Research Article

Organizational Culture of Business Process Outsourcing Company

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Abstract: Organizational culture is the identity and lifestyle of the company. It includes the values, beliefs, direction and ways of interacting of its members that contribute to the environment of an organization. This study made use descriptive method of research to determine the respondents' assessment in their organizational culture in terms of leadership, communication, and teamwork. The researchers considered 100 respondents currently employed at business process outsourcing in Lipa City, Batangas as the subject of the study using a snowball sampling method. Self-made questionnaire was used as the main instrument of the study to measure and evaluate the level of respondents' assessment. The result from the questionnaire was tallied, analyzed, and interpreted through the use of statistical tools such as the frequency and percentage, mean, analysis of variance and t-test. The study revealed that the respondents assessed their organizational culture in terms communication as Better while the leadership and teamwork was assessed as Best. However, it turned out that the demographic profile of the respondents in terms of sex, age, civil status, position, length of service, employment status, and assigned department have no significant difference. As a result, the researchers concluded that the management of the selected BPO Company may maintain a harmonious relationship in the company to boost the morale of the employees who are challenged in performing their task by asking ideas and suggestions.
Keywords: Organizational Culture, BPO Company, Lipa City, Leadership, Communication, Teamwork.

1. Introduction

Organizational culture is the identity and lifestyle of the company. It includes the values, beliefs, direction and ways of interacting of its members that contribute to the environment of an organization. Organizational culture can be observed through the organization's Vision, Mission, Goals, and Objectives as well as the principles that guide the member's behaviour. Nowadays, Human Resource Personnel reflect if an applicant will "click" as a part of the organization or has the potential to adapt. Organizational culture exists in every company but it is not given much consideration by the applicants when eyeing for a job resulting to culture shock once they became part of the organization. This sequel of encounters would eventually lead to attrition thus, it is important to consider the culture of an organization you want to belong.

Organizational culture of a Business Process Outsourcing (BPO) often has a vibrant environment due to heavy stress of the employees' workload. The interiors are constructed in a way that it makes employees feel good and energetic because the ambiance of the environment could help to lessen the pressure in work. On the other hand, the growth of BPO

services has largely contributed in creating rewarding jobs in the country. In connection, the researchers covered the organizational culture of a BPO company in Lipa City to assess its significant difference in terms of leadership, communication, and teamwork.

Surpassing India in 2011, the Philippines has established itself as a top destination for BPO services, in particular for contact center business. This may be attributed to low labor costs coupled with a good endowment in human capital–more than a quarter of the population holds a tertiary degree, and more than half a million more graduate from college each year, most with both an excellent command of the English language and a cultural affinity with the United States. Consequently, the Philippines has also managed to develop a competitive advantage in voice-based BPO services.

Furthermore, since the deregulation of the telecommunications industry in 1993, the Philippines has developed globally competitive ICT infrastructure, with two fiber-optic networks covering most regions of the country. The low cost and high quality of available real estate is also an advantage–80 per cent of grade "A" office space in central Manila is currently occupied by companies (Lee *et al.,* 2014).

As Stewart *et al.,* (2010) stated, organization's norms and values have a strong effect on all those who are attached with the organization. He argued that it is considered that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are the places first to look. The cultural approach then stresses the critical role that culture plays in shaping the organizational processes that produce the organizational environment and habits. It remains to explain and clarify the relations between organizational culture and organizational environment.

With regards to this study and Stewart's, organizational culture has no physical form but gives identity to its member. The culture of the organization can be observed through the company's ethics, history, and beliefs. The researchers sought to study the organizational culture of a selected Business Process Outsourcing (BPO) Company in Lipa City, Batangas to determine how employees behave towards the organization with regards to leadership, communication, and teamwork. Leadership has been defined as the ability of a leader to make employees' move – the willingness – to do their work. As to communication, it can be said that, it is the process of two-way interaction from the employee and the management. And, teamwork is the coherence of the organization's members to achieve a common goal.

2. Methodology
Research Design
Descriptive research was used in this study which focused at the present condition of the study. Series of survey method utilized the determination of organizational culture of Business Process Outsourcing in Lipa City, Batangas. The descriptive method of research rendered the study to emphasize the data collected from the respondent.

According to Posinasetti (2014) A descriptive study is one in which information is collected without changing the environment (i.e., nothing is manipulated). It is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. The methods involved range from the survey which describes the status quo, the correlation study which investigates the relationship between variables, to developmental studies which seek to determine changes over time.

The characteristics of this method used a tool to determine the impact of organizational culture towards the employees. This method gathered information in order to test hypothesis or to answer questions concerning the current status of the subject of the study. This study targeted the employees who are working on a BPO company in Lipa City, Batangas.

Respondents of the Study
The respondents were the Employees of a BPO Company. The study selected employees according to their availability and convenience. There were 100 respondents as guided by the study of Fraenkel and Wallen (2009) to which they claimed that 100 respondents are enough to represent the total population and samples should be as large as a researcher that can obtain with a reasonable expenditure of time and energy. They recommended a minimum number of subjects are 100 for a descriptive study, 50 for a correlational study, and 30 in each group for experimental and causal-comparative studies.

Sampling Design
Snowball sampling method was used in this study. According to Dudovskiy (2018), this sampling method involved primary data sources nominating another potential primary data sources to be used in the research. In other words, snowball sampling method is based on referrals from initial subjects to generate additional subjects. Therefore, when applying this sampling method members of the sample group are recruited via chain referral. Thus, referral form one person will be the source for the new respondents wherein a primary data collection will be gathered from employees of that company. Once the contact details of one employee is available he/she can help the researchers to recruit other employees to the study by providing other contact details.

One of the snowball sampling methods that applied in the study was the Exponential non-discriminative snowball sampling where the first subject recruits to the sample group and provides multiple referrals and each new referral was explored until primary data from sufficient amount of samples were collected.

Data Gathering Instruments
A self-made questionnaire was considered to be the main instruments in gathering the pertinent data. The researchers gathered the necessary data for the study at the first draft of the questionnaire and was submitted to the thesis adviser for consultation. The researchers also consulted the chairperson and the panel members for the approval and validation of the questionnaire. The questionnaire and supporting data which used by the researchers came from the secondary sources researched from different libraries such as Batangas State University JPLPC-Malvar, University of Sto, Tomas, Polytechnic of the Philippines, and Tanauan City Library. The researchers also used helpful information from online sources.

The researchers assessed the aspects by rating each statement constructed by the researcher. The researchers also used the four point rating scale to be able interpret the computed mean and composite mean, the scale below was utilized. Before the distribution, the questionnaire was given to the adviser, panelists, faculty and other experts for their comments, approval and criticism. The reliability of the questionnaire gathered a Cronbach's alpha of .788. After the approval, the questionnaire was distributed to all the respondents.

Data Gathering Procedures
After the approval of the topic, the researchers began to gather information from different libraries, browse in the computer and ask questions to previous researchers. The next step,

researchers consulted the adviser on the self-constructed questionnaires for her approval. Further content validation was done by presenting it to the member of panel and to the statistician, after consultation; corrections were made on items that needed clarification in order to avoid indefinite answer from the respondents.

The researchers conducted a dry-run to test the reliability and the validity of their questionnaires. They distributed questionnaires among respondents which had the same description as to the respondents in the actual survey in BPO industries at Lipa City.

The researchers carefully explained the contents of the questionnaires before the respondents started to answer the questions given. After conducting the survey for two weeks, the researchers evaluated and analyze the corresponding answer for every questions and it was summed up and tallied.

Statistical Treatment of Data
The actual data was collected, analyzed and interpreted with the use of the following statistical measures.

Frequency and Percentage: This instrument concluded the profile distribution of the respondents in terms of sex, age, length of service, position, employment status, and assigned department.

Mean and Composite Mean: This was used to determine the assessment of the respondents on their organizational culture in terms of leadership, communication, and teamwork.

Analysis of Variance/ T-Test: This was applied to recognize the significant difference between the respondents' assessments on the organizational culture when grouped according to profile.

3. Results and Discussion
This chapter includes the presentation, analysis, and interpretation of data. The variables studied and treated were the profile of the respondents, the organizational culture with regards to communication, leadership, and teamwork. This chapter also presents the respondents' assessment on the organizational culture when grouped according to profile. The tabulated data was presented in tabular together with its discussion.

Profile of the Respondents
This portion of the study dealt with the profile of the respondents according to sex, age, civil status, position, length of service, employment status, and assigned depart.

Sex
The profile of the respondents in terms of sex is determined and interpreted using frequency and percentage. Table 1 shows the respondents' profile in terms of sex.

Table 1. Distribution of Respondents in terms of Sex

Sex	Frequency	Percentage
Male	43	43
Female	57	57
Total	**100**	**100**

It can be interpreted that majority of microenterprises are sole proprietorship because being a micro business it does not need to be managed and owned by many individuals, as one person can solely take care of the business. Also, it is easy to start and do not used a high capitalization, being a sole proprietor, the owner will carry all the profits and will pay only minimal tax. It was revealed that partnership got the lowest frequency of 7, it may be due to the fact that the management of a microenterprise can be done by a single owner. Also, micro businesses did not require a large capitalization.

Age

The profile of the respondents in terms of age is determined and interpreted using frequency and percentage. Table 2 shows the respondents' profile in terms of age.

Table 2. Distribution of Respondents in terms of Age

Age	Frequency	Percentage
18-34 years old	79	79
35-50 years old	20	20
51-69 years old	1	1
Total	**100**	**100**

It can be learned from the table that the highest number of respondents belongs to age 18-34 years old with the frequency of 79 or 79 percent. The age 35-50 years old has a frequency of 20 or 20 percent while employees aged 51-69 years old got only a frequency of one (1) or one (1) percent. It can be observed from the table that Millennials dominate the BPO industry since they grew up to an age where the internet became a new way of life. Also, employees aged 18-34 can still manage the burnout stress in the BPO industry which has connection to the demanding physical health of the employees.

Civil Status

The profile of the respondents in terms of civil status is determined and interpreted using frequency and percentage. Table 3 shows the respondents' profile civil status.

Table 3. Distribution of the Respondent in terms of Civil Status

Civil Status	Frequency	Percentage
Single	72	28
Married	25	66
Separated	3	3
Total	**100**	**100%**

It can be gleaned in table 3 that majority of the respondents were single as evident to its obtained data with the frequency of 72 or 28 percent of the total number of respondents. However, separated employees got least frequency with only three (3) respondents and gained three (3) percent. The result is expected given that employees aged 18-34 years old and 35-50 years old are either young workers or married couple. Working to a BPO company requires flexibility of time and commitment. As clearly shown in the table, single employees govern the workforce as they can perform in random shifting schedule unlike those who were married or separated. The result indicates that companies prefer to hire individuals with lesser responsibility at home because of the workload in a BPO industry especially when peak seasons occur.

Position
The profile of the respondents in terms of position is determined and interpreted using frequency and percentage. Table 4 shows the respondents' position in a company.

Table 4. Distribution of the Respondent in terms of Position

Position	Frequency	Percentage
Call Service Representative	48	48
Technical Support Representative	22	22
Team Leader	20	20
Manager	3	3
Supervisor	2	2
Trainer	5	5
Total	**100**	**100%**

The largest number of respondents was Call Service Representatives with the frequency of 48 or 48 percent while the Technical Support Representative obtained a frequency of 22 or 22 percent. Conversely, employed supervisors achieved a frequency and percentage of two (2). The result is expected viewing from the fact that Call Service Representative and Technical Support Representative are common positions for new entrant employees which do not require any bachelor degree as qualification to acquire the job. Furthermore, Call Service Representative and Technical Support Representative are front liners in the industry where their primary duties are to receive the demand of the clients and resolve customer complaints thus, requiring more individuals to perform the job. Nevertheless, Supervisor, Manager, and Trainer belong to the top management which involve lesser individuals as position in the organizational structure goes higher.

Length of Service
The profile of the respondents in terms of length of service is determined and interpreted using frequency and percentage. Table 5 shows the respondents' length of service in a company.

Table 5. Distribution of the Respondent in terms of Length of Service

Length of Service	Frequency	Percentage
Below 1 year	44	44
1 year to 5 years	46	46
6 years to 10 years	6	6
11 years and above	4	4
Total	**100**	**100%**

Employees rendering one (1) year to five (5) years of service in the company acquired a frequency of 46 or 46 percent. As to employees with the length of service of below one (1) year, the item reached a frequency and percentage of 46 while 6 years to years got a frequency of six (6) or six (6) percent. On one hand, employees with experience of 11 years and above attained a frequency and percentage of four (4). It can be portrayed from the table that employees working from one (1) year to five (5) years and below one (1) year are either newly regularized or hired employees. It is expected based on the finding at the distribution of respondents in terms of age at the previous table.

In contrast, as illustrated in the table, the company might be experiencing a high attrition rate since lesser individuals stay in the company with an average span of six (6) years and above. Also, some of the reasons may be the demand for shifting schedule where not all of the employees are accustomed, limited professional growth that is not given or offered to everyone, and the excessive stress brought by the nature of the work.

Employment Status
The profile of the respondents in terms of employment status is determined and interpreted using frequency and percentage. Table 6 shows the respondents' employment status.

Table 6. Distribution of the Respondents in terms of Employment Status

Employment status	Frequency	Percentage
Regular Employment	76	76
Project Employment	6	6
Seasonal Employment	4	4
Casual Employment	9	9
Fixed Period Employment	5	5
Total	**100**	**100%**

As revealed in the table 6, regular employees topped with a frequency of 76 or 76 percent followed by casual employees with a frequency of nine (9) or nine (9) percent. Next is the project employment with six (6) or six (6) percent and fixed period employment with five (5) both in frequency and percentage while the lowest number of respondents, seasonal employment, got a frequency and percentage of four (4).

The result is expected since employees with one (1) year to five (5) years length of service had the highest frequency and percentage in the distribution of respondents in terms of length of service, the previous table. It is also being implied that BPO Company gives early regularization to address the shortage in the industry or high turnover rate. Also, to address the problem with employees who are labeled as "job hoppers" which happens once an applicant was hired, after a month, a signing bonus was given by the company then the employee hops to another company to do the same thing. Meanwhile, seasonal employees only work for a certain portion of the year to address seasonal increase in the business.

Assigned Department
The profile of the respondents in terms of assigned department is determined and interpreted using frequency and percentage. Table 7 shows the respondents' assigned department.

Table 7. Distribution of the Respondents in terms of Assigned Department

Assigned department	Frequency	Percentage
Operations Department	42	42
Quality Assurance Department	24	24
Training Department	13	13
Human Resource Department	4	4
Information Technology Department	15	15
Administration Department	2	2
Total	**100**	**100%**

The table above shows that employees working under operations and quality assurance department subdued in the workplace with the frequency and percentage of 42 and 24 respectively. Further, information technology department got a frequency of 15 or percent while training department attained both in frequency and percentage of 13.l Also, Human Resource Department obtained a frequency of four (4) though, respondents from administration department got only a frequency of two (2) and also a percentage of two (2).

The outcome is expected because call service representative and technical support representative are both part of operations department in the BPO industry. In contrast, the supervisor and manager are part of the administration department.

Respondents' assessment to the organizational culture
The proceeding tables show the organizational culture in terms of leadership, communication, and teamwork.

Leadership
This refers to the leadership done by the management to positively affect the performance of the employees towards the organization. Table 8 shows the resulting mean of the organizational culture assessed with respect to the leadership.

Table 8. Organizational Culture Assessed in terms of Leadership

Statement	Mean	Verbal Interpretation
Our organization has the culture of… 1. encouraging members to contribute useful ideas for the improvement of the organization	3.68	Always
2. teaching the team members what has to be done and how to do it	3.63	Always
3. asking ideas and inputs to upcoming plans	3.48	Sometimes
4. getting assistance from boss and colleagues when difficult assignment occurs.	3.47	Sometimes
5. keeping a strong employer-employee relationship through leader-subordinate collaboration	3.53	Always
6. efficiently assigning people in difficult assignments in order to develop the sense of leadership and responsibilities	3.21	Sometimes
7. treating mistake as an experience from which lessons are learned to prevent failure and improve performance in the future	3.45	Sometimes
8. including one or more co-employees in determining tasks to perform. However, I maintain my final decision.	3.52	Always
Composite Mean	**3.50**	**Best**

The table 8 presented the assessment in the organizational culture of a selected BPO company in terms of leadership. When it comes to leadership, the statement "encouraging members to contribute useful ideas for the improvement of the organization" maintained the highest weighted mean of 3.68 which was interpreted as always. It seems that members of the organization feel a great involvement in the workplace where their suggestions and thoughts with certain matters are being listened to. It also implies that the leadership style in the organization is democratic.

Likewise, the statement "teaching the team members what has to be done and how to do it" upheld the second highest weighted mean of 3.63 which was also interpreted as always. It can be perceived that the organization has been introducing new learnings to its members. On the other hand, the statement "efficiently assigning people in difficult assignments in order to develop the sense of leadership and responsibilities" ranked the lowest with a weighted mean of 3.21 and verbally interpreted as sometimes. This might mean that members of the organization are sometimes given the opportunity to perform harder task to showcase their individual leadership style. Overall, the organizational culture of a selected BPO company in terms of leadership garnered a composite mean of 3.50 which was inferred as Best. This implies that members of the organization are being led where strong relationship is established; employees are allowed to retain their final decision; being oriented very well with what and how to perform a certain task, and; individuals are being encouraged to profess their ideas that might be helpful to the organization.

In the study of Laurel *et al.,* (2012) about the leadership skills and qualities of middle level managers among the cooperating hotel establishment of Batangas State University JPLPC-Malvar, majority of the respondents assessed that middle level managers have outstanding leadership skills and qualities. It was also revealed that leadership skills of middle level managers have significant relation to their leadership qualities. The study revealed that the management should use the appropriate leadership styles in managing a business and the managers should possess operational skills and good human relations to have an effective management.

Communication
This refers to the process of directing and understanding of the employees on which they share information and give feedback to their environment, co-workers, and to the management. Table 9 shows the resulting mean of the organizational culture assessed with respect to the communication.

Table 9. Organizational Culture Assessed in terms of Communication

Statement	Mean	Verbal Interpretation
Our organization has the culture of… 1. cooperating and communicating with the members to finish their task	3.66	Always
2. getting relevant feedback and critical information for corrective action	3.70	Always
3. discussing new policies and procedures among its officers and members	3.49	Sometimes
4. managing conflict between competing units and individuals	3.53	Always
5. conducting meeting or conference when there is a problem in the organization	3.42	Sometimes
6. conducting team buildings for better understanding of one another and to develop interpersonal skill.	3.37	Sometimes
7. allowing the employees to attend seminar for gaining new knowledge and experience	3.30	Sometimes
8. giving the employees a constructive feedback when issues arise	3.48	Sometimes
Composite Mean	**3.49**	**Better**

The table 9 demonstrates the assessment in the organizational culture of a selected BPO company in terms of communications. In communication, the statement "getting relevant feedback and critical information for corrective action" achieved the highest weighted mean of 3.70 which was interpreted as always. It appears that most of the respondents are receiving constructive criticism whenever mistakes are undertaken. Similarly, the statement "cooperating and communicating with the members to finish their task" received the second highest weighted mean of 3.66 and interpreted as always. It indicates that the organization has a good flow of communication in distributing the task to perform. The top management might be entailing way of communication to always remind the employees to accomplish a particular job.

Contrariwise, the statement "allowing the employees to attend seminar for gaining new knowledge and experience" placed the lowest with a weighted mean of 3.30 which was interpreted as sometimes. This suggests that employees are barely allowed to attend seminars which may help them grow as individuals. In general, the organizational culture of a selected BPO company in terms of communication met a composite mean of 3.49 and concluded as Better. This indicates that the organization has a good flow of communication to disseminate duties to the employees. It can also be noted that the employees are open for fair criticism when it comes to fulfilling their work and that the relationship between units and individuals in every department are being prioritized.

Teamwork
It is generally understood as the willingness of a group of people to work together to achieve a common aim. Table 10 shows the resulting weighted mean of the organizational culture assessed in terms of teamwork.

Table 10. Organizational Culture Assessed in terms of Teamwork

Statement	Weighted Mean	Verbal Interpretation
Our organization has the culture of… 1. closely monitoring the employees to ensure they are performing correctly	3.67	Always
2. harmonious relationship between the employers and employees	3.44	Sometimes
3. developing greater skills and thereby advance in the organization through evaluation, performance appraisal, and training.	3.51	Always
4. maintaining group support for individuals who are challenged in performing his/her tasks	3.45	Sometimes
5. developing ideas, suggestions, and effort through assessment support materials in order create strong team workmanship	3.48	Sometimes
6. giving opportunities to utilize individual strength by designating hard task	3.47	Sometimes
7. boosting the morale to work for the common good of the organization	3.46	Sometimes
8. asking opinion to employees as part of decision making	3.59	Always
Composite Mean	**3.51**	**Very Good**

Evidently in table 10, with respect to teamwork, the statement "closely monitoring the employees to ensure they are performing correctly" rated the highest weighted mean of 3.67 which was construed as always. It gives the impression that the company has a system to widely monitor its employees to guarantee that the responsibilities of every individual is being accomplished. Though this might motivate or intimidate employees who are being closely monitored.

In addition, the statement "asking opinion to employees as part of decision making" got the second highest weighted mean of 3.59 and interpreted as always. We can conclude that the management allows rank-and-file employees to be a part of the decision making although it was usually done by the top management. However, the statement "harmonious relationship between the employers and employees" situated the lowest rank with a weighted mean of 3.44 which was interpreted as sometimes. This denotes that despite the effort of the management to arrange conflicts between units and individuals, harmonious relationship rarely happens in employer-employee relationship.

To sum up, the organizational culture of a selected BPO company in terms of teamwork gathered a composite mean of 3.51 and regarded as highly positive. We can specify that the organization executes a good teamwork by allowing the employees to take part in decision making. And by being closely monitored, we can assume that the employees appreciate the overwhelming attention of the management. Also, by developing greater skills of the employees through evaluation, performance appraisal, and training, the management believes that it could also help them achieve their goals.

Analysis of differences on the respondents' assessment of organizational culture when grouped according to profile

Table 11presents the analysis difference to the respondents' assessment on organizational culture when grouped according to profile.

Table 11. Analysis Difference on the Respondents' Assessment when grouped according to Profile

Profile of the Variables	Computed F-value	p-values (Sig.)	Decision H_0	Verbal Interpretation
Sex	0.436	0.511	Failed to Reject	Not Significant
Age	1.290	0.280	Failed to Reject	Not Significant
Civil Status	0.989	0.376	Failed to Reject	Not Significant
Position	1.021	0.410	Failed to Reject	Not Significant
Length of service	1.729	0.166	Failed to Reject	Not Significant
Employment Status	1.968	0.106	Failed to Reject	Not Significant
Assigned department	0.731	0.602	Failed to Reject	Not Significant

As shown in the table, the result in terms of sex generated a computed F-value of 0.436 and a p-value of 0.511 which is greater than the observed 0.05 level of significance. This lead the researchers to failed reject the null hypothesis indicating that there is no significant difference

between the assessment on the organizational culture of BPO company and the profile in terms of Sex. This indicates that employees agree that there is an observed organizational culture to a great extent. When the respondents were grouped according to their age, the comparison between the respondents' assessment with the F-value of 1.290 and a p-value of 0.280 which is greater than the observed 0.05 level of significance. This shows that there is no significant difference when they were grouped according to their age. It confirms that age does not affect the respondents' assessment.

In addition, there is no significant difference on respondents' assessment in terms of civil status, as depicted from the table, the result of F-value of 0.989 and a p-value of 0.376 is greater than the observed 0.05 level of significance. This means that civil status is not a factor to be a member of the culture in the organization. Furthermore, position of employees found to have no significant difference since the presented computed F-value of 1.021 and p-value of 0.410 is greater than 0.05 level of significance. It can be observed that position of an employee has no impact to the organization. In terms of Length of service, there is still no significant difference noting from the sustained F-value of 1.729 and p-value of 0.166 which is greater than 0.05 level of significance. The length of service does not affect the respondents' assessment. Meanwhile, the employment status of an employee found to have no significant difference with maintained F-value of 1.968 and p-value of 0.106 which is greater than 0.05 level of significance. This is because whatever employment status an employee has, s/he is considered part of the organizational culture once already hired.

Furthermore, failure to prove the significant difference in assigned department with maintained F-value of 0.731 and p-value of 0.602 which is greater than 0.05 level of significance specifies that it does not affect the respondents' assessment.

Conclusions
Based on the findings, the following conclusions were drawn.
1) Majority of the respondents were women, 18-34 years old, single, call service representative, one (1) year to five (5) years length of service, regular employee, and part of the operations department.
2) The organizational culture was assessed as Best in terms of leadership, and teamwork and assessed as Better as to communication
3) The profile of the respondents in terms of sex, age, civil status, position, length of service, employment status, and assigned department have no significant difference
4) The management may assign the employees with harder task to gain a sense of leadership. Allowing the employees to attend seminar and teambuilding will help them widen their interpersonal skills.

Conflicts of interest: The authors declare no conflicts of interest.

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