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Article

Assessing Positive Organizational Culture: Psychometric Properties of the POCS

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ABSTRACT

Background: The Positive Organizational Culture construct is a set of shared practices, values, and behaviors within an organization that promote healthy and motivating working environments. This study develops a new scale called the Positive Organizational Culture Scale (POCS) to assess how organizational values affect well-being and work performance. **Method:** The sample consisted of 1,420 workers in Chile, with an average age of 39.48 years (*SD* = 11.13). Over half (55.0%) worked in the public sector, 34.5% worked in private organizations, and 10.5% worked in private non-profit organizations. The study examined item descriptions, the scale's internal structure, its measurement invariance regarding sex and organization, and its relationship with other psychological variables (organizational climate, professional burnout, psychosomatic symptomatology). **Results:** The POCS showed a good fit to a correlated two-factor structure (People-Oriented Culture and Results-Oriented Culture; CFI = .94; RMSEA = 0.08), demonstrating measurement invariance regarding sex and type of organization. The findings show that the POCS has 36 items exhibiting satisfactory psychometric properties and a structure consisting of two first-order factors, which exhibit distinct associations with the other recorded variables. **Conclusions:** The POCS provides relevant information for formulating actions aimed at enhancing the work environment in the Chilean context.

Evaluación de la Cultura Organizacional Positiva: Propiedades Psicométricas de la POCS

Palabras clave:
POCS
Cultura organizacional
Clima laboral
Propiedades psicométricas
Invarianza de medida

RESUMEN

Antecedentes: La Cultura Organizacional Positiva es un conjunto de prácticas, valores y comportamientos compartidos por una organización que promueven entornos laborales saludables y motivadores. El objetivo del estudio fue desarrollar la Escala de Cultura Organizacional Positiva (ECOP), la cual evalúa cómo los valores organizacionales afectan el bienestar y rendimiento laboral. **Método:** La muestra fueron 1.420 trabajadores de Chile, con una edad media de 39,48 años (*DT* = 11,13). El 55% eran trabajadores del sector público, el 34,5% de organizaciones privadas y el 10,5% de organizaciones privadas sin fines de lucro. Se estudiaron los descriptivos de los ítems, la estructura interna de la escala, su invarianza de medida en términos de sexo y organización y su relación con otras variables psicológicas (clima organizacional, desgaste profesional, sintomatología psicosomática). **Resultados:** La ECOP mostró un buen ajuste a una estructura de dos factores correlacionados (Cultura Orientada a las Personas y Cultura Orientada a los Resultados; CFI = .94; RMSEA = 0.08), demostrando invarianza de medida en términos de sexo y tipo de organización. Los factores mantienen relaciones diferentes con las otras variables registradas. **Conclusiones:** La ECOP ofrece información relevante para el desarrollo de intervenciones que fortalezcan el ambiente laboral en el contexto chileno.

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Introduction

As complex social systems, organizations exhibit deeply embedded patterns of behavior that shape internal interactions, decisions, and strategies (Ostroff & Schulte, 2014). This culture is defined by collective values and fundamental assumptions that explain organizational behavior and priorities, anchored in its members' common ideas, values, and social norms (Schneider et al., 2017). In turn, these cultural elements provide a framework that guides how members interpret, consider, and react to events within the organization (Schein, 2015).

Organizational culture is a vehicle of cohesion and coordination, fostering a fundamental source of collective identity and commitment. Beyond being a source of cohesion and coordination, it also fosters a shared identity, strengthening the bond between people and the organization and promoting greater commitment to organizational goals. Organizational culture affects employee performance and well-being by creating an atmosphere that either facilitates or impedes the use of personal and professional resources and the satisfaction of job expectations. Maintaining such an environment is crucial for ensuring a safe and effective workplace (Aryani & Widodo, 2020; Bakker & Demerouti, 2018; Prieto-Díez et al., 2022).

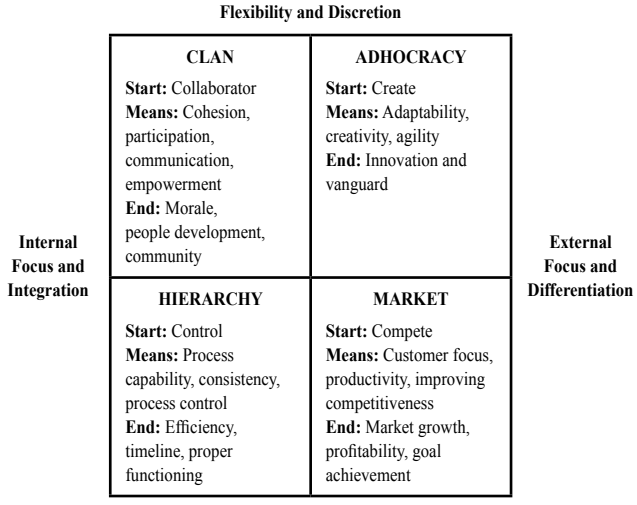
Organizational culture significantly impacts workplace stress, performance, and burnout, playing a key role in how employees perceive and manage job-related stress. According to the study by Olynick and Li (2020), an organizational culture that promotes mutual support and recognition can mitigate stress levels and reduce burnout by fostering a positive and cooperative work environment. Conversely, cultures that place excessive value on competitiveness and high-performance demands can increase stress and contribute to employee burnout (Taris, 2023). These cultural dynamics affect workers' mental and physical health and directly impact their effectiveness and efficiency. Di Stefano and Gaudíino (2019) point out that if a culture fails to manage workloads or provide sufficient resources, it can lead to diminished performance and increased absenteeism, adversely affecting organizational outcomes. Therefore, understanding the relationship between organizational culture and job stress is essential to developing effective strategies that promote well-being and sustainable productivity in the workplace (Barría-González et al., 2023; Jacob & Tende, 2022; Rattrie et al., 2020).

A positive organizational culture promotes respect, integrity, and openness, fostering a healthy work environment and enhancing organizational effectiveness. According to Gelfand et al. (2017), organizations with positive cultures exhibit higher levels of commitment and satisfaction among employees, reducing turnover and improving internal cohesion. In addition, Akpa et al. (2021) note that positive cultures facilitate organizational adaptability, enabling organizations to respond more effectively to market changes and internal crises. The study by Schneider et al. (2017) complements these findings, reporting that positive perceptions of organizational climate are strongly linked to performance and innovation. As research has demonstrated its direct impact on well-being and performance, the concept of positive organizational culture has gained increasing attention (Parent & Lovelace, 2018).

Positive organizational culture is defined as "*a set of shared practices, values, and behaviors within an organization that promote a healthy and motivating work environment. It fosters cooperation and support for individual well-being (People-Oriented) while driving efficiency, competitiveness, and the achievement of organizational goals" (Results-Oriented)".* This culture strives to balance human development and performance, shifting toward ethical and sustainable organizational behavior. It perceives organizational culture not merely as a framework for operational efficiency but also as a catalyst for people's well-being and sustainable organizational advancement (Bal, 2017; Donaldson et al., 2022; Hofstede, 2011; Luthans & Youssef-Morgan, 2016; Parent & Lovelace, 2018; van Zyl et al., 2024).

Similarly, the Competing Values Framework (CVF; Cameron & Quinn, 2006) offers a structured approach to understanding organizational culture. The CVF identifies four types of organizational cultures: clan, adhocracy, market, and hierarchy, each underpinned by specific sets of values and practices that support the achievement of organizational objectives in different ways (see Figure 1). Within this framework, different cultures emphasize distinct organizational priorities. For example, Clan cultures emphasize collaboration and mutual commitment, whereas Adhocracy cultures prioritize innovation and flexibility, which are crucial for organizations operating in dynamic and competitive environments. Likewise, Market and Hierarchy cultures focus on competition and control, respectively, each suitable for contexts where efficiency and consistency are priorities (Cameron et al., 2006).

Figure 1
Competing Values Framework



Note. Taken from Hartnell et al. (2011).

The types of organizational culture and their impact on various organizational dynamics highlight the importance of balancing flexibility and control to enhance organizational performance and well-being. According to the CVF (Clan, Adhocracy, Market, and Hierarchy), Clan and Adhocracy cultures, oriented toward flexibility and mutual support, promote innovation, commitment, and job satisfaction by fostering autonomy and personal development. In contrast, Market and Hierarchy cultures, focused on results, efficiency, and control, drive productivity and operational stability but may limit innovation. Striking a balance between structure and adaptability is essential to address challenges and maintain a resilient and productive work environment (Ehrhart & Kuenzi, 2017; Gregory et al., 2009; Hartnell et al., 2011; Sarros et al., 2008).

Additionally, the importance of a positive organizational culture lies not only in its ability to influence employee well-being and performance but also in the necessity of having accurate tools to evaluate and manage it effectively. In this context, the Positive Organizational Culture Scale (POCS; Perez-Luco, 2008) emerges as a key instrument for addressing an existing gap in the measurement of organizational culture. This tool aims to fill a gap in measuring organizational culture in complex environments, integrating dimensions such as well-being and performance to strengthen organizational health and sustainability.

The first aim of the present study is to explore the dimensionality of the POCS. Although the original proposal (Pérez-Luco, 2008) includes six theoretical facets—Skills, Relationships, Branding, Vanguard, Rigor, and Improvisation—these facets require further empirical validation. To achieve this, we propose a model based on the CVF framework, specifically its structural dimension contrasting Flexibility and Stability (see Figure 1, horizontal axis). This approach directly relates the dimensions of People Orientation and Results Orientation, derived from the definition of Positive Organizational Culture and indicated by Hofstede (2011). According to this model, Clan and Adhocracy cultures value collaboration and adaptability and are people-oriented. On the other hand, Market and Hierarchy cultures, which emphasize efficiency, control, and competitiveness, are results-oriented (Beus et al., 2020; Hartnell et al., 2019). By aligning the POCS dimensions with the CVF, we provide a structured method for evaluating organizational culture within diverse workplace contexts. This is how the Skills and Relationships (Clan) facets emphasize personal development, well-being, internal cohesion, and the importance of personal relationships within the organization. The Vanguard and Improvisation (Adhocracy) facets highlight the importance of innovation, adaptability, and advanced technologies. The Rigor (Hierarchy) facet reflects the importance of organizational structure, process control, regulation, and efficiency. Finally, the Branding (Market) facet focuses on competitiveness and market success.

The creation of a new version of the POCS is proposed to evaluate the positive dimensions of organizational culture that influence the subjective work dynamics of complex organizations, encompassing both public and private entities. The aim is to systematically analyze how organizational practices and values impact the well-being and productivity of individuals and teams.

In this sense, several instruments have been designed to assess organizational culture based on consolidated theories. These questionnaires, which are widely recognized and used, provide insight into organizational values and practices (Tadesse & Debela, 2024). In the Spanish-speaking context, instruments to measure organizational culture often present limitations in terms of theoretical consistency and evidence of validity. Many of the questionnaires used are based on models developed by English-speaking authors, such as Denison (1990), Hartnell et al. (2019), Schein (2010), Cameron & Quinn (2011), Cooke and Lafferty (1987), O'Reilly et al. (1991), and Hofstede (1991). Chile is no exception, having created a specific questionnaire for the education field. As in other Latin American countries, several recognized international instruments have been validated. Some of the most relevant questionnaires in English, Spanish, and the Chilean context are in Table 1.

As Table 1 shows, there are instruments in Chile to assess organizational culture; however, none is specifically designed to measure the balance between job demands and resources, focusing on well-being and performance. Most available questionnaires, like Marcone and Martin del Buey (2003) Inventory of Organizational Culture in Education Institutions (ICOE), focus on measuring organizational culture in the education setting without specifically addressing the relationship between demands and resources. The POCS signifies progress in this area, as its dual dimensions—People-Oriented and Results-Oriented—, making it possible to assess the impact of organizational values on well-being and work performance.

In this line, the psychometric properties of this scale will be studied in the Chilean context. The items of the POCS will be analyzed, the reliability of their scores will be explored, and evidence of validity will be collected from different sources, such as those based on internal structure and in relation to other variables such as organizational climate, professional burnout, and psychosomatic symptomatology. POCS will enhance the theoretical

Table 1
Organizational Culture Questionnaires for the English, Spanish, and the Chilean Contexts

Questionnaire	Authors
English-language questionnaires	
Organizational Culture Assessment Instrument (OCAI)	Cameron & Quinn (2011)
The FOCUS Questionnaire	van Muijen et al. (1999)
Organization Culture Profile (OCP)	O'Reilly et al. (1991)
Denison Organizational Culture Survey (DOCS).	Denison (1990)
Organizational Culture Inventory (OCI)	Cooke & Lafferty (1987)
Spanish-language questionnaires	
Escala de Diagnóstico de la Cultura Organizacional (EDCO) (*Organizational Culture Diagnostic Scale*)	Robles et al. (2018)
Instrumento de cultura organizacional y Competitividad (ICOC) (*Organizational culture and competitiveness instrument*)	Hernández et al. (2008)
Brazil's instrument for assessing organizational culture	Ferreira et al. (2002)
Cuestionario Focus 93 (*Focus 93 Questionnaire*)	González-Romá et al. (1996)
Chilean-context questionnaires	
Inventory of Organizational Culture in Education Institutions (ICOE)	Marcone & Martin del Buey (2003)

framework of organizational psychology and establish itself as a vital resource for optimizing work dynamics and promoting health within organizations.

Method

Participants

The sample comprises 1,420 workers from productive and service organizations, seven public and two private, from different cities in Chile. Fifty-five percent of the sample belongs to public organizations, 34.5% to private organizations, and 10.5% to private non-profit organizations (social development). 97.75% of the sample were full-time workers. The age ranged from 18 to 65 years, with a mean of 39.48 years and a standard deviation of 11.13. Regarding age groups, 325 were classified as young (18 to 30 years), 828 as adults (31 to 50 years), and 241 as older (more than 50 years). Forty-five percent of the sample were women.

Instruments

Positive Organizational Culture Scale (POCS)

This is a 41-item questionnaire with Likert-type responses with five response alternatives from 1 (*never*) to 5 (*always*). The scale is used to assess organizational culture. The original version (POCS; Pérez-Luco, 2008) includes six facets (Skills, Relationships, Branding, Vanguard, Rigor, and Improvisation). Evidence of content validity was ensured through a review by organizational psychology experts, who assessed the representativeness and relevance of the items in relation to the construct's facets (Pérez-Luco, 2008). Although this structure has shown good evidence of validity regarding its content, not validity evidence in terms of its internal structure has been reported. Thus, in the present study, the dimensionality of the 41 items will be explored to produce a new version of the POCS. The items can be found in the Supplementary Material.

Subjective Work Environment Climate Scale (SWECS; Barría-González et al., 2021)

The SWECS is a questionnaire with 38 items that assesses five dimensions of organizational climate: Organizational Trust, Job Stress, Social Support, Compensation, and Job Satisfaction. The items that make up the questionnaire follow a Likert-type format with five response categories (1 = *never*, 5 = *always*). The scale has adequate psychometric properties to evaluate organizational climate in the Chilean context. The dimension-specific reliability coefficients of the scores (α) are: Organizational Trust, .91; Job Stress, .75; Social Support, .82; Compensation, .79; and Job Satisfaction, .78.

Professional Burnout Scale (PBS; Perez-Luco, 2008)

This scale is composed of 22 items that measure worker burnout. The scale is used to assess the degree of professional burnout and includes three dimensions (Emotional Fatigue, Personal Fulfillment, and Affective Hardening), using a Likert scale from 1 (*never*) to 5 (*always*). The study sample presented reliability coefficients of the scores (α) of .86 for Emotional Fatigue, .77 for Personal Fulfillment, and .76 for Affective Hardening.

Psychosomatic Symptomatology Scale (PSS; Pérez-Luco, 2008)

The scale measures the psychological and somatic symptoms of professional burnout through 22 items, using a dichotomous scale: 0 (*no*) and 1 (*yes*). Reliability coefficients of the scores (α) of .87 for Psychological Symptomatology and .78 for Somatic Symptomatology were found in this study sample.

Procedure

A theoretical matrix of eight fields was defined for the selection of the organizations, considering funding source (public/private), orientation (production/services), and purpose (profit and social development). In each case, different complex organizations (four or more divisions, three or more hierarchical levels or sections, and a minimum of 200 employees) with a presence in two or more regions in Chile were identified, and their managers were contacted through formal and informal channels to invite them to participate in the study. Representation was obtained in seven of the eight types since no representation was obtained from productive for-profit public organizations. The instrument was self-administered and accessible on a website. Informed consent was obtained from each study participant before beginning the application of the instrument to ensure anonymity, confidentiality, and adherence to data protection regulations. The participation agreement encompassed a comprehensive assessment of the subjective work environment, followed by the dissemination of results to the corresponding executives.

Data Analysis

First, following a cross-validation procedure (Fabrigar et al., 1999; Rey-Sáez, 2022), the sample was divided in two with the SOLOMON algorithm (Lorenzo-Seva, 2021), obtaining two halves of 710 people each. With the first half, the dimensionality of the instrument was explored through an exploratory factor analysis (EFA).

In the EFA, the KMO and Bartlett statistics were used to assess the suitability of the data for the factor analysis. The EFA was performed on the polychoric correlation matrix using diagonally weighted least squares (DWLS) as the estimation method and Promin as the rotation method (Lorenzo-Seva and Ferrando, 2019).

The number of extracted dimensions was determined through the optimal implementation of the parallel analysis (Timmerman and Lorenzo-Seva, 2011) with 500 replicates. The goodness-of-fit index (GFI) and the root mean square root of residuals (RMSR) were used as fit indices, establishing a good fit when the CFI > .95 and the RMSEA < .06 (Hu and Bentler, 1999).

Then, the second half of the sample (710 participants) was used to confirm the internal structure obtained in the exploratory approach. For this, a confirmatory factor analysis (CFA) was performed using DWLS, considering a good fit of the model when the GFI and CFI > .95 and the RMSEA and RMSR < .08 (Hu and Bentler, 1999).

Once the factor structure was clarified, the descriptive statistics (mean, standard deviation, skewness, and kurtosis) and the discrimination indices of the POCS items were examined. The reliability of each dimension was calculated with Cronbach's alpha and McDonald's Omega.

In addition, in light of the importance of studying the factor structure of the construct in different populations (Amérigo et al., 2020; Postigo et al., 2023), measurement invariance was assessed as a function of sex (male-female), type of organization (public-private), and age groups (young [18-30 years], adults [31-50 years], seniors [51-80 years]). The configural, metric, and scalar invariance levels were analyzed by multigroup confirmatory factor analysis (MG-CFA). Given that these are aggregate models, a change in the CFI of less than -.01 and a change in the RMSEA of less than -.015 (ΔCFI < -.01, ΔRMSEA < .015; Chen, 2007) makes it possible to accept the measurement invariance.

To analyze the differences in means according to sex and type of organization (public vs. private), the student's *t*-test was applied with Welch's correction, appropriate for unequal variances. In addition, Cohen's *d* was used as an effect size estimator, which makes it possible to interpret the magnitude of the differences observed between the groups. Subsequently, to determine the relationship between the POCS and other psychological variables, a Pearson correlation was calculated between the scale and the scores on climate, professional burnout, and psychosomatic symptomatology (Barría-González et al., 2021).

The analyses were performed with R version 4.3.2. (R Core Team, 2023) and the *haven, lavaan* (Rosseel, 2012), *psych* (Revelle, 2024), and *tidyverse* (Wickham et al., 2019) packages. For the EFA, Factor version 12.04.05 was used (Lorenzo-Seva y Ferrando, 2006). Supplementary Material can be accessed at https://osf.io/wdv75/

Results

The parallel analysis with the initial scale (41 items) recommended extracting two factors on the scale (fit of the unidimensional model: CFI = .85, GFI = .89, RMSEA = 0.100, RMSR = 0.132; fit of the bidimensional model: CFI = .99, GFI = 1, RMSEA = 0.027, RMSR= 0.050). In this factor solution, one item from Rigor (8), two from Relationships (21 and 22), and two from Vanguard (25, 26) showed cross and low loadings in both dimensions. After their elimination, a new EFA fitted with the remaining 36 items. These data were adequate to perform a factor analysis (KMO = .92; Bartlett $p < .001$), explaining 42% of the variance. The fit indices of the model were adequate (fit of the final solution: CFI = .99, GFI = 1, RMSEA = 0.025, RMSR = 0.046). The correlation matrix between the battery scores indicated that the two specific dimensions on the POCS are positively related to each other ($p < .01$), with a correlation of .31.

Then, using the second subsample, the factor structure was confirmed by CFA, which showed a good fit to the data (CFI = .94, GFI = .96, RMSEA = 0.080, SRMR = 0.079). The factor loadings of the CFA are in Table 2.

The descriptive statistics (mean, standard deviation, skewness, and kurtosis), as well as the discrimination indices, are in Table 2. The items show adequate values of skewness and kurtosis, as well as adequate discriminative power (DI > .30).

The reliability of the scores for each dimension was adequate in both, being α = .90 ω = .90 for the people-oriented culture factor and α =.88, ω = .88. for the results-oriented culture factor.

Table 3 displays the findings concerning the measure's invariance. The measurement invariance of the POCS was confirmed at all levels (configural, metric, and scalar) for sex (male, female), type

Table 2
Descriptive Items, Discrimination Indices, and Factor Loadings

Item	Mean	(*SD*)	Skew	Kurtosis	*DI*	λ	
						F1	F2
1	3.57	(1.21)	-0.64	-0.63	.38	.44	
2	3.74	(1.16)	-0.70	-0.41	.61	.67	
3	3.83	(1.06)	-0.91	0.23	.51	.59	
4	4.06	(0.95)	-1.09	0.98	.62	.70	
5	3.69	(1.04)	-0.70	-0.02	.53	.62	
6	3.62	(1.08)	-0.47	-0.47	.42	.47	
7	4.01	(0.99)	-1.15	1.04	.57	.63	
8*	3.76	(0.99)	-0.70	-0.01	-	-	-
9	3.91	(0.85)	-0.97	1.35	.53	.60	
10	3.85	(0.92)	-0.78	0.52	.52	.64	
11	4.01	(0.95)	-1.09	1.05	.57	.65	
12	3.79	(0.93)	-0.75	0.23	.47	.59	
13	4.07	(0.96)	-1.18	1.28	.61	.68	
14	3.93	(0.87)	-0.95	1.08	.53	.62	
15	4.18	(0.93)	-1.13	0.91	.54	.58	
16	3.91	(1.12)	-1.02	0.26	.46	.53	
17	4.14	(1.02)	-1.29	1.20	.57	.63	
18	3.80	(1.07)	-0.79	-0.04	.55	.66	
19	3.77	(1.04)	-0.71	-0.11	.53	.65	
20	3.88	(1.01)	-0.82	0.17	.46	.51	
21*	3.12	(1.22)	-0.19	-0.96	-	-	-
22*	3.23	(1.09)	-0.11	-0.82	-	-	-
23	3.78	(1.04)	-0.82	-0.01	.34	.41	
24	3.71	(1.06)	-0.71	-0.15	.53	.61	
25*	3.52	(1.09)	-0.51	-0.49	-	-	-
26*	3.41	(1.03)	-0.35	-0.50	-	-	-
27	3.15	(1.13)	-0.06	-1.04	.51		.63
28	2.85	(1.06)	0.26	-0.72	.64		.73
29	3.22	(1.09)	-0.06	-0.93	.55		.62
30	2.82	(1.14)	0.18	-0.85	.52		.56
31	3.39	(1.15)	-0.33	-0.96	.49		.54
32	3.01	(1.05)	0.04	-0.88	.52		.57
33	3.07	(1.04)	-0.01	-0.80	.56		.66
34	2.81	(1.03)	0.15	-0.44	.52		.56
35	2.88	(1.07)	0.18	-0.77	.53		.59
36	2.96	(1.18)	0.16	-0.98	.46		.50
37	3.05	(1.16)	0.01	-0.88	.54		.65
38	3.08	(0.95)	-0.14	-0.04	.42		.54
39	3.43	(1.01)	-0.38	-0.54	.48		.62
40	2.81	(1.09)	0.24	-0.62	.59		.65
41	2.90	(1.08)	0.14	-0.88	.62		.68

Note. *SD* = Standard Deviation, *DI* = Discrimination Index. λ = Factor Loadings (CFA), F1 = People-Oriented, F2 = Results-Oriented. Eliminated items are marked with an asterisk (*).

Table 3
Invariance of the Measure for POCS by Sex and Type of Organization

	Sex				Public-Private			
	CFI	**RMSEA**	**ΔCFI**	**ΔRMSEA**	**CFI**	**RMSEA**	**ΔCFI**	**ΔRMSEA**
Configural	.936	0.085			.946	0.078		
Metric	.934	0.085	-.002	0	.941	0.081	-0.006	0.003
Scalar	.934	0.081	0	-0.004	.938	0.079	-0.002	-0.002
	Age Groups							
	CFI	**RMSEA**	**ΔCFI**	**ΔRMSEA**				
Configural	.935	0.086						
Metric	.931	0.087	-.004	0.001				
Scalar	.932	0.082	.001	-0.005				

Note. CFI = Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation.

Table 4
Differences in Means According to Sex and Type of Organization

(1-2)	$\bar{X}_1$	$\bar{X}_2$	*t*	df	*p*	*d*
Male/Female						
People-Oriented	81.85	80.53	1.95	1311.1	.051	0.11
Results-Oriented	46.09	44.60	2.84	1368.5	.005	0.15
Public-Private						
People-Oriented	82.05	79.73	3.31	1129.2	< .001	0.19
Results-Oriented	42.95	50.75	-14.96	1073.7	< .001	0.86

Note. $\bar{X}_1$ = Mean in Men, $\bar{X}_2$ = Mean in women.

Table 5
Pearson Correlations Between POCS and SWECS, PBS, and PSS

Scales/Dimensions	People-Oriented	Results-Oriented
SWECS (Organizational Climate)		
Job Satisfaction	.38**	.10**
Organizational Trust	.32**	.02
Job Stress	.17**	–.18**
Social Support	.33**	.05*
Remuneration	.28**	.17**
PBS (Professional Burnout)		
Emotional Fatigue	–.25**	.11**
Personal fulfillment	.41**	–.01
Affective Hardening	–.20**	.27**
PSS (Psychosomatic Symptomatology)		
Somatic	–.19**	–.10**
Psychological	–.20**	–.11**

Note. ** $p < .01$. * $p < .05$.

of organization (public, private), and age groups (young [18-30], adults [31-50], seniors [51-80]).

Subsequently, mean differences were analyzed according to sex and type of organization (Table 4). No statistically significant differences were found in the People-Oriented Factor according to sex. The other comparisons were statistically significant, although with small effect sizes, except for the Results-Oriented Factor in the comparison between the public and private sectors, which had a large effect size ($d = .86$).

Finally, the relationships with other variables (organizational climate, professional burnout, and symptomatology) are shown in Table 5. The People-Oriented dimension shows stronger relationships with all the variables than the Results-Oriented dimension.

Discussion

The assessment of organizational culture is of great relevance for workers' performance and health (e.g., Tadesse & Debela, 2024; Van Zyl et al., 2024). This study sought to examine the psychometric properties of the POCS in the Chilean context, supported by two key dimensions: People-Oriented and Results-Oriented Culture. The development of the POCS marks a breakthrough in the assessment of organizational culture in the Chilean setting.

The POCS is invariant as a function of sex and type of organization, showing that it maintains the same factor structure among different groups at the configural, metric, and scalar levels. This substantiates the need for equitable comparisons among various groups, with any observed discrepancies attributable to genuine disparities.

The People-Oriented dimension measures workers' perception of the organization's interest in their well-being, support, and development, as reflected in its policies and actions. A high score would indicate that the organization promotes a positive work environment, emphasizing cohesion, satisfaction, and personal growth. A low score would reflect a perception of indifference to employees' well-being. The results show that this dimension is positively associated with job satisfaction, social support, and personal fulfillment and negatively related to emotional burnout and psychosomatic symptomatology. These findings align with Bakker and Demerouti's (2017) Job Demands and Resources theory, which posits that practices prioritizing well-being act as work resources that reduce stress and improve employees' mental health.

The Results-Oriented dimension, on the other hand, assesses the perception of the importance the organization lends to meeting objectives, efficiency, and competitiveness. A high score indicates that the organization is seen as goal-oriented, innovative, and efficient, whereas a low score suggests a lack of focus on productivity and results. The results indicate that this dimension correlates positively with aspects such as social support and pay while also being associated with higher levels of emotional fatigue, affective hardening, job stress, and psychosomatic symptomatology, suggesting that a strong focus on efficiency may result in heightened job demands if inadequately managed.

In the People-Oriented factor, the items "*A good worker adapts to new technologies"* and *"The basis of our success lies in order, planning, and innovation in technology*" suggest that technology and innovation are valued as tools for the development and adaptation of employees in an organized environment focused on well-being. This shows that, in this perspective, the Vanguard promotes the growth and adaptation of individuals within the organization. On the other hand, the items *"To be the best, you must always use the latest technology"* and *"We are the best because we are always the first to incorporate new technologies"* are associated with the Results-Oriented factor. In summary, these items associated with the theoretical dimension "Vanguard" not only align with the Adhocracy Culture of the CVF model but also reflect the organization's ability to adapt to both the internal well-being of its employees and external market demands. The duality shown by this dimension (Vanguard), through its items, enables the organization to promote an innovative environment that, on the one hand, simultaneously drives personal growth and, on the other hand, competitive positioning, supporting Cameron & Quinn (2006) assertion that balanced organizational cultures are more effective and sustainable (Shuaib & He, 2021; Suifan, 2021).

According to the definition operationalized by the authors, the Results-Oriented dimension is a valuable aspect for building a positive organizational culture as long as it is kept in balance with the People-Oriented approach. A robust results orientation, while traditionally linked to heightened competitiveness and pressure, can, when balanced appropriately, promote creativity, efficiency, and productivity, which are crucial components for sustainable organizational success. Recent studies, like those by Bakker and Demerouti (2018), suggest that combining job resources with challenging demands allows a results-oriented approach to drive performance and competitiveness without causing excessive professional burnout. Thus, a positive organizational culture can include a strong focus on results, providing it promotes a healthy and equitable environment that supports workers in achieving these goals (Roll et al., 2019; Schaufeli, 2017). The POCS shows evidence of validity in relation to other variables such as organizational climate, professional burnout, and symptomatology. The connections are more robust within the People-Oriented Culture dimension, wherein an organization that prioritizes cultural care for individuals enhances the organizational climate and mitigates professional burnout and mental health symptomatology (e.g., van Zyl et al., 2024).

Although the POCS has a solid structure and has proven to be a tool that offers reliable scores with adequate evidence of validity, certain limitations should be considered. First, although representative of different sectors in Chile, the sample is designed specifically for Chilean organizational contexts. This highlights the need to validate the scale in various cultural and organizational settings to determine its factor equivalence and consistency in other national contexts. Another limitation is the cross-sectional design of the study. Although it identifies strong associations between the POCS dimensions and other organizational variables, it does not establish causal inferences. Future longitudinal studies are needed to assess the temporal stability of the measurements and to understand how the People-Oriented and Results-Oriented dimensions dynamically influence each other over time. Furthermore, incorporating evidence of validity of outcome variables would help determine the extent to which POCS assessments can anticipate key outcomes related to organizational performance and workplace well-being, thus strengthening its practical and theoretical utility as a tool for organizational diagnosis and development in Chile. Thus, future studies should take into account important variables such as possible mental health problems and workers' work experience.

Adopting the POCS can yield critical insights for formulating interventions to enhance the work environment in Chile. Organizations can use the results to identify areas for improvement and devise strategies that promote a positive culture, balancing a focus on results with the well-being of their employees. In this context, the People-Oriented dimension reflects values that promote social support, cohesion, and personal development, essential organizational resources for alleviating stress and enhancing job satisfaction. The Results-Oriented dimension is related to achieving goals and efficiency, which, when properly managed, drive productivity and work resilience, fostering optimal and sustainable performance over time. Thus, POCS is offered as a tool to assess organizational culture, enabling organizations to identify key areas for intervention and optimize outcomes related to well-being and productivity.

Author Contributions

Javier Barría-González: Data Collection, Conceptualization, Methodology, Formal Analysis, Writing – Original Draft. **Jaime García-Fernández:** Data Curation, Methodology, Investigation, Software, Formal Analysis, Writing – Original Draft. **Ricardo Pérez-Luco:** Data Collection, Data Curation, Validation, Project Administration, Writing – Review & Editing. **Álvaro Postigo:** Supervision, Methodology, Visualization, Software, Writing – Review & Editing.

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Declaration of Interests

The authors declare that there are no conflicts of interest.

Data Availability Statement

The research data associated with this article is available upon reasonable request to the first author.

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