THE SIGNIFICANCE OF ENTREPRENEURIAL CULTURE IN THE SECURITY SECTOR: A CASE STUDY OF ZIMBABWE PRISONS AND CORRECTIONAL SERVICE

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ABSTRACT

The entrepreneurial activities in the security sector have not been visible despite the tight budget from the fiscus that do not fully fund the Zimbabwe Prisons and correctional services' needs. Whilst the cash flow challenges in many countries including Zimbabwe have continued to squeeze fiscal space, many public sector leaders have been finding it difficult to accommodate reduced budgets even embracing entrepreneurship in the security sector. This new concept of entrepreneurship does not appear to have a room in the strategic thinking of the security sector due to the bureaucratic management style in the sector and thus the concept of entrepreneurship remain a 'creature from outer space' in the world of the security sector. Consequently, this study examines the significance of promoting entrepreneurial culture in the security sector, focusing on the Zimbabwe Prisons and Correctional Service (ZPCS), Harare Metropolitan Province, as a case study. Questions based on the research objectives were formulated and four hundred (400) questionnaires were distributed and 5 focus group discussions were conducted in Harare Metropolitan province. Findings reveal that developing and promoting entrepreneurial culture is significant in the security sector in Zimbabwe, just like any other security sectors in the developing and developed economies. The traditional militaristic nature of the security sector is also hampering the introduction of 'entrepreneurial culture'. Thus, this study recommends that the organisation under study should cultivate an entrepreneurial culture to achieve the 'entrepreneurial society' through public –private partnership so as to improve their service and generate funding to support its own requirements under the retention Fund.

KEYWORDS: Entrepreneurial Culture, Innovation, Entrepreneurial Behaviour, Entrepreneurial Society

INTRODUCTION

The continued fiscal slowdown in many countries has resulted in many public sector leaders reshaping their services to accommodate reduced budgets by embracing entrepreneurship (Diefenbach, 2011). In order to embrace entrepreneurship, proponents of entrepreneurship have suggested that the fostering of entrepreneurial culture at organisational level is a neccessity as it fuels innovation and creativity that results in the creation of new businesses and economic development as noted by Munyoro et al (2016). Thus, in the security sector in other developing and developed countries, the introduction of entrepreneurial culture has resulted in the introduction of entrepreneurial activities which have been used as a substitute for tight budget (Brömmelhörster and Paes, 2004; Mani, 2011). However, bureaucracy in the security sector in some countries and its rigid structures that form an organizational culture is the major problem

hindering the adoption of entrepreneurial culture and Zimbabwe is similarly affected (Smith and Starkey, 2010; Dibondo and Were, 2014). Yet, it is widely accepted that an organization's culture shapes the behaviour of an organization and its workforce (Schneider, Ehrhart& Macey, 2013; Rider, Thompson, Kacperczyk and Tåg, 2013; Sorensen and Sharkey, 2012) and it is clear here that culture has a significant impact on whether a group of people such as security organizations should view entrepreneurship in a positive way as noted by Carsrud et al (2007). However, the traditional militaristic nature of the security sector, which tends to be bureaucratic has resulted in the lack of entrepreneurial orientation as noted in some developing countries such as Zimbabwe, especially at the time the security sector is facing a myriad of financial challenges (Smith, 2009; Sibanda, 2014). Thus, this study aims to establish the significance of entrepreneurial culture to the economic survival of the security sector in Zimbabwe, focusing on the Zimbabwe Prisons and Correctional Service (ZPCS).

LITERATURE REVIEW

What is Entrepreneurship?

The concept of entrepreneurship has multiple dimensions according to Bula (2012) and there is little consensus in defining the term. Thus, entrepreneurship is applied mainly to describe a range of events, stretching from innovative high growth ventures to simpler practice of self-employment according to Lindahl (2007). Similarly, Schendel and Hitt (2007) view entrepreneurship as a process that involve the notion of opportunity recognition, discovery and as well as its creation. On the other hand, Smith views entrepreneurship from an organisational perspective and he describes it as the process of taking risks to achieve results and to create added value in an organisation. Kinner (2015), on the other hand, refers to entrepreneurship as an act of creating any kind of new business. However, this is a narrow definition that does not cover acts of organisational renewal within an organisational set up. The above definitions of entrepreneurship come from different perspectives and there are some similarities in most of the definitions as some definitions have emphasis on innovation, whilst others on wealth creation. Hence, Bohoney (2011) notes that entrepreneurship is a process that include conceiving, organizing and managing a productive business venture with all its related risks, in return for a profit as a reward. Similarly, the one who conceives, organizes and manages a productive business venture with all its related risks by pulling together the necessary resources to capitalize on those opportunities is the entrepreneur according to Scarborough etal (2009). However, Middleton (2010) argues that entrepreneurs create the opportunities as opposed to recognizing them, which points to the multidimensional nature of entrepreneurship and the difficulties associated with defining the term. Therefore, in this study entrepreneurship is defined as the process of coming up with a business idea, successfully implementing that idea, and the ability to manage it through acts of renewal to achieve growth and profitability.

What is Culture?

Having reviewed the definitions of entrepreneurship, it is important to define the concept of culture. The concept of culture is a manifold and has several meanings and there is no universal definition of the term within and across disciplines. Consequently, Oatey (2008) defines the term as an unclear set of basic norms and values, orientations to life, beliefs, policies, procedures and behavioral bonds that are shared by a group of people and notes that culture is learned and that it is not inherited, and that it stems from one's social environment and not from one's genes. Similarly, Jandt (2004) describes culture as the sum of a large group's thoughts, behaviors, and values that are socially transmitted within group members. Accordingly, culture is thoughts, behaviors, languages, customs, the things we produce and the methods

we use to produce them according to Jervis (2006). The definitions of culture, thus emanates from different perspectives, however, some similarities are found in all the definitions and descriptions of the term. As a result, culture is defined either from a national or organizational perspective, hence, little consensus within and across disciplines in defining the term. However, culture is important for explaining human behavior on opinions, beliefs, and attitudes according to Richerson and Boyd (2005) and it is important to the people's interconnectedness within a group. In addition Munyoro et al (2016) view culture as habits and behaviors of entrepreneurs. Culture is learned and spread from one generation to the next and it is not static as noted by Oatey (2008) and Jervis (2006). However, in this study culture is the judgment of people in a group, how they behave in that group and the outcome of that group and their perception about the world around us.

What is Entrepreneurial Culture?

Having looked at the definitions of entrepreneurship and culture, it is essential to look at the definitions of entrepreneurial culture from an organizational perspective. Therefore, entrepreneurial culture is defined as a system of shared values in a specific organization that embraces and supports entrepreneurship. Furthermore, Ngorora and Mago (2013) view entrepreneurial culture as the environment where people are motivated to innovate, create something new and willing to take risks. However, Munyoro et al (2016) defines entrepreneurial culture as an enabling environment for entrepreneurs that allow the cultivation of entrepreneurial activity within or outside an organization. In this study, entrepreneurial culture is defined as an enabling work environment in an organization or country that encourages, supports and promotes creativity and innovation. Thus, in an organization, people are encouraged and supported to come up with new ways of doing things and leave the old ways and, accordingly entrepreneurial behavior is stimulated and facilitated. Therefore, an effective entrepreneurial culture, according to Wong (2014) is one in which new ideas and creativity are expected, risk taking is encouraged and failure is tolerated.

Constituents of Entrepreneurial Culture

Entrepreneurial attributes, values and mindset are the three constituents of entrepreneurial culture as discussed below:

- **Entrepreneurial Attributes**

Entrepreneurial attributes according to Brownson (2013) are pointers of entrepreneurial abilities. Hence, Raab et al (2005) notes that attributes are of great importance in understanding and nurturing entrepreneurship in an organizational set up. Thus, entrepreneurial attributes allow a practical understanding of how entrepreneurial culture manifest itself according to Lee-Ross and Mitchell (2007). Attributes have been observed to project entrepreneurial behavior about the intention to start a business, according to Rauch and Frese (2007). Through education and training as well as peer learning, entrepreneurial attributes can become innate in every individual within an organization (Brownson, 2013).

- **Entrepreneurial Values**

Entrepreneurial values according to Brownson (2013), are those ethics of behavior connected with entrepreneurs in which, when nurtured can differentiate such individual from others. Thus, values are a reflection of an entrepreneurs' conscious view which directly forms a person's movement towards action. Accordingly, values can become co-opted in such a way that they affect entrepreneurial motives and behaviors (Morris and Schindehutte, 2005).

Therefore, it has been observed that it is possible for an organization or the government to nurture its people's values towards entrepreneurship, according to Mueller (2004) and Munyoro et al (2016). Hence, it is also possible for the security sector to shape the values of uniformed members towards entrepreneurship by cultivating entrepreneurial culture.

- **Entrepreneurial Mindset**

A mindset, according to Schwarz et al (2009) is a learned inclination to consistently respond in either a favorable or unfavorable way with respect to a given condition. An individual's mindset can be nurtured in a particular direction and as such, individuals who enthusiastically take part in entrepreneurial activity may have a change of mindset towards entrepreneurship, according to Schwarz et al (2009) and Munyoro et al (2016).

Conditions that Influence Entrepreneurship Decisions

Having discussed the constituents of entrepreneurial culture, it is crucial for this study to have an understanding of the conditions that influence entrepreneurship in an organization. Accordingly, Schneider et al (2013) and Rider et al (2013) state that an organizational culture shapes the behavior of its workforce and in the same vein, Carsrud et al (2007) argues that culture has a significant impact on whether a group of people view entrepreneurship in a positive or negative light. Hence, it is the individuals in an organization who construct, share it and transmit entrepreneurial culture to new employees through human learning (Witter, 2012). However, it has been argued that experience alone in an entrepreneurial organization can facilitate entrepreneurial behavior (Rider et al, 2013). Nonetheless, the educational factor has also been observed to be an important factor in influencing entrepreneurial behavior and a number of studies have shown that entrepreneurial education is significant in giving rise to the entrepreneurial intention (Martin et al. 2013; Peterman and Kennedy, 2003; Munyoro et al, 2016; Nakayama, 2016; Mbijjiwe and Kathure, 2013; Kinner, 2015). According to the European Union Commission (2013), effective entrepreneurs are nurtured through a vibrant entrepreneurial education and training in a country. Similarly, the OECD (2013) and UNESCO (2006) note that entrepreneurial culture is fostered and nurtured through entrepreneurial training so that it becomes innate in every child or citizen of a nation or an employee of an organization. Organisational culture, according to Schneider, Ehrhart & Macey (2013) is responsible for shaping behavior of its employee, hence organizational culture plays an important role in enhancing innovation within an organization (Seen et al, 2012). Therefore, if an organization has an entrepreneurial culture, this behavior will be entrenched in employees and motivate them to enter into entrepreneurship (Jamil et al, 2014). This means that the exposure of individuals to entrepreneurship can result in increased entrepreneurial interest and increased entrepreneurial behavior according to Kinner (2015).

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A Summary of Internal and External Conditions that Influence Entrepreneurship Decisions

Table 1

Condition	Importance
Entrepreneurship Culture	The organizations in which entrepreneurs aredistinguished tend to have a higher rate of entrepreneurial activity.
Individual personality	Certain personality qualitiesinfluence an individual to entrepreneurship.
Role models	Successful new entrepreneurs act as role models and can influence other people to enter into entrepreneurship.
Education and training	Familiarity with the notion of startups helps to avoid common misconceptions about entrepreneurship.
Practical entrepreneurial skills	Acquiring practical skills through education and experience increases competence, reduces the fear of failure and makes it easier to enter into entrepreneurship.
Supportiveness of local startup Ecosystem	People evaluate the obtaining ecosystem conditions and decide the supportiveness of the ecosystem before deciding whether or not to launch a business startup.

Source: Kinner, (2015)

Security Sector

There is no single model of a security sector that exists. According to Nyikayaramba (2011) there are countless definitions of a country's security sector each encompassing different institutions and individuals and the Army, Air Force, Police and Central Intelligence Organization are the formal statutory structures of the security sector. However, this definition excludes the Prisons and Correctional Service. Similarly, Rouse (2015) and UN (2012) define the security sector as that part of the public sector which comprises of structures, institutions and personnel responsible for the management, provision and oversight of security in the country who include; defense, police, corrections and intelligence services. Furthermore, Chitiyo (2009) defines a Zimbabwe security sector to comprise the Zimbabwe Defense Forces, the Central Intelligence Organization, the Zimbabwe Republic Police and the Zimbabwe Prisons and Correctional Service. Nonetheless, the role of the security sector is to provide for state and human security, according to UN (2012). In this study the focus is on the Zimbabwe Prisons and Correctional Service (ZPCS), which falls under the Ministry of Justice and Legal Affairs and is enacted in terms of Article 227 of the Constitution of the Republic of Zimbabwe, Amendment Number 20. The organization has a constitutional obligation to protect society from criminals through the incarceration and rehabilitation of convicted prisoners and the administration of prisons and correctional facilities (Zimbabwe Constitution, Amendment number 20).

METHODOLOGY

The study used the phenomenology approach because it helped the researchers to understand how individuals construct reality as noted by Cooper and Schindler (2011). The study also used a case study approach to enable the researchers to intensively study the Prisons and Correctional Service on the significance of an entrepreneurial culture in the security sector in Zimbabwe (Thakur (2003; Gurnmesson (2003). In addition, literature in an entrepreneurial culture in the security sector is still scanty and the use of the case study is important in studying such areas as they have not attracted research attention (Vissak, 2010). Questionnaires and focus groups were used to gather data from both ZPCS Management and operational staff on knowledge pertaining to the significance of an entrepreneurial culture in the security sector in Zimbabwe (Munyoro, 2014). The population was made up of the prisons and correctional service staff.

The researchers sampled the respondents because it was not feasible to study the whole population due to time and financial constraints (Cooper and Schindler, 2011). The stratified random sampling technique was employed to divide the population into mutually exclusive, sub groups using the rank structure as it ensured that each rank category is adequately represented in the stratum (Thakur, 2003). The actual participants were selected from each stratum using a systematic sampling technique from the nominal roll. The first group composed of 20 top managers who are officers of the rank of Commissioners to Commissioner General; 80 Middle Managers who are officers of the rank of Superintendent to Senior Assistant Commissioner; and 300 operational level managers who are officers of the rank of Prison Officers Grade Two to the rank of Chief Prison Officer. In order to produce meaningful results, the collected data from questionnaires and focus groups was analyzed using Qualitative Data Analysis (QDA), in which the data was transformed into some form of explanation of the respondents' views on the significance of entrepreneurial culture in the security sector as stated by Munyoro (2014) and Seidel (1998). Consequently, the process of QDA involved coding and writing as suggested by Seidel and Kelle (1995). In this case, as noted by Munyoro (2014), the researchers looked into themes by identifying passages of text and applying labels to them that indicated some thematic idea. This labelling or coding of themes enabled the researcher to quickly retrieve all the texts that were associated with a particular theme idea, and examine and compare them (Munyoro et al, 2016). Using Seidel's (1998) model, the researcher divided the model into three parts, namely Noticing, Collecting and Thinking about interesting things as noted by Munyoro (2014). These parts are interlinked and cyclical. As suggested by Seidel, the researchers noticed interesting things in the data and assigned 'codes' to them, based on the topic or theme as shown in the findings section, and these 6 codes were in turn used to break the data into sections. As suggested by Gibbs (2002) the codes were then used to act as sorting and collection devices.

FINDINGS

The major research findings are presented below:

- **There is no Entrepreneurial Culture in the Security Sector**

The study findings indicated that entrepreneurial culture does not exist in the security sector in Zimbabwe as reflected by 87.6% of the responses. This is the reason why many prison officers are not retiring early, and opt to extend their contracts beyond 50 years for fear of life after retirement as few members of the security sector are engaged in businesses after retirement as they have to rely on a pension which, in most instances, is not enough to sustain them.

- **Entrepreneurial Culture is Significant to the Security Sector**

The study also indicates that entrepreneurial culture is significant in the security sector in Zimbabwe as indicated by the 95% response. It was further noted that if entrepreneurial culture is fully embraced in the security sector, ZPCS will be able to overcome some of its financial challenges it is facing as the presence of entrepreneurial culture will enable the organization to generate enough funds under the Government of Zimbabwe Retention Funds where the organization can retain 50% of the generated funds (ZPCS, 2016). In turn the funds will then be used to purchase its vehicles and improve its institutional facilities.

- **Entrepreneurial Culture is Significant to the Officer**

The results from the study show that 97.6% of the respondents are aware that entrepreneurial culture is significant to the organization as well as to the individual officer during service and on retirement. The organization has a staff benefit

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fund where officers can borrow funds at concessionary rates while still serving to launch small businesses and avoid solely relying on salary. Thus, entrepreneurial culture gives socioeconomic empowerment and increases esteem and self-confidence of the serving member as noted by Ndedi (2009) and Munyoro et al (2016).

On retirement, as noted by Jamil et al (2014), entrepreneurial behavior will have been embedded in the security personal resulting in them continuing with their running of businesses after retirement. As stated elsewhere in the study, the majority of the security sector members is reluctant to retire because the current situation does not prepare them for life after work.

- **Entrepreneurial Culture is Significant to the Development of the Nation**

The study also indicates that entrepreneurship is vital to the development of the country as shown by 96.6% response rate. As noted by Munyoro et al (2016) the embracement of entrepreneurial culture results in the stimulation of innovation and creativity that lead to the creation of new businesses and economic development through acts of organizational creation, renewal, or innovation that occur within or outside an existing organization. This results in the reduction, poverty in the country. Thus, the introduction of entrepreneurial culture in the security sector is set to improve economic growth, innovation and creation of employment as noted by Darren and Conrad (2009) and this has been globally acknowledged. If the organization under study cultivates an entrepreneurial culture, it means the organization will not solely rely on financial support from the focus, but instead become self-reliant resulting in the government of Zimbabwe channel the financial resources that would have been allocated to ZPCS towards other national development needs as is the case with other prison services in other developed economies.

RECOMMENDATIONS

It is recommended that the government should promote entrepreneurial culture not only in primary, secondary and tertiary education, but in the security sector too as suggested by Munyoro et al (2016). In Latin America the security sector is no stranger to economic enterprising and in Cuba they pursue economic ventures to secure resources for institutional benefit and this is made possible with the training of its officers who receive entrepreneurial education and skills from European countries as noted by many (2011). Thus, the Zimbabwe Prisons and Correctional Service should introduce an entrepreneurial culture in the department through engaging in public private partnership aimed at equipping its officers with entrepreneurial skills as suggested by Aman and Greenhousey (2016). In South Carolina, the public private partnership with prison industries has been the largest and most successful program which has enhanced prison industries. The programs are more profitable than the traditional prison work programs to the extent that the financial benefits derived from those programs have made the prisons and corrections services sustainable according to Amman and Greenhousey (2016). Furthermore, the officers that are close to retirement should receive skills in running business in order to equip them with entrepreneurial skills that will enable them to start and run small business when they leave employment and make use of the pensions as seed money for entrepreneurial endeavors on retirement (Martin et al. 2013; Peterman and Kennedy, 2003; Munyoro et al, 2016; Nakayama, 2016).

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