



**Organizational Culture Assessment Using Competitive Value Framework:
A Comparative Case Study on Gift Construction and Gift Real Estate**

**A Thesis Submitted in Partial Fulfillment of Requirements for the Degree of Master in
Business Administration**

By

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DECLARATION

I hereby declare that this work entitled “**Organizational Culture Assessment Using Competitive Value Framework: A Comparative Case Study on Gift Construction and Gift Real Estate.**” is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.

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ACRONYMS

CEO: Chief Executive Officer

CVF: Competitive Value Framework

DOCS: Denison Organizational Culture Survey

EECMY-DASSC: Ethiopian Evangelical Church Mekane Yesus Development

OCAI: Organizational Culture Assessment Instrument

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ABSTRACT

Organizational culture significantly influences employee behavior, decision-making processes, and overall corporate performance. This study assesses the organizational culture of Gift Construction and Gift Real Estate, two sister companies under the GIFT Business Group, using the Competing Values Framework (CVF). The research aims to identify the dominant and preferred cultural profiles of each company, evaluate cultural alignment, and analyze how perceptions differ among employees and management. The descriptive research employed mixed-methods approach, combining quantitative data from the Organizational Culture Assessment Instrument (OCAI) with qualitative insights from interviews. The findings reveal the similarity and differences between the two organizations. Both Gift Construction and Gift Real Estate exhibit a mix of Clan and Market Cultures. Employees in both organizations express a preference for a stronger Adhocracy culture, indicating a desire for increased innovation and flexibility. The study highlights some cultural gaps and their implications for organizational strategy, collaboration, and operational efficiency. Understanding these cultural dynamics enables leadership to implement targeted interventions that foster alignment, enhance employee engagement, and drive sustainable growth.

Key words: Organizational Culture, Dominant Culture, Preferred Culture, Corporate Group, Competitive Value Framework, OCAI

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Culture refers to the social behavior and standards found in human communities, as well as the information, beliefs, arts, laws, conventions, abilities, and habits of the individuals who make up these societies. In short, it refers to society and its way of life. Lebron, (2013) defined it as a set of values and beliefs, or a cluster of learned behaviors that we share with others in a particular society, giving us a sense of belongingness and identity. In the same way, organizational culture can be taken as a way of an organization's functioning, values, beliefs, and cluster of learned behaviors shared within that particular organization.

The culture of a group can be described as a set of shared fundamental assumptions developed over time as the group addressed challenges related to external adaptation and internal integration. These assumptions, having proven effective, are considered valid and are passed on to new members as the proper way to perceive, think, and respond to similar challenges (Schein, 1992)

According to Kenny, (2011), organizational culture plays a vital role in harmonizing the diverse company cultures within a corporate group structure.

Corporate managers play a crucial role in fostering an effective organizational culture to unify diverse cultures within a corporate group, thereby enhancing communication and improving performance (Idris et al., 2015).

Kenny, (2011) defined a corporate group as comprising multiple companies under unified governance. However, weak leadership and culture often lead to failure (Kenny, (2011) ; Lien & Li, (2013)). Robbins and Judge (2018) emphasized that a strong culture, with deeply shared core values, positively impacts organizational outcomes and financial success.

1.2. Back ground of the case companies

GIFT Construction and GIFT Real Estate are two private limited companies operating under the umbrella of common corporate group. GIFT Real Estate, established in 2005, focuses on property acquisition, development, leasing, and sales. Renowned for its community-driven designs, it has delivered significant developments spanning over 15 hectares, with large-scale community spaces in three key locations across Addis Ababa. In addition, it currently undertakes standalone high-rise building constructions at different locations in Addis Ababa.

To support and enhance its mission, Gift Construction was founded a year later as a sister company with a specific focus on construction services, allowing Gift Real Estate to better achieve its vision in a competitive and efficient manner. Since then, majority of development projects owned by Gift Real Estate have been contracted to Gift Construction Company.

The two distinct legal entities, operating under the same corporate governance, share some common characteristics but also exhibit differences, reflected in their performance and approaches to employee engagement, work processes, and other areas. For example, the approach to salary increments in 2024 differed between the two companies. Cultural differences could be one of the factors contributing to these observed variations.

This study aims to assess the organizational culture of Gift Construction and Gift Real Estate using the Competing Values Framework (CVF). By employing the Organizational Culture Assessment Instrument (OCAI), this research aims to identify both the dominant and preferred cultural types within the two companies, providing a comprehensive understanding of their cultural dynamics.

Furthermore, by comparing the cultures of the two sister companies, this study will examine the extent of cultural integration between them, contributing to the broader understanding of how cultural alignment influences organizational effectiveness in a corporate group structure.

The selection of these two companies from the GIFT Group was based on their relatively large workforce compared to other member companies within the Group Company to enable sufficient and reliable data collection.

1.3. Statement of the problem

Researchers have consistently emphasized the significant role of organizational culture in shaping workplace dynamics. In understanding organizational culture, various tools have been developed to assess cultural profiles in organizations. Key contributors in this respect include Harrison, (1972), Hofstede, (2011), Cameron, K. S., & Quinn, (2011), Handy, (1993), D. R. Denison, (1990) whose frameworks and instruments offer valuable methodologies for exploring cultural typologies across different organizations and sectors.

Researchers have utilized these tools extensively to analyze organizational cultures, yet there remains a notable gap in their application to Corporate Groups. Understanding cultural integration and internal dynamics within Corporate Group Companies is essential for improving collaboration and synergy across diversified units. Besides, most researches on organizational culture have primarily focused on educational institutions and banks, leaving other industries, including construction, largely unexplored.

Gift Construction and Gift Real Estate, operating under the shared corporate umbrella of the GIFT Business Group, offer a unique case for such exploration. Although they share a common governance structure, their operational focuses, construction services and real estate development, differ significantly. Initial observations suggest the presence of potential cultural variations between the two companies, raising important questions about whether these differences encourage collaboration and synergy or pose challenges to achieving their shared strategic goals.

While previous studies (Kenny, (2011); Idris et al., (2015)) have highlighted the role of culture in facilitating communication and aligning values, cultural integration in diversified business sectors remains underexplored.

This study seeks to bridge these gaps by examining the dominant and preferred cultural profiles of both Gift Construction and Gift Real Estate, assessing the degree of cultural alignment between them, and further more exploring how demographic characteristics influence perceptions of culture.

1.4. Research questions

1. What are the dominant and preferred organizational cultures in Gift Construction and Gift Real Estate, as perceived by management and employees?
2. To what extent does the preferred organizational culture differ from the dominant culture in Gift Construction and Gift Real Estate
3. To what extent do Gift Construction and Gift Real Estate exhibit cultural alignment with each other, and what are the possible reasons for the similarity and differences?

1.5. Objectives of the Study

The primary objective of the research is to assess the organizational culture of Gift Construction and Gift Real Estate using the Competing Values Framework (CVF), with the aim of identifying actionable insights from the observed gaps between dominant and preferred cultures.

The specific objectives are:

1. To identify the dominant and preferred organizational cultures in both companies using the Organizational Culture Assessment Instrument (OCAI).
2. To assess the gap between the dominant and preferred cultures within each company.
3. To analyze cultural perceptions and preferences across different groups (e.g., management vs. employees, females vs. males).
4. To compare the organizational cultures of the two companies to highlight similarities and differences

1.6. Significance of the study

The study's significance lies in its potential to:

Enhance Decision-Making: By identifying dominant and preferred cultures, the study will provide insights for organizational leaders to align or adjust cultural elements, improving cohesion and strategic execution.

Improve Organizational Effectiveness: Understanding cultural traits will enable leaders to foster a shared set of values, improving communication, teamwork, and overall performance.

Drive Strategic Alignment: The comparison of cultures between the sister companies will offer insights into how cultural integration can promote or hinder a unified corporate strategy, ensuring better collaboration.

Contribute to the Literature: The study fills a gap in research by comparing organizational culture between companies within the same corporate group, contributing to a deeper understanding of cultural dynamics in such contexts.

Facilitate Cultural Adaptation: The research can also identify areas for cultural change, helping both companies adapt their cultures to remain competitive and responsive in a dynamic business environment.

1.7. Scope of the study

This study focuses on assessing the organizational culture within GIFT Construction and GIFT Real Estate, two companies operating under the GIFT Business Group in Ethiopia. Using the Competing Values Framework (CVF), the research evaluates and compares the cultural dynamics of these organizations, focusing on their dominant and preferred cultures.

Specifically, the study explored six dimensions of the CVF model: dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria of success. Through these lenses, the research aimed to identify the cultural typology of each company.

The study is confined to GIFT Construction and GIFT Real Estate, excluding other companies within the GIFT Business Group and external stakeholders. By narrowing the scope, the research ensures a detailed and focused analysis of organizational culture within the two case companies.

1.8. Limitation of the study

The research is limited to data collected from employees and management within the two companies. External market conditions, regulatory environments, and broader societal influences are outside the scope of this study.

The research primarily relies on employees' and management's perceptions, as captured through surveys and interviews. While these perceptions provide valuable insights into organizational culture, they are inherently subjective and may be influenced by personal biases or temporary organizational circumstances. The recency effect could influence participants' responses, where recent events or experiences may disproportionately affect their perceptions, potentially skewing the results.

Due to time and financial constraints, the study focuses exclusively on two selected companies within the GIFT Business Group. Insights from this research may not be fully generalizable to other companies under the group or the broader construction and real estate sectors.

The research employs the Competing Values Framework (CVF) to assess organizational culture. While CVF is a robust tool for cultural analysis, it focuses on specific dimensions. Other cultural aspects not covered by this framework are beyond the study's scope.

Despite these limitations, the research offers valuable insights into the cultural dynamics and typologies of GIFT Construction and GIFT Real Estate, providing a basis for informed organizational strategies and future studies.

1.9. Operation definitions of the terms

Dominant Culture: The organizational culture perceived by employees at a specific point in time, representing the prevailing values, behaviors, and practices that define the current state of the organization.

Preferred Culture: The organizational culture employees aspire to have, reflecting the values, behaviors, and practices they believe should define the workplace. This ideal culture often differs from the dominant culture.

Cultural Integration/Alignment: The extent to which shared values, norms, and practices align between two distinct entities, indicating the level of cohesion and harmony achieved in their cultural dynamics.

Corporate Group/Organization: A collection of individual companies operating under a unified governance framework, characterized by shared management, policies, and strategic objectives

1.10. Organization of the study

This thesis is structured into five well-organized chapters, each addressing specific aspects of the research.

Chapter One provides an introduction to the study, encompassing the background of the research, back ground of the case companies, problem statement, significance of the study, objectives, scope, limitations, and definitions of key terms.

Chapter Two presents a comprehensive review of related literature, starting with broader theoretical frameworks and review of related empirical evidences.

Chapter Three details the research design and methodology. It outlines the approach to data collection, including the tools and techniques used to gather information from participants. The chapter also explains the data analysis plan and describes how the validity and reliability of the collected data are ensured.

Chapter Four presents the data analysis, displaying the results of both quantitative and qualitative data in relevant narrative and visual formats.

Chapter Five concludes the thesis with a summary of findings and provides recommendations to address the factors identified as influencing the research objectives.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1.Introduction

According to Newton, C., & Knight, (2022), organizational culture gained prominence as a critical management concept in the early 1980s, inspired by the economic achievements of Japanese companies, which led to analyses of their management strategies. Numerous studies have explored the topic from various perspectives, yet the concept of organizational culture remains contentious and underexplored. In this section of the literature review, the most relevant theoretical models and empirical studies will be examined.

2.2.Theoretical review

Organizational culture is a complex and multifaceted concept, leading to ongoing debates about the most effective ways to study and interpret it. Scholars differ in their methodological preferences, with some supporting qualitative approaches to delve into the deeper, unconscious elements of culture, while others favor quantitative methods to measure more tangible and observable dimensions (Denison et al., (2014), 2014; Schein, (1992)).

Qualitative methods are often favored for their ability to explore the deeper, intangible elements of culture, such as shared assumptions, values, and norms, which may not be easily quantified. Schein, (1992) and Denison et al., (2014) highlight that techniques like ethnography and interviews are well-suited to capturing these aspects. In contrast, quantitative approaches are more effective in measuring observable elements like behaviors, values, and artifacts Ashkanasy et al., (2000). This distinction has led to various models aimed at measuring, managing, and transforming organizational culture, each with its own strengths and weaknesses. In this section, some of the most influential and widely used theories, developed through and models are briefly discussed.

2.2.1. Hofstede's cultural dimensions theory

Hofstede's cultural dimensions theory explores the influence of cultural differences on organizational and national behaviors, defining culture as "the collective programming of the mind that distinguishes the members of one group or category of people from others"

(Hofstede, 2001)). The theory identifies six dimensions: individualism vs. collectivism, power distance, uncertainty avoidance, masculinity vs. femininity, long-term vs. short-term orientation, and indulgence vs. restraint.

The model originated from a survey of over 100,000 IBM employees across various countries, aiming to uncover cross-cultural differences in organizational culture (Žemojtel-Piotrowska & Piotrowski, 2023). Individualism contrasts independence and self-sufficiency with collectivist societies' strong social bonds. Power distance examines societal acceptance of unequal power distributions, with high power distance favoring hierarchical authority and low power distance promoting equality. Masculinity emphasizes achievement, recognition, and high salaries, while femininity values social goals, job security, and work-life balance (Hofstede, 2001).

Uncertainty avoidance reflects how societies manage ambiguity, with high uncertainty avoidance favoring structure and rules, and low avoidance embracing flexibility and tolerance for deviation. Long-term orientation values thrift and perseverance, while short-term orientation focuses on tradition, generosity, and immediate consumption. Minkov & Kaasa, (2022) refined this by linking long-term orientation to investment and thrift and short-term orientation to generosity. Indulgence allows free expression of desires, while restraint imposes control, influencing societal behaviors like happiness and consumption (Hofstede et al., 2010; Žemojtel-Piotrowska & Piotrowski, 2023).

Criticisms of the model include poor validity, high correlation between dimensions, and gender-biased samples. Despite revisions validating only two dimensions—individualism vs. collectivism and long-term vs. short-term orientation, Hofstede's framework remains widely used and influential in cultural studies, inspiring projects like GLOBE (Newton, C., & Knight, 2022).

2.2.2. Schein's Model of Organizational Culture

Schein's, (1992) model of organizational culture is foundational in the study of cultural dynamics within organizations. Schein proposed a three-levels of organizational culture: artifacts (visible structures and behaviors), espoused values (strategies, goals, and philosophies), and underlying assumptions (deeply ingrained beliefs and perceptions). This

hierarchical model provides a framework for understanding how culture is manifested in observable behaviors, shared values, and unconscious assumptions. Schein's model is particularly useful for identifying the root causes of cultural issues within an organization and developing strategies for cultural change.

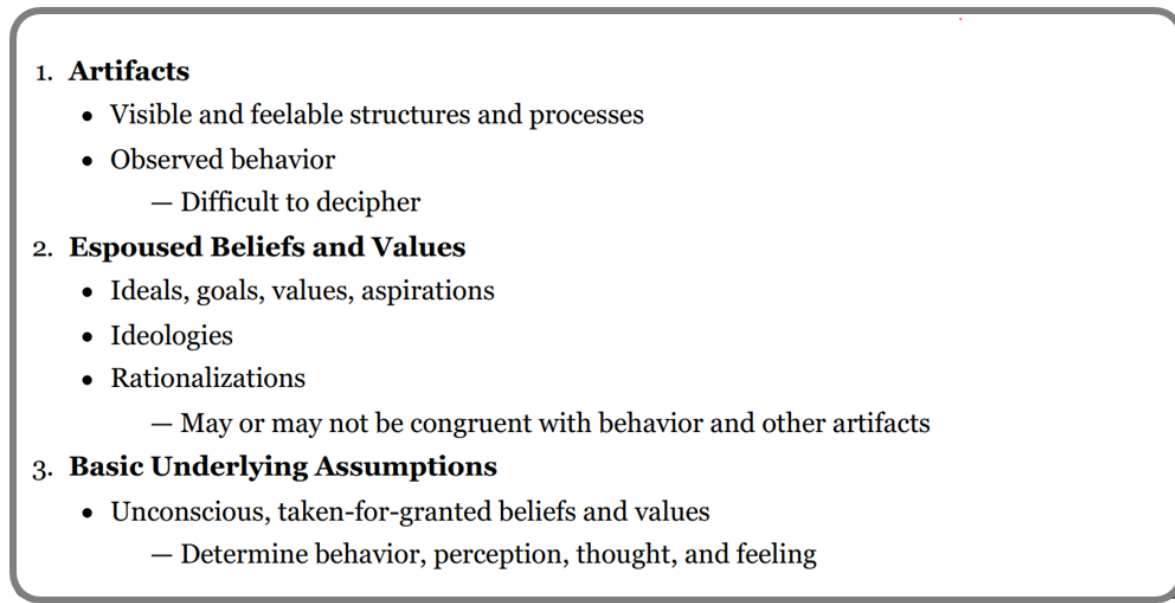


Figure 1 three levels of culture source: (Schein, 2010)

2.2.3. The Competing Values Framework (CVF)

Perhaps one of the most influential models in organizational culture research, the Competing Values Framework (CVF) was developed by Quinn & Rohrbaugh, (1983) to categorize organizations based on their priorities in terms of flexibility, control, internal integration, and external differentiation. The CVF posits that organizations must balance these competing values to be effective.

The model identifies four distinct cultural types: Clan, Adhocracy, Market, and Hierarchy. Clan Cultures are characterized by a focus on internal cohesion, shared values, and a family-like atmosphere. Adhocracy cultures prioritize innovation, creativity, and risk-taking. Market cultures emphasize goal achievement, competitiveness, and customer focus, while Hierarchy cultures are defined by formal structures, rules, and efficiency.

The Competing Values Framework is supported by extensive research. ((D. R. Denison, 1990); (Howard, 1998); (Deshpandé & Farley, 2004)).

Furthermore, Cameron and Quinn created the Organizational Culture Assessment Instrument (OCAI) to evaluate an organization's current and preferred culture using the CVF. By identifying cultural strengths and weaknesses, organizations can adjust their strategies to align with or modify cultural elements crucial for effective performance.

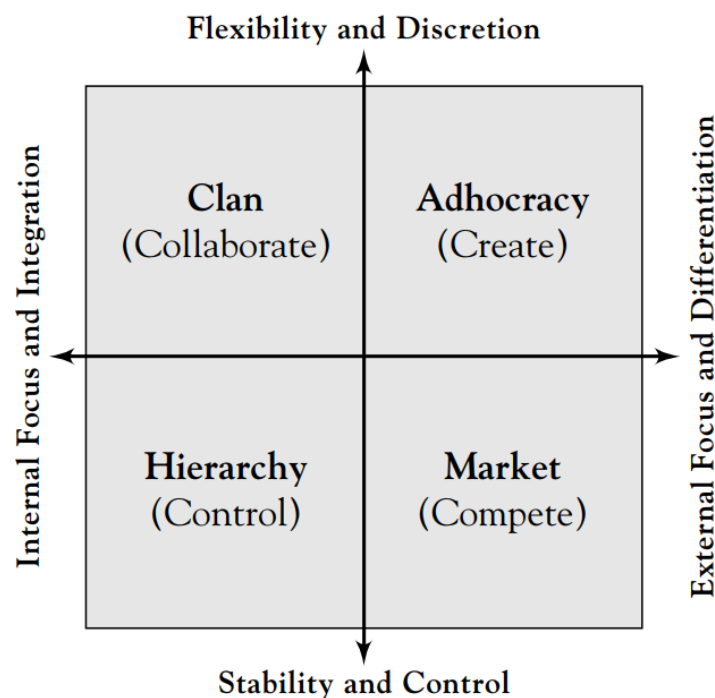


Figure 2 Competing Value Framework adapted from (Cameron, K. S., & Quinn, 2011)

OCAI assesses six key dimensions of organizational culture: dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and the organization's criteria of success. It uses a questionnaire as a tool to assess the typology of culture as perceived by individuals. The instrument has been found to be both useful and accurate in diagnosing important aspects of an organization's underlying culture, (Isaboke, 2015). Thus this research utilizes this widely used assessment tool for gathering quantitative data.

2.2.4. Denison Organizational Culture Survey (DOCS)

The Denison model is based on four key cultural traits: involvement, consistency, adaptability, and mission (D. R. Denison & Mishra, 1995). According to Wahyuningsih et al., (2019), Denison's organizational culture has been tested with sample of top executives from 764 organizations (D. R. Denison & Mishra, 1995) that have different cultural characteristics to find their effects on effectivity criteria.

Similar to the CVF, this model emphasizes the dynamic relationship between internal integration and external adaptation. The dimensions of stability versus flexibility and internal versus external focus form a framework for categorizing organizations based on four key characteristics: adaptability, mission, consistency, and engagement D. R. Denison & Mishra, (1995). According to D. R. Denison, (1990), organizations that score highly on these traits are more likely to achieve superior performance. The model defines involvement as fostering empowerment and engagement among individuals, consistency as aligning behaviors and actions with core values, adaptability as the capacity to respond to environmental changes, and mission as the clarity of organizational purpose and direction.

The Denison Model of organizational culture highlights four key traits that an organization should master to be effective. At the center of the Model are the organization's "Beliefs and Assumptions." These are the deeply held aspects of an organization's identity that are often hard to access.

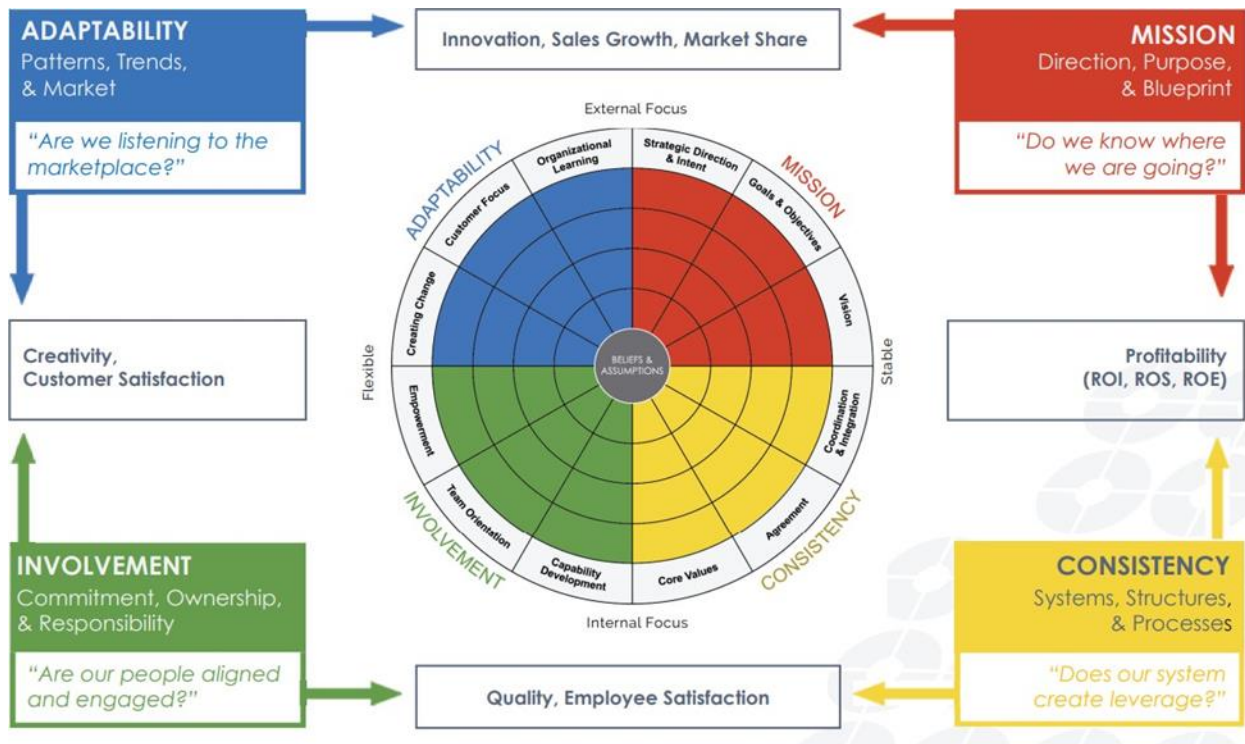


Figure 3 Denison Consulting. (n.d.). Home. Denison Consulting. <https://denisonconsulting.com/>

The four traits of the Denison Model, Mission, Adaptability, Involvement, and Consistency, measure the behaviors driven by these beliefs and assumptions that create an organization's culture.

Each of these models offers distinct insights into the ways in which culture shapes organizational behavior and performance. While quantitative tools like the OCAI focus on observable elements, qualitative methods provide deeper understanding by exploring underlying assumptions and values. The application of these models in real-world settings can help organizations diagnose cultural misalignments, improve communication, and enhance overall performance. However, critics argue that these models may oversimplify the complexity of organizational culture, as they often fail to account for the dynamic, evolving nature of culture within diverse organizational contexts (Chatman & O'Reilly, 2016).

The challenge for researchers and practitioners lies in recognizing the limitations of any single model and adopting a holistic approach that integrates both qualitative and quantitative

methods. This comprehensive approach can help organizations not only understand their current cultural state but also navigate the challenges of cultural integration, especially in the context of mergers, acquisitions, and corporate restructuring.

In the case of Gift Construction and Gift Real Estate, CVF theoretical framework will be applied to assess the cultural dynamics between the two companies operating under the same corporate umbrella. By using OCAI for quantitative data gathering, this research will examine how the cultural profiles of the two companies align or diverge. Understanding the role of organizational culture in these companies' success is expected to provide valuable insights into the challenges and opportunities for improving organizational performance through cultural alignment.

2.3. Empirical review

A case study by Tsiyon K., (2019) analyzed employees' perceptions of the current and preferred organizational cultures at EECMY-DASSC. Utilizing a census approach, she collected data through the Organizational Culture Assessment Instrument (OCAI) questionnaire. Additionally, she conducted semi-structured interviews to gather qualitative insights. Quantitative data were analyzed using statistical methods in SPSS, while qualitative data were presented through narrative descriptions. Her findings revealed that the existing culture was dominated by clan and hierarchy cultures, with a preference for a stronger emphasis on Clan Culture. Although there was some cultural alignment, Tsiyon emphasized the need for strategic focus on improving organizational communication.

(Alharbi & Sidahmed, 2018) conducted a descriptive study to evaluate the predominant organizational culture at Tabuk University using the Competing Values Framework (CVF). They adapted the OCAI questionnaire by modifying it with a Likert scale format and included demographic questions to analyze cultural differences based on participant characteristics. The findings revealed that the Clan Culture was the dominant cultural type at Tabuk University. Additionally, the study referenced similar findings from other research in the education sector conducted by Fralinger and Olson (2007), Beytekin et al. (2010), and Ramachandran et al. (2011) where Clan Culture is found to be the preferred culture.

Silva et al., (2018), examined the relationship between dominant and desired organizational cultures in Brazilian healthcare organizations. Utilizing the Competing Values Framework, they gathered data from 10 health clinics with a total population of 103 participants through the OCAI. The study revealed that hierarchical culture was the dominant type, with the desired cultural typology in the study target.

Demissie & G/Egziabher, (2022) explored the organizational culture of higher education institutions in Ethiopia, focusing on Hawassa University as a case study. The research employed a mixed-methods approach and an explanatory research design. Participants were selected from four colleges and institutes within Hawassa University using purposive sampling, with the population including academic staff, administrative employees, and students. Questionnaires were distributed using simple random sampling, while interview respondents were chosen purposively. The study found that the current organizational culture at Hawassa University is predominantly hierarchical, whereas the preferred culture is clan-oriented. The study recommended that higher education institutions adapt their cultures to better meet the needs and interests of stakeholders, ultimately enhancing institutional performance and effectiveness. Similar research conducted by Gebretsadik, (2022) examined the link between institutional culture and organizational effectiveness in selected public universities, revealing that clan and hierarchy organizational culture types were significantly associated with various domains of organizational effectiveness.

Kagnew, (2018) conducted a comparative study on the organizational cultures of governmental and private primary schools in Woreda One of Akaki Kaliti Sub-City and the observed performance gap. The research employed a mixed-methods approach, utilizing the OCAI for quantitative analysis and open-ended interviews for qualitative insights. Questionnaires were administered using simple random sampling, while interviews were conducted purposively, involving all members of the selected group. Quantitative data were analyzed using SPSS. The findings from the OCAI indicated that both public and private schools predominantly preferred a Clan Culture. However, interviews revealed that private schools emphasized competitiveness, aligning them more with a market culture. Based on these findings, the researcher recommended that public schools adopt a competitive mindset and incorporate elements of market culture into their organizational practices.

Andachew, (2018) conducted a quantitative study to evaluate the success of the "Lewt" change initiative implemented at TechnoServe. The research aimed to identify the organization's current predominant culture and preferred culture following the change initiative. Secondary evidence, including strategic documents, was reviewed to determine the predominant culture before the initiative's implementation. The findings revealed that the change initiative successfully shifted the organization from a market culture to the preferred Clan Culture. However, the study recommended that the organization's management balance its strategic objectives with employee development needs, addressing incongruences observed in certain dimensions between the current and preferred cultures.

Woldemariam, (2020) examined the organizational culture at Ethiopian Railways Corporation, using the Organizational Culture Profile framework to assess seven dimensions: innovative, aggressive, outcome-oriented, stable, people-oriented, team-oriented, and attention to detail cultures. Data were collected through a structured questionnaire from 200 employees at the Headquarters and Addis Ababa Light Rail Transit (AALRT), selected from a population of 1600. The questionnaire's validity was confirmed through advisor feedback, and reliability was assessed using Cronbach's Alpha. Descriptive statistics, frequencies, means, and percentages were used to analyze and interpret the data. The findings revealed that while employees are expected to follow supervisory instructions, the organization falls short in cultivating attention to detail. Team-oriented culture emerged as dominant, but there was a lack of modeling teamwork. With relatively low employee turnover, there is an opportunity to develop the desired culture and boost productivity. The study suggests focusing on productivity, innovation, cooperation, and work discipline to improve organizational effectiveness.

Rahman et al., (2021) conducted a case study to evaluate the organizational culture of the Institute of Technology (ITS) in Indonesia using the Competing Values Framework. The OCAI assessment revealed that ITS predominantly exhibits a Clan Culture followed by hierarchy culture. Additionally, the study analyzed organizational dimensions based on classifications within the target group. The researchers recommended implementing cultural development programs for supervisors to shift their mindset toward the adhocracy quadrant. They also suggested prioritizing a strategic change management program to accelerate people

transformation at ITS.

Simon & Varghese, (2018) conducted an exploratory study to understand and assess the organizational culture and the impact of its dimensions on Lean adoption in a large Indian construction company chosen for its active Lean implementation program. The assessment, limited to identifying the predominant culture, was based on the Competing Values Framework. Using the OCAI, the study revealed that the organization's culture was predominantly a blend of hierarchy and Clan Cultures in nearly equal measure. Furthermore, the research delved deeper into investigating the characteristics of the culture reflected in each dimension. Employee perceptions of organizational culture varied across management levels, posing a potential challenge to the sustainability of the Lean philosophy. The research highlighted the need for a thorough understanding of cultural dimensions within an organization.

(Tigist M., 2016) conducted a descriptive study in the headquarters of seven commercial banks in Ethiopia to assess their organizational culture using the seven dimensions of the Organizational Culture Profile model. The study revealed that the organizational culture of these banks was predominantly characterized by stability and attention to detail. Employing a mixed-method approach, the research collected quantitative data through questionnaires distributed to 210 employees and qualitative data via interviews. The findings indicated no significant impact of cultural differences on employee performance.

Gaps observed

Most of the reviewed researches in this study, (Tsiyon K. (2019), Alharbi and Abdelrahim (2018), Demissie and G/Egziabher (2022), Silva et al. (2020), Kagnaw M. (2018), Andachew (2018), Rahman et al. (2021), Simon and Varghese (2018), Gupta (2011)), have common approach: they primarily utilized competitive value frame work and OCAI as a tool to assess the organizational culture of different companies, used descriptive and/or exploratory research design with mixed research approach.

Across diverse sectors, particularly in educational institutions and some public sector organizations, there's a recurring pattern of a dominant mix of clan and hierarchical cultures

(Alharbi and Abdelrahim (2018), Gebretsadik (2020), Demissie and G/Egziabher (2022), Kagnew M. (2018), Rahman et al. (2021)). In those researches, despite the existing mix, there's a preference for a stronger Clan Culture among employees indicating a desire for more collaboration, teamwork, and people-oriented management styles. Many of the reviewed studies suggest the need for a deliberate effort to align the current organizational culture with desired values and goals (Demissie and G/Egziabher (2022), Alharbi and Abdelrahim (2018), Tsiyon K. (2019), Andachew (2018), Kagnew M. (2018)).

Gupta (2011) conducted a study examining the strategies and cultures of 32 Indian organizations spanning seven industry segments: construction, banking, information technology (IT), pharmaceuticals, power, steel, and telecom. The research identified significant cultural differences across industries. Yet, most of the studies reviewed are conducted on educational institutions. Furthermore, Denison et.al (2004) acknowledged the existence of cultural difference across different countries while trying to establish relatively universal dimensions.

This research aims to address the existing literature gap by assessing organizational culture within the Ethiopian context, specifically in the construction sector, which plays a pivotal role in the country's GDP. Furthermore, it will address the gap of organizational culture studies in corporate group set up by employing a comparative case study among corporate group member companies at gift group.

CHAPTER THREE: RESEARCH METHODOLOGY

4.1. Research design

Research designs are plans and procedures for the research which includes the broad assumptions used by the research to the detailed methods used for data collection and analysis (Creswell, 2009).

Descriptive research aims to precisely depict the traits of a specific individual, situation, or group (Kothari, 2004). This research employed a descriptive design, using a mixed-methods approach to identify and describe the organizational culture of both Gift Construction and Gift Real Estate.

4.2. Data source

To identify the dominant and preferred cultures, primary data were collected from employees and management of both Gift Construction and Gift Real Estate, using the Organizational Culture Assessment Instrument which is effective in capturing the cultural profiles of organizations (Cameron, K. S., & Quinn, 2011). Interview questions were utilized to get deeper insight (Creswell, 2009) in to the gaps between the existing and preferred cultures and to compare the cultures of the two companies.

4.3. Sampling design

The study population comprises employees and management members of Gift Construction and Gift Real Estate. Creswell & Creswell, (2018) emphasized that clear inclusion and exclusion criteria enhance research credibility by ensuring participants have relevant experience and qualifications. The sampling frame was defined to include individuals with at least two years of service in their respective organizations and an educational qualification of diploma or above. This focus ensures data collection from respondents who can comprehend the questionnaire effectively and are proficient in using electronic data entry methods. Furthermore, their length of service is expected to provide more stable and reliable perceptions of the organization's culture, ensuring the quality and accuracy of the data gathered.

A census approach was utilized to collect questionnaire survey data from all respondents within each company, ensuring comprehensive coverage. Meanwhile, purposive sampling was employed for interviews, enabling an in-depth exploration of specific cultural aspects (Patton, 2002).

Accordingly, the overall population, target population, and sample size are summarized as follows:

	Gift construction	Gift real estate
Overall population		
Employees	50	304
management	8	35
Target population		
Employees	20	67
management	8	34
Sample size determined by	Census	Census
Sample size		
Employees	20	67
management	8	34

Table 1 Population and sample size used for data gathering

Interview was conducted with 2 managers from Gift Real Estate, 2 managers from Gift Construction and 3 managers from the Gift Group, which includes general manager, customers service managers, contract and engineering division manager, and human resource manager.

4.4.Data Quality and Validity Assurance

Ensuring data quality is essential for the credibility and reliability of research findings. This study employs multiple quality assurance measures to enhance the reliability and validity of the collected data.

To ensure validity, this study utilizes the Organizational Culture Assessment Instrument (OCAI), a well-established tool grounded in the Competing Values Framework (CVF). A pilot study was conducted with a small group of respondents to identify potential ambiguities and enhance clarity before the full-scale data collection. Based on the pilot study results, a

modified version of OCAI using a Likert scale (as adopted by Alharbi & Sidahmed, 2018) was chosen over the original OCAI, which required distributing a total score of 100 among different culture types. This modification ensures a more unbiased and user-friendly scoring approach.

To establish face validity, expert judgment was used to confirm the tool's capacity to measure its intended purpose for contextualized application. Cronbach's alpha was calculated for each cultural type, yielding values of 0.816 for Clan Culture, 0.8 for Adhocracy, 0.766 for Market, and 0.85 for Hierarchy Culture. These results fall within the acceptable range according to George & Mallery, (2019).

4.5. Method of Data Analysis

The study employed both quantitative and qualitative data analysis techniques to provide a well-rounded assessment of organizational culture at Gift Construction and Gift Real Estate.

For quantitative data, responses from the OCAI survey were analyzed using descriptive statistics, primarily mean score. This enabled the identification and ranking of dominant and preferred cultural profiles within each company. To measure the gap between dominant and preferred cultures, mean differences for each cultural type (Clan, Adhocracy, Market, and Hierarchy) were calculated. Independent samples t-test was calculated to analyze the comparison between different groups, whereas paired t-test was utilized to analyze the comparison between dominant and preferred cultures.

Data analysis was performed using SPSS 20 (Statistical Package for the Social Sciences) for quantitative analysis, while qualitative insights were manually recorded and presented integrated with quantitative analysis.

4.6. Ethical Consideration

This study adheres to strict ethical guidelines to protect participants' rights and ensure the integrity of the research process. The following ethical principles were applied:

- To protect respondents' identities, responses were collected anonymously.

- The researcher maintained impartiality in data collection and analysis, ensuring that findings were presented without bias.

By adhering to these ethical principles, this study ensures that participants' rights and confidentiality are upheld while maintaining the credibility of the research findings.

CHAPTER FOUR: ANALYSIS AND INTERPRETITION

4.1. General

Data collection for Gift Construction was conducted using a census approach, encompassing the entire target population of 27 individuals, which included 9 management personnel and 18 employees. Similarly, data collection for Gift real estate was conducted using a census approach, encompassing the entire target population of 101 individuals, which included 34 management personnel and 67 employees.

The overall response rate, along with the response distribution across different job positions, is detailed below indicating acceptable rate of above 70% (Babbie, 2013).

Table 2 Response Rate

Gift Construction			
Position Held	Target Population	Response Received	Response Rate
Management	9	9	100%
Employee	18	13	72.2%
Total	27	22	81.5%
Gift Real Estate			
Position Held	Target Population	Response Received	Response Rate
Management	34	26	76.5%
Employee	67	47	70.1%
Total	101	73	72.3%

The next sub sections present the data analysis and interpretation by comparing the dominant and preferred organizational cultures as perceived by employees and management, and as perceived by different gender groups.

The analysis highlights the two most dominant and two most preferred cultural types in each organization.

Furthermore, the final sub section provides a comparative analysis of the cultural profiles of Gift Construction and Gift Real Estate, evaluating both their dominant and preferred cultures.

4.2. Organizational culture assessment at Gift Construction

4.2.1. Demographic characteristics of respondents

The study gathered demographic information on respondents, including job position, years of service, and gender.

Role-based Demographics

Table 3 Summary of position held by respondents at Gift Construction

Position Held	Frequency	Percentile
management	9	40.9
employee	13	59.1
Total	22	100.0

According to the analysis, 40.9% of respondents hold management positions, while the remaining 59.1% are employees.

Gender-based Demographics

Table 4 Summary of gender of respondents at Gift Construction

Gender	Frequency	Percent
female	9	40.9
male	13	59.1
Total	22	100.0

As can be seen from the result 40.9 % of respondents are female whereas 59.1% are male.

Service year-based Demographics

With regard to service of year of respondents, respondents were asked to choose their category from three groups, accordingly the following result was found.

Table 5 Summary of Year of Service of Respondents at Gift Construction

Year of Service	Frequency	Percentile
2-4	14	63.6
5-10	6	27.3
>10	2	9.1
Total	22	100.0

The majority of respondents have served the company for 2 up to 4 years, which make up 63.6% of respondents. 27.3% of respondents have served the company with in the range of 5 to 10 years. Only 9.1% of respondents have served the company for more than 10 years.

4.2.2. Organizational culture based on role

The organizational culture perceived by employees compared to management of Gift Construction is as follows

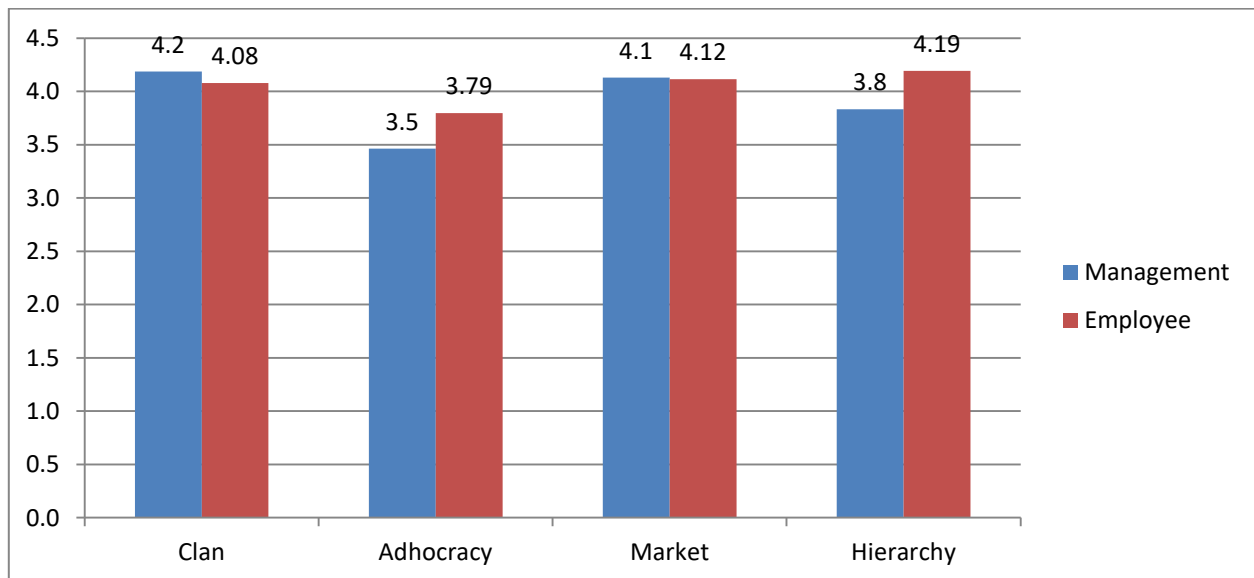


Figure 4 Dominant Culture as perceived by management & employees at Gift Construction

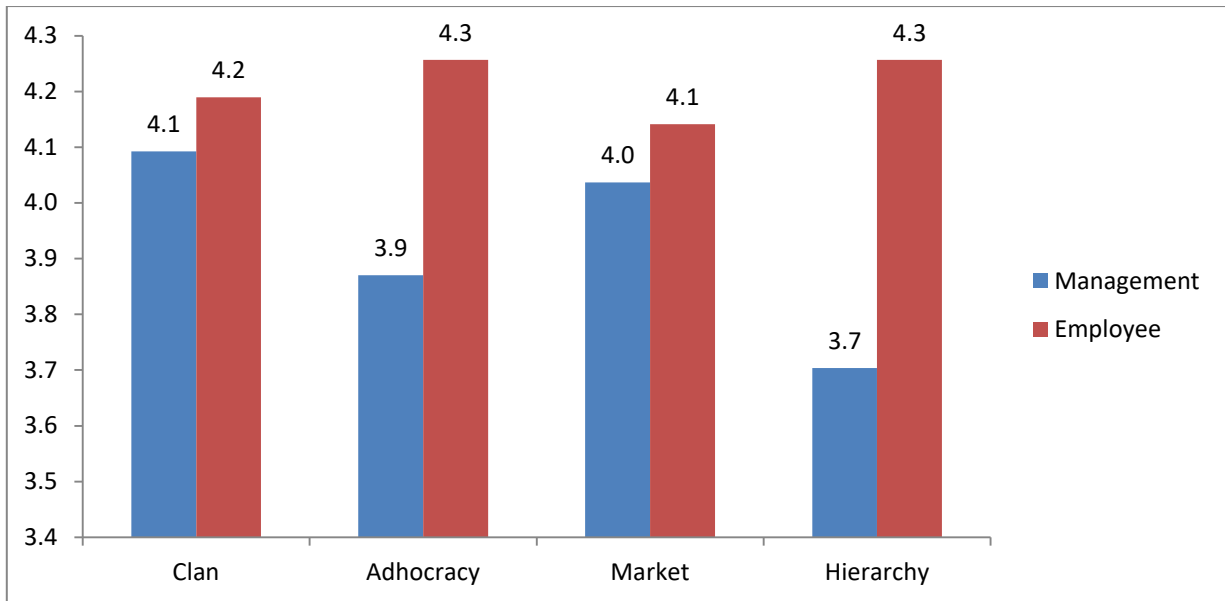


Figure 5 Preferred Culture by management and employees at Gift Construction

As illustrated in the graph, management perceives the dominant organizational culture as primarily Clan (mean = 4.2) and Market (mean = 4.1). Clan Culture fosters a family-like environment with openness, while Market culture is results-driven, emphasizing on organizational performance. Management's preferred culture aligns with their perception of the existing culture, albeit with slightly lower mean values (4.1 for Clan and 4.0 for Market).

Conversely, employees perceive the dominant culture as Hierarchy (mean = 4.19) and Market (mean = 4.12). Hierarchy culture is characterized by structure, control, and formalized procedures, whereas Market culture prioritizes performance and achievement. Employees prefer a Hierarchy Culture (mean = 4.3) first and their second preference is Adhocracy (mean = 4.3) with slight difference in mean.

Table 6 Comparison summary of management and employees' perception and preference of organizational culture at Gift Construction

COMPARISON FILTERS	MANAGEMENT	EMPLOYEES
Top two dominant culture types	Clan and Market	Hierarchy and Market
Top two preferred culture	Clan and Market	Hierarchy and Adhocracy

This difference is further tested using independent t-test to determine the significance.

Culture type	t	df	Sig. (2-tailed)	Mean Difference	95% CI lower	95% CI upper
Clan- Dominant	.446	20	.661	.10826	-.39864	.61517
Adhocracy- Dominant	-1.086	20	.291	-.33191	-.96961	.30579
Market- Dominant	.061	20	.952	.01425	-.47231	.50080
Hierarchy- Dominant	-1.453	20	.162	-.35897	-.87430	.15635
Clan- Preferred	-.368	20	.717	-.08689	-.57904	.40525
Adhocracy- Preferred	-1.539	20	.139	-.38604	-.90913	.13705
Market- Preferred	-.481	20	.636	-.10399	-.55531	.34733
Hierarchy- Preferred	-2.034	20	.055	-.55271	-1.11958	.01417

Since all Sig. (2-tailed) > 0.05, there are no statistically significant role based differences in cultural perception and preference at Gift Construction.

4.2.3. Organizational culture based on Gender

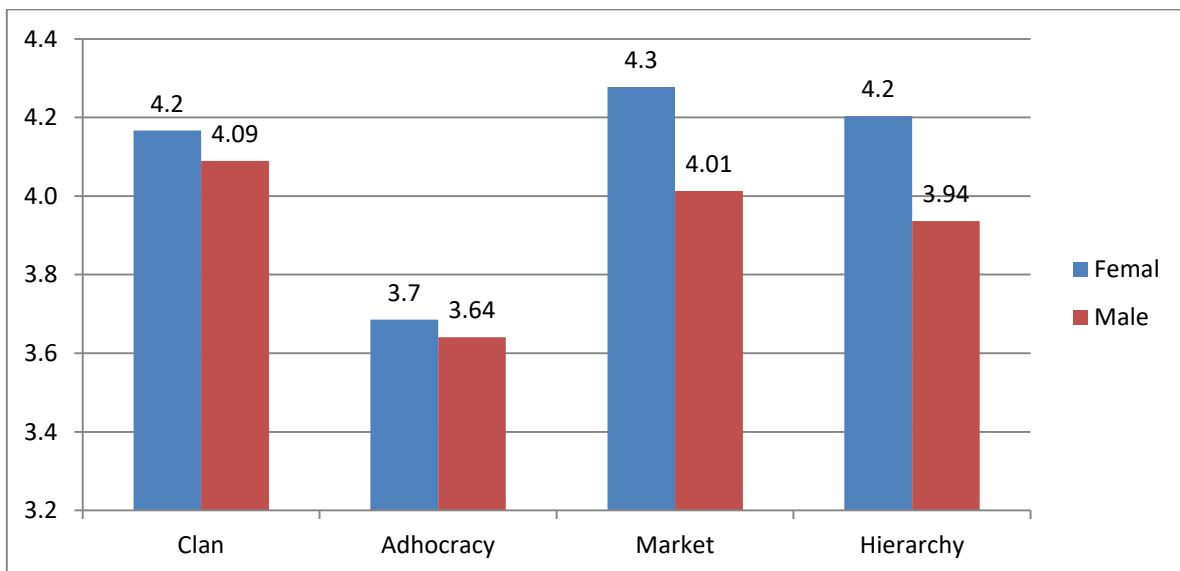


Figure 6 Dominant Culture as perceived by females and males at Gift Construction

As shown in the graph, females exhibit higher perceptions, as measured by mean score, across all culture types compared to males.

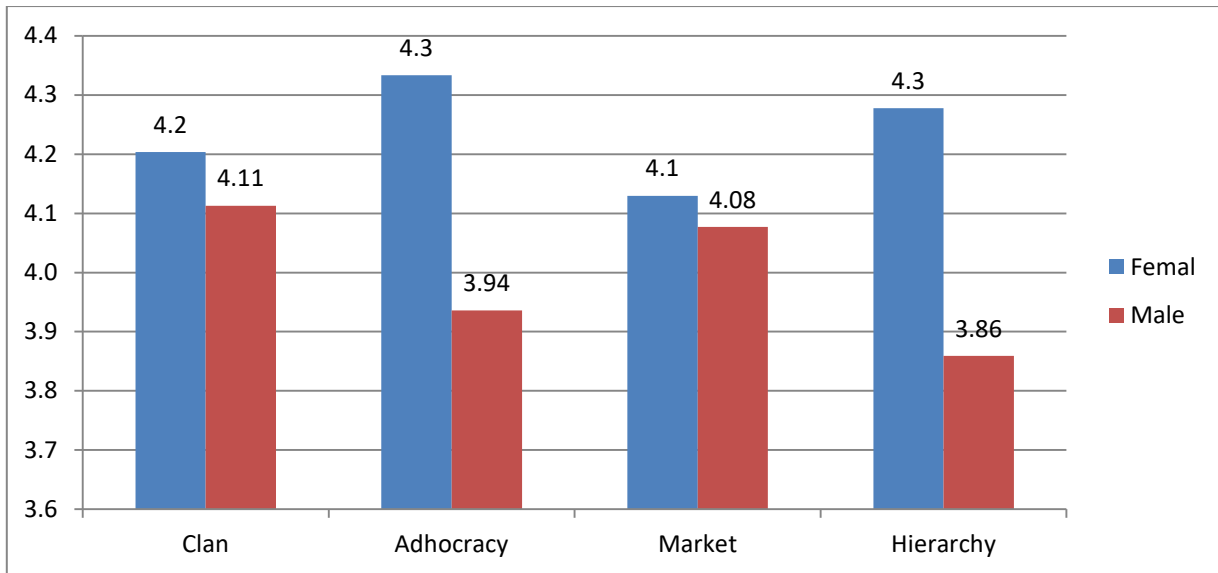


Figure 7 Preferred Culture as perceived by females and males at Gift Construction

Similar to their perception of the dominant culture, females show a higher preference for culture types than males.

Table 7 Table 4 Comparison summary of management and employees' perception and preference of organizational culture at Gift Construction

COMPARISON FILTERS	Males	Females
Top two dominant culture types	Clan and Market	Market and Hierarchy
Top two preferred culture	Clan and Market	Adhocracy and Hierarchy

This difference is further tested using independent t-test to determine the significance.

Culture type	t	df	Sig. (2-tailed)	Mean Difference	95% CI lower	95% CI upper
Clan- Dominant	.446	20	.661	.10826	-.39864	.61517
Adhocracy- Dominant	-1.086	20	.291	-.33191	-.96961	.30579
Market- Dominant	.061	20	.952	.01425	-.47231	.50080
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Market- Preferred	-.481	20	.636	-.10399	-.55531	.34733
Hierarchy- Preferred	-2.034	20	.055	-.55271	-1.11958	.01417

Since all Sig. (2-tailed) > 0.05, there are no statistically significant gender based differences in cultural perception and preferences.

4.2.4. Overall organizational culture perception and preference

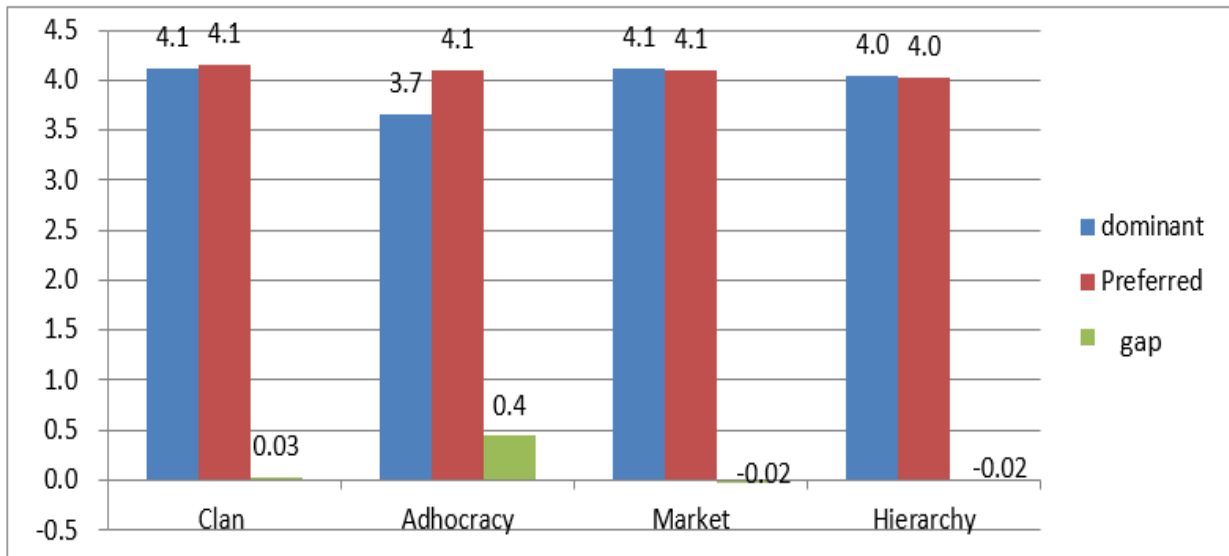


Figure 8 Perceived and Preferred Organization Culture at Gift Construction

The survey results, as illustrated in the graphs above, indicate that the most dominant culture in Gift Construction is market culture, with a mean value of 4.1, closely followed by Clan Culture, which also has a mean value of 4.1.

Table 8 Comparison summary of dominant and preferred cultures at Gift Construction

COMPARISON FILTERS	Gift Construction
Top two dominant culture types	Clan and Market
Top two preferred culture	Clan and Market

The higher mean difference between perceived and preferred culture is observed in Adhocracy culture. The significance of difference in perception and preference of organizational culture at Gift Construction was further analyzed using paired t-test statistics. The result is as shown in the next page.

Culture Dimension	Mean Difference	t-value	df	p-value
Clan	-0.02	-0.184	21	0.856
Adhocracy	-0.44	-2.401	21	0.026
Market	0.02	0.155	21	0.878
Hierarchy	0.02	0.198	21	0.845

There is significant preference of Adhocracy culture ($p < 0.05$) in Gift Construction over the perceived culture. This indicates the desire for more innovation, freedom, creativity and risk taking by the employees and management of Gift Construction.

4.3. Organizational culture assessment for Gift Real Estate

4.3.1. Demographic Characteristics of the respondents

The study gathered demographic information on respondents, including job position, years of service, and gender. .

Role-based Demographics

Table 9 Summary of position held by respondents at gift real estate

Position Held	Frequency	Percentile
management	26	35.6
employee	47	64.4
Total	73	100

According to the analysis, 35.6% of respondents hold management positions, while the remaining 64.4% are employees.

Gender-based Demographics

Table 10 Summary of gender of respondents at gift real estate

Gender	Frequency	Percent
female	41	56.2%
male	32	43.8%
Total	73	100.0

As can be seen from the result 56.2 % of respondents are female whereas 43.8% are male.

Service year-based Demographics

With regard to service of year of respondents, respondents were asked to choose their category from three groups, accordingly the following result was found.

Table 11 Year of Service Respondents

Year of Service	Frequency	Percent
2-4	53	72.6%
5-10	13	17.8%
>10	7	9.6%
Total	73	100.0%

The majority of respondents have served the company for 2 up to 4 years, which make up 72.6% of respondents. 17.8% of respondents have served the company with in the range of 5 to 10 years. Only 9.6% of respondents have served the company for more than 10 years.

4.3.2. Organizational culture based on role

The organizational culture perceived by employees compared to management is as follows

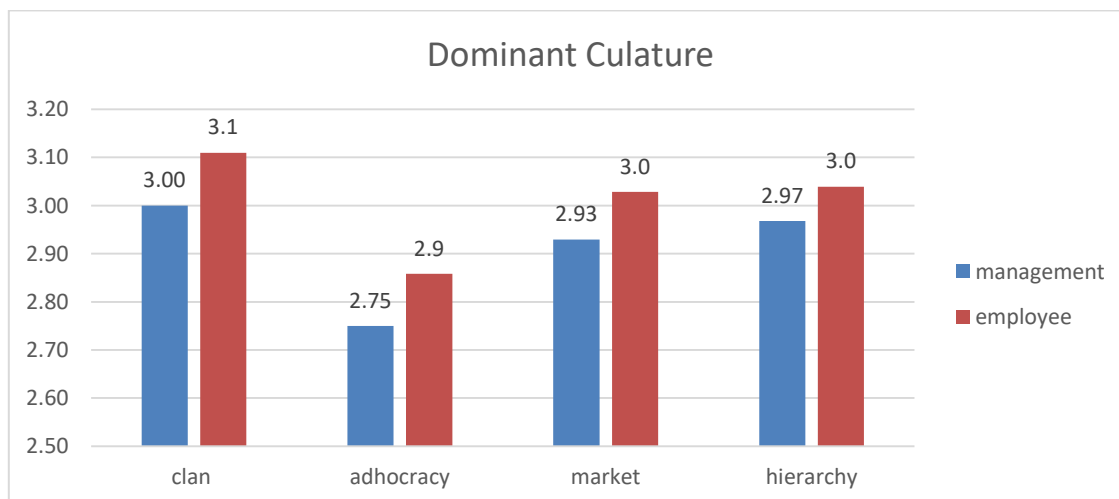


Figure 9 Organizational Culture as perceived by management and employees of gift real

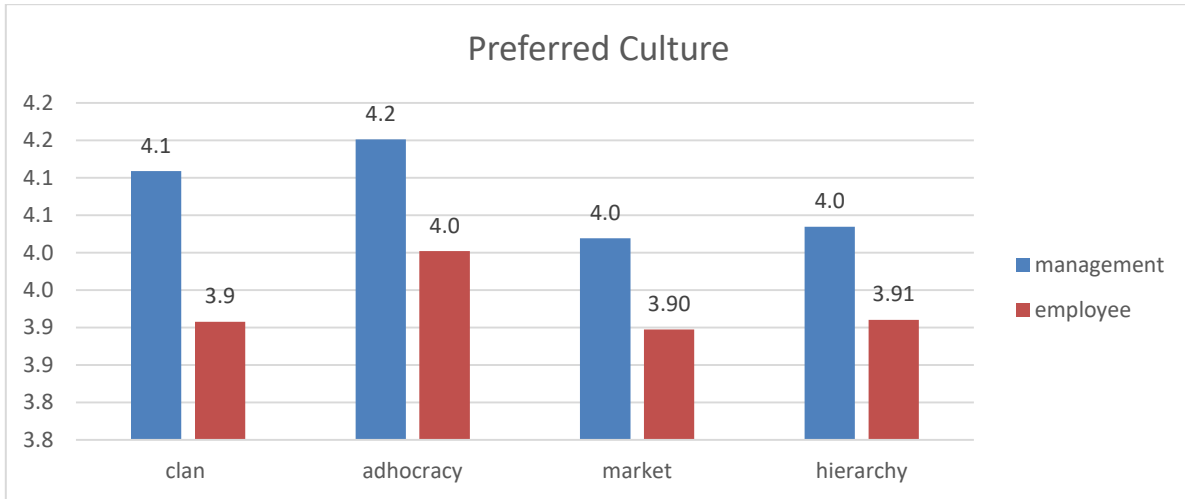


Figure 10 Organizational Culture as preferred by management and employees of gift real estate

As illustrated in the graph, management perceives the dominant organizational culture as predominantly Clan Culture (mean = 3) and Hierarchy Culture (mean = 2.97). Clan Culture fosters a family-like environment with openness, while Hierarchy culture is controlled and stable environment where rules and procedures govern the operations of the organization. Management's perception of the existing culture aligns with employees' perception slightly higher mean values (3.1 for Clan and 3.0 for Hierarchy).

Similarly, management and employees' top preferred culture are identical. While Adhocracy Culture has a mean score of 4.2 and 4.0, Clan Culture score is 4.1 and 3.9 respectively.

Table 12 comparison summary of management and employees' perception and preference of organizational culture at gift real estate

COMPARISON FILTERS	MANAGEMENT	EMPLOYEES
Top two dominant culture types	Clan and Hierarchy	Adhocracy and Hierarchy
Top two preferred culture	Clan and Hierarchy	Adhocracy and Hierarchy

This implies that both management and employees perceive the existence of family like environment with stable and controlled environment.

4.3.3. Organizational culture based on gender

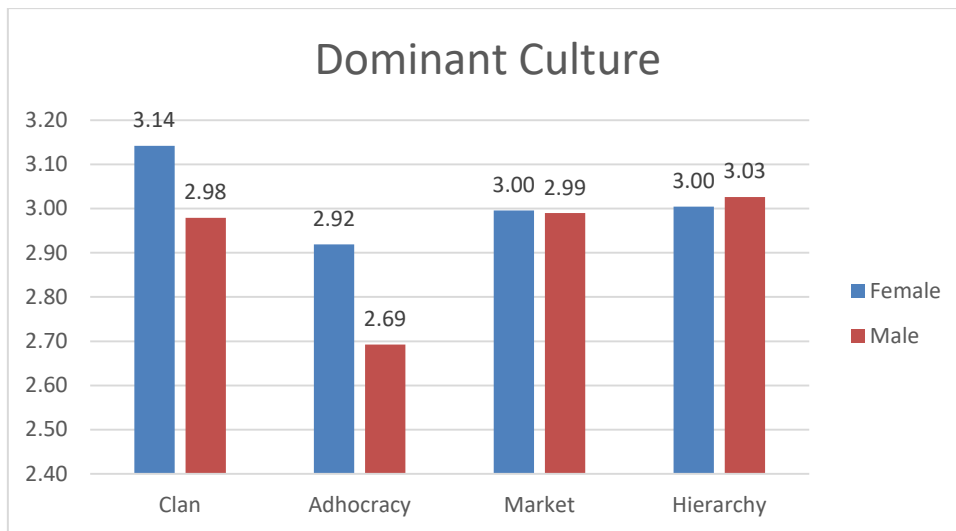


Figure 11 Dominant Culture as perceived by male and female workforce at gift real estate

As shown in the graph, females exhibit stronger perceptions across all culture types compared to males except for Hierarchy culture, which has a slight greater mean value for males.

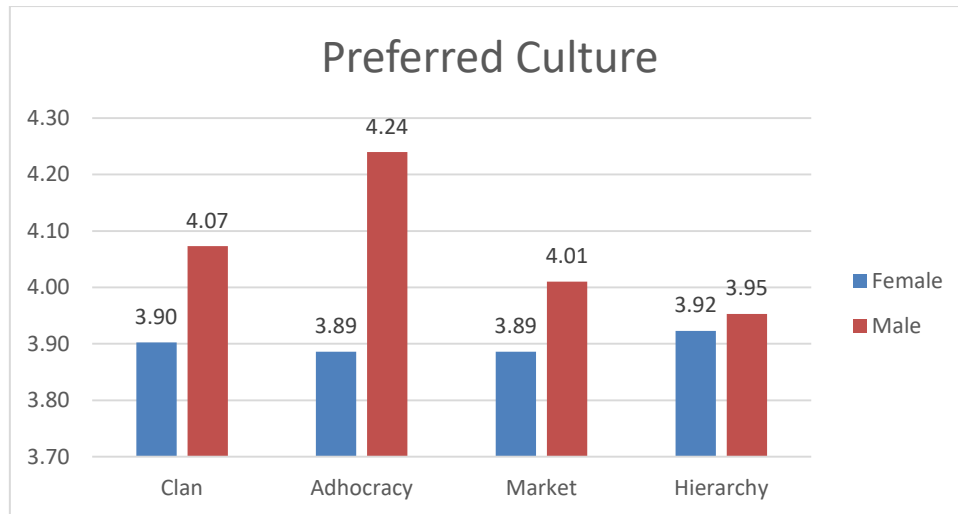


Figure 12 Preferred Culture as perceived by male and female workforce at gift real estate

In contrast to their perception of the dominant culture, females show a less preference for culture types than males across all cultural typologies.

Table 13 Table 4 Comparison summary of management and employees' perception and preference of organizational culture at Gift Real Estate

COMPARISON FILTERS	Males	Females
Top two dominant culture types	Hierarchy and Market	Clan and Hierarchy
Top two preferred culture	Adhocracy and Clan	Hierarchy and Clan

Hierarchy is rated top dominant culture by both males and females and clan culture is second preferred culture by both male and females.

This difference in perception and preference of organizational culture is further analyzed by using independent t-test, where the result shows the existence of significant preference difference among males and females for adhocracy culture where the p value is below 0.05.

Culture type	t	df	Sig. (2-tailed)	Mean Difference	95% CI lower	95% CI upper
Clan- Dominant	.768	71	.445	.16311	-.26042	.58664
Adhocracy- Dominant	1.059	71	.293	.22599	-.19936	.65134

Market- Dominant	.031	71	.975	.00635	-.39797	.41067
Hierarchy- Dominant	-.099	71	.921	-.02198	-.46494	.42099
Clan- Preferred	-.196	71	.845	-.03036	-.33872	.27800
Adhocracy- Preferred	-.763	71	.448	-.12424	-.44875	.20027
Market- Preferred	-2.380	71	.020	-.35340	-.64946	-.05735
Hierarchy- Preferred	-1.076	71	.286	-.17048	-.48648	.14553

All Sig. (2-tailed) > 0.05, except for market culture, where there is statistically significant difference among the preference of males and females.

4.3.4. Overall organizational culture perception and preference

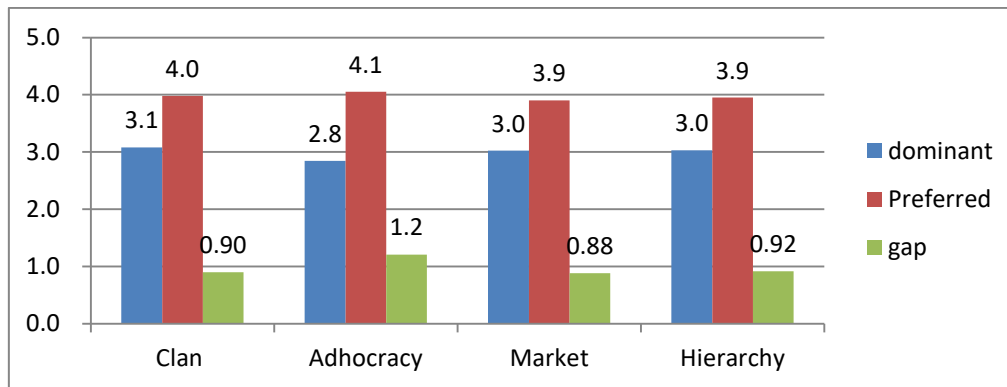


Figure 13.8 Perceived and Preferred Organization Culture at Gift Real Estate

The survey results, as illustrated in the graphs above, indicated that the most dominant culture in Gift Real Estate is Clan Culture (mean value = 3.07), followed by Hierarchy culture with a mean value of 3.01. Whereas, the most preferred cultures are Adhocracy and Clan culture with a mean value of 4.04 and 3.98 respectively.

Table 14 Comparison summary of dominant and preferred cultures at Gift Real Estate

COMPARISON FILTERS	Gift Real Estate
Top two dominant culture types	Clan and Hierarchy
Top two preferred culture	Adhocracy and Clan

Overall, the findings suggest a general desire for a stronger presence of all cultural types in Gift Real Estate, where the significance was further examined by conducting paired t-test.

Culture Dimension	Mean Difference	t-value	df	p-value
Clan	-0.9	-7.985	72	.000
Adhocracy	-1.2	-9.753	72	.000
Market	-0.88	-7.042	72	.000
Hierarchy	-0.92	-7.716	72	.000

The p-value resulted from the t-test also confirms the existence of significant gap between the prevailing and preferred cultures in gift real estate where all values are below 0.05.

Further analysis for each dimensions of the most dominant culture (Clan Culture) was conducted to identify the key contributors. The mean scores indicate that management of employees and Dominant Characteristics have played the most significant roles in shaping this culture. This finding aligns with interview insights, which highlighted a strong sense family spirit. However, regarding dominant characteristics, interview results highlighted a decline in team spirit within the organization compared to its previous state.

CVF dimensions for Clan Culture	N	Minimum	Maximum	Mean	Std. Deviation
Dominant Characteristics	22	1.00	5.00	3.1644	1.17867
Organizational Leadership	22	1.00	5.00	3.0000	1.17851
Management of Employees	22	1.00	5.00	3.1918	1.29805
Organizational Glue	22	1.00	5.00	3.0411	1.14793
Strategic Emphasis	22	1.00	5.00	2.9315	1.18238
Criteria of Success	22	1.00	5.00	3.0959	1.23788
Valid N (listwise)	22				

4.4. Comparison of culture between gift real estate and gift construction

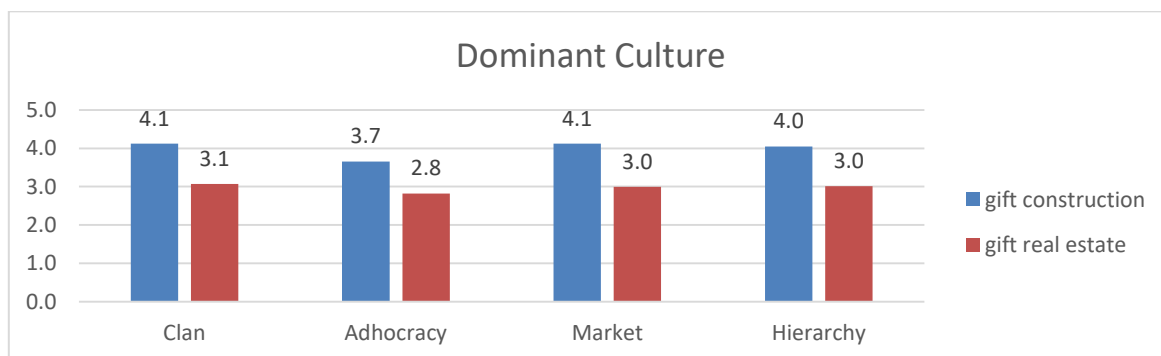


Figure 14 Dominant Organizational Culture at Gift Construction and Gift Real Estate

The survey results, as illustrated in the graphs above, indicate that the most dominant culture in Gift Construction is market culture, with a mean value of 4.1, closely followed by Clan Culture, which also has a mean value of 4.1. At Gift Real Estate, the most dominant culture is Clan Culture (mean value = 3.1), followed by hierarchy cultures, with a mean value of 3.0.

The dominance of Clan Culture is further reinforced by the interview findings, which highlighted that the family-like work environment is a key characteristic shared by both companies.

Regarding the existing organizational culture, Gift Construction exhibits a higher level of agreement among respondents on the presence of various cultural characteristics, as outlined by the assessment tool. Each cultural type received a mean value above 3, indicating a generally positive perception of their existence.

In contrast, the mean values for different cultural types at Gift Real Estate are closer to the average (mean value = 3), suggesting a more balanced distribution of agreement and disagreement regarding the presence of cultural characteristics. Notably, adhocracy culture received a mean value of 2.8 (which is below average), indicating that the majority of Gift Real Estate employees perceive a lack of innovation and risk-taking within the company.

Further analysis to assess the significance of the gap in existing culture between the two companies was conducted by independent t-test which revealed that the gap is significant for all cultural typologies with p value less than 0.05 for all.

Culture type	t	df	Sig. (2-tailed)	Mean Difference	95% CI lower	95% CI upper
Clan	5.190	93	.000	1.05044	.64855	1.45233
Adhocracy	3.992	93	.000	.83946	.42190	1.25701
Market	5.860	93	.000	1.12806	.74580	1.51032
Hierarchy	4.884	93	.000	1.03176	.61225	1.45126

The largest mean difference is observed in the Market culture (mean difference=1.28), which aligns with the interview findings. Respondents emphasized a significant cultural gap between

the two companies, noting that Gift Construction is more time-sensitive, results-oriented, and rewards high performance, with strong leadership focused on achieving organizational goals.

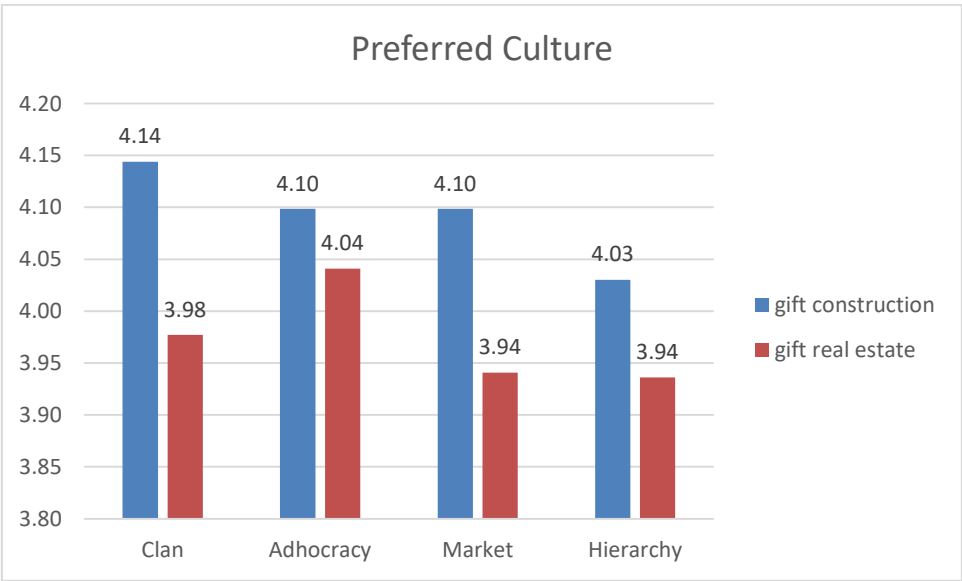


Figure 15 Preferred Organizational Culture at Gift Construction and Gift Real Estate

The survey results, as illustrated in the graphs above, indicate that the most preferred culture in Gift Construction are Clan Culture and Market Culture with a mean value of 4.1.

At Gift Real Estate, the most preferred culture is Adhocracy Culture (mean value = 4.04), followed by Clan Culture with a mean value of 3.98.

Overall, the findings suggest a general desire for a stronger presence of all cultural types in Gift Construction than Gift Real Estate. Nevertheless, this difference is not significant as it is shown with p values greater than 0.05 in all cultural typologies.

Culture type	t	df	Sig. (2-tailed)	Mean Difference	95% CI lower	95% CI upper
Clan	1.065	93	.290	.16677	-.14412	.47766
Adhocracy	.370	93	.712	.05739	-.25076	.36554
Market	1.001	93	.320	.15785	-.15537	.47106
Hierarchy	.591	93	.556	.09423	-.22258	.41104

Interviews were conducted with top managements from both companies to get deeper insight of the relation between the two companies. All respondents identified Clan Culture as the most appreciated and prevalent culture shared between the two Companies. They emphasized the strong sense of family spirit present in both Gift Construction and Gift Real Estate.

In response to the cultural change needed, responses from Gift Construction managers highlighted the need for greater emphasis on market culture, specifically pointing out the importance of setting stretched objectives and ensuring their achievement to enhance organizational performance.

Responses also highlighted the need for Gift Real Estate to draw lessons from the strengths observed in Gift Construction, particularly in relation to market culture. Several specific approaches from Gift Construction were mentioned as contributing to the development and maintenance of a stronger market-oriented culture which can be observed by Gift Real Estate. These include:

- Employee motivation strategies
- Setting clear targets and goals
- Strict performance evaluation to promote accountability and responsibility
- Proper cash flow management and improved working capital
- Delegation of authority to enhance efficiency
- Capacity building aligned with promotion

Similarly, respondents from Gift Real Estate acknowledged some of these areas as key lessons that could be adopted to strengthen its own market culture, particularly regarding performance and accountability.

The dominance of Clan Culture in both companies relates with previous researches conducted on other industries (Alharbi and Abdelrahim (2018), Gebretsadik (2020), Demissie and G/Egziabher (2022), Kagnaw M. (2018), Rahman et al. (2021)). In contrast, Market Culture and Adhocracy Cultures are more emphasized in the findings of this research compared to the result of previously conducted researches on other industries.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

This study assessed the organizational culture of Gift Construction and Gift Real Estate, two sister companies operating under the GIFT Business Group, using the Competing Values Framework (CVF). The research aimed to identify the dominant and preferred cultures within each company, evaluated the cultural alignment between them, and explored the influence of demographic factors on cultural perceptions.

The key findings from the study are summarized as follows:

	Gift Construction	Gift Real Estate
Dominant culture	Clan and Market	Clan and Market
Preferred culture	Clan and Market	Adhocracy and Clan
Employee's preferred culture	Hierarchy and Adhocracy	Adhocracy and Hierarchy
Management's preferred culture	Clan and Market	Clan and Hierarchy
Female's preferred culture	Adhocracy and Hierarchy	Hierarchy and Clan
Males preferred culture	Clan and Market	Adhocracy and Clan
Significant gap observed between dominant and preferred culture	In adhocracy culture	Across all cultural typologies

There exists a shared cultural profile in the existing culture of Gift Construction and Gift Real Estate in that they are predominantly Clan and Market. Nevertheless there exists significant difference in the perception where those cultures are perceived strongly at Gift Construction than Gift Real Estate.

Adhocracy Culture is desired by different groups at both companies and there is a significant gap in this culture in both companies.

5.2. Conclusion

Both Gift Construction and Gift Real Estate share a Clan Culture, which implies the existence of family like environment in both companies. Nevertheless, there exists a significant difference in cultural strength, where Gift Construction demonstrated a more strong culture.

Employees in both companies expressed a strong preference for a more innovative and flexible work environment, aligning with Adhocracy culture.

The findings indicate that cultural alignment within corporate group structures is essential for improving synergy and collaboration. Leadership must recognize and address cultural gaps to enhance strategic execution and long-term sustainability.

5.3. Recommendations

The student researcher suggests the following recommendations:

- The group company shall develop a corporate-wide cultural integration strategy that fosters shared values while allowing each company to retain necessary operational distinctions.
- Encourage cross-company collaboration initiatives, such as joint training sessions and team-building programs, to bridge cultural differences.
- Introduce Adhocracy-driven leadership practices that encourage risk-taking and creative problem-solving.
- Enhance internal communication channels to ensure transparency and alignment between leadership and employees.
- Recognize and reward behaviors that align with the desired cultural transformation, reinforcing the transition toward a more innovative and collaborative environment.

Furthermore, the researcher suggests more researches to be conducted in this area to explore the cultural dynamics with in different industries and demographic characteristics.

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APPENDIX 1: MODIFIED OCAI QUESTIONNAIRE

This questionnaire is designed to assess the organizational culture within your company. The information collected will help understand the dominant and preferred cultural values as perceived by employees, which will contribute to improving alignment and organizational effectiveness. Your honest responses are important and will be kept confidential. Please answer the following questions based on your experience within the organization

Part one: demographic data

- Your company Gift Construction Gift Real Estate
- Position held Management Employee
- Years of service at the company 2-4 5-10 >10
- Gender Female Male

Part two: organizational culture assessment instrument

Instruction for Rating: 1

For each section of the Organizational Culture Assessment Instrument (OCAI), you are required to evaluate four subsections (a, b, c, d) based on your perception of the organization's culture. Rate each option listed under the six primary characteristics according to the strength of the **existing the preferred** characteristics as reflected by the numbers, as explained below

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Evaluation of **currently existing culture** of the organization reflected by the listed dimensions

	1. Dominant Characteristics	1	2	3	4	5
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.					
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
	2. Organizational Leadership					
A	The leadership in the organization is generally considered to exemplify mentoring , facilitating, or nurturing.					
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.					
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
	3. Management of Employees					
A	The management style in the organization is characterized by teamwork , consensus, and participation .					
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
C	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
	4. Organization Glue					
A	The glue that holds the organization together is loyalty and mutual trust . Commitment to this organization runs high.					
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					

	5. Strategic Emphases	1	2	3	4	5
A	The organization emphasizes human development. High trust, openness, and participation persist.					
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
	6. Criteria of Success					
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

Part three: organizational culture assessment instrument

Instruction for Rating:

For each section of the Organizational Culture Assessment Instrument (OCAI), you are required to evaluate four subsections (a, b, c, d) based on your preference of future organizational culture. Rate each option listed under the six primary characteristics according to the strength of the **your preferred** characteristics as reflected by the numbers, as explained below

1. I Strongly do not prefer
2. I don't prefer
3. Neutral
4. I prefer
5. I strongly prefer

Evaluation of your **preferred future** culture of the organization

	1. Dominant Characteristics	1	2	3	4	5
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.					
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
	2. Organizational Leadership					
A	The leadership in the organization is generally considered to exemplify mentoring , facilitating, or nurturing.					
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.					
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
	3. Management of Employees					
A	The management style in the organization is characterized by teamwork , consensus, and participation .					
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
C	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
	4. Organization Glue					
A	The glue that holds the organization together is loyalty and mutual trust . Commitment to this organization runs high.					
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					

	5. Strategic Emphases	1	2	3	4	5
A	The organization emphasizes human development. High trust, openness, and participation persist.					
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
	6. Criteria of Success					
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

APPENDIX 2: INTERVIEW QUESTIONS

1. How long have you been working in the organization?
2. What aspects of the company culture do you appreciate the most, and what would you change if given the opportunity?
3. How well do you believe the result of the survey expressed the existing culture in view of the four cultural typologies?
4. Have there been significant cultural shifts in the company over the past few years? What triggered them, and what was the result?
5. Based on the finding, what cultural changes do you think would benefit the organization the most?
6. How would you describe the relationship between GIFT Construction and GIFT Real Estate? Are there any significant cultural differences or shared values? What can they work on to collaborate more and learn from the strength of each other? Please Relate your answers with the finding