

THE EFFECT OF ORGANIZATIONAL CULTURE IN THE ORGANIZATIONAL COMMITMENT TOWARDS THE DEVELOPMENT OF TALENT MANAGEMENT STRATEGY IN THE BUSINESS PROCESS OUTSOURCING (BPO) INDUSTRY

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Abstract: This study examined the effect of Organizational Culture in the Organizational Commitment of the 298 rank and file employees from the BPOs within the Bonifacio Global City (BGC) and Makati Central Business District. The mixed-method approach was applied in this study which means that both quantitative and qualitative research methods were utilized. On the quantitative approach, the researchers adopted Allen and Meyer's Three-Component Model (TCM) questionnaires in the assessment of the Organizational Commitment while the Cameron and Quinn's Organizational Culture Assessment Index (OCAI) was utilized in the examination of the Organizational Culture. On the qualitative approach, the researchers constructed structured interview questions as a supplementary to the quantitative results, gauging both the Organizational Culture and Organizational Commitment. Results showed that 70.8% of the respondents belong to the youngest age group of 18 to 25 years old. OCAI revealed that the most prevalent Organizational Culture stood in between the Market and Adhocracy. Meanwhile, the respondents' Affective Commitment varies on the age group. Specifically, those in between 31 to 35 years old exhibited the highest Affective Commitment. Furthermore, respondents with 1-5 years length of stay showed the highest Affective Commitment. Among the three forms of Organizational Commitment, Continuance was found to be the most prevalent among the respondents. Given the results, the two null hypotheses stated were rejected, concluding that the Organizational Culture has a significant effect on the Organizational Commitment, and; there is a significant difference between the demographic profiles of the respondents in terms of the Organizational Commitment.

Keywords: Business Process Outsourcing, Organizational Commitment, Organizational Culture

1. Introduction

The Philippines as primarily a service economy had its unprecedented growth in the recent year as the Business Process Outsourcing (BPO) industry, one of the main GDP drivers, bolstered the service sector through massive job generation (Willis Towers Watson, 2017). This is evident in the unemployment rate, which dramatically improved to 5.4%. Also, the Gross Domestic Product (GDP) growth rate propelled to 7.1% as of 2016 (Asia Development Bank [ADB], 2017). According to Beerepoot and Hendricks (2013), since the early 2000s, the Philippines is regarded as one of the strategic BPO investment hubs in Southeast Asia, becoming the second largest beneficiary of service offshoring globally next to India. This was seen in the consistent strong hiring momentum that the BPO industry generated annually, signalling a positive outlook to the Philippine economy (Willis Towers Watson, 2017). While these facts propelled the Philippine BPO landscape into the positive light, there is a perennial issue that consistently hounded and put the growth of the industry into peril- the consistent high attrition rate.

Several dimensions have been taken into perspective and it was revealed that there's one highly important construct, lies within the realm of behavioural science, might indicate a linear relationship with the attrition, and that is the Organization Commitment. This compelled the researchers to explore this construct as there were few studies have been commenced, at least in the context of the Philippine

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BPO industry. According to several studies that have been examined, a positive commitment creates a strong cohesion between the organization and the employees. On the other hand, it was posited that a negative commitment undermines the motivation, performance, job satisfaction and ultimately, the decision of the employees to leave the organization which directly translates to the attrition rate. In the context of the BPO in the Philippines, it stood a notch higher versus the general industry. As part of addressing this hounding issue, the researcher utilized the widely recognized, statistically validated Three-Component Model (TCM) by Allen and Meyer (1997) which has three main types: Affective, Normative, and Continuance Commitment. This was deemed by the researcher to be a well-fitted approach in examining the Organizational Commitment of the Employees in the BPO industry.

As this study examined several academic literatures, it was given the researchers a glimpse of the several facets in perusing the Organizational Commitment. One highly recognized construct is the Organizational Culture. As Schein (2004) defined the Organizational Culture, it is the “pattern of basic assumption which was invented, discovered, or developed by a group as it learns to cope with its problems of external adaptation and internal integration”. In this study, the researcher adopted Cameron and Quinn’s model of Organizational Culture which has four dimensions: Clan, Adhocracy, Hierarchy, and Market Culture. One compelling basis for the selection of this Organizational Culture model is that the researchers deemed it to be a well-fitted model to the service sector that encompasses the BPO industry. Furthermore, it indeed suited well to the contemporary context of the industry today as there were several parts of the Cameron and Quinn’s model of Organizational Culture assessed the culture as well as the strategic orientation of the organization towards innovation. Using the two constructs, the researchers examined the effect of Organizational Culture in the Organizational Commitment of the employees towards the formulation and development of Talent Management Strategies in the BPO industry as it is an apparent and logical approach to pursue by the Human Resource (HR) practitioners in order to resolve the perennial issue of attrition.

2. Literature Review

2.1. Organizational Culture

The Organizational Culture continuously resurfaces as one of the highly important topics among the researchers which only proved that it holds significance in resolving key issues, especially the people-centric and behavioural issues within the organization. It plays a crucial role in the manifold areas such as “management innovation, organizational development, restructuring, etc.” (Yoomin & Haksu, 2016). As the construct continuously resurfaces, it has no single definition and is defined in a multitude of ways. One of the widely used definitions was postulated by Hofstede (2011) as “the collective programming of the mind” which served as identifiable attributes of the people in an organization or group. Another highly recognized definition was posited by Schein (2004) as the “pattern of basic assumption which was invented, discovered, or developed by a group as it learns to cope with its problems of external adaptation and internal integration”. It refers to the employees’ perception of what level of norms and standards can be deemed as accepted (Dwivedi et al., 2014). This is also explained as the product of the converging values, beliefs, and also assumptions of individual employees which are represented collectively inside the organization (Denison, as cited by Halim et al., 2014). It is also described as the “values beliefs, norms and behaviours” that is present and prevalent, resulting to the propagation of a distinct social environment within the organization (Haberberg & Rieple, as cited by Messner, 2012). The perennial existence of the Organizational Culture has resulted from the exposure within an organization and subsequent adaptation to group’s norms and behaviours (Kotter & Heskett, as cited in Rose et al., 2008). Arguably, a well-fitted Organizational Culture drives the collective thinking and ideation due to the fact that they are guided by the same ideas as a result of its continuous thriving and development (Racelis, 2010).

The Organizational Culture is a set of profound and distinct features and characteristics that vary per group and organization (Karaminia, Salimi, & Amini, 2010). Nonetheless, the construct acts as a system that represents the collective characteristics and behaviours of individuals in an organization (Yoomin & Haksu, 2016). Robbins and Judge (2010) supported the idea by postulating that the Organizational

Culture refers to the varying social identity that is present in every organization. According to MacIntosh and Doherty (2010), the impact of Organizational Culture on individual behavior as well as its effect on the overall growth of the organization is “what makes it a natural phenomenon”. It creates a powerful resonating effect on the behavior, values, and performance of an employee while helps in maintain social order internally. It also serves as a gauge on what level of the norm is accepted and what is not which shapes the integral basis for the corrective actions’ guidelines (Kotter, as cited by Rose et al., 2008). The Organizational Culture is deemed to be one of the highly valued constructs due to the perceived impact on the areas such as productivity, performance, commitment and even the goal of the company (Ritchie, as cited by Rastegar & Aghayan, 2012). This is supported by Acar and Acar (2012) indicating that the Organizational Culture can create a competitive advantage, especially in the service sector. According to Coleman (2013), the Organizational Culture accounted for 20-30 percent of corporate performance. Furthermore, the construct has the capacity to "facilitate the emergence of a broader commitment and behavior of the employees" inside the organization (Rival, 2004).

The organizations, regardless of their nature, size and performance, have recognized the fact that a strong positive culture is a true asset that navigates them in the desired direction and helps in improving the financial performance (Flamholtz & Randle, 2011). According to Senn-Delaney Consulting group (2011), a “low level of organizational health creates an unwanted turnover and also impedes the customer service”. Therefore, there is an increasing importance of the role of Organizational Culture especially in developing and sustaining the employees' performance in organizations (Bowen & Ostroff, as cited by Agwu, 2014). A positive culture reinforces the employees’ performance by harnessing and stimulating their behaviors towards the attainment of corporate objectives" (Daft, 2010). The "culture is not something that an organization has; culture is what the organization is", hence, this only emphasizes the importance on the people inside the organization (Mitic et al., 2016). On the other hand, Bagraim (2001) provides his antithesis, arguing that Organizational Culture is a "root metaphor", that the organization itself is the main responsible for the creation of an Organizational Culture for the main purposed of "maintaining social structures".

There were several frameworks of Organizational Culture that have been postulated. One is the the Harrison’s model which discussed the theory, as later on improved by Charles Handy, discussing the four main types of Organizational Culture which are power orientation, role orientation, task orientation, and person orientation (Andersen, 2003). On the other hand, the Wallach’s discussed the Organizational Culture using the 3 types: Bureaucratic, Innovative and Supportive culture (Syauta et al., 2012). For Hofstede (2011), the construct was described based on the six- dimension such as process-oriented vs. results-oriented, loose vs. tight system, pragmatic vs. normative, parochial vs. professional, open vs. closed system, and job vs. employee-oriented culture. On the other hand, a contemporary paradigm was developed by House et al. (2004) that postulated a comprehensive view of examining the Organizational Culture using the 9 dimensions such as power distance, uncertainty avoidance, humane orientation, collectivism I (institutional), collectivism II (in-group), assertiveness, gender egalitarianism, future orientation, and performance orientation.

2.2. Organizational Commitment

The people in the organization are highly regarded as one of the valuable assets in many industries. Similar from the previously discussed constructs, the Organizational Commitment also played a pivotal role to every organization since it directly represents the people, their behaviour, and perception which served as a gauge in predicting their individual performances. The Organizational Commitment refers to the degree to which an employee in an organization aligned its interest with the organizational goals. Individually, it refers to the initiative to perform beyond what is expected in order to achieve these goals (Dixit & Bhati, 2012). The organizations have realized the value of employees’ commitment, greatly contributing to their growth or survival of the business (Alkahtani, 2016). A popular version of the Organizational Commitment was asserted by Mowday, Steers, and Porter (2013), as the “individual’s identification and the degree of involvement within the organization. It is the employees' shared belief and "acceptance of the values and goals of the organization" (Uha, as cited by

Al Zefeiti, & Mohamad, 2017). It refers to the "psychological likings and devotion" of the employees of the organization (Farahani, Taghadosi & Behboudi 2011). It is primarily an examination of the intention to either stay or commit with the organization by looking into the factors such as attitude, identification, orientation, and involvement (Sheldon, as cited by Singh, Gupta & Venugopal, 2008).

Several long-established Organizational Commitment frameworks have been presented, one of which is the Organizational Commitment discussed in the Kanter's model which basically identifies the three dimensions of commitment based on the observed behaviour and action of the employees which lead to the development of continuance, cohesion, and control commitment (Kanter, as cited by Dixit & Bhati, 2012). The Organizational Commitment model of Angle and Perry was first introduced based on the two main dimensions: value and continuous commitment. On the other hand, the model by O'Reilly et al., explained the construct using the three dimensions: compliance or exchange, identification or affiliation, and internalization or value congruence (Shangholi et al., 2001). Allen and Meyer (1997) model discussed the Three-Component Model (TCM) of Organizational Commitment which is regarded as the highly recognized and widely used model by the researchers. The TCM states the three main types which are the Affective, Continuance, and Normative commitment (Solinger et al., 2008).

3. Methods

3.1. Research Design

The researchers adopted the mixed method which includes the application of both quantitative and qualitative research method. In the quantitative research method, the researcher used the descriptive–correlational research design helping the researchers to create a quantifiable examination of the effect of Organizational Culture with the Organizational Commitment via Likert scale questionnaire. As to supplement the quantitative method, the qualitative approach was also adopted through the structured interview questions, consisting of open-ended questions to corroborate in the assessment of their organization's current Organizational Culture

3.2. Research Instrument

For the Organizational Culture, the researchers used the Cameron and Quinn's (2011) model which discussed the construct in the four quadrants: Clan, Adhocracy, Hierarchy, and Market. On the other hand, the researchers adopted the TCM model by Allen and Mayer (1997) with its three main types of Organization Commitment- Affective, Normative and Continuance. The TCM questionnaires that were distributed to the target respondents were assessed via the 5-point Likert scale with the following measures: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, and 5=Strongly Agree. On the other hand, the OCAI questionnaire used a different format which rated the Organizational Culture using the rating scale. This means that 100 points must be divided and distributed accordingly among the given metrics for each of the four types of the Organizational Culture. Lastly, on the structured interview questionnaire, it comprised mainly of open-ended questions for the 2 main constructs. This has supplemented the previous questionnaires in gauging the current Organizational Culture and Organizational Commitment based on the respondents' perception.

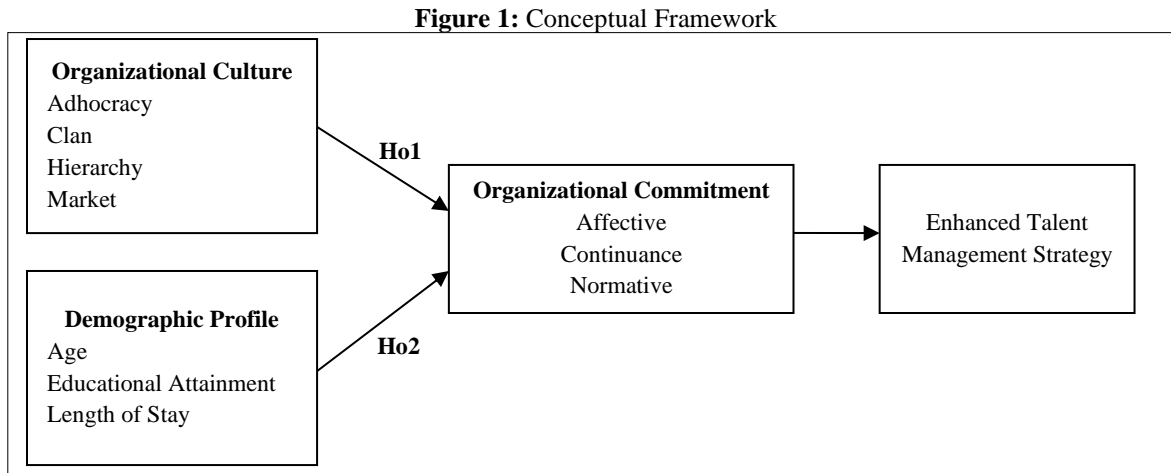
3.3. Data Gathering Procedures

As part thereof, the respondents of this study are those who are part of a BPO operating within Bonifacio Global City (BGC) and the Makati Central Business District (CBD), two of the top three CBDs in the country. The total population from the 3 BPOs is 400, wherein 305 respondents were used as samples. Although, only 298 respondents were able to complete the questionnaire within the allocated time frame as there are 7 unreturned questionnaires. Nevertheless, the accepted threshold for margin of error was still over exceeded as determined by Slovin's formula. The results below indicated a margin of error within 5%, as the computed sample size is only 200 respondents. The collected 298

responses were selected using a simple random sampling which gave an equal probability to the identified samples.

$$n = \frac{N}{1+N(e)^2}$$

3.4. Conceptual Framework



It shows in Figure 1 the proposed model examining the Organizational Commitment using the Organizational Culture as the predictor. Using the give variables, the framework shows a representation of the examination of the effect of Organizational Culture with the Organizational Commitment. On the Organizational Culture, the researchers utilized the Cameron and Quinn’s (2011) model which asserted the four quadrants: clan, adhocracy, hierarchy, and market. The researchers deemed that this model provides an accurate representation and hence, a more valid examination of the Organizational Culture in the BPO industry. Lastly, on the Organizational Commitment, the researchers used the TCM model, as a widely recognized and contemporary multi-dimensional framework and regarded by the researchers as the viable approach in this study. This study also aimed to ascertain the differences of the respondents’ demographic profiles in terms of the Organizational Commitment.

4. Results

Table 1: Summary of the Respondents’ Demographic Profile

Variables	Frequency	Percentage
Age		
18 to 25 years old	211	70.8
18 to 25 years old	83	27.9
18 to 25 years old	4	1.3
Total	298	100
Educational Attainment		
Bachelor’s Degree	294	98.7
Others	4	1.3
Total	298	100
Length of Stay		Age
Less than 1	0	0
1-5	293	98.3
6-10	5	1.7
11-15	0	0
15 and above	0	0
Total	298	100

The table above summarized the respondents' demographic profile. As observed, a total of 298 respondents participated in the study. When age is considered, results showed that the majority or 70.8% belong to the youngest group of 18 to 25 years old. There were only a few who fell into the category of 26 to 30, while the rest were classified under 31 to 35 years old. In terms of educational attainment, almost all or 98.7% of the respondents are holders of a bachelor's degree. Only 4 or 1.3% of the respondents belong to the oldest group of 31 to 35 years old.

Table 2: The Overall Summary of Scores for OCAI

Organizational Culture	Dominant Characteristics	Leadership	Management of Employees	Organizational Glue	Strategic Emphases	Criteria for Success	Average Score
Clan	6,349	6,283	6,411	6,920	4,530	6,085	6,096
Adhocracy	8,189	8,706	9,917	7,853	9,067	8,739	8,745
Market	8,713	8,515	8,215	8,843	9,726	9,153	8,861
Hierarchy	6,549	6,296	5,275	6,193	6,477	5,823	6,268

The Overall Sum of Scores is based on the aggregate points given by the respondents. The highest score determines the Organizational Culture based on the employees' perception. In the 6 areas of OCAI, the results showed that Adhocracy was the prevalent attribute for Dominant Characteristics which suggested that the employees under this attribute are creative, visionary and risk takers. There were several studies which showed varying results. The findings of this study were contradicted by Hribar (2014), revealing that the Clan culture is a widely observed culture in the context of BPO. Other studies showed different results, Igo and Skitmore (2006) revealed in their study that the Market culture showed dominance inside the workplace. Wiewiora et al. (2013) also revealed that the Market type of culture showed prevalence as perceived by the employees.

When Organizational Leadership is considered, the results indicated that the Market is the dominant Organizational Culture which suggested that the organization has an aggressive and results-oriented leader. Several studies in the past contradicted the results on this attribute as they posited that the Democratic or "Participative" style has seen its dominance in the business context (Dalluay & Jalagat, 2016; Kotur & Anbazhagan, 2014). Furthermore, when the Management of Employees is considered, results showed that Adhocracy is the dominant culture indicating that the organization exhibits a mindset of individual risk-taking, innovation, agility, creativity, and uniqueness. This is supported by qualitative results as majority from the structured interview question responses revealed that the performance metrics are deemed to be crucial as these dictated their monthly incentives, others are on a quarterly basis. The previous result of the study by Messner (2012) indicated that the process and procedure are rigid which undermined the commitment of employees in the organization. In the case of Organizational Glue, results showed that Market is the dominant system observed by the employees indicating that the organization reinforces the commitment of the employees through excellence and accomplishment of goals. There were several studies that show agreement to the result. The result is supported by Rastegar and Aghayan (2012), asserting that the 'employee-focused' culture has shown the highest degree of effect to the commitment of the employees.

For the Strategic Emphases, results showed that the employees see a Market culture which typifies an aggressiveness in actions and achievement mentality. As previously mentioned in the qualitative results, it showed that the organization typically sets overly demanding and stretch goals. Few respondents posited that while they totally understood the concept of the business, wherein they need to deliver results as part of their commitment to customer proposition. Messner (2012) agreed to the results, postulating that the "performance orientation is one of the antecedents with the biggest effect on employee commitment". Lastly, the Criteria of Success showed that the Market is the dominant form of culture hence, it can be inferred that the organization facilitates a working environment that sees

market leadership as the end goal of the organization. Majority of the responses from the qualitative methods revealed that Market is the dominant Organizational Culture. Therefore, it can be postulated that the survey and interview seemed to have a point of agreement and consistency. Although, one of the challenges in the BPO industry is the ease of finding substitutes, companies that hire BPOs can easily find another company than can provide similar services. Hence, competition and market leadership prove to be a prevalent culture. Mitic et al. (2016) supported the results, indicating that among the given dimensions in their adopted model of Organizational Culture, both Future Orientation and Performance Orientation show the greatest impact to the employees' commitment in the similar context of BPO.

Table 3: Comparative Mean Scores and ANOVA results for Age and Organizational Commitment

Type of Commitment	Age Groups	Mean	F-ratio	p-value	Interpretation
Affective Commitment	18 to 25 years old	3.3349	4.135	.017	Significant Difference
	26 to 30 years old	3.4498			
	31 to 35 years old	3.6250			
	Total	3.3708			
Continuance Commitment	18 to 25 years old	4.0872	1.764	.173	No Significant Difference
	26 to 30 years old	4.2241			
	31 to 35 years old	4.3000			
	Total	4.1282			
Normative Commitment	18 to 25 years old	3.3067	1.958	.143	No Significant Difference
	26 to 30 years old	3.4096			
	31 to 35 years old	3.1429			
	Total	3.3332			

Results showed that there are significant differences in the Affective Commitment as it was seen in Table 3 that the P-value for Age is 0.017 is less than the level of significance of 0.05. Hence, it can be inferred that there are significant differences in the respondents' Affective Commitment when age is considered. Mixed results from the previous studies have seen, one of these was the study conducted by Messner (2012) which supported the findings of this research, ascertaining the positive correlation of Affective Commitment with the age. On the flip side, Riketta (2002) contradicted this result, validating that the Organizational Commitment of the employees "did not have, at least, marginally significant effects".

Table 4: Comparative Mean Scores and ANOVA results for Length of Stay and Organizational Commitment

Type of Commitment	Length of Service	Mean	F-ratio	p-value	Interpretation
Affective Commitment	1-5	2.9903	4.467	0.035	Significant Difference
	6-10	2.8			
	Total	2.9871			
Continuance Commitment	1-5	3.7918	1.210	0.272	No Significant Difference
	6-10	4			
	Total	3.7953			
Normative Commitment	1-5	3.7093	0.615	0.434	No Significant Difference
	6-10	3.9333			
	Total	3.7131			

It was also revealed that the Affective Commitment has significant differences in terms of the Length of Stay with the organization. Table 4 showed that the P-value for Affective Commitment is 0.035 which is lower than the 0.05 alpha. Hence, it only suggested that there are significant differences in the

respondents' Affective Commitment in the examination of Length of Stay with the organization. Messner (2012) revealed similar results, postulating that "with increasing time spent in the organization", the degree of commitment declines. Lastly, when educational attainment is considered, results showed that there are no significant differences in results. As observed, all P-values are greater than the level of significance of 0.05. This in effect concludes that educational attainment does not in any way differentiate the respondents' commitment. This result was rejected by Lok and Crawford (2004), postulating that the "participants' level of education was found to have a slight positive effect on commitment". On the other hand, there were studies in the related context that supported this result (Rastegar & Aghayan, 2012; Rabindarang et al, 2014).

5. Conclusion

A total of 298 out of 305 respondents from the 3 BPO companies have participated in this study. It was revealed that 70.8% of the total respondents belong to the youngest age bracket of 18 to 25 years old. This only suggested that Generation Y or the cohort of the so-called "millennials" showed dominance in the BPO workforce. Furthermore, 98.7% of the total respondents earned a bachelor's degree while the remaining 1.3% earned an associate degree. In the BPO context, where Adhocracy and Market culture are highly prevalent is deemed to be widely exhibited by the organizations indicating that the BPO industry typified an agile, aggressive, visionary and innovative mindset. Organizational Culture and Organizational Commitment were found to have positive yet weak correlations on some dimensions of OCAI. Hence, the first null hypothesis was rejected and the results agreed with the previous studies in the similar context in which it was validated that the Organizational Culture is correlated with the Organizational Commitment (Mitic et al, 2016; Hanif et al, 2014; Dwivedi et al., 2014; Messner, 2012; Santos et al., 2014; Silverthorne, 2004).

Lastly, the respondents' Age and Length of Service tend to differentiate between the respondents' level of Affective Commitment. Anova results showed that older respondents have higher Affective Commitment than younger respondents. Specifically, respondents with 1-5 years length of stay have a higher Affective Commitment. Among the three forms of Organizational Commitment, Continuance was found to be the most prevalent. Hence the second null hypothesis was also rejected, revealing that there's a significant difference in the Organizational Commitment of the respondents in terms of their demographic profiles. Mixed results have observed on this as Messner (2012) agreed with the findings, while the study conducted by Ricketta (2002) provided a different result, indicating the Organizational Commitment of the employees "did not have, at least, marginally significant effects". The results were anchored to the formulation of the Talent Management Strategy in resolving the issue on the Organizational Commitment in the context of the BPO. Hence, it can be seen in Table 5 below actual Talent Management Strategy metrics as anchored to the OCAI and TCM.

Table 5: Talent Management Strategy Implementation Guidelines

Components	Key Strategies	Implementation	KPIs
Talent Acquisition	-Institutionalize the Employee Brand -Ensure an effective screening process	-Administration and Review of Lean Six Sigma -Internal Guidelines Review	1) Hiring Process Satisfaction Rate 2) Net Promoter Score 3) New Hire 90-Day Failure Rate
Retention and Engagement	-Flexible Working Arrangement -Increase Employees' Engagement -Promote Employee Health & Safety -Formulate an attractive Compensation Packages to compete with the industry's Comparison -Create a Balance between Autonomy and Control	-Coaching Guidelines -Health and Safety in Workplace Assessment - Internal Guidelines Review -Competitive Pay Policy Review	1) Attrition rate 2) Employee Satisfaction Index 3) Number of Full-time Employees 4) Average Tenure 5) Voluntary Termination Rate
Talent Development	-Ensure that senior managers provide time for mentoring key individuals. -Provide regular and objective feedback for employees. - Leverage the Career Learning and Development programs - Establish a Pay-for-Performance program	-Compensation and Incentive Review -One-to-one Guidelines -Talent and Performance Metrics Guidelines -Goal Setting Guidelines	1) Percentage of Employee Trained 2) Turnover Rate for Top Performers
Succession Planni	-Establish a program that has specific milestones for top performers	-Learning and Development Plan Review -Succession Planning Model Implementation	1) Turnover Rate for Top Performers

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