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Original Article

Diagnosing Organizational Culture Using OCAI: The Case of a Business Process Outsourcing Company in General Santos City

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Abstract. Business process outsourcing (BPO) companies operate in a fast-paced, dynamic, and client-focused environment. Diagnosing the organization's culture helps management understand employees' needs and demands, thereby strengthening employee engagement, maintaining competitiveness, and achieving service quality. Using the Organizational Culture Assessment Instrument (OCAI), this study aimed to diagnose the organizational culture of a BPO company in General Santos City. The researchers employed descriptive and inferential statistics to summarize the respondents' demographic profile and to test for significant and practical differences between the current and preferred cultures. The respondents in this study were the 35 internal management employees of the company, comprising both managerial and rank-and-file employees from different departments. The researchers used the Competing Values Framework (CVF) and the OCAI as their key tools for diagnosing organizational culture, which were administered via JotForm. The data, including the OCAI radar charts, were analyzed in Microsoft Excel. Sixty-five point seventy-one percent (65.71%) of the respondents were female, 68.57% were rank-and-file employees, and 34.29% worked under the Office of the Chief Operating Officer. The results showed that the clan culture is the current and dominant organizational culture at the company and will remain so for the next five years. Findings suggest that employees value collaboration, participation, and employee welfare and development. While differences emerged in selected cultural dimensions, the overall difference between the current and preferred cultures was not statistically significant and had a small effect size, indicating a high degree of alignment between employees' current experiences and future expectations. Consequently, no large-scale cultural transformation is warranted, and culture-related initiatives should focus on targeted improvements within specific dimensions rather than the organization's culture as a whole.

Keywords: *BPO; Competing Values Framework; OCAI; Organizational culture.*

The business process outsourcing (BPO) industry operates in a highly competitive, fast-paced, and client-driven environment where organizational culture plays a critical role in shaping employee behavior, service quality, and organizational effectiveness. In Southeast Asia, the Philippines has emerged as one of the world's largest BPO hubs since the early 2000s, contributing significantly to employment generation

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and economic growth (Awit & Marticio, 2020). According to the Asian Development Bank (2017), the Philippines' Gross Domestic Product (GDP) grew by 7.1% in 2016, and the unemployment rate improved to 5.4%. Despite this economic importance, scholarly understanding of organizational culture within Philippine BPO firms, particularly those located outside major metropolitan centers, remains limited.

Organizational culture represents a system of shared values, beliefs, and assumptions that guides how employees perceive, think, and act within an organization (Cameron & Quinn, 2011). Sanchez-Baez et al. (2020) described that organizational culture includes behaviors of employees, the dominant values they practice, their communication, rules and regulations, senior management philosophy, individual performance norms, career opportunities, atmosphere of the organization, specific jargon and language, and the organization's logo and physical appearance. It functions both as a strategic resource that enhances performance and as a potential constraint when misaligned with employee expectations or environmental demands (Senkova et al., 2016; Berke & Kőműves, 2023). Prior research consistently demonstrates that organizational culture influences leadership styles, employee engagement, job satisfaction, and organizational performance (Wziatek-Staśko et al., 2020; Mardalis et al., 2023).

To systematically diagnose organizational culture, Cameron and Quinn's (2011) Competing Values Framework (CVF) and its associated Organizational Culture Assessment Instrument (OCAI) are among the most widely used models. The CVF conceptualizes organizational culture along two core dimensions: internal versus external focus, and stability versus flexibility. These dimensions yield four dominant culture types, including clan, adhocracy, market, and hierarchy. Each emphasizes distinct organizational values, leadership styles, and success criteria.

The Cameron-Quinn culture model identifies the following six crucial aspects of organizational culture study: (1) Dominant Features, (2) Organizational Leadership, (3) Employee Management, (4) Organizational Glue, (5) Strategic Emphases, and (6) Success Criteria. Additionally, it distinguished the following four types of culture along their six key dimensions in their model:

Clan: Similar to the concept of collaborative culture, this culture upholds people empowerment and development within the organization. Loyalty keeps the business together, leaders serve as mentors, and openness, trust, and personal growth are valued.

Adhocracy: It fosters innovation. Employees uphold growth, creativity, stimulation, and freedom. The commitment of an organization to change and continuous development was sustained, embodying flexibility and adaptability.

Market: A culture of achievement and excellence. Primarily, the organization focuses on the external environment, with an important role for suppliers and customers. Through control, competitive advantage, and efficiency in market culture can be attained. Communication, competence, and competition are the values emphasized by employees in an organization. Managers are considered to be tough competitors because of their market nature. Their leadership style is characterized by determination, rigor, and excellence.

Hierarchy: It can be characterized by formal norms and rules that are highly controlled, structured, predictable, and centralized. The leader possesses effective organizational, supervisory, and coordination skills to be in this culture. The organization's long-term objectives for this culture focus on stability, predictability, and efficiency.

In the context of BPO firms, the existing literature often assumes the dominance of market and adhocracy cultures, given the industry's strong emphasis on performance metrics, client satisfaction, efficiency, innovation, and competition (Schneider et al., 2013; Singh, 2020). However, emerging studies suggest that many BPO organizations simultaneously cultivate clan-oriented cultural characteristics, such as teamwork, mentoring, and employee support, to mitigate stress and reduce high employee turnover (Kultalahti & Viitala, 2014; Ramesh & Kumar, 2018). For Chandrasekar (2011), the organizational culture in BPO companies typically practices a hybrid of four different culture types, such as market, clan, adhocracy, and hierarchy, which are shaped by both the increasing demands of the industry and the support the employees need to meet the high-pressure environments. These mixed findings suggest that organizational culture in BPO firms may not uniformly conform to industry-wide expectations, highlighting the need for more context-sensitive investigations.

Despite the growing body of research on organizational culture, empirical studies of BPO firms in secondary urban centers in the Philippines remain limited, particularly those that employ validated diagnostic tools such as the OCAI. Existing studies tend to focus on large metropolitan hubs or emphasize outcomes without closely examining employees' simultaneous perceptions of current and preferred cultures. This represents a conceptual and contextual gap, as employee-driven culture preferences provide insight into organizational alignment, readiness for change, and sustainability.

Addressing this gap, the present case study aimed to diagnose the current and preferred organizational culture of a BPO company in General Santos City using the Organizational Culture Assessment Instrument. Specifically, this study sought to answer the following research questions: What is the dominant current organizational culture of the BPO company based on the OCAI? What organizational culture do employees prefer five years from now? Are there significant differences between the current and preferred organizational cultures across the OCAI dimensions? Addressing these questions contributes to the organizational culture literature by refining expectations regarding cultural patterns in Philippine BPO settings and providing evidence-based insights for organizational development and leadership practice.

Methodology

Research Design

This study employed a descriptive-comparative research design. The descriptive component was used to summarize the demographic profile of the respondents and to describe the organization's current and preferred cultural profiles. The comparative component was applied to test for statistically significant differences between the current and preferred organizational cultures using paired-samples t-tests.

Participants and Sampling Technique

The respondents consisted of all 35 internal management employees of Virtual Champs Global, Inc. (VCG), a business process outsourcing company in General Santos City. A total population sampling technique was employed, as the population size was small and fully accessible. This approach eliminates sampling bias and ensures that all relevant organizational perspectives within the internal management structure are represented. While the sample size is modest, it is appropriate for a single-organization case study and aligns with prior OCAI-based research conducted in similarly bounded organizational contexts (Rahman et al., 2021). Nevertheless, the limited sample size is acknowledged as a constraint on the generalizability of inferential findings.

Research Instrument

This study employed the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011), which is grounded in the Competing Values Framework (CVF). The OCAI is a widely validated instrument designed to assess organizational culture across six dimensions: dominant characteristics, organizational leadership, employee management, organizational glue, strategic emphases, and criteria of success. The core OCAI items were retained without modification to preserve the instrument's established validity and reliability. The only adaptation involved the inclusion of supplementary demographic questions (gender, position level, and department). No changes were made to the original wording, structure, or scoring of the OCAI culture items.

Furthermore, the OCAI employs an ipsative, forced-choice response format in which respondents allocate a fixed total of 100 points across competing culture types. Due to this structure, traditional internal consistency measures such as Cronbach's alpha are not entirely appropriate, as the assumption of item independence is violated (Cameron & Quinn, 2011; Gelencsér et al., 2020). Consequently, reliability was assessed by relying on the instrument's extensive prior validation and consistent use in organizational culture research.

Data Gathering Procedure

First, the researchers submitted a request letter to the company's Chief Operating Officer (COO) through email. Upon the COO's approval, the adapted and modified survey questionnaire was administered to the respondents online via JotForm for one (1) week. The researchers collected 35 responses, resulting in a 100% collection rate among the internal management employees. After the collection, the researchers organized and tabulated the data in Microsoft Excel, following the OCAI calculation and interpretation guidelines.

Data Analysis Procedure

This study utilized descriptive statistics, particularly frequencies and percentages, to summarize the respondents' demographic profile by gender, position level, and assigned department. Furthermore, the researchers followed the OCAI calculation and interpretation guidelines to diagnose the chosen company's organizational culture. OCAI has six dimensions with four statement components that represent four types of culture: A for clan, B for adhocracy, C for market, and D for hierarchy. When the four are summed, they must add up to 100. The sum uses the formula:

$$1A + 1B + 1C + 1D = 100; \quad (1)$$
$$2A + 2B + 2C + 2D = 100; \quad (2)$$
$$3A + 3B + 3C + 3D = 100; \quad (3)$$
$$4A + 4B + 4C + 4D = 100; \quad (4)$$
$$5A + 5B + 5C + 5D = 100; \quad (5)$$
$$6A + 6B + 6C + 6D = 100; \quad (6)$$

The average value for each dimension component is calculated for both the current and preferred cultural assessments. The calculation of this value uses the formula:

$$\text{Clan Type} = \frac{1A+2A+3A+4A+5A+6A}{6} \quad (7)$$

$$\text{Adhocracy Type} = \frac{1B+2B+3B+4B+5B+6B}{6} \quad (8)$$

$$\text{Market Type} = \frac{1C+2C+3C+4C+5C+6C}{6} \quad (9)$$

$$\text{Hierarchy Type} = \frac{1D+2D+3D+4D+5D+6D}{6} \quad (10)$$

All values for each dimension component are averaged to obtain the overall organizational culture results of this study. Once the average scores are obtained, the researchers would run the data in Microsoft Excel and generate a radar chart showing the four culture types. A radar chart can show whether employees want to maintain the culture or shift to another one.

Using Microsoft Excel, inferential analysis was conducted using paired-samples t-tests to examine differences between current and preferred culture mean scores across each dimension and overall. The normality of the difference scores was assessed using skewness and kurtosis. Skewness values ranged from -0.52 to 0.33, and kurtosis values ranged from -0.34 to 2.63, indicating that the distributions were approximately normal and satisfied the assumptions for the paired-samples t-test. No missing data were recorded, as all respondents completed the questionnaire in full.

Given the exploratory nature of the study and the limited sample size ($N = 35$), statistical findings were interpreted alongside effect sizes and practical relevance rather than relying solely on statistical significance. A significant difference is observed at $p < 0.05$. Given the multiple paired comparisons across OCAI dimensions and culture types, the potential inflation of Type I error was considered. However, Bonferroni adjustments were not applied due to the exploratory nature of the study and the theoretically structured comparisons within the Competing Values Framework (CVF).

To calculate the effect sizes, Cohen's d was used to estimate the practical magnitude of differences between current and preferred organizational culture scores (Cohen, 1988). The formula is as follows:

$$d = \frac{t}{\sqrt{n}} \quad (11)$$

Where:

t = paired-samples t statistic

n = number of paired observations

Accordingly, the researchers used the following standard benchmarks to interpret effect sizes: 0.20 (small effect), 0.50 (medium effect), and 0.80 (large effect).

Lastly, the researchers tested the following hypotheses:

$\mathbf{H_0}$ = There is no significant difference between the current and preferred mean scores ($\mu_d = 0$).
$\mathbf{H_a}$ = There is a significant difference between the current and preferred mean scores ($\mu_d \neq 0$).

Ethical Considerations
The researchers sent an email to the company's Chief Operating Officer (COO) requesting data collection from internal management employees. The request was duly approved. Then, the researchers obtained respondents' consent, emphasizing that participation in the study was completely voluntary. Employees were also informed of the research's objective, and they have the right to withdraw from the study without adverse consequences. The researchers obtained informed consent via JotForm before the main questionnaire, in which respondents confirmed their participation in the study.

Furthermore, the researchers did not collect respondents' names, as the questionnaire only asked about gender, position level, and department. Confidentiality and anonymity were strictly maintained in this study. All responses were administered in a way that protected their privacy. The data gathered was stored securely to prevent unauthorized access and utilized for academic purposes only.

Results and Discussion

Demographic Profile of the Respondents
One objective of the study was to describe the respondents' demographic profile. The selected business process outsourcing (BPO) company has an internal management team of N = 35 employees. One hundred percent (100%) of the population participated in the study.

Table 1. *Frequency and Percentage Distribution of Respondents in Terms of Gender, Position Level, and Department (N =35)*

Variable	Category	Frequency	Percentage (%)
Gender	Male	12	34.29
	Female	23	65.71
	Total	**35**	**100.00**
Position Level	Managerial	11	31.43
	Rank-and-File	24	68.57
	Total	**35**	**100.00**
Department	Office of the Chief Executive Officer	1	2.86
	Office of the Chief Operating Officer	12	34.29
	Office of the Chief Administrative Officer	2	5.71
	Office of the Chief Finance Officer	5	14.29
	Human Resource Department	6	17.14
	IT Department	3	8.57
	Growth Team	6	17.14
	Total	**35**	**100.00**

Table 1 above presents the respondents' demographic profile. Among the total population, 23 respondents (65.71%) were female. While the 12 remaining respondents, or 34.29% of the total population, were male. Regarding their position level, most were rank-and-file employees, comprising 24 respondents (68.57% of the total population). The remaining respondents held managerial positions, totaling 11 (31.43%) of the population.

Lastly, regarding their department assignment, most respondents were assigned to the Office of the Chief Operating Officer (12, 34.29% of the total population). The same six (6) respondents from the Growth Team and the Human Resources department accounted for 17.14% of the total population. Next was the Office of the Chief Finance Officer, with 5 respondents (14.29%) of the total. There were three (3) respondents from the IT

Department, or 8.57% of the total population. There were only two (2) respondents from the Office of the Chief Administrative Officer, with 5.71% of the total population. Lastly, there was only one (1) respondent from the Office of the Chief Executive Officer, comprising 2.86% of the total population.

Assessment of Current and Preferred Organizational Culture

The case study aimed to assess the current and preferred organizational culture perceived by the internal management employees of the chosen BPO company. The researchers outlined how OCAI should be used to compute averages and interpret results.

Table 2. *Overall and Per-Dimension OCAI Culture Type Mean Scores (N = 35)*

Dimension	Culture Type	Current	Preferred
Dominant Features	Clan	29.34	35.43
	Adhocracy	21.69	20.23
	Market	30.94	26.06
	Hierarchy	18.03	18.29
Organizational Leadership	Clan	31.43	33.51
	Adhocracy	22.80	20.29
	Market	23.57	21.34
	Hierarchy	22.20	24.86
Employee Management	Clan	35.00	34.14
	Adhocracy	20.49	24.57
	Market	22.09	20.43
	Hierarchy	22.43	20.86
Organization Glue	Clan	34.23	32.86
	Adhocracy	21.29	20.00
	Market	22.86	25.00
	Hierarchy	21.63	22.14
Strategic Emphases	Clan	29.14	33.29
	Adhocracy	21.86	22.57
	Market	23.43	23.86
	Hierarchy	25.57	20.29
Success Criteria	Clan	32.00	34.34
	Adhocracy	15.71	20.00
	Market	26.00	23.09
	Hierarchy	26.29	22.57
Overall	**Clan**	**31.86**	**33.93**
	Adhocracy	**20.64**	**21.28**
	Market	**24.81**	**23.30**
	Hierarchy	**22.69**	**21.50**

Across the six OCAI dimensions, Table 2 shows that the organizational culture profile indicates a consistently strong clan orientation in both the current and preferred states. This pattern suggests that employees generally experience the organization as relationship-driven, emphasizing collaboration, mentoring, and internal cohesion. Within the Competing Values Framework, such dominance implies that internal integration and flexibility are perceived as central cultural priorities rather than secondary to operational demands (Cameron & Quinn, 2011). In the context of BPO work, often characterized by high workload intensity, emotional labor, and sustained performance monitoring, clan-oriented values may function as a stabilizing mechanism that supports engagement and retention through social support, development opportunities, and participatory practices (Kultalahti & Viitala, 2014; Chandrasekar, 2011). Hribar & Mendling (2014) support this finding, revealing that organizations with a clan culture achieved the highest level of business process management (BPM) adoption.

This clan dominance is theoretically notable because BPO environments are frequently described as market-oriented and performance-driven due to client demands, service-level agreements, and productivity metrics. Studies commonly portray BPO culture as emphasizing results, customer focus, and competitiveness—features aligned with market culture (Schneider et al., 2013; Singh, 2020; Awit & Marticio, 2020). From that perspective, a strong clan profile appears to deviate from what might be expected in a highly competitive service sector. Rather than indicating misalignment, however, this divergence can be interpreted as a context-specific cultural configuration in which relational cohesion and employee support are deliberately emphasized to sustain performance under pressure. Meanwhile, Stemberger et al. (2018) found that business process management (BPM) initiatives are more likely to succeed when they are implemented organization-wide, particularly in organizations

characterized by clan, market, or hierarchy cultures. In this way, numerous findings suggest that BPO cultural patterns may not be uniform across organizations and may vary based on leadership philosophy, workforce needs, and local labor dynamics (Balková & Jambal, 2023).

The most pronounced cultural tension appears in the dominant features dimension, where the company's current profile reflects stronger market-related characteristics, but future preferences shift toward greater clan emphasis. This contrast suggests that employees acknowledge performance orientation as a defining feature of the current environment, yet desire stronger relational and people-centered features moving forward. Such a pattern may reflect a sustainability logic: employees may perceive results orientation as necessary but not sufficient for long-term effectiveness without stronger support systems. This interpretation gains significance when contrasted with prior empirical findings. For example, Wiewiora et al. (2013) reported market culture as prevalent in BPO-related environments, reinforcing the expectation that competitiveness and productivity dominate. In contrast, Letts & Tran (2020) reported adhocracy as dominant among BPO firms, implying a stronger emphasis on innovation and adaptability. The present pattern differs from both, indicating that employees may be seeking not an escalation of competition or innovation as the primary trajectory, but a consolidation of relational cohesion to balance performance demands.

The dimensions related to organizational leadership and employee management reinforce the view that clan culture is embedded not only in perceptions but also in day-to-day managerial practices. Employees perceive leadership as mentor- and facilitator-oriented and prefer this approach to continue. Clan leadership patterns are typically associated with coaching, participation, and development, which can foster psychological safety and commitment in service-oriented settings (Gelencsér et al., 2020). At the same time, the profile shows a selective preference for increased adhocracy in employee management, indicating a desire for greater flexibility, autonomy, and openness to new ideas in how employees are managed. This pattern supports the argument that employees may prefer a hybrid cultural configuration, maintaining clan strengths while introducing targeted adaptability—consistent with claims that BPO cultures often integrate multiple competing values rather than conforming to a single dominant type (Chandrasekar, 2011).

The organizational glue and strategic emphases dimensions further clarify the nature of this clan-dominant profile. The organization appears to be held together primarily by loyalty and mutual commitment, which aligns with clan culture's emphasis on shared values and interpersonal cohesion. However, employees also signal that achievement- and performance-related elements remain relevant, implying that relational cohesion does not replace performance orientation but may coexist with it (Caliskan & Zhu, 2019; Van Huy et al., 2020). Strategically, preferences lean toward strengthening people development and participation while reducing reliance on rigid control. This is particularly meaningful given that hierarchical control is often treated in the literature as essential in BPO settings to ensure compliance, quality assurance, and standardization (Schneider et al., 2013). The preference pattern therefore suggests a nuanced stance: structure is not necessarily rejected, but employees may perceive that long-term competitiveness depends more heavily on capability-building, such as training, mentoring, and engagement, than on control alone.

Finally, the criteria of the success dimension indicate that employees define success not only through output and competitiveness but also through human development, teamwork, and sustained commitment, while also showing interest in innovation-linked indicators of success. This reinforces the interpretation that employees prefer the organization to preserve clan-based strengths while integrating targeted adaptive capacity (Lambrechts & Gnan, 2022; Rasman et al., 2022). In this sense, the findings extend organizational culture research by suggesting that BPO employees in a Philippine regional context may conceptualize effectiveness more broadly than performance indicators alone, incorporating relational and developmental outcomes into their definition of organizational success. This perspective nuances prevailing assumptions that BPO success is primarily market-driven and performance-metric oriented (Singh, 2020; Schneider et al., 2013), and provides further evidence that culture configurations in BPO firms may differ depending on workforce conditions, leadership philosophy, and contextual realities.

Overall Current and Preferred Organizational Culture Radar Chart

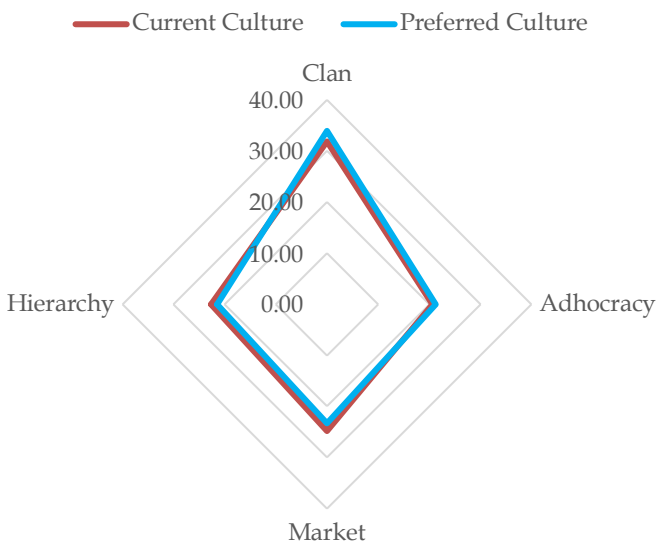

Figure 1. *Overall Current and Preferred Organizational Culture Radar Chart (N = 35)*

Figure 1 illustrates the organization's current and preferred cultures, revealing a clear and consistent orientation toward clan culture. Both profiles show clan values as the most prominent, with the preferred culture exhibiting a slightly stronger emphasis. This pattern indicates that employees perceive the organization as largely relationship-driven and people-centered, and they express a desire to further strengthen these characteristics in the future (Dobrin et al., 2021). Within the Competing Values Framework, this dominance suggests that internal cohesion, participation, and flexibility are prioritized over external competition and rigid control in shaping the organization's cultural identity (Yustrilia et al., 2022; Huang et al., 2022; Hung et al., 2022).

The increased preference for clan culture may be interpreted as an adaptive response to the demands of BPO work, which is often characterized by high performance pressure, emotional labor, and sustained client expectations. In such contexts, collaborative relationships and supportive leadership can enhance employee resilience and engagement. The visual convergence of current and preferred profiles also suggests cultural alignment rather than disruption, implying that employees do not seek a radical transformation of organizational values but instead favor reinforcing existing relational strengths. This pattern contrasts with studies that characterize BPO environments as predominantly market- or hierarchy-oriented due to strict performance targets, standardized procedures, and external client pressures found in studies, such as Schneider et al. (2013), Singh (2020), and Awit & Marticio (2020).

From a managerial perspective, the trend highlighted in Figure 1 underscores the importance of sustaining and institutionalizing clan-oriented practices. Efforts such as mentoring programs, continuous training, team-building initiatives, and open feedback mechanisms may further strengthen collaboration and trust within the organization. Prior studies support this interpretation, as Lorincová et al. (2022) and Fahmi and Ghazali (2024) found that employees in supportive, family-like work environments show greater growth potential and effectiveness. Similarly, Vlaicu et al. (2019), Kartika and Seventia (2020), and Strengers et al. (2022) reported that friendly organizational climates are associated with higher satisfaction, commitment, and productivity. Collectively, these findings suggest that reinforcing clan culture may contribute not only to employee well-being but also to the organization's long-term performance and sustainability.

Difference Test of Current and Preferred Organizational Culture

One of the case study objectives was to determine whether there is a significant and practical difference between employees' perceptions of the current and preferred organizational cultures. The researchers examined differences between the current and preferred culture on each dimension and overall, utilizing a paired-samples t-test.

Table 3. *Paired-Samples t-test Results Comparing Current and Preferred Organizational Culture Scores (N = 35)*

Dimension	Culture Type	*t(df)*	P-value (Two-Tailed)	Cohen's d	Interpretation
Dominant Features	Clan	-2.13 (34)	.040	0.36	Significant (Small Effect)
	Adhocracy	0.98 (34)	.335	0.17	Not Significant (Below Small Effect)
	Market	3.04 (34)	.005	0.51	Significant (Medium Effect)
	Hierarchy	-0.16 (34)	.870	0.03	Not Significant (Below Small Effect)
Organizational Leadership	Clan	-0.82 (34)	.419	0.14	Not Significant (Below Small Effect)
	Adhocracy	1.22 (34)	.232	0.21	Not Significant (Small Effect)
	Market	1.07 (34)	.293	0.18	Not Significant (Below Small Effect)
	Hierarchy	-1.17 (34)	.250	0.20	Not Significant (Small Effect)
Employee Management	Clan	0.42 (34)	.676	0.07	Not Significant (Below Small Effect)
	Adhocracy	-2.18 (34)	.037	0.37	Significant (Small Effect)
	Market	0.83 (34)	.411	0.14	Not Significant (Below Small Effect)
	Hierarchy	1.09 (34)	.285	0.18	Not Significant (Below Small Effect)
Organization Glue	Clan	0.45 (34)	.657	0.08	Not Significant (Below Small Effect)
	Adhocracy	0.79 (34)	.432	0.13	Not Significant (Below Small Effect)
	Market	-1.08 (34)	.289	0.18	Not Significant (Below Small Effect)
	Hierarchy	-0.27 (34)	.788	0.05	Not Significant (Below Small Effect)
Strategic Emphases	Clan	-1.73 (34)	.093	0.29	Not Significant (Small Effect)
	Adhocracy	-0.46 (34)	.651	0.08	Not Significant (Below Small Effect)
	Market	-0.22 (34)	.827	0.04	Not Significant (Below Small Effect)
	Hierarchy	2.96 (34)	.006	0.50	Significant (Medium Effect)
Success Criteria	Clan	-0.97 (34)	.338	0.16	Not Significant (Below Small Effect)
	Adhocracy	-3.39 (34)	.002	0.57	Significant (Medium Effect)
	Market	1.36 (34)	.182	0.23	Not Significant (Small Effect)
	Hierarchy	2.37 (34)	.023	0.40	Significant (Small Effect)
Overall	**Clan**	**-1.09 (34)**	**.286**	**0.18**	**Not Significant (Below Small Effect)**
	Adhocracy	**-0.63 (34)**	**.534**	**0.11**	**Not Significant (Below Small Effect)**
	Market	**1.20 (34)**	**.237**	**0.20**	**Not Significant (Small Effect)**
	Hierarchy	**1.08 (34)**	**.289**	**0.18**	**Not Significant (Below Small Effect)**

Note. *t-values are from paired-samples t-tests comparing current and preferred culture scores. Interpretation reflects both statistical significance ($p < .05$) and effect size magnitude based on Cohen's d (0.20 = small, 0.50 = medium, 0.80 = large).*

Table 3 summarizes the paired-samples *t*-test results on the current and preferred organizational culture scores across the six OCAI dimensions and overall. Consistent with the exploratory nature of the study, statistically significant differences were observed only in selected culture types and dimensions, and these differences were generally associated with small to medium effect sizes.

Within Dominant Features, significant differences emerged for clan and market cultures, with small and medium effect sizes, respectively. These findings indicate that employees value both relational cohesion and performance orientation but want changes in how these values are expressed in practice. The absence of significant differences for adhocracy and hierarchy, coupled with effect sizes below the small threshold, suggests stability in employees' expectations regarding innovation-driven and control-oriented characteristics within this dimension.

For Organizational Leadership and Organizational Glue, no statistically significant differences were found across any culture type, and effect sizes were consistently below the small threshold or small in magnitude. This indicates a high level of alignment between current and preferred perceptions regarding leadership style and the mechanisms that hold the organization together. From a practical standpoint, employees appear generally satisfied with existing leadership and cohesion-related cultural attributes, with no strong demand for change. In contrast, selective but meaningful differences were observed in Employee Management, Strategic Emphases, and Success Criteria. Specifically, employees expressed a significant preference for increased adhocracy in employee management (small effect), reduced hierarchy in strategic emphases (medium effect), and greater emphasis on adhocracy and reduced hierarchy in success criteria (small to medium effects).

Overall, the paired-samples analysis revealed no statistically significant differences between current and preferred organizational culture scores across all four culture types, and the corresponding effect sizes were either below the small threshold or small in magnitude. This indicates a high degree of congruence between employees' present cultural experiences and their expectations for the organization's future cultural direction. Rather than signaling resistance to change, this pattern suggests that employees generally perceive the existing cultural configuration as appropriate and functional at the organizational level. The absence of an overall cultural gap implies that the

organization's dominant cultural orientation is broadly accepted and does not require radical restructuring.

Importantly, this overall stability coexists with statistically significant differences observed in specific dimensions, indicating that employees' cultural preferences are nuanced rather than uniform. While the overarching culture appears well aligned with employee expectations, targeted adjustments within particular dimensions, such as employee management, strategic emphases, and criteria of success, may enhance cultural effectiveness without disrupting the broader organizational identity. From a practical standpoint, these findings support a refinement-oriented approach to culture management, wherein leaders preserve core cultural strengths while selectively addressing areas where employees express a desire for change. Such an approach aligns with the Competing Values Framework's premise that effective organizations balance competing values dynamically rather than pursuing wholesale cultural transformation.

Conclusion

This study examined the organizational culture of a business process outsourcing (BPO) company in General Santos City using the Organizational Culture Assessment Instrument (OCAI) grounded in the Competing Values Framework. The findings indicate that the organization is characterized by a dominant clan culture in both its current and preferred states. Although statistically significant differences emerged in selected dimensions, particularly dominant features, employee management, strategic emphases, and criteria of success, the absence of a significant overall cultural gap suggests that employees do not seek comprehensive cultural change. Instead, the results point to a preference for targeted, dimension-specific refinements that preserve existing cultural strengths while addressing specific areas of concern.

From a practical standpoint, the findings underscore the importance of sustaining clan-oriented practices in BPO organizations, where work is often characterized by high performance pressure and emotional demands. Emphasizing collaboration, mentoring, participative leadership, and employee development may improve engagement, retention, and leadership capacity. At the same time, employees' preferences for increased adhocracy and reduced hierarchical emphasis in certain dimensions suggest the value of selective flexibility, such as empowering employees, encouraging innovation in work processes, and minimizing overly rigid controls. By balancing relational cohesion with adaptive practices, BPO managers may enhance organizational effectiveness and maintain competitiveness without disrupting the organization's core cultural identity.

The study also contributes to organizational culture theory by refining expectations about culture configurations in BPO settings, particularly in the Philippine regional context. While existing literature often portrays BPO organizations as predominantly market- or hierarchy-driven due to strong performance and client pressures, the present findings demonstrate that a clan-dominant culture can coexist with such demands and may be actively preferred by employees. This supports the Competing Values Framework's proposition that organizational effectiveness arises from balancing competing values rather than adhering to a single cultural orientation. The results thus extend empirical applications of OCAI by highlighting the contextual nature of culture in service-oriented organizations.

Several limitations should be acknowledged. The study focused on a single organization, which limits the generalizability of the findings. The reliance on self-reported survey data may introduce response bias, and the absence of qualitative data restricts a deeper understanding of the reasons underlying employees' cultural preferences. Additionally, despite the use of total population sampling, the relatively small number of respondents constrains the strength of inferential conclusions. Future research may address these limitations by employing longitudinal designs to track cultural change over time, integrating qualitative methods to triangulate survey findings, and conducting comparative studies across multiple BPO organizations or regions. Examining the relationships between organizational culture dimensions and outcomes, such as employee retention, service quality, and well-being, may further strengthen the practical and theoretical relevance of culture diagnostics.

Contributions of Authors

Author 1: conceptualization, data gathering, data analysis, content writing
Author 2: conceptualization, data gathering
Author 3: conceptualization, data analysis, content writing
Author 4: advising, technical supervision, content refinement, methodological alignment

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Conflict of Interests

The authors declare that there is no conflict of interest regarding the conduct, analysis, or publication of this case study.

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