that the data was collected from a large percentage of participants who had relevant experience.

4.2.4 Sector of the economy

The respondents were asked in which sector of the economy they worked and the results are presented in the pie chart in Figure 4.4.

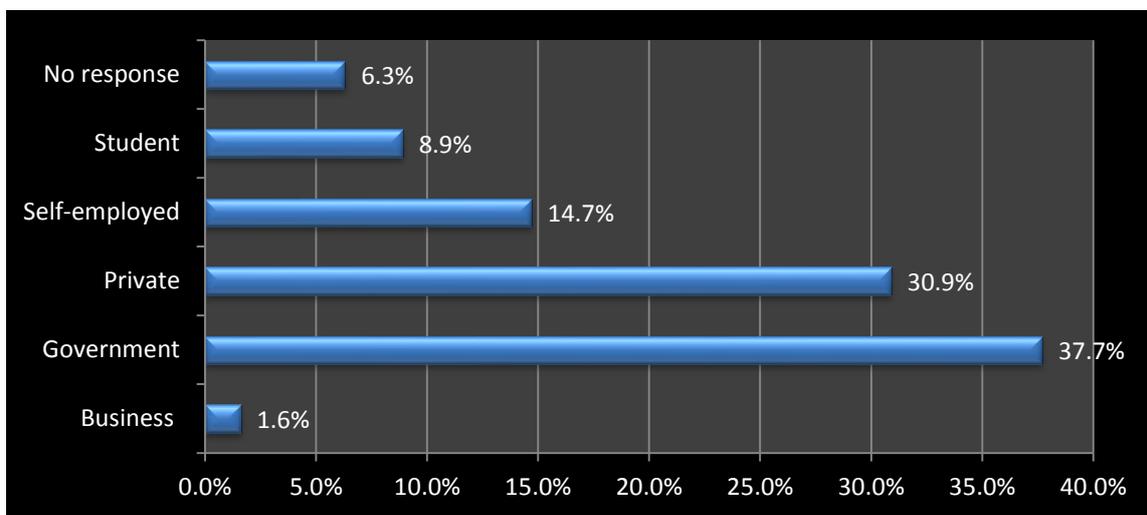


Figure 4.4: Sector of economy

The results presented in Figure 4.4 showed that the majority of the respondents worked in the government service. This group constituted 37.7% of the 191 respondents. The second largest group of respondents, which constituted 30.9% of the total number of respondents, worked in the private sector. The results also revealed that the lowest percentage of participants were students.

4.2.5 Length of exposure

The respondents were asked about the length of exposure they had had to companies that used security guards to provide reception services. The results are presented in the column graph in Figure 4.5.

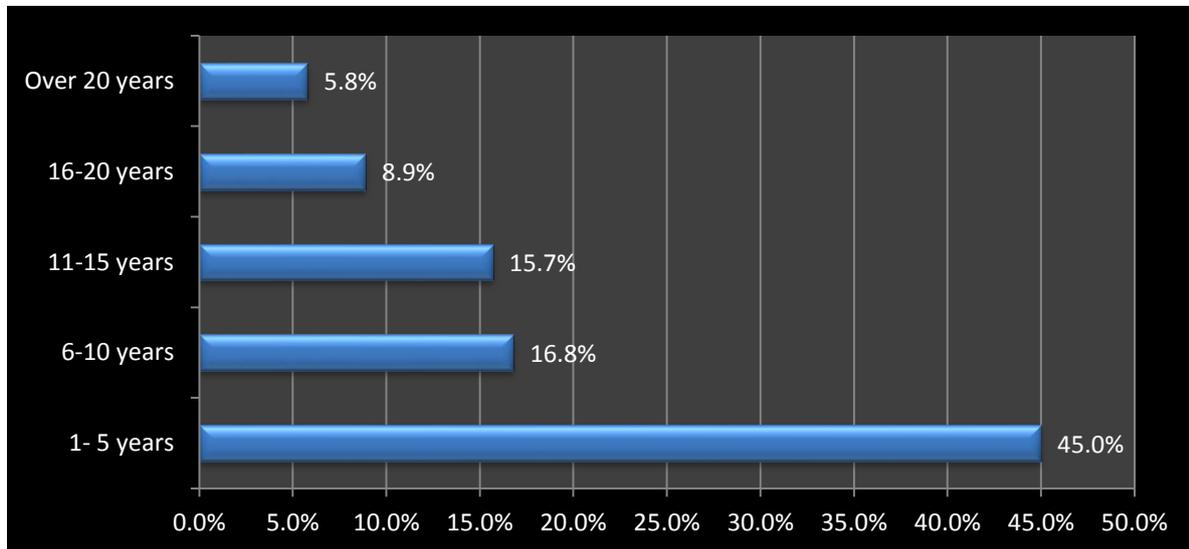


Figure 4.5: Length of exposure

The results in Figure 4.5 indicate that 45% of the respondents had had exposure to organisations using security guards as receptionists for between one and five years and the second largest group of respondents, represented by 16.8%, had had exposure to such organisations for between six and 10 years. This is an indication that this practice has been in operation for over 10 years, hence the large percentage in that category.

4.3. Overall satisfaction with service delivery

The 191 respondents were asked to express their level of satisfaction with the service that was offered by security guards who were providing reception services in the companies they had been exposed to. The results are presented in Figure 4.6.

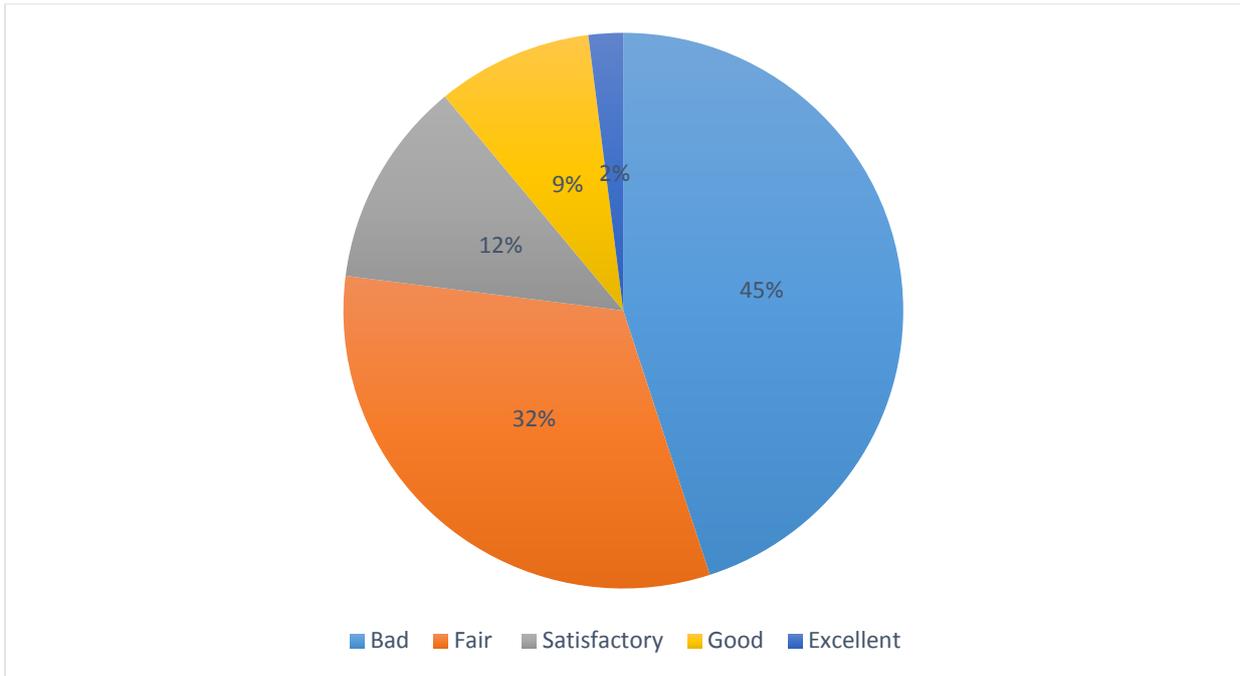


Figure 4.6: Overall satisfaction with service delivery

The results presented in Figure 4.6 reveal that 12.0% of the respondents found the service delivery from the security guards who worked as receptionists satisfactory, 0.2% indicated that it was good and 0.2% indicated that the service delivery was excellent. On the other hand, 45.0% of the respondents indicated that the service was poor and 32.0% seemed to agree that it was fair. The results indicate that respondents were generally unhappy with the quality of service delivery offered by security guards when they also provided reception services.

4.4. Rating of service received

The respondents were asked to rate their experiences regarding the services they had received from security guards who were in charge of reception services in the various organisations they had been exposed to. The number 1 represented excellent service and 7 represented poor service.

4.4.1 Answering visitors' inquiries

The respondents were asked to rate security guards in terms of how well they dealt with visitors' inquiries. The results are presented in Figure 4.7.

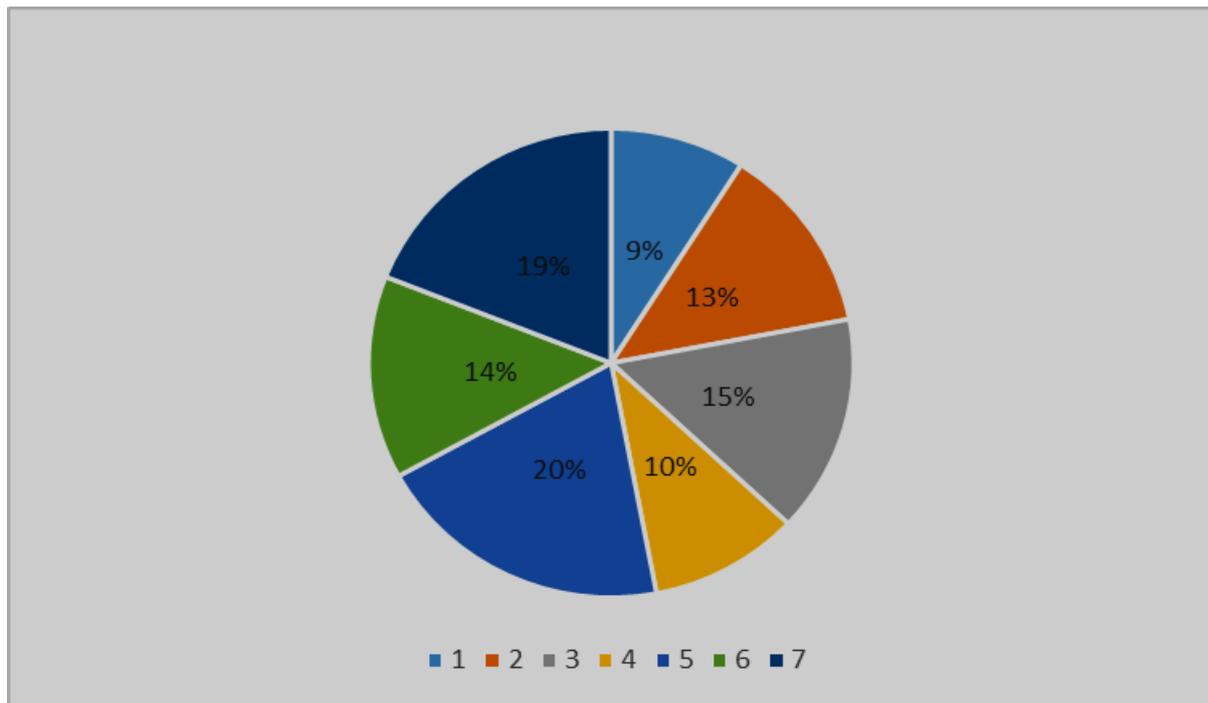


Figure 4.7: Answering visitors' inquiries

The results presented in Figure 4.7 indicated that the ratings of the majority of the 191 respondents were concentrated between 5 and 7. It is at this extreme end where respondents indicated that they were not very happy with how the security personnel performed a particular service. A total of 48.6% of the 191 respondents' responses fell in the rating category between 5 and 7 and 39.3% of responses were concentrated between 1 and 3, which represented some degree of satisfaction with the service rendered by the security personnel. The mean of the data is 3.7622 and the median is 4.000, indicating that most of the results were concentrated in categories that indicated that respondents were generally unhappy with the level of

service delivery with regard to answering visitors' inquiries. The results generally indicated that the majority of the respondents were not happy with how the security personnel responded to visitors' inquiries.

4.4.2 Receptionist guard gave directions to correct place or person

The respondents were asked whether the receptionist guard was able to direct them to the correct place or person. The results are presented in the frequency table in Figure 4. 8.

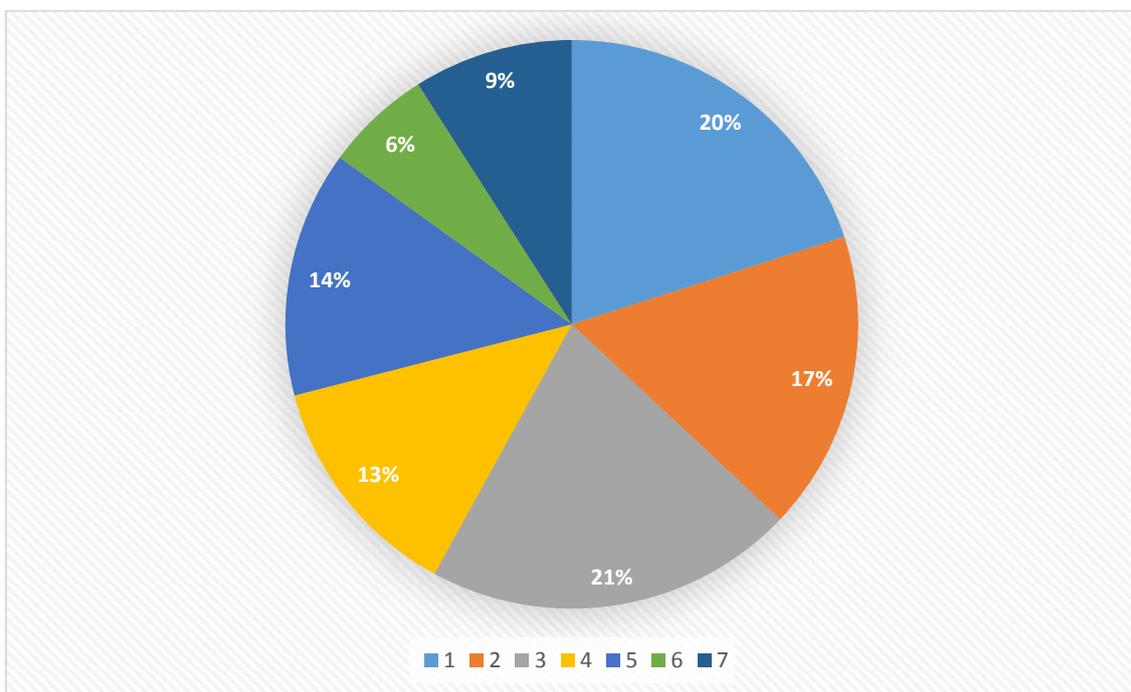


Figure 4. 8: Receptionist guard gave directions to the right place or person

The results presented in figure 4.8 indicate that the ratings of the majority of respondents were concentrated between 1 and 4. It is at this extreme end where respondents indicated that they were very happy with how the security personnel performed a particular service. The results in the table indicate that 29% of the 191

respondents' responses fell in the rating categories between 5 and 7. The mean of the data is 4.0486 and the median is 4.0000, indicating that most of the results were concentrated in categories that indicated that respondents felt that the security guards had not offered a good service. The results therefore generally indicate that the majority of the respondents were unhappy with the level of service delivery when receptionist guards had to direct them to the right places or persons.

4.4.3 Answering of incoming calls

The respondents were asked what they thought of the way in which receptionist guards answered incoming calls. The results are presented in the frequency table in figure 4.9.

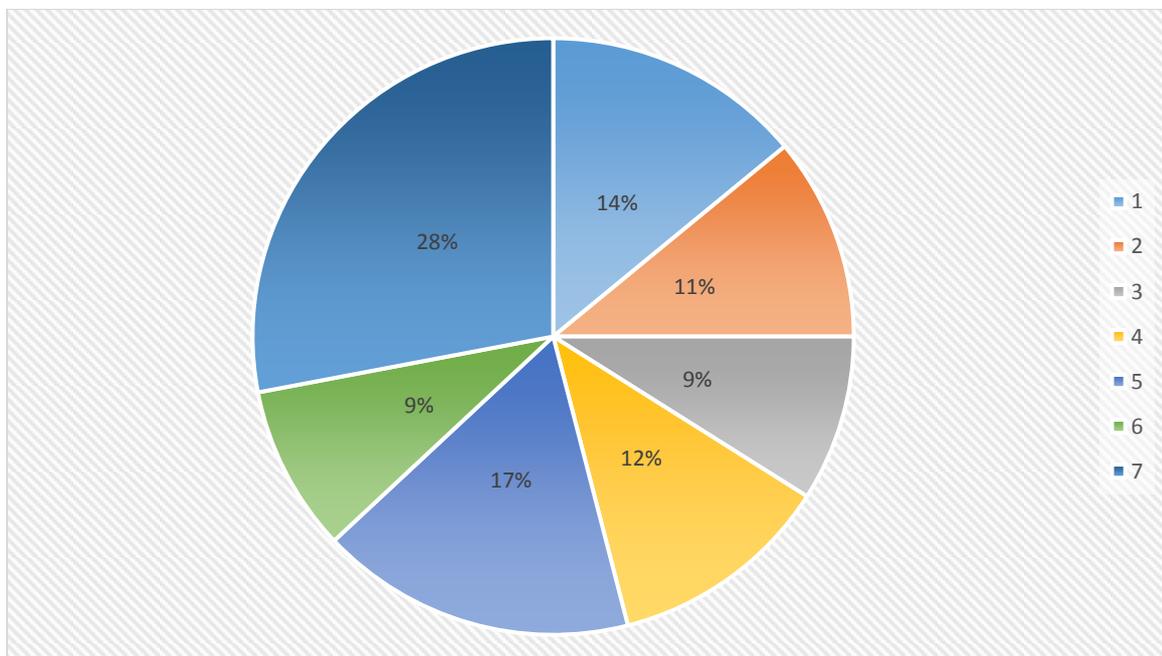


Figure 4.9: Answering of incoming calls

The results presented in figure 4.9 indicate that the ratings of the majority of respondents were concentrated between 5 and 7. It is at this extreme end where respondents indicated that they were very unhappy with how the security personnel performed a particular service. The results in the table indicate that 53.9% of the 191 respondents' responses fell in the rating categories between 5 and 7. The mean

of the data is 4.9372 and the median is 5.0000, indicating that most of the respondents felt that the manner in which receptionist guards answered calls was poor. The results therefore generally indicate that the majority of the respondents were very unhappy with how the receptionist guards handled incoming calls.

4.4.4 Sorting emails and faxing

The respondents were asked to rate the sorting of emails and faxing by receptionist guards they had encountered. The results are presented in Table 4.1.

	Frequency	Percent -age	Valid Percentage	Cumulative Percentage
Not Applicable	58	30.4	31.9	31.9
Valid 1.00	46	24.1	25.3	57.1
2.00	20	10.5	11.0	68.1
3.00	12	6.3	6.6	74.7
4.00	15	7.9	8.2	83.0
5.00	14	7.3	7.7	90.7
6.00	8	4.2	4.4	95.1
7.00	9	4.7	4.9	100.0
Total	182	95.3	100.0	
Missing System	9	4.7		
Total	191	100.0		

Table 4.1: *Sorting of emails and faxing*

Table 4.1 indicates that most of the respondents, represented by 30%, chose the option 'Not applicable'. This reflected that most of the people who took part in the

research had never encountered receptionist guards who were responsible for sorting emails and faxing. The results also indicate that most of the respondents' ratings of the quality of service given by the receptionist guards with regard to sorting emails and faxing were concentrated between 6 and 7. The first ratings indicate how poor a service is. Most of the respondents, represented by 34.6%, were not happy with the skills of the security guards when it came to sorting emails and faxing. The mean of this data is 2.6755 and the median is 2.0000, indicating that most of the ratings were concentrated in the first two categories. Most of the respondents therefore gave very low ratings to the receptionist guards in this regard.

4.4.5 Making appointments

The respondents were asked for their rating of how receptionist guards went about making appointments. The results are presented in Table 4.2.

	Frequency	Percent- age	Valid Percentage	Cumulative Percentage
Not Applicable	32	16.8	17.0	17.0
7.00	57	29.8	30.3	47.3
6.00	14	7.3	7.4	54.8
5.00	9	4.7	4.8	59.6
4.00	21	11.0	11.2	70.7
3.00	32	16.8	17.0	87.8
2.00	14	7.3	7.4	95.2
1.00	9	4.7	4.8	100.0
Total	188	98.4	100.0	
Missing System	3	1.6		
Total	191	100.0		

Table 4.2: Making appointments

The results presented in Table 4.2 indicate that most of the respondents, represented by 29.8%, rated the ability of receptionist guards to make appointments with the number 7. This is an indication that most of the respondents felt that security guards were not competent enough when it came to performing this duty. The mean of the data is 2.7553 and the median is 2.0000, which also supports the finding that most of the respondents were convinced that the ability of the guards to make appointments was only fair. The results therefore generally indicate that most of the respondents believed that receptionist guards were not good at setting up appointments.

4.4.6 Filing records and recordkeeping

The respondents were asked to rate how efficiently receptionist guards went about filing records and recordkeeping. The results are presented in the frequency table in Table 4.3.

	Frequency	Percent -age	Valid Percentage	Cumulative Percentage
Not Applicable	33	17.3	17.6	17.6
7.00	45	23.6	23.9	41.5
6.00	17	8.9	9.0	50.5
5.00	14	7.3	7.4	58.0
4.00	35	18.3	18.6	76.6
3.00	21	11.0	11.2	87.8
2.00	9	4.7	4.8	92.6
1.00	14	7.3	7.4	100.0
Total	188	98.4	100.0	
Missin System	3	1.6		
Total	191	100.0		

Table 4.3: Filing records and recordkeeping

The results in Table 4.3 indicate that most of the 191 respondents, represented by 23.6%, rated the ability of receptionist guards to file records and do recordkeeping with the number 7. This indicated that most of the respondents were not convinced that receptionist guards were good at record-filing and recordkeeping. The mean for the data was 3.1676 and the median was 3.0000, indicating that most of the responses were concentrated on ratings between 5 and 7. The results therefore generally indicate that most of the respondents were not convinced of the record-filing and recordkeeping skills of the receptionist guards.

4.4.7 Data entry and bookkeeping

The respondents were asked to rate the skills of the receptionist guards when it came to data entry and bookkeeping. The results are presented in Table 4.4.

	Frequency	Percent -age	Valid Percentage	Cumulative Percentage
Not Applicable	34	17.8	19.0	19.0
7.00	35	18.3	19.6	38.5
6.00	20	10.5	11.2	49.7
5.00	6	3.1	3.4	53.1
Valid 4.00	20	10.5	11.2	64.2
3.00	29	15.2	16.2	80.4
2.00	11	5.8	6.1	86.6
1.00	21	11.0	11.7	98.3
12.00	3	1.6	1.7	100.0
Total	179	93.7	100.0	
Missing System	12	6.3		
Total	191	100.0		

Table 4.4: Data entry and bookkeeping

The results in Table 4.4 indicate that a total of 18.3% of the 191 respondents chose rating number 7. A significant number of respondents, totalling 17.8%, chose the 'Not applicable' option, indicating that they had not been exposed to receptionist guards who performed data entry and bookkeeping duties. Most of the respondents' ratings were concentrated on the numbers 5 and 6, indicating that they felt that most receptionist guards did not possess data entry and bookkeeping skills. The results generally reflect that the respondents felt the receptionist guards did not possess data entry and bookkeeping skills.

4.4.8 Handling check-in and check-out of clients

The respondents were asked to rate the performance of the receptionist guards with regard to the handling of check-in and check-out of clients. The results are presented in Table 4.5.

	Frequency	Percent -age	Valid Percentage	Cumulative Percentage
Not Applicable	9	4.7	4.8	4.8
7.00	28	14.7	14.9	19.7
6.00	6	3.1	3.2	22.9
5.00	17	8.9	9.0	31.9
4.00	12	6.3	6.4	38.3
3.00	39	20.4	20.7	59.0
2.00	38	19.9	20.2	79.3
1.00	39	20.4	20.7	100.0
Total	188	98.4	100.0	
Missing System	3	1.6		
Total	191	100.0		

Table 4. 5: Handling check-in and check-out of clients

The results in Table 4.5 indicate that the ratings of 60.7% of the respondents were concentrated between ratings 3 to 1, which are at the extreme end. The ratings that are at the extreme end indicate excellence in performing a particular service. The results therefore indicated that the respondents felt that the receptionist guards were very good at performing the handling of checking-in and check-out of clients.

4.4.9 Serving tea to guests

The respondents were asked to rate the performance of the receptionist guards with regard to serving tea to guests. The results are presented in Table 4.6.

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Not Applicable	55	28.8	31.8	31.8
Valid				
7.00	38	19.9	22.0	53.8
6.00	25	13.1	14.5	68.2
5.00	6	3.1	3.5	71.7
4.00	21	11.0	12.1	83.8
3.00	13	6.8	7.5	91.3
2.00	12	6.3	6.9	98.3
1.00	3	1.6	1.7	100.0
Total	173	90.6	100.0	
Missing System	18	9.4		
Total	191	100.0		

Table 4.6: *Serving tea to guests*

The largest group of the 191 respondents, represented by 28.8%, selected the 'Not applicable' option in the questionnaire. This was an indication that they had not come across organisations where receptionist guards served tea. The results in the frequency table revealed that 19.9% and 13.1% of the respondents rated the receptionist guards' performance in serving tea to guests. The results generally indicate that the majority of the respondents never came across with service of security guard serving tea.

4.4.10 Keeping lobby or reception areas tidy

The respondents were asked whether they felt that the reception area where the receptionist guard was working was clean and tidy. The results are presented in the frequency table in Table 4.7.

	Frequency	Percent -age	Valid Percentage	Cumulative Percentage
Not Applicable	12	6.3	6.5	6.5
1.00	21	11.0	11.4	17.8
2.00	24	12.6	13.0	30.8
3.00	13	6.8	7.0	37.8
4.00	23	12.0	12.4	50.3
5.00	30	15.7	16.2	66.5
6.00	16	8.4	8.6	75.1
7.00	46	24.1	24.9	100.0
Total	185	96.9	100.0	
Missing System	6	3.1		
Total	191	100.0		

Table 4.7: Keeping lobby or reception areas tidy

The largest group of the 191 respondents, represented by 24.1%, rated the ability of the receptionist guard to keep the lobby or the reception areas tidy with the number 7. This was an indication that the majority of the respondents believed that the receptionist guards were not very good at keeping the reception area clean tidy. There is a large concentration of ratings from 27.7% of respondents on the 4 and 5 rating scales, further indicating that a significant number of respondents were moderately impressed with how receptionist guards kept the reception area. The results generally indicate that most of the respondents felt that receptionist guards were moderately good at keeping the reception or lobby area clean.

4.5 Customer Satisfaction with Service Quality Dimensions

The section presented results pertaining to the level of satisfaction with service quality dimensions. Twenty-five statements were presented to the research respondents.

4.5.1 Tangibles

According to the literature, the 'tangibility' dimension includes physical aspects such as the physical appearance of hotel services, including the neatness of front office staff and professionalism of employees (Dabholkar et al. 1996).

A total of seven statements were presented to the respondents under tangibles and the responses are presented in the figure 4.10.

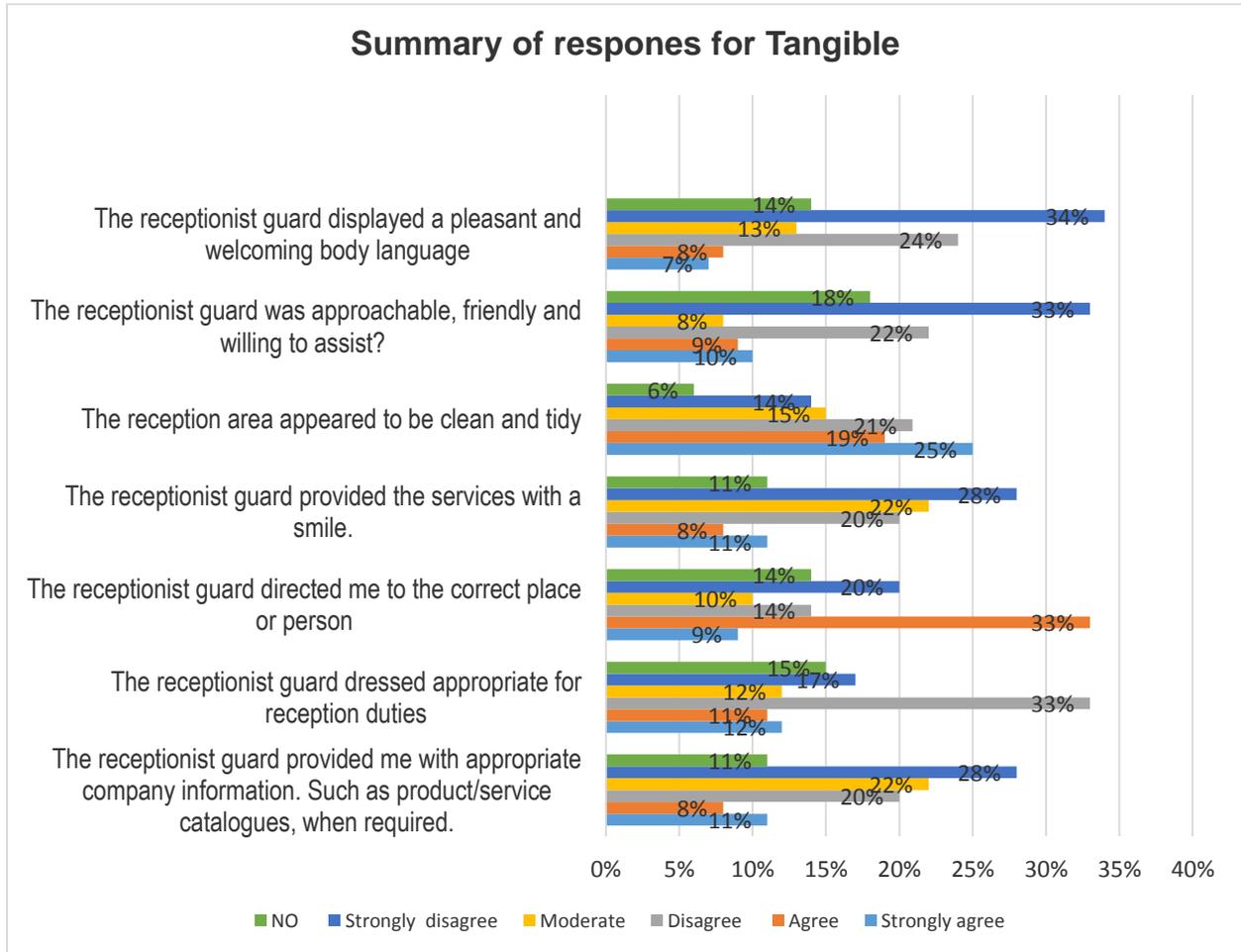


Figure 4.10 Tangibles

4.5.1.1 Provision of appropriate company information

The respondents were asked whether the respondents were able to present the kind of company information they required, which could be in the form of product or service catalogues. The results are presented in Figure 4.10.

The results presented in figure 4.10 indicate that the highest number of respondents rated this statement with the number 4, which is a moderate rating. The figures also reveal that 28% strongly felt that the receptionist guards did not provide the clients with adequate information. The mean for the data was 4.1514 and the median was 4.0000, an indication that the responses showed that the respondents generally felt that receptionist guards were not good at the provision of appropriate information to people who visit organisations.

4.5.1.2 Appropriate dress for reception duties

The respondents were asked whether the receptionist guards they came across were appropriately dressed for reception duties. Most of the responses, 33%, seemed to disagree, with the rest of the opinions spread thinly across the spectrum. The ratings at the extreme end of the scale indicated excellence or happiness of the respondents with the statement, but one cannot conclude that the majority of the respondents were generally impressed with how receptionist guards were dressed.

4.5.1.3 Directions to correct place or person given

The respondents were asked whether the receptionist guards had been able to direct them to the correct place or person. A good number of respondents, 33%, agreed that the guards had helped and this was an indication that they were very happy with the accuracy of the directions given to them by the receptionist guards. Most of the responses were evenly spread across the spectrum, further indicating that most of the respondents had varying opinions about whether the receptionist guards were good at directing guests to correct places or people. The results therefore reflect that some respondents felt that receptionist guards fared well when it came to

directing company guests to correct places or people and others had varying opinions.

4.5.1.4 Receptionist guards provided service with a smile

The respondents were asked whether the receptionist guards provided service with a smile. The results revealed that the majority of the respondents were of the opinion that receptionist guards provided service with a smile, as indicated by 58% of the respondents who selected strongly agree (28%), agree (8%) and moderate (22%). This was an indication that respondents were generally of the opinion that receptionist guards provided reception services with a smile. The results therefore reveal that most of the respondents were of the opinion that receptionist guards smiled when they were conducting reception duties.

4.5.1.5 Reception area appeared to be clean

The respondents were asked whether they had found the reception area clean and tidy. The highest average percentage of respondents, represented by 44%, replied that the reception area was clean and tidy. The mean for this data is 4.4550 and the median is 5.0000, indicating varying opinions. The results therefore generally indicate that most respondents were of the opinion that receptionist guards kept the reception area clean and tidy.

4.5.1.6 Receptionist guards were approachable

The respondents were asked whether the receptionist guards were approachable, friendly and willing to assist. The results indicate that the largest group of respondents, represented by 33%, strongly disagreed and 18% said 'No'. Respondents therefore found the receptionist guard not particularly approachable and only 19% seemed to suggest otherwise. The results therefore indicate that respondents generally found receptionist guards to be unapproachable, unfriendly and unwilling to assist.

4.5.1.7 Display of pleasant and welcoming body language

The respondents were asked whether the receptionist guard displayed pleasant and welcoming body language. The results reveal that most respondents (48%) agreed that the receptionist guards had displayed unpleasant and unwelcoming body language. The mean of the data is 4.4550 and the median is 5.0000, indicating that the respondents' responses were generally inclined towards ratings that indicated their agreement. The results therefore generally indicate that respondents had witnessed a display of unpleasant and unwelcoming body language from the receptionist guards.

Customer perceptions of the 'tangibility' dimension should be always be ranked at the highest level. The findings are supported by Wong et al. (1999), who studied SERVQUAL dimensions among front office personnel and found that service quality was related to the tangible behaviour and appearance of employees. The best predictor of overall service quality was the 'tangibility' dimension.

4.5.2 Reliability

With reference to the literature, the 'reliability' dimension refers to the ability of front office hotel staff to provide services dependably and accurately (Dabholkar et al. 1996). Reliable service performance has to meet customers' expectations. Service must be accomplished on time, every time, in the same manner and without errors. The second set of statements was aimed at measuring the reliability of the service given by the receptionist guards.

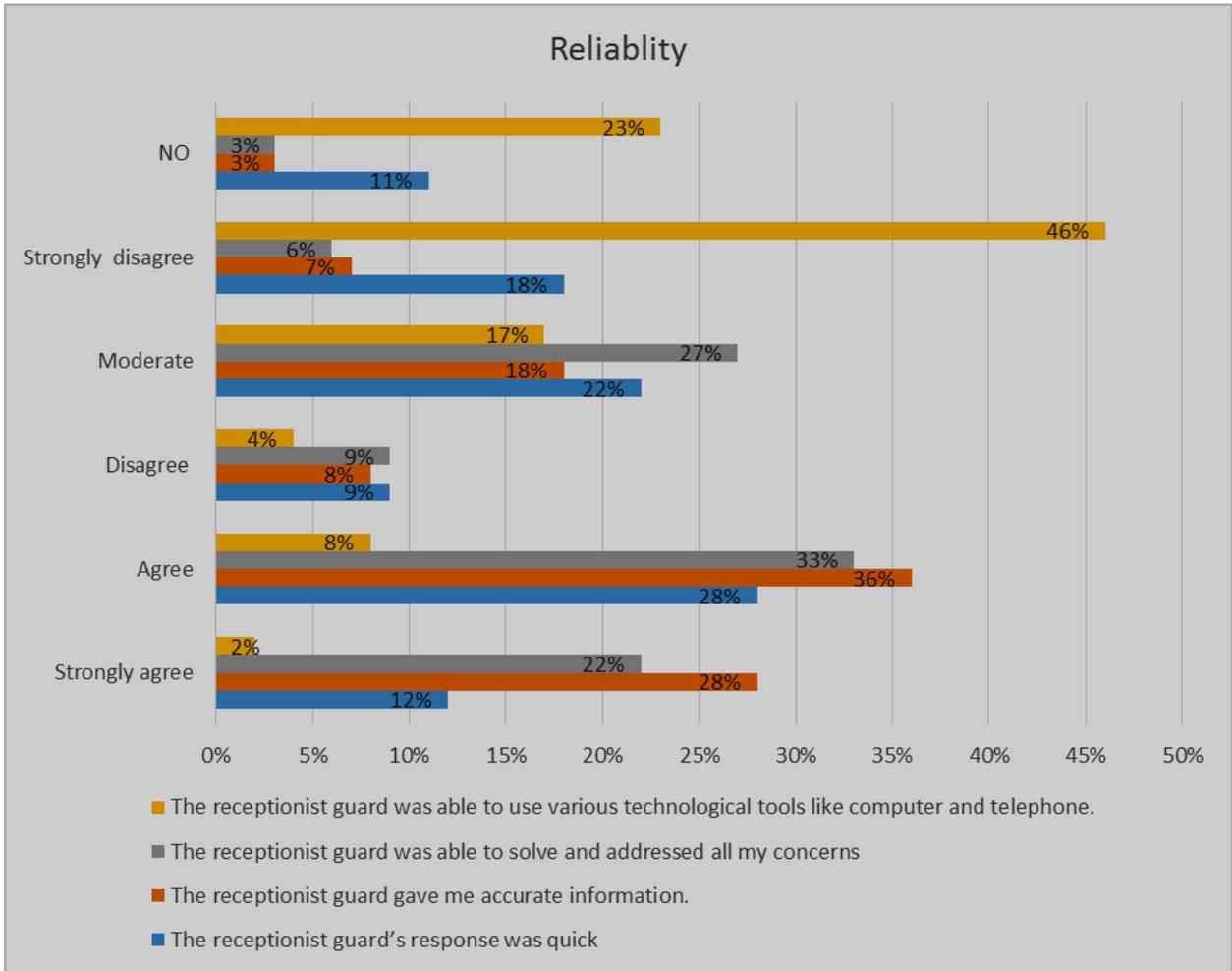


Figure 4.11 Reliability

4.5.2.1 Receptionist guard’s response was quick

The respondents were asked whether the receptionist guard’s response was quick during their interaction. The results indicate that the majority of the respondents, represented by 62%, found the receptionist guard’s responses quick. While there are also some sentiments against this (29%), this opinion is neutralised by a significant number of moderate responses (22%). The results overall are an indication of respondents’ happiness with the receptionist guards’ speed of response. The results therefore indicate that respondents generally found receptionist guards’ response quick.

4.5.2.2 Receptionist guard provided accurate information

The respondents were asked whether the receptionist guard had provided them with accurate information. With the mean of the data being 4.0576 and the median 4.0000, and 64% of the respondents indicating moderate to higher levels of satisfaction with the accuracy of information provided by the receptionist guard the results reveal that the respondents were generally satisfied with this aspect.

4.5.2.3 Receptionist guard was able to solve and address concerns

The respondents were asked whether the receptionist guard was able to solve and address their concerns. The majority of the respondents, represented by 55% of the research participants, gave an indication of excellence or satisfaction with service reliability. The mean and median for this data are 4.0576 and 4.0000 respectively, indicating that most of the results were concentrated in the regions that indicated satisfaction. The results therefore generally indicate that most of the respondents who came into contact with receptionist security guards had their concerns solved and addressed.

4.5.2.4 Use of technological tools such as computers and telephone

The respondents were asked whether the receptionist guards were able to make use of technological tools such as computers and telephones. A total of 69% of the 191 respondents selected a reply indicating that most of the respondents were not happy with the abilities of the receptionist guards when it came to making use of technological tools found in the office. The mean for the data is 3.6126 and the median is 3.000, indicating that most of the responses were concentrated in the first ratings, which reflected how poor the reliability of the receptionist guards was. The results generally indicate that the respondents felt that the receptionist guards were not very competent when it came to the use of technological tools.

Overall, satisfaction reflected in perceptions in the 'reliability' dimension is not bad, with the statement 'The staff provide service as promised' receiving the highest score, apart from technology. This may be because the front office staff provide

service correctly the first time and keep their promises to customers. Consequently, customers feel satisfied with the reliability of the service. This result is consistent with the findings of Juwaheer and Ross (2003), who studied service quality in Mauritius and found that 'reliability' was the most important factor for ensuring customer satisfaction with service. For example, in one hotel, staff performed tasks as promised and resolved problems promptly. By focusing on this dimension, hotels in Mauritius achieved high levels of satisfaction

4.5.3 Responsiveness

The 'responsiveness' dimension involves willingness to help customers and provide prompt services (Zeithaml et al. 1988). It is essential that front office staff are willing and able to help customers, to provide prompt service and to meet customers' expectations. The third set of statements was aimed at measuring the responsiveness of receptionist guards when attending to customers.

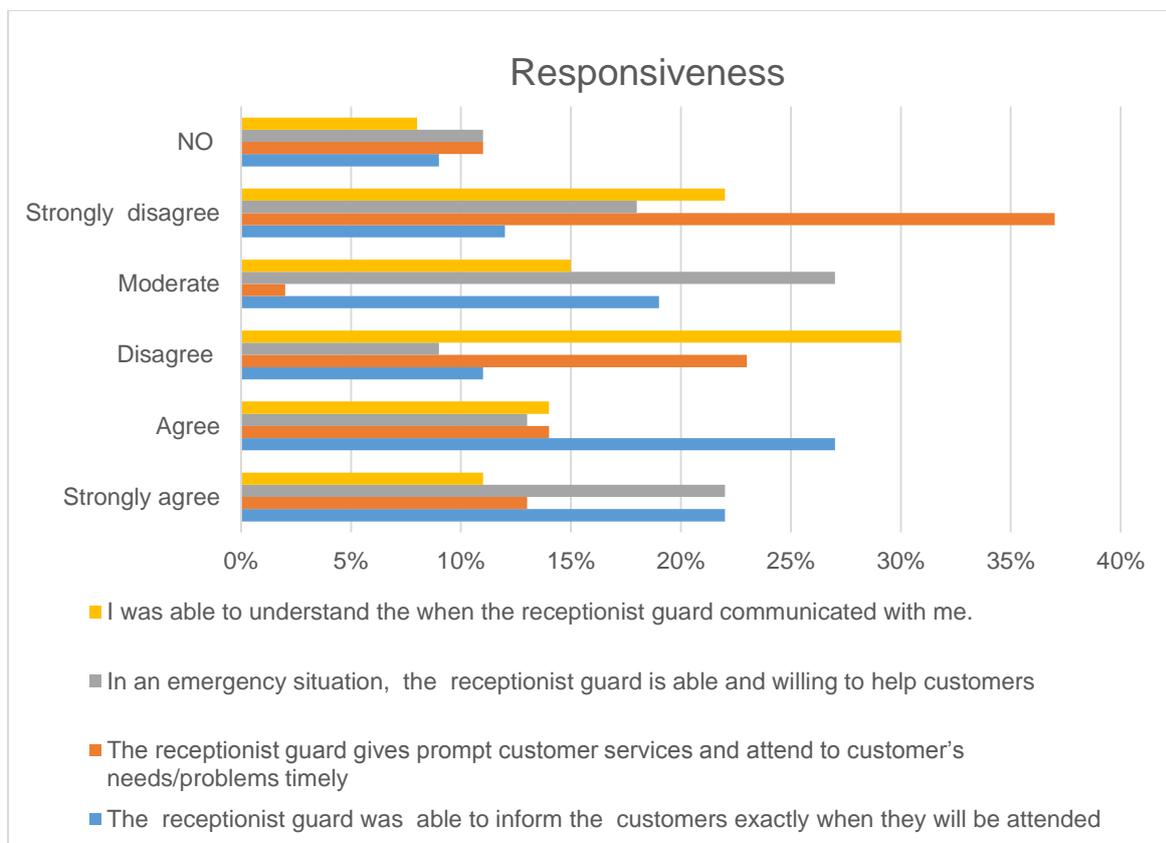


Figure 4.12 Responsiveness

4.5.3.1 Ability to inform customers when they will be attended to

The respondents were asked if the receptionist guards were able to inform customers when they were going to be attended to. According to the results presented in figure 4.12, approximately 46% of the respondents strongly agreed and 18% gave a moderate response, which is an indication that many of the respondents were satisfied with the ability of the receptionist guard to inform them of the exact time they were going to be attended to. The results are therefore a clear reflection that respondents were fairly happy with the ability of the receptionist guards to inform customers exactly when they were going to be attended to. The finding therefore reflects a fair degree of responsiveness on the part of the receptionist guards.

4.5.3.2 Provision of prompt customer service

The respondents were asked whether the receptionist guards were able to provide prompt customer service and attend to the needs of the customers. Overall, the results presented in figure 4.12 show that the response of 71% of the respondents is an indication that most of the respondents were dissatisfied with the ability of the receptionist guards to provide prompt service. The mean of the data is 4.4660 and the median is 5.000, clearly demonstrating this as well. The results therefore clearly show that a majority of the respondents felt that the receptionist guards did not provide clients with prompt customer service.

4.5.3.3 Ability and willingness to help customers in emergency situations

While emergency situations are not everyday happenings, it is important to know what to do if they occur. There are two basic types of emergencies: those that happen when visitors are in the offices/on the premises and those that occur when they are not.

The respondents were asked whether the receptionist guards were able and willing to help customers in emergency situations. The results indicated that approximately 36% of the respondents were satisfied with the ability of the receptionist guards to provide prompt service. However, almost an equal number seemed to have a

different opinion. Opinion is therefore split with regard to the respondents' views on how the guards responded to certain emergencies. The reason for this split may be attributed largely to individual experiences.

Overall, this shows that some customers received mediocre assistance when this was needed. It is noted in the literature that the ability to respond to customers' requests affected customer satisfaction. The results show that the overall level of satisfaction with the 'responsiveness' dimension was only fair, because of divergent opinions. These findings are consistent with those of Parasuraman et al. (1998), who measured consumer perceptions of service quality. They found that 'responsiveness' was the most important factor in determining customer satisfaction with service.

4.5.4. Empathy

The 'empathy' dimension represents the provision of caring and individualised attention to customers, including access or approachability and ease of contact, effective communication and understanding of customers (Parasuraman et al. 1991). These questions sought to capture feedback on the extent to which the receptionist showed sympathy and acted across the board on issues of empathy.

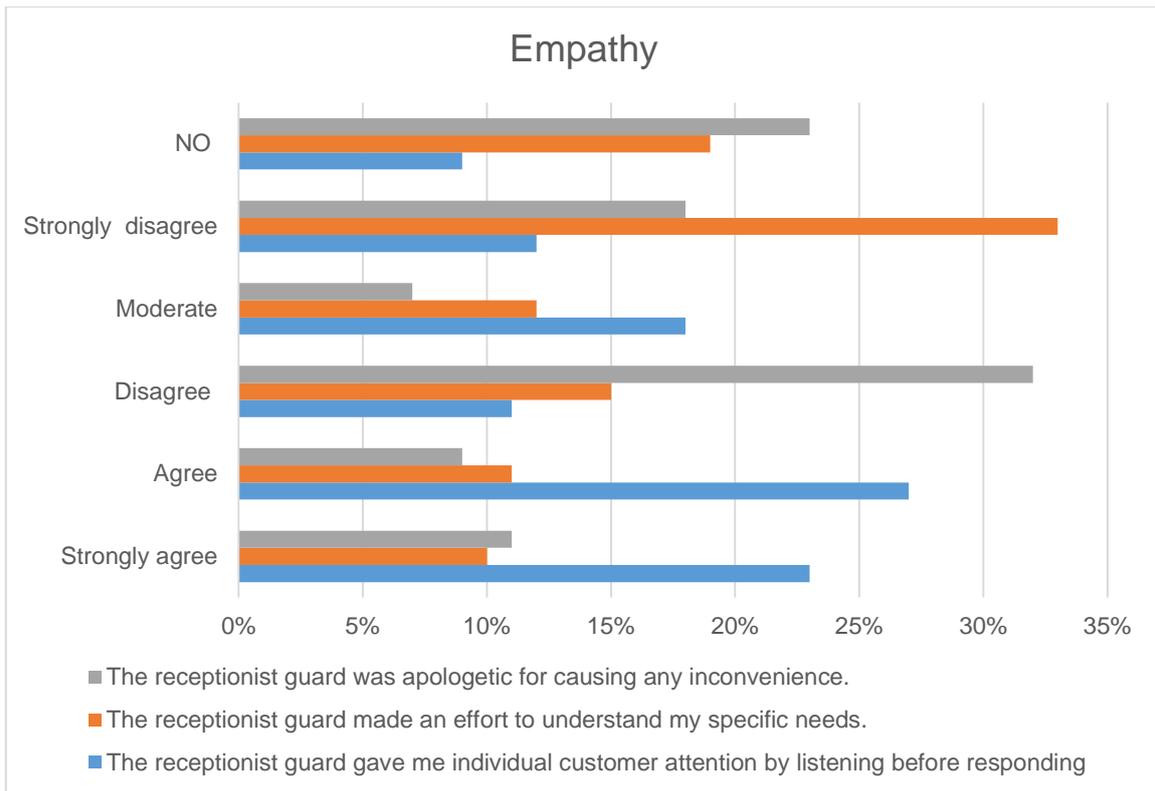


Figure 4.13 Empathy

4.5.4.1 The receptionist guard gave me individual customer attention by listening before responding

The results presented in figure 4.13 shows that approximately 50% of the respondents indicated that they were satisfied with the ability of the receptionist guard to pay attention to customers before responding. The number of respondents who felt otherwise is thinly spread over other responses and some may be quite insignificant. The results therefore clearly show that a good number of the respondents felt that the receptionist guards paid clients individualised attention and listened before responding.

4.5.4.2. The receptionist guard made an effort to understand my specific needs

Receptionists are frontline personnel who are frequently the first people to learn of a crisis, tipped off by a phone call from a reporter, a colleague or a stranger. The study shows that approximately 66% of the clients do not feel that the guards paid sufficient attention to understanding their needs. Among other respondents the score is reasonably poor as well, meaning that respondents felt that receptionist security guards may undermine clients' best interests.

4.5.4.3. The receptionist guard was apologetic for causing any inconvenience

The results here show that over 55% of the respondents did not agree that that receptionist guards ever apologised for any inconvenience they might have caused. It was unfortunate that the results showed that receptionists were not concerned about any inconvenience and the implications this might have for the organisation.

Overall, the empathy dimension included factors such as individual attention, whether the company has the best interest of the customer at their heart, whether the employees understand the specific needs of the customers and convenient operating hours. This dimension is clearly connected to the functional quality of any reception service area (Grönroos 2007).

According to Zeithaml, Berry and Parasuraman (1990), empathy is about easy access, good communication and understanding the customer. Grönroos (1983) describes those factors separately. Easy access is connected to approachability, which means for example convenient operating hours, a convenient location of the facilities, short waiting times and easy access by telephone. Good communication is about keeping customers informed in a language they can understand and listening to the customer. Understanding the customer is about making an effort to understand, which involves learning about specific requirements, providing individualised attention and recognising the regular customer.

4.5.5. Assurance

The 'assurance' dimension refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence, including competence, courtesy, credibility and security (Parasuraman et al. 1991).

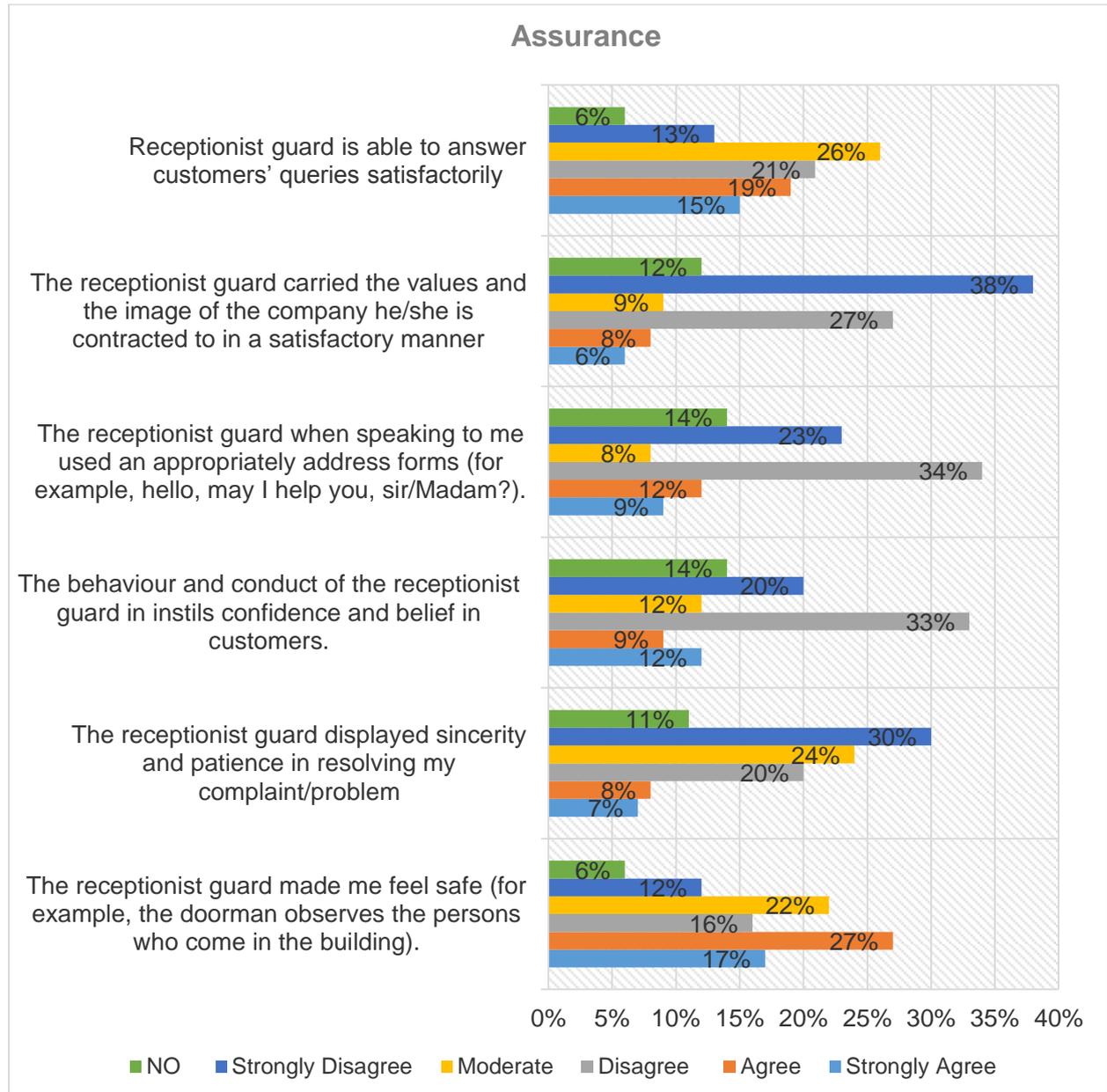


Figure 4.14. Assurance

4.5.5.1 The receptionist guard made me feel safe (for example, the doorman observed the people who came into the building)

Figure 4.14 demonstrates that 44% of the respondents agree and 18% have a moderate view that the guards made them feel safe and were keen to keep an eye on people who come into the building. This significantly fosters a sense of security on the part of the clients.

4.5.5.2. The receptionist guard displayed sincerity and patience in resolving my complaint/problem

The results show that a small percentage of respondents (7% and 8%) seem to suggest that receptionists portrayed sincerity and patience in handling complaints and problems related to the clients.

4.5.5.3. The behaviour and conduct of the receptionist guard instils confidence and trust in customers

The results from the respondents show that 33% felt that the receptionist did not instil a sense of confidence and trust in the clients. It is also important to note that the score in other dimensions is sufficiently poor to warrant concern. Literature notes that sometimes more or less spontaneous interaction between customers is an essential ingredient of the product provided, particularly where the receptionist is oriented towards socialisation of clients. It is clearly a sub-dimension of relational quality that lies largely outside the sphere of control of the business concern. The interactions between guest and guest (Fisk 1997) contribute to determining the atmosphere of the service, in itself raising or dramatically reducing customer satisfaction.

4.5.5.4. The receptionist guard when speaking to me used an appropriate form of address (for example, hello, may I help you, sir/madam?)

The results from the respondents show that 64% of the respondents had experienced poor interpersonal etiquette related to the front office. One would assume that the person in the front office treats the guests in a mechanical, impersonal or essentially unwarranted fashion, rather than following a relational routine that may provide for greetings, smiles and expressions of cordiality

4.5.5.5. Receptionist guard is able to answer customers' queries satisfactorily

With just a moderate percentage of 26% of respondents answering the question satisfactorily, the results overall demonstrate a very poor score. The mean data confirms this. When the front office person tries to "get rid of" the customer without really addressing his or her problem, he adopts a standard procedure that gives the impression that he has done something, while in fact no useful action has been taken (Zeithaml et al., 1990).

4.5.5.6. The receptionist guard conveys the values and the image of the company he/she is contracted to in a satisfactory manner

Over and above values and image, there are conflicting scores in all the dimensions. The *image of the service provider* strongly influences perceived quality, since it amounts to a pre-judgment that guides evaluation in more or less favourable directions. According to Zeithaml, Berry and Parasuraman (1990), assurance is about competence, courtesy, credibility and security. Grönroos (1983) describes those factors separately; courtesy is about politeness, respect, consideration, friendliness of contact personnel (including receptionists, telephone operators and so on). Competence is connected to the knowledge and skills of contact personnel, operational support personnel (and the research capability) needed

for delivering the service. Credibility involves factors such as trustworthiness, reliability and honesty. It refers to the level to which the company has the customer's best interest at heart. Factors that affect credibility are the company name, reputation, personal characteristics and the degree to which the 'hard sell' is connected to interaction with customers. Security means freedom from danger, risk or doubt. Factors included are physical safety, financial security and confidentiality. This dimension can also be connected to functional quality (Grönroos, 2007).

The description above can therefore be summarised in Table 4.8 below as follows:

Table																		
Item	Low		2		3		4		5		6		High		Total	Media n	Mod e	Mean
	No	%	No	%	No	%	No	%	No	%	No	%	No	%				
TANGIBLES																		4.36
TA1	30	15.7	25	13.1	24	12.6	39	20.4	27	14.1	27	14.1	13	68	185	4	4	4
TA2	35	18.3	20	10.5	20	10.5	18	9.4	33	17.3	36	18.8	23	12	185	4	6	3.76
TA3	21	11	7	3.7	12	6.3	36	18.8	28	14.7	21	11	66	34.6	191	4	7	4.04
TA4	27	14.1	21	11	17	8.9	21	11	33	17.3	17	8.9	53	27.7	189	5	7	4.93
TA5	27	14.1	21	11	17	8.9	21	11	33	17.3	17	8.9	53	27.7	189	5	7	4.45
TA6	13	6.8	26	13.6	12	6.3	24	12.6	26	13.6	19	9.9	68	35.6	188	5	6	4.87
TA7	34	17.8	8	4.2	25	13.1	27	14.1	12	6.3	44	23	35	18.3	185	5	6	4.45
Reliability																		4.2
RL1	17	8.9	19	9.9	27	14.1	18	9.4	22	11.4	39	20.4	49	25.7	191	5	7	4.68
RL2	22	11.5	25	13.1	18	9.4	23	12	20	10.5	46	24.1	37	19.4	191	5	6	4.46
RL3	32	16.8	26	13.6	23	12	26	13.6	24	12.6	22	11.5	38	19.9	191	4	7	4.05
RL4	48	25.1	23	12	29	15.2	15	7.9	30	15.7	23	12	23	12	191	3	1	3.61
Responsiveness																		4.25
RS1	17	8.9	19	9.9	27	14.1	18	9.4	22	11.5	39	20.4	49	25.7	191	5	3	4.68
RS2	22	11.5	25	13.1	18	9.4	23	12	20	10.5	46	24.1	37	19.4	191	5	5	4.66
RS3	32	16.8	26	13.6	23	12	26	13.6	24	12.6	22	11.5	38	19.9	191	4	7	4.05
RS4	48	25.1	23	12	29	15.2	15	7.9	30	15.7	23	12	23	12	191	3	6	3.61
Empathy																		4.43
EM1	16	8.4	15	7.9	38	19.9	32	16.8	26	13.6	29	15.2	35	18.3	191	4	6	4.38
EM2	19	9.9	17	8.9	33	17.3	24	12.6	50	26.2	20	10.5	28	14.7	191	5	6	4.26
EM3	21	11	18	9.4	15	7.9	27	14.1	25	13.1	41	21.5	44	23	191	5	4	4.65
Assurance																		4.27
AS1	23	12	23	12	29	15.2	21	11	31	16.2	42	22	22	11.5	191	4	5	4.19
AS2	14	7.3	32	16.8	20	10.5	30	15.7	28	14.7	34	17.8	33	17.3	191	4	5	4.36
AS3	25	13.1	18	9.4	31	16.2	23	12	32	16.8	40	20.9	22	11.5	191	4	6	4.18
AS4	32	16.8	9	4.7	17	8.9	47	24.6	36	18.8	33	17.3	17	8.9	191	4	6	4.11
AS5	15	7.9	17	8.9	17	8.9	27	14.1	49	25.7	23	12	37	19.4	185	5	5	4.59
AS6	17	8.9	26	13.6	17	8.9	32	16.8	51	26.7	23	12	19	9.9	185	5	5	4.18

Table 4.8. Statistical summary of the findings

The overall summary of the findings in the figure above demonstrates that across the variables, respondents' views were spread as observed in the interpretation of the findings and that total scores are a reflection of representative findings from the study.

4.6. Factor Analysis

The key concept of factor analysis is that multiple observed variables can have similar patterns of responses because they are all associated with a latent (i.e. not directly measured) variable. For this study, subjects may have responded similarly to questions about tangibility, reliability, responsiveness, empathy and assurance, which are all associated with the latent variable status of quality and perception.

With the available data, there is the same number of factors as there are variables and each factor captures a certain amount of the overall variance in the observed variables. The factors are listed in order of how much variation they explain.

The eigenvalue is a measure of how much of the variance of the observed variables a factor explains. Any factor with an eigenvalue ≥ 1 explains more variance than a single observed variable. For this study, there was a considerably strong association in all five variables, as demonstrated in the table below.

		Current	
Item number		For factor	If item deleted
Dimension 1: Tangibles		0.931	
1	The receptionist guard provided me with appropriate company information. Such as product/service catalogues, when required.		0.931
2	The receptionist guard dressed appropriate for reception duties		0.932
3	The receptionist guard directed me to the correct place or person		0.922
4	The receptionist guard provided the services with a smile.		0.915
5	The reception area appeared to be clean and tidy		0.918
6	The receptionist guard was approachable, friendly and willing to assist?		0.911
7	The receptionist guard displayed a pleasant and welcoming body language		0.914
Dimension 2: Reliability		0.877	
8	The receptionist guard's response was quick		0.83
9	The receptionist guard gave me accurate information		0.819
10	The receptionist guard was able to solve and addressed all my concerns		0.827
11	The receptionist guard was able to use various technological tools like computer		0.889

Dimension 3: Responsiveness		0.931	
12	The receptionist guard was able to inform the customers exactly when they will be attended		0.897
13	The receptionist guard gives prompt customer services and attend to customer's needs/problems timely		0.907
14	In an emergency situation, the receptionist guard is able and willing to help customers		0.912
15	I was able to understand the when the receptionist guard communicated with me.		0.923
Dimension 4: Empathy		0.829	
16	The receptionist guard gave me individual customer attention by listening before responding		0.756
17	The receptionist guard made an effort to understand my specific needs.		0.742
18	The receptionist guard was apologetic for causing any inconvenience.		0.789
Dimension 5: Assurance		0.905	
19	The receptionist guard made me feel safe (for example, the doorman observes the persons who come in the building).		0.905
20	The receptionist guard displayed sincerity and patience in resolving my complaint/problem		0.87
21	The behaviour and conduct of the receptionist guard in instils confidence and belief in customers.		0.868
22	The receptionist guard when speaking to me used an appropriately address forms (for example, hello, may I help you, sir/Madam?).		0.889
23	Receptionist guard is able to answer customers' queries satisfactorily.		0.884
24	The receptionist guard carried the values and the image of the company he/she is contracted to in a satisfactory manner.		0.873

Table 4.9. Summary of factor analysis

Rotated Component Matrix^a

	Component			
	1	2	3	4
VAR000 07				.946
VAR000 08		.784		
VAR000 10	.305	.462	.443	
VAR000 11		.389	.765	
VAR000 12	.472	.757		
VAR000 13	.467	.684	.314	
VAR000 14	.325	.726	.473	
VAR000 15	.547	.689	.329	
VAR000 16	.396	.540	.607	
VAR000 18	.598	.595	.371	
VAR000 19	.368	.715	.465	
VAR000 20		.436	.745	
VAR000 21	.405		.800	
VAR000 23	.618	.560	.414	

VAR000 24	.636	.528	.401	
VAR000 25	.546	.644	.329	
VAR000 26	.676	.424	.449	
VAR000 28	.731	.404		
VAR000 29	.751	.347		.352
VAR000 30	.367	.485	.495	
VAR000 32	.671		.338	
VAR000 33	.811	.311		
VAR000 34	.677		.557	
VAR000 35	.679	.355	.343	
VAR000 36	.551	.321	.631	
VAR000 37	.530	.385	.577	

Table 4.10 Scale: Reliability Statistics

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalisation.^A

a. Rotation converged in six iterations.

The threshold for analysing the strength of factors was set at 0.30, meaning weak associations of 0.30 and below would not be reflected; these are the blank spaces in the table where SPSS ignores weak associations. Factor analysis identified four factors and the relationship between each question and factor are tabulated above. For example, VAR00007 (Question TA1 in the questionnaire) only shows a very strong association with the factor titled Component 4 (0.946), while the associations between VAR00007 and other factors (Component 1, 2, and 3) are weak (0.30 and less), hence the blank spaces.

On close analysis the questions that load highly on factor 1 (VAR00023-VAR00037 with the exception of VAR00030) are related to empathy, responsiveness and assurance; one might label this factor the **receptionist's empathy, responsiveness and assurance**. Questions that loaded highly on factor 2 (VAR00008-VAR00015 with the exception of VAR00009-VAR00011) are related to the quality of service experienced; one might label this factor **the receptionist's quality of service**. Questions that loaded highly on factor 3 (VAR00020 and VAR00021) are related to the reliability and responsiveness of the service received from the receptionist; one might label this factor **reliability and responsiveness of service**. The question that loaded highly on factor 4 (VAR00007) is related to appropriate company information provided in relation to product/service catalogues furnished; this factor might be labelled **appropriateness of information received**. The above factors are the main ones identified through factor analysis as the main drivers of the respondents' perception regarding the service quality of security personnel used for both guarding and reception duties in companies or organisations.

4.7 Qualitative Data

This section presents the qualitative data analysis from the focus group discussion conducted in Johannesburg Central. The focus group was conducted to discuss the quality of reception services offered by security personnel in the Johannesburg area. The focus group was composed of people picked from all walks of life who work in and around Johannesburg.

Qualitative data analysis is the classification and interpretation of linguistic or visual material to make statements about implicit and explicit dimensions and structures of meaning-making in the material and what is represented in it (Flick 2014:5). The aims of qualitative data analysis include seeking deeper insights into the research problem, as well as describing a phenomenon. The report on the focus group meeting will attempt to uncover meaning and outstanding themes from the discussions.

4.7.1 Sample description

The sample that was used for the focus group was drawn from a cross-section of the Johannesburg working class. The individuals who took part in the focus group included a business analyst, operations manager for a restaurant chain, two administrators for two tertiary institutions based in Johannesburg, an insurance claims assessor, a security guard, an information technology manager at Eskom and a business consultant.

4.7.2. Data analysis method

The qualitative data analysis used in this document is thematic analysis. It is a technique in which a researcher identifies the outstanding themes from the data collected from either an interview or a focus group discussion. Thematic analysis is based on the creation of themes that are described in terms of categories (Hartas 2010:303). The category or the code is a concept that describes a recurring feature

of the data. The recurring feature can also be described as a theme. A theme is defined as a statement of meaning that runs through most of the data or that occurs for a minority of the participants but carries heavy emotional or factual impact (Thatchenkery 2006:325). According to Liamputtong (2011:173), there are two main steps in thematic analysis. First the researcher needs to read through the entire transcript and make sense of the data and of what is being said in by the participants. The transcript from the focus group was the first thing created. It was followed by identification of codes that were pertinent to the research problem. The third step was searching for themes and finally the themes were refined and those themes that had no data to support them were discarded. The final stage of the data analysis involved producing a report and that involved choosing examples from the transcript to illustrate elements of the themes.

4.7.3. Results

This section presents the results from the focus group interview.

4.7.3.1. Lack of Training

The participants highlighted that security guards are unable to offer quality reception services because they are not trained for that job. The majority of the respondents seemed to agree that security personnel have not obtained professional training that can enable them to offer satisfactory receptionist services. The theme identified is that of the importance of training in a specific job. The most important sentiments of the participants that introduced this theme included the following statements:

What is your perception of the quality of service offered by security personnel as receptionists?

- *“Security guards cannot offer the best quality service as they are not trained for that job and they are not really proficient in the job.”*
- *“Security guards are not able to offer quality service because they are not trained for the job of being a receptionist.”*

Can the functions of the reception profession be fulfilled by security guards; if you answer yes/no, explain?

- *“Security guards are just not trained for that job as receptionists.”*

- *“No. They cannot respond to enquiries, set appointments and work on the computer.”*
- *“No. The security guards need to be trained first.”*

What are your perceptions about this replacement professionally?

- *“It is not good unless the security guards are empowered with proper receptionist skills.”*
- *“It is not a good move as each person is supposed to focus on their job that they have been trained on.”*

4.7.3.2. Lack of professionalism

The second theme identified from the focus group discussion was lack of professionalism. The respondents indicated that even though security guards are being used as receptionists and have been used before as receptionists, they still lack the professionalism with which qualified receptionists would handle their work. Professionalism has been defined as a set of values (honesty and integrity), attitudes (humility and accountability to colleagues, society etc.), and behaviours (being non-judgmental and respectful, pursuing specialised knowledge and skills, collegiality) that results in serving the interests of clients and society before one’s own (Wear & Bicke 2000:23). The participants felt that security personnel could not perform at the same professional level as that of trained and qualified receptionists. The following questions were asked and the responses that highlighted and supported this theme were as follows:

What is your perception on the quality of service offered by security personnel as receptionists?

- *“Poor quality service because security guards are only supposed to be security personnel and nothing else. They cannot attend professionally to issues such as customer queries or set up appointments.”*
- *“The first impression for example of an investor counts and if an unprofessional receptionist who is actually a security guard communicates*

with them unprofessionally then the investor might think twice about such a company.”

Can you describe the overall quality of reception services offered by security personnel in your organisations?

- *“Security guards not professionally trained as receptionists and do not know how to handle clients, respond to questions concerning company products and services. They do not have the communication skills to do the job.”*

What are your perceptions about this replacement professionally?

- *“It affects the image of the business; it will look very unprofessional to business visitors.”*
- *“It is not appropriate for business, it actually scares clients. Security guards do not have skills for reception job.”*

4.7.3.3. Lack of knowledge of products and services

The receptionists in most organisations are trained about the products and services that an organisation is offering. It is easy for them to respond to questions on products. The focus group was concerned that security personnel have no knowledge whatsoever about products and services that are offered by the organisation. The participants indicated their concern by mentioning the fact that security personnel are not trained on products and services and will not be able to respond to questions from those making enquiries or talk to investors. The lack of knowledge of products and services is an issue of concern. The evidence on this theme emanating from the focus group is indicated below.

What are the improvements that you think should be made to ensure better service?

- *“The guards will need to get additional training in communication skills, telephone skills as well as training on the company’s products and services.”*

4.7.3.4. Lack of skills needed for the job

Another theme that emanated from the focus group discussion was that the job of being a receptionist required a unique set of skills, since it is the window of the organisation to the external environment. Skills that have been identified that receptionists have and that make them good at the job they do include communication skills, people skills, switchboard skills and the skill of being a personal assistant to their managers. The respondents showed that being a receptionist was not something that could easily be done by a security guard, as it did not only include smiling at clients. The responses that introduced this theme were the following:

Can the functions of the reception profession be fulfilled by security guards, if you answer yes/no, explain?

- *“Security guards are not trained in customer handling and have not received the proper communications training to work as receptionists.”*
- *“Yes. As long as the security guard is able to smile, direct calls to the relevant individuals as well as speak with clients and visitors to the offices. The security guards will just need to know how to speak English.”*

Can you describe the overall quality of reception services offered by security personnel in your organisations?

- *“Security guards are only trained as security guards and they lack the necessary skills of dealing with company visitors, for example receptionists know the appropriate body language when communicating [with] clients.”*
- *“Poor service overall. Security guards are rude until someone reminds [them] of what their real job in the organisation is.”*

What are the improvements that you think should be made to ensure better service?

- *“The guards will need to get additional training in communication skills, telephone skills as well as training on the company’s products and services.”*
- *“They also need to get training in computer skills.”*

4.7.3.5. Weakened security

The fifth theme identified from the focus group was that the replacement of receptionists by security personnel actually threatened the security situation in organisations. The definition of a state of security is that it is the state of being free from danger, or feeling safe (Your Dictionary.com 2015). The general feeling was that when security guards acted as both receptionists and security guards at the same time, it compromised the security situation in the organisation. The work of security personnel is to ensure that the office occupants and the property of the employer are secured and when they have to act as receptionists they will not be able to do the job at the best level, since their attention is divided. Evidence on this theme is given below.

What is your perception on the quality of service offered by security personnel as receptionists?

- *“They cannot offer the two services of security and receptionist all at the same time. One service is going to suffer. My organisation was robbed because the security now had double duties to perform and couldn’t give undivided attention to the job of being a security guard.”*

What are your perceptions about this replacement professionally?

- *“Customers and clients need to know they are secure and that their cars and other belongings are secure and now that the security is now doubling as the receptionist they will not feel very secure.”*
- *“It is not a good move as each person is supposed to focus on their job that they have been trained on.”*

.4.8 Summary of the Chapter 4

In this chapter the data was analysed and the results were discussed. All the questions were analysed and the data was presented in the form of figures and tables.

The research question addressed in this study is:

What is the quality of reception services offered by security personnel in Johannesburg organisations?

The important outcomes from this analysis are: the findings indicated from the focus group are as follows”

- Lack of training
- Lack of professionalism
- Lack of knowledge of product and services
- Lack of skills needed for the job
- Weakened security

The findings on the quality service dimension:

- Tangibles: The average mean of the data was 4.36.
- Reliability: The average mean of the data was 4.2.
- Responsiveness: The average mean of the data was 4.25.
- Empathy: The average mean of the data was 4.43.
- Assurance: The average mean of the data was 4.27.

The outcome from the factor analysis showed that **“receptionist’s empathy”**; **“receptionist’s quality of service”** **“reliability and responsiveness of service”**

and “appropriateness of information received by visitors” are the main components of the respondents’ perception regarding the service quality of security personnel used for both guarding and reception duties in companies or organisations.

In view of the above results it can be concluded that the quality of reception service offered by the security personnel as receptionist does not meet the required standards of a professional receptionist. The quality of service offered is poor.

In view of the above results it can be concluded that the quality of reception services offered by the security personnel in the role of receptionists does not meet the required standards of a professional receptionist. The quality of service offered is poor and requires improvement.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the conclusion, implications of the study, limitations of the study and recommendations for further studies. The aim and objectives of the research were achieved by means of analysing the responses of the target sample and by executing various research steps and procedures categorically described in this report and approved by the UNISA Ethics Committee.

5.2. Conclusions of the Study

The objectives were achieved as follows;

The main objective of this study as mentioned in chapter one was to evaluate the quality of the reception service offered by security personnel to Johannesburg organisations. This was achieved by means of the research procedures as discussed in previous chapters. The study concluded that the only way security guards can do the function of receptionist properly is to provide training and all necessary skills required for receptionist duties if they had to improve the quality of service as receptionists. The study concluded that quality of reception service offered by security personnel to organisations is very poor and not desired in its present level of performance.

The objective on the identification of the quality criteria for reception services was accomplished by means of a literature review as well as via a focus group. The focus group was conducted to discuss the quality of reception services offered by security personnel in the Johannesburg area. The selection of the participants was

based on their exposure to security guards offering a reception service. The eight participants represented different organisations at different level.

The evaluation of the quality of the reception services was conducted by means of collecting appropriate data from respondents who had experience of engagement with security guards who also acted as receptionists. The data collection tool used for this study was questionnaire. This questionnaire was distributed to 200 participants. The sampling technique that was employed to select participants was probability sampling. The data was analysed using basic statistical methods as well as reliability and factor analyses.

The above objectives of the study have been met and this is confirmed by the study findings.

The findings indicated from the focus group are as follows;

- Lack of training
- Lack of professionalism
- Lack of knowledge of product and services
- Lack of skills needed for the job
- Weakened security

The findings from the focus group showed that the majority of the participants actually opposed the replacement of receptionists by security personnel. The participants indicated that security personnel were not trained in the work of handling reception duties and this was therefore not a good idea. It was also highlighted that the security personnel did not possess the necessary skills critical to the job of being a receptionist. The skills that were mentioned as being essential included communication skills, people skills, computer skills and the skill to operate the telephone switchboard. The participants felt that the arrangement of using security personnel actually threatened the image of the company, as it would portray an

unprofessional image. One of the key concerns that arose from this arrangement was the lack of detailed knowledge of the organisation's products and services. The only way for this arrangement to function properly was to first train security personnel in the job of being receptionists if they had to improve their service as receptionists.

In this research, the SERVQUAL instrument, developed by Parasuraman (1985), was applied in designing the questionnaire by using five dimensions of service quality: tangibility, reliability, responsiveness, assurance and empathy. The questionnaire aimed to determine the perception regarding the service quality of security personnel used for both guarding and reception duties in companies or organisations.

The results revealed that the 'assurance' dimension raised the highest level of expectation, whereas the 'tangibility' dimension was associated with the highest level of perception.

The study further concluded on the quality service dimension:

- Tangibles: The average mean of the data was 4.36.
- Reliability: The average mean of the data was 4.2.
- Responsiveness: The average mean of the data was 4.25.
- Empathy: The average mean of the data was 4.43.
- Assurance: The average mean of the data was 4.27.

The overall summary of the findings in the figure above demonstrates that across the variables, respondents' views were spread as observed in the interpretation of the findings and that total scores are a reflection of representative findings from the study.

The outcome from the factor analysis showed that **“receptionist’s empathy”**; **“receptionist’s quality of service”** **“reliability and responsiveness of service”** and **“appropriateness of information received by visitors”** are the main

components of the respondents' perception regarding the service quality of security personnel used for both reception duties.

5.3 Recommendations

The following recommendations are based on the findings and conclusions drawn from the study:

- 1) Management should arrange special courses to improve effective communication.
- 2) Management should maintain the attributes of tangible service quality at the organisation.
- 3) A training programme should be arranged to improve the main work of front office staff and to promote them in their careers.
- 4) In order to enhance both consistency in service delivery and pro-activeness of service personnel, operational staff should be made aware of both customer expectations and end-user expectations. In turn, end-user consumers should communicate certain issues more adequately.
- 5) Communication of standard procedures during the training programme can contribute to better integration of front office staff with their duties and eliminate any role ambiguity of front office staff in these organisations. Such a standard operational procedure is a helpful tool for preparing orientation and training programmes for front office staff on these premises, especially those from mainstream security.
- 6) The breakdown of duties should be prepared and communicated to all front office staff.

- 7) The perception of customers of different dimensions of service quality should be monitored constantly.
- 8) Concerning the reliability dimension of service quality, organisations should be aware that what they introduce and promote in marketing and promotional activities should match actual security as well as front management capabilities.
- 9) Concerning assurance, security companies should encourage front office staff to behave with courtesy while enhancing their understanding and knowledge regarding their duties and customers' needs and wants, then feed the information regarding customers' preferences to management.
- 10) Concerning the empathy dimension of service quality, security companies should concentrate on individual customers' needs and wants.

5.4 Limitations experienced during the research

Limitations were encountered during the study; however, the desired objectives were achieved. These limitations were:

- The study was limited to only the 200 participants as sample size, , but the researcher acknowledges that a larger population size will be required in future to strengthen the findings.
- Willingness to participate in the study was less than desirable.
- Incomplete questionnaires affected the results of the study; if more responses had been received, this would have had an effect on the results.

5.5 Further studies

The study was an attempt to explore new territory where the receptionist function has been taken over by security guards in most of the premises in Johannesburg. While interesting findings from the study were revealed, it would be exciting and valuable to conduct further research concerning customers' attitudes to security guards in these positions and the quality of their service versus that of professional receptionists.

Further research in these areas would contribute to overall improvement of service standards throughout the private security industry in South Africa.

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ANNEXURE A INFORMATION AND CONSENT SHEET

- **Informed consent form**
- **Focus group consent form**

Informed consent for participation in an academic research study

Department: Business Management MTECH Business Administration

Topic: Quality of Reception Services Offered By Security Personnel to Organisations in the Johannesburg Area

Research conducted by: Ms V Mabandla

Cell:

Dear Respondent

You are invited to participate in an academic research study conducted by V Mabandla a Masters student from the Department of Business Management at the University of South Africa.

The purpose of the study is to evaluate Quality of Reception Services Offered by Security Personnel to Organisations in the Johannesburg Area

Please note the following:

- This study involves the use of questionnaires. Your name will not appear in the study and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my supervisor if you have any questions or comments regarding the study.
- Please sign the form to indicate that:
 - You have read and understand the information provided above.
 - You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date

Informed consent for participation in an academic research project

Quality of reception services offered by security personnel to organisations in the Johannesburg area

Dear Respondent- Focus Group

You are herewith invited to participate in an academic research study conducted by Vuyokazi Mabandla (Nkomo) a *student* in the Master of Technology Business Administration at UNISA

The purpose of the study is to evaluate the quality dimensions from literature studies that will apply to reception services. The study will evaluate the quality determine the reception services provided by the security guards.

All your answers will be treated by me as confidential, and you will not be identified in any of the research reports emanating from this research. Your participation in this study is very important to us. You may however choose not to participate and you may also withdraw from the study at any time without any negative consequences.

Please note that the conversation during the focus group session will be recorded.

The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please contact my supervisor, Prof Roy Ramphal (email address: ramphrr@unisa.ac.za, cellphone number: 0725638988) if you have any questions or comments regarding the study.

Please sign below to indicate your willingness to participate in the study.

Yours sincerely

Vuyokazi Mabandla

ANNEXURE B QUESTIONNAIRE

- Coded questionnaire
- Focus group questionnaire

QUESTIONNAIRE

Dear customer, this questionnaire is designed to collect information on our perception regarding the service quality of security personnel used for both guarding and reception duties in companies or organizations.

Please tick [√] the appropriate box for your answers

- 1 Gender? [M] male [F] female
- 2 Age Group [1] below 20 yrs [2] 20 –29yrs [3] 30-39yrs [4] 40 –49yrs [5] 50yrs and above
- 3 Have you been to an organization where the security personnel are providing reception service for the host company?
Yes [1] No [2]
- 4 Which sector do you work in? [1] Government [2] Private [3] Self-employed [4] student [5]
Businessman/woman [6] other..... [7]
- 5 How long have you been exposed to companies that have security guards offering receptionist duties?
1-5 yrs [1] 6-10 yrs [2] 11 –15yrs [3] 16-20yrs [4] over 20 yrs [5]

OVERALL SATISFACTION WITH SERVICE DELIVERY

6. How would you describe your experience of interacting with company receptionist who is a security guard?

1	Bad	
2	Fair	
3	Satisfactory	
4	Good	
5	Excellent	

7. Please rate each of the following on a scale of 1-7 where 1- **Bad** and 7- **Excellent** indicate n/a if not applicable, regarding your experience of the service received.

Answering Visitor Inquires	1	2	3	4	5	6	7	Not applicable 8
Direct Visitors to their destinations	1	2	3	4	5	6	7	8
Answering Incoming calls	1	2	3	4	5	6	7	8
Sorting Emails/ Faxing	1	2	3	4	5	6	7	8
Setting appointments	1	2	3	4	5	6	7	8
Filing and Records Keeping	1	2	3	4	5	6	7	8
Data Entry /Book Keeping	1	2	3	4	5	6	7	8
Handle check-in and check-out of clients	1	2	3	4	5	6	7	8
Serve tea to guests	1	2	3	4	5	6	7	8
Keep lobby/ reception areas tidy	1	2	3	4	5	6	7	8

CUSTOMER SATISFACTION WITH SERVICE QUALITY DIMENSIONS

Please rate each of the following statements by using the scale 1-7 scale, where 1- **Bad** and 7-
Excellent

A. Dimension items Circle only one option in 1 - 7

TANGIBLES								
TA1	The receptionist guard provided me with appropriate company information. Such as product/service catalogues, when required.	1	2	3	4	5	6	7
TA2	The receptionist guard dressed appropriate for reception duties	1	2	3	4	5	6	7
TA3	The receptionist guard directed me to the correct place or person	1	2	3	4	5	6	7
TA4	The receptionist guard provided the services with a smile.	1	2	3	4	5	6	7
TA5	The reception area appeared to be clean and tidy	1	2	3	4	5	6	7
TA6	The receptionist guard was approachable, friendly and willing to assist?	1	2	3	4	5	6	7
TA7	The receptionist guard displayed a pleasant and welcoming body language	1	2	3	4	5	6	7
RELIABILITY								
RL1	The receptionist guard's response was quick	1	2	3	4	5	6	7
RL2	The receptionist guard gave me accurate information.	1	2	3	4	5	6	7
RL3	The receptionist guard was able to solve and addressed all my concerns	1	2	3	4	5	6	7

RL4	The receptionist guard was able to use various technological tools like computer and telephone.	1	2	3	4	5	6	7
RESPONSIVENESS								
RS1	The receptionist guard was able to inform the customers exactly when they will be attended	1	2	3	4	5	6	7
RS2	The receptionist guard gives prompt customer services and attend to customer's needs/problems timely	1	2	3	4	5	6	7
RS3	In an emergency situation, the receptionist guard is able and willing to help customers	1	2	3	4	5	6	7
RS4	I was able to understand the when the receptionist guard communicated with me.	1	2	3	4	5	6	7
EMPATHY								
EM1	The receptionist guard gave me individual customer attention by listening before responding	1	2	3	4	5	6	7
EM2	The receptionist guard made an effort to understand my specific needs.	1	2	3	4	5	6	7
EM3	The receptionist guard was apologetic for causing any inconvenience.	1	2	3	4	5	6	7
ASSURANCE								
AS1	The receptionist guard made me feel safe (for example, the doorman observes the persons who come in the building).	1	2	3	4	5	6	7
AS2	The receptionist guard displayed sincerity and patience in resolving my complaint/problem	1	2	3	4	5	6	7
AS3	The behaviour and conduct of the receptionist guard in instils confidence and belief in customers.	1	2	3	4	5	6	7
AS4	The receptionist guard when speaking to me used an appropriately address forms (for example, hello, may I help you, sir/Madam?).	1	2	3	4	5	6	7
AS5	Receptionist guard is able to answer customers' queries satisfactorily.	1	2	3	4	5	6	7

AS6	The receptionist guard carried the values and the image of the company he/she is contracted to in a satisfactory manner.	1	2	3	4	5	6	7
------------	--	----------	----------	----------	----------	----------	----------	----------

Would you support companies/ organizations that are using security personnel for guarding and reception service?

Yes [1] No [2]

Thank you for taking time to complete this questionnaire!

INFORMED CONSENT FORM

I confirm that I have read and understand the purpose of the above study and have had the opportunity to ask question I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

I agree that the information I give will be anonymous in academic paper

.....

Date and Signature

FOCUS GROUP QUESTIONNAIRE

RESEARCH TOPIC: QUALITY OF RECEPTION SERVICES OFFERED BY SECURITY PERSONNEL TO ORGANISATIONS IN THE JOHANNESBURG AREA

Venue : 34 Kingwillow Cresnet Randjiesfontein

Recording facility : Voice recording only

FOCUS GROUP DISCUSSION

1. What is your perception on quality of service offered by security personnel as receptionist?
2. Why do you think companies replace receptionist with security guards as receptionist?
3. Can the functions of reception profession be fulfilled by security guards, if yes/ no explain?

4. Can you describe the overall quality of reception services offered by security personnel in your organisations?
5. What are your perceptions about this replacement professionally?
6. What are the improvements that you think should be done for better service?

ANNEXURE C RELIABILITY

- Reliability

Reliability

Scale: Tangibles

Case Processing Summary

		N	%
Cases	Valid	171	89.5
	Excluded ^a	20	10.5
	Total	191	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.931	7

Item Statistics

	Mean	Std. Deviation	N
VAR00001	3.7661	1.87655	171
VAR00002	4.0760	2.13928	171
VAR00003	5.0117	1.94932	171
VAR00004	4.4503	2.18595	171
VAR00005	4.7719	2.06099	171
VAR00006	4.6140	2.11511	171
VAR00007	4.2515	2.10628	171

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	27.1754	117.298	.664	.931
VAR00002	26.8655	113.047	.664	.932
VAR00003	25.9298	112.301	.768	.922
VAR00004	26.4912	105.346	.840	.915
VAR00005	26.1696	108.942	.805	.918
VAR00006	26.3275	105.280	.877	.911
VAR00007	26.6901	106.721	.842	.914

ANOVA with Cochran's Test

	Sum of Squares	df	Mean Square	Cochran's Q
Between People	3589.916	170	21.117	114.339
Between Items	185.853	6	30.975	
Within People	1481.861	1020	1.453	
Residual	1667.714	1026	1.625	
Total	5257.631	1196	4.396	

ANOVA with Cochran's Test

	Sig
Between People	.000
Between Items	
Within People	
Residual	
Total	
Total	

Grand Mean = 4.4202

Scale: Reliability

Case Processing Summary

		N	%
Cases	Valid	191	100.0
	Excluded ^a	0	.0
	Total	191	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.877	4

Item Statistics

	Mean	Std. Deviation	N
VAR00001	4.6859	2.03283	191
VAR00002	4.4660	2.06669	191
VAR00003	4.0576	2.13784	191
VAR00004	3.6126	2.11925	191

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	12.1361	29.845	.768	.830
VAR00002	12.3560	29.052	.795	.819
VAR00003	12.7644	28.760	.772	.827
VAR00004	13.2094	31.872	.613	.889

ANOVA with Cochran's Test

	Sum of Squares	df	Mean Square	Cochran's Q
Between People	2423.987	190	12.758	71.914
Between Items	128.360	3	42.787	
Within People	894.390	570	1.569	
Residual				
Total	1022.750	573	1.785	
Total	3446.737	763	4.517	

ANOVA with Cochran's Test

	Sig
Between People	.000
Between Items	
Within People	
Residual	
Total	
Total	

Grand Mean = 4.2055

Scale: Responsiveness

Case Processing Summary

	N	%
Valid	191	100.0
Cases Excluded ^a	0	.0
Total	191	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.931	4

Item Statistics

	Mean	Std. Deviation	N
VAR00001	4.3822	1.87939	191
VAR00002	4.2618	1.83663	191
VAR00003	4.6545	2.02510	191
VAR00004	4.1937	1.94372	191

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	13.1099	27.972	.877	.897
VAR00002	13.2304	28.841	.848	.907
VAR00003	12.8377	27.274	.831	.912
VAR00004	13.2984	28.589	.798	.923

ANOVA with Cochran's Test

	Sum of Squares	df	Mean Square	Cochran's Q
Between People	2324.935	190	12.236	26.687
Between Items	23.648	3	7.883	
Within People	484.102	570	.849	
Residual	484.102	570	.849	
Total	507.750	573	.886	
Total	2832.685	763	3.713	

ANOVA with Cochran's Test

	Sig
Between People	.000
Between Items	
Within People	
Residual	
Total	

Grand Mean = 4.3730

Scale: Empathy

Case Processing Summary

		N	%
Cases	Valid	191	100.0
	Excluded ^a	0	.0
	Total	191	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.829	3

Item Statistics

	Mean	Std. Deviation	N
VAR00001	4.3613	1.93319	191
VAR00002	4.1885	1.93474	191
VAR00003	4.1152	1.86303	191

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	8.3037	11.602	.693	.756
VAR00002	8.4764	11.461	.707	.742
VAR00003	8.5497	12.354	.660	.789

ANOVA with Cochran's Test

	Sum of Squares	df	Mean Square	Cochran's Q
Between People	1549.518	190	8.155	4.335
Between Items	6.098	2	3.049	
Within People	531.236	380	1.398	
Residual	531.236	380	1.398	
Total	537.333	382	1.407	
Total	2086.852	572	3.648	

ANOVA with Cochran's Test

	Sig
Between People	.114
Between Items	
Within People	
Residual	
Total	
Total	

Grand Mean = 4.2216

Scale: Assurance

Case Processing Summary

	N	%
Valid	182	95.3
Cases Excluded ^a	9	4.7
Total	191	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.905	5

Item Statistics

	Mean	Std. Deviation	N
VAR00001	4.6209	1.85204	182
VAR00002	4.1868	1.79263	182
VAR00003	4.1813	1.95674	182
VAR00004	4.1923	2.07360	182
VAR00005	3.7363	1.78288	182

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	16.2967	45.171	.658	.905
VAR00002	16.7308	42.397	.829	.870
VAR00003	16.7363	40.483	.830	.868
VAR00004	16.7253	40.952	.743	.889
VAR00005	17.1813	43.862	.759	.884

ANOVA with Cochran's Test

	Sum of Squares	df	Mean Square	Cochran's Q
Between People	2351.953	181	12.994	53.553
Between Items	71.237	4	17.809	
Within People	Residual	897.163	724	1.239
Total	968.400	728	1.330	
Total	3320.353	909	3.653	

ANOVA with Cochran's Test

	Sig
Between People	.000
Between Items	
Within People	
Residual	
Total	
Total	

Grand Mean = 4.1835

ANNEXURE D FACTOR GROUPINGS

- Factor analysis

Factor Analysis

Communalities

	Initial	Extraction
VAR00007	1.000	.900
VAR00008	1.000	.791
VAR00010	1.000	.522
VAR00011	1.000	.771
VAR00012	1.000	.830
VAR00013	1.000	.794
VAR00014	1.000	.863
VAR00015	1.000	.883
VAR00016	1.000	.817
VAR00018	1.000	.856
VAR00019	1.000	.864
VAR00020	1.000	.814
VAR00021	1.000	.819
VAR00023	1.000	.871
VAR00024	1.000	.845
VAR00025	1.000	.833
VAR00026	1.000	.867
VAR00028	1.000	.730
VAR00029	1.000	.881

VAR00030	1.000	.678
VAR00032	1.000	.663
VAR00033	1.000	.859
VAR00034	1.000	.860
VAR00035	1.000	.705
VAR00036	1.000	.806
VAR00037	1.000	.767

Extraction Method: Principal
Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	17.421	67.005	67.005	17.421	67.005
2	1.331	5.118	72.122	1.331	5.118
3	1.089	4.189	76.311	1.089	4.189
4	1.049	4.034	80.345	1.049	4.034
5	.804	3.093	83.438		
6	.705	2.711	86.150		
7	.585	2.249	88.399		
8	.409	1.572	89.971		
9	.389	1.498	91.469		
10	.335	1.288	92.757		
11	.327	1.256	94.013		
12	.279	1.072	95.085		

13	.212	.814	95.900	
14	.176	.678	96.577	
15	.148	.571	97.148	
16	.136	.524	97.672	
17	.123	.475	98.147	
18	.113	.435	98.582	
19	.097	.372	98.953	
20	.067	.256	99.209	
21	.064	.246	99.455	
22	.048	.184	99.639	
23	.039	.151	99.789	
24	.028	.109	99.899	
25	.016	.061	99.959	
26	.011	.041	100.000	

Total Variance Explained

Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
	Cumulative %	Total	% of Variance	Cumulative %
1	67.005	7.279	27.997	27.997
2	72.122	6.694	25.746	53.743
3	76.311	5.569	21.419	75.162
4	80.345	1.348	5.183	80.345
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				

23				
24				
25				
26				

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component			
	1	2	3	4
VAR00007		.921		
VAR00008	.718			.505
VAR00010	.697			
VAR00011	.743		.458	
VAR00012	.824			
VAR00013	.849			
VAR00014	.877			
VAR00015	.912			
VAR00016	.879			
VAR00018	.908			
VAR00019	.891			
VAR00020	.805		.403	
VAR00021	.734		.435	
VAR00023	.923			
VAR00024	.911			
VAR00025	.881			

VAR00026	.892			
VAR00028	.777			-.315
VAR00029	.824	.380		
VAR00030	.782			
VAR00032	.726			
VAR00033	.842			
VAR00034	.882			
VAR00035	.807			
VAR00036	.859			
VAR00037	.851			

Extraction Method: Principal Component Analysis.^a

a. 4 components extracted.

Rotated Component Matrix^a

	Component			
	1	2	3	4
VAR00007				.946
VAR00008		.784		
VAR00010	.305	.462	.443	
VAR00011		.389	.765	
VAR00012	.472	.757		
VAR00013	.467	.684	.314	
VAR00014	.325	.726	.473	
VAR00015	.547	.689	.329	
VAR00016	.396	.540	.607	

VAR00018	.598	.595	.371	
VAR00019	.368	.715	.465	
VAR00020		.436	.745	
VAR00021	.405		.800	
VAR00023	.618	.560	.414	
VAR00024	.636	.528	.401	
VAR00025	.546	.644	.329	
VAR00026	.676	.424	.449	
VAR00028	.731	.404		
VAR00029	.751	.347		.352
VAR00030	.367	.485	.495	
VAR00032	.671		.338	
VAR00033	.811	.311		
VAR00034	.677		.557	
VAR00035	.679	.355	.343	
VAR00036	.551	.321	.631	
VAR00037	.530	.385	.577	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.

The threshold for analysing the strength of factors was set at 0.30, meaning weak associations of 0.30 and below would not be reflected, these are the blank spaces in the table where SPSS ignores weak associations. Factor analysis identified four factors and the relationship between each question and factor are tabulated above. An example, VAR00007 (Question TA1 in the questionnaire) only shows a very strong association with the factor titled Component 4 (0.946) while the associations between VAR00007 and other factors

(Component 1, 2, and 3) are weak (0.30 and less) thus the blank spaces. All the highlighted fields are strong associations where the loading on the factor is 0.6 or greater.

On close analysis the questions that load highly on factor one (VAR00023, VAR00024, VAR00026, VAR00028, VAR00029, VAR00032, VAR00033, VAR00034 and VAR00035) are related to empathy, responsiveness and assurance, we might label this factor the **receptionists empathy, responsiveness and assurance**. Questions that loaded highly on factor 2 (VAR00008-VAR00015 and VAR00025 with the exception of VAR0010-VAR00011), are related to the quality of service experienced, we might label this factor **the receptionists quality of service**. Questions that loaded highly on factor 3 (VAR00011, VAR00016, VAR00020 and VAR00021) are related to the reliability and responsiveness of the service received from the receptionist, we might label this factor **reliability and responsiveness of service**. The question that loaded highly on factor 4 (VAR00007) is related to appropriate of company information provided in relation to product/service catalogues furnished, this factor might be labelled as **appropriateness of information received**. The above factors are the main factors identified through factor analyses as the main drivers of the respondents perception regarding the service quality of security personnel used for both guarding and reception duties in companies or organizations.

Component Transformation Matrix

Component	1	2	3	4
1	.616	.587	.524	.047
2	.167	-.190	-.070	.965
3	-.515	-.205	.825	.109
4	-.572	.760	-.199	.234

Factor Analysis Key

Question TA 1 = VAR00007

Question TA 2 = VAR00008

Question TA 3 = VAR00010

Question TA 4 = VAR00011

Question TA 5 = VAR00012

Question TA 6 = VAR00013

Question TA 7 = VAR00014

Question RL 1 = VAR00015

Question RL 2 = VAR00016

Question RL 3 = VAR00018

Question RL 4 = VAR00020

Question RS 1 = VAR00021

Question RS 2 = VAR00023

Question RS 3 = VAR00024

Question RS 4 = VAR00025

Question EM 1 = VAR00026

Question EM 2 = VAR00028

Question EM 3 = VAR00029

Question AS 1 = VAR00030

Question AS 2 = VAR00032

Question AS 3 = VAR00033

Question AS 4 = VAR00034

Question AS 5 = VAR00035

Question AS 6 = VAR00036

ANNEXURE E FREQUENCIES

- Mode

Frequencies

Statistics

		VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006
N	Valid	185	185	191	189	188	185
	Missing	6	6	0	2	3	6
Mean		3.7622	4.0486	4.9372	4.4550	4.8777	4.5892
Median		4.0000	4.0000	5.0000	5.0000	5.0000	5.0000
Mode		4.00	6.00	7.00	7.00	7.00	6.00

Statistics

		VAR00007	VAR00009	VAR00010	VAR00011	VAR00012	VAR00014
N	Valid	185	191	191	191	191	191
	Missing	6	0	0	0	0	0
Mean		4.3351	4.6859	4.4660	4.0576	3.6126	4.3822
Median		4.0000	5.0000	5.0000	4.0000	3.0000	4.0000
Mode		6.00	7.00	6.00	7.00	1.00	3.00

Statistics

		VAR00015	VAR00016	VAR00017	VAR00019	VAR00020	VAR00021
N	Valid	191	191	191	191	191	191
	Missing	0	0	0	0	0	0
Mean		4.2618	4.6545	4.1937	4.3613	4.1885	4.1152
Median		5.0000	5.0000	4.0000	4.0000	4.0000	4.0000
Mode		5.00	7.00	6.00	6.00	6.00	4.00

Statistics

		VAR00023	VAR00024	VAR00025	VAR00026	VAR00027	VAR00028
N	Valid	185	185	185	185	182	182
	Missing	6	6	6	6	9	9
Mean		4.5946	4.1838	4.1622	4.1730	3.7363	3.8352
Median		5.0000	5.0000	4.0000	4.0000	4.0000	4.0000
Mode		5.00	5.00	6.00	6.00	5.00	5.00