

Comparative Analysis on the Impact of Anonymous Alternative Feedback Channels to Leadership Behavior in Selected BPO Companies

Escaner, Mark Jayson Limarez

Master of Business Administration Student, Central Colleges of the Philippines

Abstract

This study investigates the impact of anonymous alternative feedback channels on leadership behavior within the Business Process Outsourcing (BPO) industry, focusing on both a primary company (MJE BPO) and four additional Makati-based BPO firms. Grounded in study by Yukl et al (2002) on the Hierarchical Taxonomy of Leadership Behavior and Kluger and DeNisi's (1996) ^[28] Feedback Intervention Theory (FIT), the research evaluates how feedback—particularly when delivered anonymously—affects twelve key leadership behaviors, such as clarity, supporting, empowering, and risk-taking.

Employing a quantitative non-experimental design, the study utilized a 4-point Likert scale questionnaire administered to 300 leaders across five companies. Data were analyzed using descriptive statistics, ANOVA, Pearson correlation, and multiple regression techniques. Results indicate a statistically significant relationship between anonymous feedback and changes in leader behavior across all twelve dimensions studied. Notably, leaders demonstrated decreased responsiveness in behaviors related to Clarity, Monitoring under task-oriented leader behaviors and Risk-taking under change-oriented leader behavior associated with the receipt of anonymous feedback in the organization. It is also important to note that empowerment, visioning, and developing others had created more positive responses following exposure to anonymous feedback.

The study concludes that anonymous feedback channels have significant impact in influencing leadership behavior, with positive or negative responses on specific leadership behavior particularly in organizational cultures where direct feedback may be hindered by hierarchical or cultural barriers, such as in the Philippine BPO sector. The researcher also noted that while anonymous channels foster honesty, concerns around credibility and the emotional reception of such feedback persist.

The researcher recommends that BPO firms adopt well-structured anonymous feedback mechanisms as part of their performance management and leadership development systems. These channels should be paired with training programs that help leaders interpret and act on anonymous feedback constructively. There is also relevant attention that should be given around recovery or counselling programs after the receipt of anonymous feedback by leaders to assist in the interpretation and the assimilation of objective facts related to the feedback. Additionally, the study invites future research to explore demographic, tenure-based, and cultural moderators that may influence the reception and effectiveness of such feedback.

Keywords: BPO, Leadership, Behavior, Feedback, Anonymity

INTRODUCTION

Over the past decades, many researchers have done research on leadership, its different dimensions and styles, opening up opportunities to determine its application and effectiveness in different scenarios. In this chapter, the researcher reviews the literature around this topic, giving light into key insights and looking into the gaps in literature that the topic presents. The researcher attempts to establish a foundation for further research – looking into existing research and critically analyzing them. By synthesizing the literature and compiling the findings, the researcher will add to the existing body of knowledge on the topic and be guided on the development of the thesis which aims to understand the impact of feedback from anonymous alternative feedback channels to leader behavior.

Literature Review

Rudder (2023) ^[43] discusses BPO or Business Process Outsourcing when an organization outsources specific business activities which they can allow to be handled by another entity. It can be any service, like marketing, payroll, human resources (HR), customer service and supply chain management functions, if the company is willing to do so. The BPO phenomenon has helped drive efforts for globalization in the economies of the world, changing the way western countries have started viewing the developing countries of the East. There had been heightened interest in outsourcing tasks and businesses to either India and Philippines showing a favorable impression of the work ethic and professionalism of the countries in the east, a key element for success (Juneja, n.d).^[27] Other than great interest in outsourcing, there are numerous opportunities for countries where BPO is flourishing to grow exponentially as well. High-skill services of workers such as leadership roles that involve creativity, ingenuity, and uniquely human understanding are going to be in greater and greater demand. (Ramotowski, 2024).^[41]

“Any organization, whether it’s a business, school, or government agency, needs leaders to help guide the way.” Patel (2023).^[38] Leaders are important individuals in any organization – leaders help in providing a direction through their vision and help encourage and inspire the people they lead, in an effort to create workplace that invite success and collaboration in the organization. Sirbu et al. (2013) ^[46] discusses the increase in leaders in companies in relation to increased interest in leadership roles in the BPO industry to address demands of the growing industry as well. In short, leadership and strong management are essential for any organization that wants to achieve its objectives. When the researcher talks about growth in the BPO industry globally, it has never been more important to discuss who will manage the staff in relation to the growth. Leaders must adapt their behaviors in line with the style of leadership they want to be recognized (G. Rara et al. (n.d.). ^[20] Leadership plays a pivotal role in making sure that the expansion being experienced in BPO Companies – just as with any other industry is managed by the organization through its leadership enabling the business to sustain its growth (Ladaran, 2023) ^[31].

As we discuss leaders which followers decide to emulate and aspire to be at one point - comes with the behavior that they exhibit and display which allows them to be successful. "Leaders utilize their behavior to help guide, direct, and influence the work of their team." (*Successful Leadership Attitudes and Behaviors*, 2022). ^[48] There had been many behavior studies that have been conducted which differ in the types and number of behaviors being examined, in line with different leadership theories (Yukl et al., 2002; Yukl, 2012; Yukl et.al, 2019) ^{[54] [53] [55]}. Behavioral leadership theory as an example - is a management philosophy that evaluates leaders according to the actions they display in the workplace. The

theory discusses that all you need to do to be an effective leader is to learn a certain set of behaviors. (Indeed, 2024) ^[52]. Organizations thrive on leaders whose behaviors drive their followers and fellow leaders to perform at their best, therefore driving each other towards the goal that it wants to achieve. Behaviors are observable and are different and are driven by a lot of factors; it is important to discuss that changes around it can easily be identified when in terms of consistency and variations when displayed - especially when the leader is exposed to different people from different walks of life and different situations.

Hreha (2024) ^[23] discussed in his article how one's knowledge of how he or she is doing, with at least 98% of workers diverting away from their roles when feedback is unknown to them - citing feedback as a rich resource if approached with an open mind, provides information that is relevant to improving an individual's performance. The observation to behavior displayed by individuals and how to drive them towards achieving the individual and the organization's goals are provided as feedback. Feedback allows individuals to realize what they contribute to the organization and it being successful matters and help develop accountability and strong work ethics (Ocampo, 2023) ^[37]. While most feedback is given by leaders to subordinates manning the front line, it is equally important to provide feedback to leadership, be it coming from top to bottom or upward towards leadership. Leaders who actively solicit input from their team members create an environment of trust, open communication, and continuous improvement. This can make a powerful contribution to the success of individuals, teams, and organization. Hence, the more feedback is sought after by the leader, the more opportunities are to be successful as an individual and in the organization. (Kumar & Kumar, 2023) ^[30].

Feedback, as discussed is essential in any relationship and endeavor, especially between employers and employees. It can bear positive or negative sentiments towards the observation being made, not including the potential bias that can be created around it. When employees are encouraged to provide such feedback, it can be very beneficial to obtain candid – more honest feedback about how things are going – with some drawbacks. (Brooks, 2023).^[8] When feedback is often negative or required discussion of sensitive matters at hand and would require confrontation and where employees need a safe space to provide feedback and trust that it would address key issues: anonymity is where organizations try to manage (Snow, 2018). ^[47] Anonymous feedback channels offer employees a confidential means of communication, a safe space – psychologically, and more often than not, especially for non-compliance and alerting management, with leaders being the primary target of feedback being provided anonymously (Noori, 2023).^[36]

Local

In today's dynamic job market, the Business Process Outsourcing (BPO) industry has emerged as a formidable force, rapidly becoming one of the largest and most thriving job providers worldwide. (Press & Press, 2023).^[39] The Philippines in has earned the title of being the BPO Capital in 2010, with Manila also placing second in the Top 100 Super Cities list in 2018 and even ranked first in voice related services in 2021, comprising 13% of the global market share (Tality, 2024).^[49] The growth of the BPO industry has paved way for young professionals to an avenue to start their careers as a foundation to support themselves or as a training ground for gaining skills aimed at further growth. Supporting different kinds of services all throughout the world, and exposed to individuals to different cultures and needs, BPO companies need to step up their game in terms of leadership and being ready to support the development of more leaders in their organizations (Curran Daly + Associates, 2024). ^[12]

Rsmojica et al. (2021) ^[42] discusses in their article on Pinoy Leadership, defining leadership as a behavior,

a relationship, and in various cases an activity. Filipino leaders exemplify different leadership styles grounded on existing leadership theories but have distinct behaviors that are tied up to indigenous core values – borne out of the Filipino’s exposure to different culture. Ladaran (2023) ^[31] discusses the essential role of leadership in the BPO industry, highlighting effective leadership in the BPO sector which requires a nuanced understanding of the industry’s unique challenges and opportunities. It was noted that embracing adaptability, promoting a culture of continuous learning, and valuing the contributions of each team member, BPO leaders can guide their organizations toward sustained success in an ever-evolving landscape. “The behavior of leaders is the cornerstone of organizational culture, setting the tone for the entire workplace environment.” (Kong, 2024).^[29] The author highlighted the importance of how leaders behave and how leaders should act according to how they want to shape the culture and environment in their organizations. This is exceptionally true, especially in the Philippines where individuals put a lot of premium on how they perceive their leaders. This stresses the strong need for leaders to behave in ways where they will reflect as an example or perceived to be a behavior worthy of being emulated.

Leader behavior is tied up to how culture is. In a paper published by Amorin (2021)^[1], responded by Philippine leaders, there were positive, significant correlations between each type of leadership behavior and organizational culture. Further, in an article about leader behavior in the BPO Industry, “Culture is defined by how leaders act. Leaders behaving poorly, unethically and incompetently result in a hostile culture. Conversely, leaders who demonstrate competence, care and trustworthiness foster a positive and healthy culture.” (Kong, 2024) ^[29]. The behavior of leaders greatly influences activity in the organization that can be either beneficial or detrimental to it and can be perceived or even be defined as good leadership. In many discussions on leadership theories, there is much more emphasis on what a leader actually does things, rather than what a good leader actually is when describing good leadership (Zepp, 2018).^[56] This need to drive leaders into specific behaviors through feedback on the observed behavior is a key aspect of success in organizations. While this may be the case, we need to ensure that feedback is given constructively while making sure that emotions are always kept in check, so it doesn’t add layer to the feedback process. (Schwartz & Porath, 2020) ^[44]

Feedback has been established as an important factor in driving behavior. Western culture, which influenced Filipino culture a lot, offered more assertive leadership styles that encourage direct feedback and confrontation, while the Filipino style prioritizes harmony and cooperation (Tongco, 2024). ^[50] This offers many benefits to the BPO industry, with an emphasis on the advantages of the cultural diversity being offered. This is further evidenced in the Philippine BPO Industry, where people engage with different individuals on a daily basis. However, Filipinos are still often described as hesitant to say their real opinions when asked for feedback (*Filipino Work Culture: How Is It Different From the US?*, n.d.). ^[18] This behavior makes feedback harder to deliver, hence resulting to more struggle in driving behavior. In the Philippine BPO Industry, while people see feedback as an opportunity to grow – it is often layered a feeling towards self-blame related to the action where feedback is provided, or blaming the feedback giver for being too critical on providing the feedback (Pullen, 2024). ^[40]

The challenge on how to effectively provide feedback if there are sentiments towards it that harbor different reactions to individuals receiving feedback remains a problem researched in different industries and by different researchers today. One of the avenues on how feedback is provided to individuals is through anonymous feedback channels. De Castro (2024) ^[13] discusses these anonymous channels allow more honest inputs towards the needed behavioral changes that leaders need, while the feedback giver is provided a safe space to actually be more honest and candid towards their experiences in the organization.

In an article written around the negative perception of Filipinos on anonymity, it was highlighted that the perception of Filipinos towards anonymity stems around their need to have “someone real to physically or verbally take it out on when they can’t accept the opposing point of view” (FallenAngel, 2014).^[17] Without being able to identify the source of the feedback being provided, regardless of the intention, leaders and different organizations find feedback to be very informal and unreliable. This is pointed towards the fact that anonymous feedback provides no opportunity for validation, where the story must be relayed but the messenger must remain anonymous is often attributed to negative feedback being provided (Asian Venture Philanthropy Network, 2021).^[31] After all, when feedback is genuine and is positive or about good work – there is no need for the giver to seclude his identity. It is only considering the backlash of the feedback where there is an obvious need to keep oneself as anonymous.

Related Studies

Leadership

Research and theories on leadership throughout time memorial is aimed at better understanding the behaviors, situations and other factors that affect how effective a leader would be. “It is difficult to integrate findings from five decades of research unless the many diverse leadership behaviors can be integrated in a parsimonious framework” (Yukl, 2002).^[54] In his study, he tried to identify specific behaviors that are deemed relevant to leader effectiveness. He made use of the research Leadership Behavior Description Questionnaire from Hemphill & Coons (1957)^[22] as a framework, tied with the different metacategories that were earlier identified in previous studies around leadership. Fleishman et.al (1953)^[19] described leadership research as “an overall evaluation of leadership, where the leader’s actual behavior is ignored.” He further described leadership a situational to a great extent where the effectiveness of a leader can be the opposite in a different situation. Borgman et.al (2016)^[32] further discusses in his research, citing significant overlap exists between different theories around leadership, raising questions on the construct and validity of existing theories on leadership. Santos (2020)^[25] discusses how BPO leaders are expected to have a competitive ability to articulate the goals and vision of the company, tied up to the kind of leadership style that they display which he evaluated in correlation with other factors driving performance. In a study made by Lashley (2016)^[33] she discusses the understanding of which leadership types can impact employee performance, improve the company’s performance, and lead the company to great success. Such is the case, especially in the BPO where a number of studies have been made to understand the connection of leadership styles and different behavior to performance. Leadership remains a very deep topic where a lot of research has been done, but the growing knowledge around it - considering different factors and situations that arise that would require different leader behavior to be manifested, created further opportunities for further research on the behaviors that tie up to effective leadership, and by extension successful leaders in different organizations.

Behavior

Yukl (2002)^[54] described in his study on Hierarchical Taxonomy of Leadership behaviors that the leadership framework available at the moment and the behavior tied up with them are conceptually interrelated. He further emphasizes that the existing defined metacategories can be further explained with the help of specific component behaviors that can be related to the requirements for a particular situation. This helps to integrate findings from prior research, it definitely can be used to derive more comprehensive theories of effective leadership. Even so, Yukl (2012)^[53] discussed further on his review on Effective Leadership Behavior: What We Know and what questions need further attention how even though there

had been thousands of research on leadership behavior, there are many varieties of the constructs of behavior that creates the complexity and being able to compare and integrate different findings that are available on the subject. In her study done across leaders and professionals within North America and Asia on leader behavior, it was described as “Conflicting viewpoints exist in the leadership literature concerning the transferability of specific leader behaviors and processes across cultures.” (Dorfman et al., 1997).^[14] Leader behavior, while observable cannot be directly transferred to individuals, but can only be emulated; hence the need for further understanding as to what behaviors would be most applicable to different scenarios that may be encountered by a leader in a specific industry at specific situations. Johnson (2023)^[26] in her study about uncovering worker attributes that influence employees and clients in the BPO industry discusses the Attribution theory, which examines how individuals process information to adjust to specific situations or environments, in line with behavior that is observed and manifested relative to BPO worker experiences and how such experiences impact the workplace. This is critical to the studies around how leaders behave when provided with feedback and allow a comparison on how different the behavior would be. In her paper, this was further highlighted by Bondoc (2020)^[6] where there is a need to adjust the leadership styles and leadership behavior in a company, especially during this time where we are currently managing a multi-generational workforce. How leaders would be perceived in the organization where their actions will be attributed to a certain leadership style is key as to how the culture of an organization can form. According to Cabaluna and Mbaw (2021)^[9] the leaders in the BPO industry are required to adopt different leadership styles to keep employees happy. This emerging requirement gets more complex as the criteria on what keeps employees in the BPO industry more engaged, thus the need for leaders to be familiar with different leadership styles that are available to them and are tied up to existing metacategories. Van Dierendonck et al. (2007)^[51] further stressed the need for leaders to be more aware of their behavior through the lens of external observers, as the leaders themselves are often not critical about their own behaviors and the impact of how they are perceived in the organization.

Feedback

“As a leader, you are always being observed” (Harding & Hartzell, 2018).^[21] This was part of a discussion on how behavior forms a basis of how feedback is generated by observers, and how leaders often fail to recognize how their behavior impacts those that they lead, ensure that they are upholding the standards on behavior that serves as an example. In the study of Kluger and DeNisi (1996)^[28] where it discusses how feedback intervention and its related theories have had variable effects on performance. Antonioni (1994)^[2] acknowledges in his paper that such is the case, as feedback can be provided either negatively or positively at all times. Some feedback can cause improvement on performance, no improvement and also a possible regression to performance. Whilst historically, it was believed that performance feedback regardless of the nature of the feedback often positively impacts performance, unless it is too negative. The assumptions on the studies around feedback entails how feedback can be studied further, and be understood, especially on how it varies depending on the source, varying perspectives, and context. This will help leaders understand the impact the behavior in the organization. Morran et al. (1998)^[35] discusses the need for leaders share their observations and personal perspectives regarding another persons’ behavior. This kind of sharing of feedback give leaders the opportunity to see themselves as others do and to assess the feedback being provided as they were observed based on how they behaved. These provides a data point for leaders to contemplate and improve and or change behavior. Ipsen et al. (2018)^[24] suggests that feedback to leadership through intervention can help leaders be mindful of their behavior and effect improvements in their behavior towards being a leader. Reviews in the past have explored the results of

feedback intervention (FI) on different aspects in individuals such as: behavioral change, performance improvement, among others. On the reviews that were studied, there were always an observed variance in the effect of feedback on actual performance (Dowding et al., 2018).^[15] The reviews that were done were founded around the Feedback Intervention Theory (FIT) by Kluger and DeNisi (1996)^[28] which highlights the coping mechanism of leaders towards feedback through task details, meta tasks, and focal tasks processes. The key objective is for the intervention to effect orientation towards focal tasks rather than driving the leader towards focusing on emotions in relation to the feedback. Conger and Toegel (2002)^[11] even argued in their paper on how feedback is essential because managers receive so little direct feedback on their own performance and learning. At the same time, an individual's personal interpretation of feedback can be ambiguous, and sometimes actually the wrong lessons can be learned from experiences. This offers further discussion as to how feedback can be implemented more effectively towards leaders in the organization.

Anonymity

There had been studies around anonymous interactions between individuals over time, discussed in many studies towards social and interpersonal engagements. Christopherson (2006)^[10] defined anonymity as “the inability of others to identify an individual or for others to identify oneself”. The topic on anonymity has been discussed in many researchers, especially in the social context, attempting to explain the effects of anonymity towards social behavior. Austria (2013)^[4] described anonymity as an instrument used for gaining trust, by non-disclosure. Bareket-Bojmel & Shahar (2011)^[5] discusses that when it comes to being anonymous, it is important that the amount of information revealed in an interaction to be controlled, enabling a situation where one is able to express his inner most thoughts and self authentically, without being deterred by the thoughts around self-preservation. The research found that individuals who did not disclose themselves were more willing to discuss details about themselves, giving a feeling of interacting further with nothing to lose during the conversation. In many different settings, anonymity has created gaps around being able to identify the source of action or behavior, rendering the potential of retaliation unlikely (Erreygers et al., 2017)^[16]. A case study by Harding and Hartzell (2018)^[21] in the field of military and medicine revealed that when it comes to provision of feedback, especially coming from anonymous sources, offered an opportunity to address challenges and insight towards important details not necessarily obtained or provided in regular settings. However, it was important to note that the feedback received from unidentifiable sources displayed no holds barred attitude and criticality towards the provision of feedback, even including personal attacks and inclusion of derogatory terms to describe the feedback, layered around key elements of the feedback being provided. It takes special attention to be able to read the lines when it comes to feedback coming from anonymous sources. Brady et al. (2020)^[7] discussed in his research the effects of anonymous feedback towards achievement of individuals in an academic setting, compared to feedback that was given in public. The results of the experiment showed better academic achievement for those where anonymous feedback was given vs. those that were given in a public setting – with an emphasis on how individuals tend towards conformity related to acceptable behavior in peers. This is highlighted dissonance in brain activity shown through discomfort if feedback to be provided enabled identification, thus the subjects instead preferred anonymity.

Synthesis

The literature that was compiled and studied highlights the critical role of leadership behavior, in the context of the expanding BPO industry. Yukl's hierarchical taxonomy of leadership behavior will be the foundation for this study, providing a framework for understanding the different situation-specific

behaviors essential for effective leadership. His many studies that highlighted the relationship of findings across his research aimed to further the growing literature and more comprehensive theories of leadership. The researcher will make use of the identified specific behaviors related to leadership which will be observed in the research. The literature also suggests that behavioral differences across cultures and different influences together with the different situations that demand it, has proven to be crucial for organizational success - especially when feedback mechanisms, including anonymity, influence the development and adaptation of leadership behaviors.

Abbreviations and Acronyms

- LBDQ – Leadership Behavior Description Questionnaire
- BPO – Business Process Outsourcing
- MCQ – Multiple Choice Questionnaire
- DV – Dependent Variable
- IV – Independent Variable
- FIT – Feedback Intervention Theory
- MV – Mediating Variable

Theoretical Framework

This research has foundations anchored on the studies of Gary Yukl, Angela Gordon and Tom Taber (2002) ^[54] on the Hierarchical taxonomy of leader behavior reviewed through the developed Leader Behavior Description Questionnaire (LBDQ) by Hemphill & Coon (1957) ^[22] based on the Leadership Behavior Theory and was further categorized into twelve (12) relevant behaviors to effective leadership and the Feedback Intervention Theory (FIT) by Kluger and DeNisi (1996) ^[28] in relation to feedback. The theory discusses that behaviors must be observable and must not just be defined in terms of attribution or the outcome of the behavior in itself. Behaviors that are observable in this hierarchy should also be a behavior that can be applied to different leaders in the organization. This is important as the framework of the researcher’s study, as it is focused on quantifying the relationship of the leaders’ behavior as the dependent variable (DV) using the 12 attributes in the study in relation to feedback which are treated as the independent variable (IV) for this study. Similarly, the Feedback Intervention Theory (FIT) is relevant to this study as it tries to explain how people react to feedback - and how it affects their performance of their duties. understanding how anonymity as a mediating variable (MV) will influence the effects of feedback to behavior will be the key discussions of this study. The figure below will show the conceptual framework for this research.

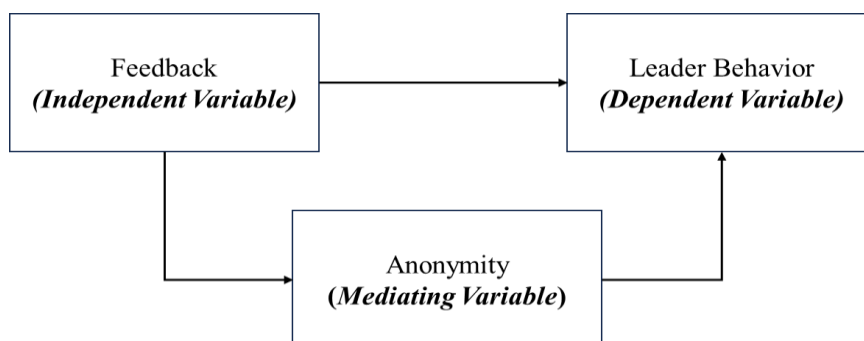


Figure 1: Theoretical Framework - Variables of the Study

Statement of the Problem

The Business Process Outsourcing (BPO) industry with its fast-paced nature - has produced a large number of leaders in different generations and ages. There had been many research and studies to analyze leader behavior to try and understand how they relate to feedback, however – there is an opportunity to look at how these leaders behave when feedback is given anonymously. Feedback towards leaders does not come easy, as the individuals providing feedback are subject to different factors such as feedback bias, potential retaliation of leaders providing feedback and the result of the feedback to the behavior of that leader and how they interact and or collaborate with people in the organization. Anonymity provides that avenue for individuals to safely provide feedback within a controlled space regardless of the context of the feedback, and there have been limited studies in the field of the BPO industry trying to understand how it is manifested. Understanding what behaviors are driven when the source of feedback is unknown to leaders would help the implementation of such anonymous feedback channels to be more effective and targeted towards the behavior that needs to be driven; at the same time this allows organizations to understand whether anonymous feedback channels are the way to go or improving on the relationship of leaders to their subordinates and superiors would be a better investment towards achieving similar drives towards change in behavior – in consideration of other factors in mind (e.g. time, the setting for providing the feedback and frequency of feedback).

The main objective of the study is to understand the impact of anonymous alternative feedback channels to leader behavior in MJE BPO Company and selected BPO Companies. The researcher aimed to analyze the leader's behavior related to the different leadership styles anchored on the study done by Yukl et al. (2002) ^[54] on the taxonomy of leadership behaviors on different theories on leadership and leadership effectiveness - where 12 specific behaviors were identified and were found to be a basis for a conceptual framework that shows meaningful interrelation with each of the behaviors identified in the study. There are various literature on leadership which tries to understand leadership behavior, but not in the context in relation to feedback given through anonymous feedback channels. This study will help with the implementation of anonymous feedback channel and how it can be driven effectively to deliver its intended results within organizations. This will also create opportunities for further research on leader behavior in relation to different situations.

Specific Objectives:

- Analyze the significance of the impact to specific leadership behavior in leaders when receiving feedback from anonymous alternative feedback channels within MJE BPO Company
- Point out the significance of the impact to specific leadership behavior in leaders when receiving feedback from anonymous alternative feedback channels within selected BPO Companies.
- Explain the relationship of receiving feedback from anonymous alternative feedback channels to leadership behavior in leaders in MJE BPO company and selected BPO Companies.
- Compare the leadership behaviors in leaders within MJE BPO Company and selected BPO companies when receiving feedback from anonymous alternative feedback channels via ANOVA statistic.
- Create an action plan related to the findings on the impact of anonymous alternative feedback channels to leader behavior between MJE BPO company and selected BPO Companies.

Hypothesis

The following hypotheses will be evaluated in the conduct of this research for us to meet our research objectives:

Hypothesis 1:

- H_0 = There is no significant difference between the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in MJE BPO Company.
- H_a = There is a significant difference between the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in MJE BPO Company.

Hypothesis 2:

- H_0 = There is no significant difference between the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in the selected BPO Companies.
- H_a = There is a significant difference between the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in the selected BPO Companies.

Hypothesis 3:

- H_0 = There is no significant relationship between the 12 specific leader behavior and the receipt of feedback from anonymous feedback channels in leaders within MJE BPO Company and the selected BPO Companies.
- H_a = There is a significant relationship between the 12 specific leader behavior and the receipt of feedback from anonymous feedback channels in leaders within MJE BPO Company and the selected BPO Companies.

Hypothesis 4:

- H_0 = There is no significant difference in the responses to the 12 specific leader behavior of leaders when receiving feedback from anonymous feedback channels in MJE BPO Company and the selected BPO Companies.
- H_a = There is a significant difference in the responses to the 12 specific leader behavior of leaders when receiving feedback from anonymous feedback channels in MJE BPO Company and the selected BPO Companies.

Significance of the Study

Business Process Outsourcing (BPO) is a high-potential industry which has continued to grow over the last two decades. In the Philippines alone, this contributes to at least 10-15% share in the global BPO market, with around 1.3 million Filipinos employed in over a thousand BPO companies Ramotowski (2024).^[41] Just with any business, together with its growth - is the growing requirement of management staff needed to supervise and lead the personnel. Leaders have never been more important than before in many fields, especially in the BPO industry and has been pivotal to its success – tasked to manage different aspects of the business for its stakeholders (Ladaran, 2023).^[31] Leaders come with different skills and come from different wisdom in their field of expertise, coming from different experiences gained over time, manifesting in their different styles and manifest in their different behavior – and a lot of feedback is generated around how leaders are perceived in the conduct of doing their jobs (e.g. such as alignment to culture, how they deal with tasks and how they interact to team members). A number of these feedback can come from various sources in the organization, but most importantly from the people they manage directly or interact with. While feedback is meant to address different aspect of things in the organization – this can be quite difficult when dealing with feedback related to how leaders behave in the organization. This makes

the feedback process more complex than it is, often requiring alternative channels for it; or even anonymity in cases where the feedback needed to be addressed to a leader would illicit negative sentiments in fear of retaliation or backlash. Hence, it is important that there is an understanding of how does these anonymous alternative feedback channels affect how leaders behave in the organization and can be a catalyst for further studies in relation to this topic. The results of this study will be significant to the following:

Companies/Employers. It will provide them with a background if not a better understanding of the impact of anonymous feedback on how leaders behave and how it can further be managed. It will also allow them to provide a guide on the factors to consider in the design of anonymous alternative feedback channels to be administered in their organization as part of a strategy to gather more feedback, especially for topics that can hinder feedback to be given to leaders.

Employees. As the research is focused on leaders and how feedback provided both direct and anonymously to them as leaders – understanding how the behavioral factors based of the research of (Yukl et.al 2002) ^[54] on the Hierarchical Taxonomy of Leadership Behavior, founded from the studies of Hemphill & Coon (1957) ^[22] on leadership behavior where they developed the Leadership Behavior Description Questionnaire in line with different leadership styles. Being aware of them is very important in managing behavior in relation to leaders. An awareness of how leadership behavior can change as affected by different mediating factors, especially feedback that is coming from anonymous individuals in the organizations will provide an opportunity for leaders to address behaviors once they are observed or be mindful of them in line with receiving feedback within the organization.

Current and Future Researchers. This will allow an opportunity to study the impact of feedback to leader behavior with anonymity as a mediating factor. This will allow further studies on leader behavior that is affected the most by feedback being received, and conditions that can aggravate receipt of feedback in relation to how leaders will behave in the organization – and with it looking into how in can relate to leadership effectiveness.

Scope and Limitations

The primary purpose of the study is to do a comparative analysis on the impact of anonymous alternative feedback channels to leader behavior in MJE BPO Company compared to selected BPO companies. This research will consider leaders' current take-around the receipt of feedback by leaders in MJE BPO Company and how it affects specific behavior of the leaders based on the study of Yukl et.al (2002). ^[54] The researcher makes a comparison of the same behaviors in leaders who received feedback anonymously between other selected BPO companies.

The study is limited to a total of sixty respondents: sixty (60) leaders from MJE BPO Company and another set of sixty (60) leaders each from four (4) other BPO companies, plus an additional 10% buffer to complete a total of 330 survey respondents. The survey will be conducted from January 6, 2025, to April 20, 2025; allowing questionnaires to be completed in MJE BPO Company located in Ayala North Exchange, Makati Metro Manila, and other selected BPO companies in Makati Area - as allowed by the researcher's schedule to visit the target company as the researcher is juggling both academic professional and personal endeavors in the conduct of this study. The survey will be conducted via a hard copy questionnaire that will be answered face to face with the respondents; oriented to complete all questions in the questionnaire, to then be processed using an online statistical calculator via <https://www.socscistatistics.com/>.

The behaviors which formed a part of the study to which the researcher gathered data was limited to those deemed by the researcher as relevant to the nature of the work of the leader to whom the behaviors are being

observed. The behaviors selected were identified referencing the studies of (Yukl et al., 2002) ^[54] on the taxonomy of leadership behavior tied up to different leadership styles using an LBDQ (Leadership Behavior Description Questionnaire) by Hemphill & Coon (1957) ^[22] as a framework. The selected behaviors are the backbone of the questionnaire administered by the researcher to the subjects of the study. The study will not include behaviors identified in Yukl's extended studies of leadership behavior that includes external factors in the study. (Yukl, 2012; Yukl, 2019) ^[55] ^[53]

The study will be focused on understanding the sentiments of leaders towards receiving feedback (the independent variable) – comparing leaders from different BPO companies; and how it will impact leader behavior in the organization in comparison with each group of leaders as the target of the study. Anonymity will be the only mediating factor in this study, while leader behavior will be the dependent variable. The study will not discuss the demographic profile of the leaders, tenure in leadership or their current performance in relation to the behavior being manifested by the leader who is the receiver of feedback from different sources and or channels. Further, the researcher will not make an assessment whether the difference in the behaviors identified in the study (if any) is tied up to the effectiveness of the respondent leaders and the identified behaviors, given the limited time and resources of the researcher in the conduct of this study. The research will not include the validation of the behaviors being displayed from the point of view of the subordinate. The current limitations of this study will be the catalyst for future researchers to expand and enrich the knowledge to be created in the endeavor of doing research; either by doing parallel tests based on different settings, variables and situations to further understand leader behavior and the several factors influencing it.

Methodology

With the data collected the researcher employed both Descriptive and Inferential statistics. To determine the interpretation of the results, the information acquired was tallied and analyzed manually and with a computer. The following statistical tools were used in the data analysis.

Frequency and Distribution of Percentage

The researcher will use this to determine the representation of the percentage of data of each variable.

$$P = f/n \times 100$$

where:

P = Percentage

f = frequency

n = total number of respondents

MCQ Likert Scale

The Likert Scale is a rating used to measure opinions, attitudes, or behaviors. The researcher will use the 4-Point Likert Scale as the main instrument in the study. It uses the formula: $\frac{N-1}{N}$ accounting for the number of ratings available and the ranges to be used for the interpretation. Below is the table for the range of the mean scores and their respective interpretation based on the ratings.

Table 1 - MCQ 4-Point Likert Scale Ranges and Interpretation (General Feedback)

Range of Means	Interpretation
1.00 - 1.75	Very Negative
1.76 - 2.50	Somewhat Negative
2.51 – 3.25	Somewhat Positive
3.26 - 4.00	Very Positive

Table 2 - MCQ 4-Point Likert Scale Ranges and Interpretation (Leader Behavior)

Range of Means	Interpretation
1.00 - 1.75	Strongly Disagree
1.76 - 2.50	Disagree
2.51 – 3.25	Agree
3.26 - 4.00	Strongly Agree

Dichotomous Question

The researcher utilized this approach as indicative questions that can be answered in either one of two ways. The researcher will use a “Yes” and “No” option; then summarize the results by getting the sum of the totals and the percentage of the responses for each option.

Analysis of Variance (ANOVA) Statistic

Analysis of variance (ANOVA) is a statistical test used to assess the difference between the means of more than two groups. At its core, ANOVA allows you to simultaneously compare arithmetic means across groups. You can determine whether the differences observed are due to random chance or if they reflect genuine, meaningful differences.

$$F = MSE / MST$$

where:

F=ANOVA coefficient

MST=Mean sum of squares due to treatment

MSE=Mean sum of squares due to error

Cronbach’s Alpha

Cronbach’s alpha coefficient measures the internal consistency, or reliability, of a set of survey items. Use this statistic to help determine whether a collection of items consistently measures the same characteristic. Cronbach’s alpha quantifies the level of agreement on a standardized 0 to 1 scale. Higher values indicate higher agreement between items.

$$\alpha = N - 1N(1 - \sigma T^2 \sum i = 1N\sigma i^2)$$

where:

α = Cronbach's alpha

N = Number of items (e.g. questions in a survey)

σ_i^2 = Variance of each individual item

σ_T^2 = Variance of the total score (sum of all items)

Multiple Regression Analysis

The multiple regression analysis formula is used to model the relationship between one dependent variable and two or more independent variables. The general formula is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + \varepsilon$$

where:

y = Dependent variable

B_0 = Intercept (value of y when all x's are 0)

β_1, β_2 = Coefficients for each independent variable (x_1, x_2, \dots)

x_1, x_2, \dots, x_n = Independent variables (predictors)

ε = Error

Research Design

Our research will use the non-experimental quantitative research design using a combination of descriptive analysis and frequency tables to summarize the data, z-tests to determine significance of the subject data and variables, ANOVA statistic to compare the mean of three or more independent variables, correlation analysis to establish the significance of the relationship of the variables involved in the study and utilize regression analysis to understand the impact of feedback (IV) has on leader behavior (DV) with anonymity as a mediating variable. The following designs have been determined to be used due to the objectives highlighted in the research and similar approaches referenced from related studies including study gaps and further expansion and application towards different environments.

Research Setting

This research is being done in MJE BPO Company and other selected BPO companies in Makati City, Metro Manila. Makati is located at the center of the National Capital Region (NCR) and is bounded by Pasig River on the north, the municipality of Pateros on the east, the City of Taguig on the southeast, the City of Pasay on the south and southwest and the City of Manila on the northwest. The total land area of Makati is 27,355,700 square meters which accounts for 4.3% of Metro Manila's total land Area. The City is composed of thirty-three barangays, which are distributed between two (2) legislative districts. The city is widely known for its commercial areas that support its recognized role as the Philippines' financial and business center. About 14.82% of the city's total land area is devoted to commercial use. At the core of the city is the Central Business District which host the headquarters of the biggest banks and corporations in the Philippines. (Makati Web Portal, 2024).

This study will employ sixty (60) respondent leaders from MJE BPO companies; and sixty (60) respondent leaders for each of the selected BPO Companies (PT BPO Company, CA BPO Company, US BPO Company and EF BPO Company) in Makati City, for a total of three hundred survey respondents. as part of the study. The following companies were chosen because of the researcher's knowledge about the

existing alternative anonymous feedback channels and programs within these companies and with the companies, being prominent BPO employers in the Philippines today. The study will provide insights for improving the anonymous alternative feedback programs and developing training and development programs targeted towards identified specific leader behaviors. The research will make use of a Representative Random Sampling, a Non-experimental sampling approach allowing equivalent chances for respondents from the target population to be selected, representative of the sampling size and a combination of convenient sampling due to the nature of the leaders who are the target of the study. The research does not include non-leader employees and those who are not part of the identified companies that were selected for the research, and participants voluntarily participated in the survey.

Data Gathering Procedure

The data will be collected using a hard copy questionnaire given to the prospective participants of the survey. The researcher will provide a face-to-face survey, with an orientation on the contents of the cover letter and the survey and reiterating the purpose of the survey, its anonymity and voluntary nature to respondents. For each of the selected BPO companies, we will be taking into account that the results considering anonymity, but survey forms will be labelled accordingly without identifying the company name of the respondent and collating information only enough to serve the purpose of the study. Respondents will be reminded to complete the questionnaire and to answer the questions to the best of their knowledge, with all honesty. Before the administration of the survey questionnaire, the researcher had sent letters asking permission to conduct the study, signed by the adviser representing the school and the researcher conducting the study. The data was collected in the course of a week from January 6, 2025 – March 20, 2025, completing a total of sixty (60) questionnaires for each of the selected BPO companies for a total of three hundred survey respondents. The researcher, upon completion of the target respondents for the data collection, completed a tally of the data and using the proper online statistics tools <https://www.socscistatistics.com/> and local statistics tools (Excel Data Analysis Tool Pak). The data that was tabulated will then be analyzed and interpreted to address the problems posed in this research.

Data Gathering Instruments

This research will make use of a survey questionnaire method as a data gathering instrument, intending to have a physical copy. The questionnaire will be composed of sixteen questions which are key to achieving the objectives of our study. One (1) out of the sixteen questions is in reference to the date when the survey was taken, important to association in the study. Three (3) out of the sixteen questions in the survey will be included in the first part of the survey, referencing as to how leaders view feedback in general. Out of the three (3) questions, one (1) would be a dichotomous question: answerable by (1) Yes or (2) No and the other two (2) will be using a 4-point MCQ – Likert Scale with the following options: (1) Very Negative, (2) Somewhat Negative, (3) Somewhat Positive or (4) Very Positive. 12 out of the 16 questions will form the second part of the survey related to Leader Behavior and will be structured using the 12 Specific Leadership Behaviors in the study of Yukl et.al (2002) ^[54] based on the Leadership Behavior Description Questionnaire (LBDQ) by Hemphill and Coon (1957) ^[22] as the framework and will also be using a 4-point MCQ Likert Scale with options as follows: (1) Strongly Disagree, (2) Disagree, (3) Agree and (4) Strongly Agree.

Statistical Treatment

The researcher first conducted a test of reliability using Cronbach's alpha statistics for our survey questionnaire. Once reliability has been confirmed, the researcher tallied the responses, analyzing the data with Descriptive statistics and arranged it into a frequency table to determine distribution, mean and standard deviation values based on responses. This allowed the researcher to summarize the results of the data and determine the mean and dispersion of values based on responses to the questions. Once the responses are tallied and summarized, the researcher then proceeded with the next steps of the analysis.

The researcher then determined the significance of the twelve specific leader behavior (Q5 – Q16) by getting the mean score of responses - utilizing the 4-point Likert Scale Table of Interpretations (Specific Leader Behavior) as a guide to the results of the mean scores as applied to the data for MJE BPO company. The researcher then applied ANOVA Single Factor Test statistic to the responses to the 12 specific leader behaviors from (Q5 – Q16). The researcher was then able to reject or fail to reject the null hypothesis whether there is no significant difference between the twelve specific leadership behaviors in leaders when receiving feedback from anonymous feedback channels in MJE BPO Company. (Hypothesis 1).

Next, the researcher determined the significance of the 12 specific leader behavior (Q5 – Q16) by getting the mean score of responses - utilizing our 4-point Likert Scale Table of Interpretations (Specific Leader Behavior) as a guide to the results of the mean scores applied to the data from each of the selected BPO companies. The researcher then applied ANOVA Single Factor Test statistics on the responses to the twelve specific leader behaviors from (Q5 – Q16). The researcher was then able to reject or fail to reject the null hypothesis whether there is no significant difference between the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in the selected BPO Companies. (Hypothesis 2).

The researcher then focused at the subset of the responses of the leaders from all the companies' combined responses to the 12 specific leader behaviors from (Q5 – Q16). The researcher then obtained the mean score for the leaders' responses between MJE BPO Company and the selected BPO companies and their responses to the 12 Specific Leader Behaviors - doing a parallel test aligned with the related studies and then applying regression analysis to determine degree of relationship between the behavior of leaders in responses to receiving feedback from anonymous alternative feedback channels. The researcher was then able to reject or fail to reject the null hypothesis whether there is no significant relationship between the 12 specific leader behavior and the receipt of feedback from anonymous feedback channels in leaders within MJE BPO Company and the selected BPO Companies. (Hypothesis 3)

Afterwards, the researcher then looked to compare the responses of the leaders to the twelve specific leader behavior (Q5 – Q16) for those who responded (Yes – 1) to question (Q3). The researcher then applied the ANOVA Single Factor Test statistics to the responses of leaders in MJE BPO Company and each of the selected BPO Companies related to receiving feedback from anonymous alternative feedback channels. The researcher was then able to determine whether to reject or fail to reject the null hypothesis whether there is no significant difference in the responses to the 12 specific leader behavior of leaders when receiving feedback from anonymous feedback channels in MJE BPO Company and the selected BPO Companies. (Hypothesis 4)

The last phase would involve synthesizing the results of the analysis and test statistics for all the data included that was collected and employed in the study. This allowed the researcher to create recommendations tied up with the results of the responses on the survey aimed to provide

recommendations in relation to the findings of the data and the gaps identified (with its interpretation, tied up with the objectives of the study).

Results and Discussion

The primary purpose of this research was to determine if there are specific leader behaviors that are affected coming from the view of a leader that has received anonymous feedback in their organization. This point of the study would be important to consider when designing and/or redesigning the guidelines for BPO Companies when creating strategies related to gathering feedback through alternative anonymous feedback channels while the avenues for direct feedback exist in parallel. Through this study, we tried to accomplish our goal by the completion of some prerequisites to move the study forward. The researcher needed to review key theories and studies prior in relation to leadership and specific behavior and related it to the BPO industry where there is a rampant need for leaders and where leader experience matters as a driving force for company performance. Once these objectives were achieved, the study was able to move forward and share its findings. This chapter reports the conclusions and recommendations that have resulted from this study.

The survey instrument used in this research was through a questionnaire and was developed using the studies of Yukl et.al (2002) ^[54] related to leader behavior, which covered a wide variety of constructs which covered different leadership styles and able to identify effective leadership through the three meta-categories that covers the 12 specific leader behavior in the study. The researcher also looked at studies that will allow the researcher to substantiate specific leader behaviors across different industries, making the results of this study widely applicable and beneficial to others as a basis of further research. The researcher looked into similar studies that may be furthered or will guide the researcher with expanding the area of knowledge aligned with the purpose of the study. Problems related to anonymous feedback, especially for leaders, were presented, with the researcher directing the focus of the study to BPO industry leaders as an area of interest where the study would be relevant to address current issues. Respondents of the survey composed of three hundred (300) individuals (50% of the total respondents) were individuals who had received anonymous feedback before in their role of being a leader in their organization, while the other 50% were leaders that have not received anonymous feedback in their current role as a leader in the organization. The respondents were taken from five different BPO companies, where sixty (60) respondents were taken as samples, and were similarly divided by 50% for each category to produce a basis for comparison when summed up. The summary of the findings are shared.

Analysis of the significance to specific leadership behaviors in leaders when receiving feedback from anonymous alternative feedback channels

To appreciate the results in a deeper sense, the researcher tried to understand first how general feedback and anonymous feedback is perceived by the respondents. The data showed that majority of the respondents on question Q2 - How do you feel about receiving any feedback on your performance, behavior and/or leadership? (M = 3.40, SD = 0.64) have rated their responses as 4 – Very Positive rating which accounts for 48% of the respondent samples while the least of the respondents rated the question with 1 – Very Negative rating as a responses at 2% of the overall respondent samples. The resulting mean score is at 3.40 interpreted as “Very Positive” by respondents using our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). This shows that the respondents see feedback as positive, also seen on similar studies by (Kluger & Denisi, 1996; Shute, 2008). ^{[28] [45]} We then look at how they perceived anonymous feedback, taking into account that half of the respondents had experienced it in organizations

they were currently in, while the other half had noted not having received it before. The question Q4 - How do you feel about receiving any feedback on your performance, behavior and/or leadership coming from anonymous sources? (M = 2.93, SD = 0.83) had majority of its respondents rate it as 3 – Somewhat Positive rating which accounts for 50% of the respondent samples while the least of the respondents rated the question with 1 – Very Negative rating as a responses at 6% of the overall respondent samples. The mean score of responses is at 2.93 which is interpreted as “Somewhat Positive” by respondents using our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). This shows that while feedback is still seen as relatively positive, there is a mix of respondents who have different sentiments around it (Harding & Hartzell, 2018). To further understand how feedback both directly and anonymously given to leaders affects leaders in line with the 12 specific leadership behaviors by Yukl et.al (2002) ^[54], we tally the responses of the respondents for questions Q5 to Q16 from the questionnaire.

The data showed the combined responses obtained from three hundred three hundred respondents who participated in the survey for questions Q5 to Q16 related to the twelve specific leader behaviors identified in the study of Yukl et.al (2002). ^[54] The data showed that all related questions had mean scores within the range of 2.78 – 3.20 which interpreted as “Agree” based on the MCQ 4-Point Likert Scale (See Table 2 – Leader Behavior). The highest rated behaviors were Q9 – Supporting: I feel confident in the way I act in consideration, showing sympathy and support when someone is upset or anxious, and providing encouragement and support when there is a difficult, stressful task (M = 3.20 SD = 0.79), Q11 - Developing: I feel confident in the way I am providing coaching and advice, providing opportunities for skill development, and helping people learn how to improve their skills (M = 3.19 SD = 0.85) which ranked separately, while Q8 - Consulting: I feel confident in the way I am checking with people before making decisions that affect them, encouraging participation in decision making, and using the ideas and suggestions of others (M = 3.15 SD = 0.89), Q10 - Recognizing: I feel confident in the way I am providing praise and recognition for effective performance, significant achievements, special contributions, and performance improvements (M = 3.15 SD = 0.79) and Q15 – Innovating: I feel confident in the way I am driving people to question their about the work and consider better ways to do it (M = 3.15 SD = 0.83) had similar ratings.

Alternatively, Q5 - Clarity: I feel confident in the way I am assigning tasks and explaining job responsibilities, task objectives, and performance expectations (M = 2.92 SD = 0.89), Q6 - Monitoring Operations: I feel confident in the way I am checking on the progress and quality of the work and evaluating individual and unit performance (M = 2.93 SD = 0.93) and Q14 - Risk Taking: I feel confident in the way I am taking personal risks and making sacrifices to encourage and promote desirable change in the organization (M = 2.78, SD = 0.99) had the lowest rating among respondents. We apply a similar approach by breaking down the responses to specific companies aimed to achieve the purpose of our study.

Analysis of the impact of anonymous alternative feedback channels to specific leader behavior in MJE BPO Company

The data from the responses of sixty (60) respondents from MJE BPO Company in relation to question Q2 showed the combined responses of sixty (60) respondents who are recipients and non-recipients of anonymous feedback from their respective organizations where they belong to identified by their responses to question Q3 - Have you ever received feedback from anonymous sources within your stay in the organization? showed that the majority of respondents responded with 4 – Very Positive rating accounting for 45% of responses, while none of the respondents had responded with 1 – Very Negative rating. Additionally, the combined responses showed (M = 3.62 SD = 0.62) where the mean score of

responses is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses of the thirty (30) respondents who identified as recipients of anonymous feedback had their responses to question Q2 show majority responded with a 4 – Very Positive rating accounting for 67% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.63$ $SD = 0.56$) where the mean score is interpreted as “Very Positive”, while the other thirty (30) respondents who identified as non-recipients of anonymous feedback had their responses to question Q2 showed majority responded with a 4 – Very Positive rating accounting for 63% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.60$ $SD = 0.56$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The resulting data shows that the leaders in MJE BPO Company sees direct feedback as Positive similar to the combined results of all respondents to the study.

The researcher then looked at summary of the responses for question Q4 with sixty (60) respondents from MJE BPO Company, where the data showed the combined responses of sixty (60) respondents who are recipients and non-recipients of anonymous feedback had the majority of respondents responded with 3 – Somewhat Positive rating accounting for 38% of responses, while the least of the respondents had responded with 1 – Very Negative rating, accounting for 13% of the responses. Additionally, the combined responses showed ($M = 2.55$ $SD = 0.91$) where the mean score of responses is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 2 – Negative rating accounting for 40% of the responses, while the least of the respondents responded with a 4 – Very Positive rating, accounting for 13% of the responses. The responses showed ($M = 2.27$ $SD = 0.98$) where the mean score is interpreted as “Somewhat Negative” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 53% of the responses, while the least of the respondents responded with a 1 – Very Negative rating, accounting for 3% of the responses. The responses showed ($M = 2.83$ $SD = 0.75$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The summary of the results showed that for leaders in MJE BPO Company, anonymous feedback is generally seen as “Somewhat Positive”, highlighting that for those leaders who had received anonymous feedback prior had results that show anonymous feedback being perceived as “Somewhat Negative”; while those who have not received it before taking it as “Somewhat Positive” - depicting the mixed sentiments related to the receipt of anonymous feedback. We then look at the results of the responses to questions (Q5 – Q16) to see if anonymous feedback affects any of the 12 specific leadership behaviors for leaders in MJE BPO Company.

ANOVA Statistic was applied to compare the mean scores for the responses to each of the questions (Q5 – Q16). The data is from the responses of sixty (60) respondents from MJE BPO Company identified by their responses to question Q3 where thirty (30) of the respondents are recipients and the other thirty (30) are non-recipients of anonymous feedback in their organizations. The results of the comparison had shown Q5 – Clarity ($p = 0.00$, $F = 25.37$), Q6 – Monitoring ($p=0.00$, $F=14.00$) and Q14 – Risk-Taking ($p=0.00$, $F=12.95$) where the p-values were less than $\alpha = 0.05$ and the F-ratio showing greater than the F-critical value of 4.01 signifying the variances between the mean scores for the responses to these questions as significant. This allows us to reject the null hypothesis (H_0) that there is no significant difference between

the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in MJE BPO Company. This also shows similar findings to the combined results of responses for all of the companies identified to participate in the study. To validate our findings further, we then look at the results of the study for selected BPO companies with the same setting and similar profile to MJE BPO Company.

Analysis of the impact of anonymous alternative feedback channels to leader behavior in Selected BPO Companies

PT BPO Company

The summary of responses of sixty (60) respondents from PT BPO Company in relation to Q2 showed the combined responses of sixty (60) respondents who are recipients and non-recipients of anonymous feedback from their respective organizations where the majority of respondents responded with 3 – Somewhat Positive rating accounting for 58% of responses, while the least of the respondents had responded with 1 – Very Negative rating accounting for 2% of the respondents. Additionally, the combined responses showed ($M = 3.23$ $SD = 0.65$) where the mean score of responses is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses to question (Q2) of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 53% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.27$ $SD = 0.64$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 63% of the responses, while the least of the respondents responded with a 2 – Somewhat Negative or 1 – Very Negative rating accounting for 3% of the responses for each. The responses showed ($M = 3.20$ $SD = 0.66$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). This depicts some mixed sentiments in line with the receipt of direct feedback for PT BPO Company. We then look at how the leaders perceive the receipt of anonymous feedback.

The summary of responses of sixty (60) respondents from PT BPO Company in relation to question Q4 where the data showed the combined responses of sixty (60) respondents who were recipients and non-recipients of anonymous feedback from their respective organizations showed that the majority of responded with a 3 – Somewhat Positive rating accounting for 55% of responses, while the least of the respondents had responded with 1 – Very Negative rating, accounting for 5% of the responses. Additionally, the combined responses showed ($M = 2.90$ $SD = 0.77$) where the mean score of responses is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses question Q4 of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority had responded with a 3 – Somewhat Positive rating accounting for 53% of the responses, while the least of the respondents responded with a 1 – Very Negative rating, accounting for 3% of the responses. The responses showed ($M = 2.83$ $SD = 0.75$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority had responded with a 3 – Somewhat Positive rating accounting for 57% of the responses, while the least of the respondents responded with a 1 – Very Negative rating, accounting for 7% of the responses. The responses showed ($M = 2.97$ $SD = 0.81$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). We then look at

how anonymous feedback impacts specific leader behavior for PT BPO Company and compare if there is a significant difference between the means of the responses of those leaders who have received anonymous feedback versus those who have not.

ANOVA Statistic was applied to compare the mean scores for the responses to each of the questions (Q5 - Q16). The summary of the responses attributed to the 12 specific leadership behaviors had shown Q5 – Clarity ($p = 0.00$, $F = 14.97$), Q6 – Monitoring ($p=0.00$, $F=14.96$), Q10 – Recognizing ($p = 0.01$ $F = 6.32$), Q12 – Empowering ($p = 0.01$ $F = 7.48$), Q14 – Risk-Taking ($p = 0.00$ $F=11.66$), Q15 – Innovating ($p = 0.02$ $F = 6.09$) and Q16 – Scanning ($p = 0.01$ $F = 6.09$) where the p-values were less than $\alpha = 0.05$ and the F-ratio is showing greater than the F-critical value of 4.01 signifying the variances between the mean scores for the responses to these questions as significant.

CA BPO Company

The summary of responses of sixty (60) respondents from CA BPO Company in relation to Q2 showed the combined responses of sixty (60) respondents who are recipients and non-recipients of anonymous feedback from their respective organizations where the majority of respondents responded with 3 – Somewhat Positive rating accounting for 47% of responses, while the least of the respondents had responded with 1 – Very Negative rating accounting for 2% of the respondents. Additionally, the combined responses showed ($M = 3.32$ $SD = 0.70$) where the mean score of responses is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses to question (Q2) of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 4 – Very Positive rating accounting for 57% of the responses, while the least of the respondents responded with a 1 – Very Negative rating accounting for 3% of the responses. The responses showed ($M = 3.40$ $SD = 0.81$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 63% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.23$ $SD = 0.57$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). This depicts some mixed sentiments in line with the receipt of direct feedback for CA BPO Company. We then look at how the leaders perceive the receipt of anonymous feedback.

The summary of responses of sixty (60) respondents from CA BPO Company in relation to question Q4 where the data showed the combined responses of sixty (60) respondents who were recipients and non-recipients of anonymous feedback from their respective organizations showed that the majority of respondents responded with 3 – Somewhat Positive rating accounting for 58% of responses, while the least of the respondents had responded with 1 – Very Negative rating, accounting for 3% of the responses. Additionally, the combined responses showed ($M = 3.02$ $SD = 0.72$) where the mean score of responses is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses question Q4 of the thirty (30) respondents who identified as recipients of anonymous feedback showed the majority had responded with a 3 – Somewhat Positive rating accounting for 50% of the responses, while the least of the respondents responded with a 1 – Very Negative rating, accounting for 7% of the responses. The responses showed ($M = 2.70$ $SD = 0.79$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback majority responded with a 3 – Somewhat Positive rating accounting for 67% of the responses,

while the least of the respondents responded with a 4 – Very Positive rating, accounting for 33% of the responses. The responses showed ($M = 3.33$ $SD = 0.48$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). We then look at how anonymous feedback impacts specific leader behavior for CA BPO Company and compare if there is a significant difference between the means of the responses of those leaders who have received anonymous feedback versus those who have not.

ANOVA Statistic was applied to compare the mean scores for the responses to each of the questions Q5 – Q16. The summary of the responses attributed to the 12 specific leadership behaviors (Q5 – Q16) had shown Q5 – Clarity ($p = 0.02$ $F = 5.37$), Q6 – Monitoring ($p = 0.00$ $F = 14.43$), Q7 – Planning ($p = 0.01$ $F = 7.40$), Q8 – Consulting ($p = 0.02$ $F = 5.37$), Q12 – Empowering ($p = 0.00$ $F = 16.95$), Q13 – Visioning ($p = 0.01$ $F = 6.73$), Q14 – Risk-Taking ($p = 0.00$ $F = 30.93$), Q15 – Innovating ($p = 0.00$ $F = 9.42$) and Q16 – Scanning ($p = 0.02$ $F = 5.80$) where the p-values were less than $\alpha = 0.05$ and the F-ratio is showing greater than the F-critical value of 4.01 signifying the variances between the mean scores for the responses to these questions as significant.

US BPO Company

The summary of responses of sixty (60) respondents from US BPO Company in relation to Q2 showed the combined responses of sixty (60) respondents who are recipients and non-recipients of anonymous feedback from their respective organizations where the majority of respondents responded with 3 – Somewhat Positive rating accounting for 53% of responses, while none of the respondents had responded with 1 – Very Negative rating. Additionally, the combined responses showed ($M = 3.27$ $SD = 0.63$) where the mean score of responses is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses to question (Q2) of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 50% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.30$ $SD = 0.65$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 57% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.23$ $SD = 0.63$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). This depicts some mixed sentiments in line with the receipt of direct feedback for US BPO Company. We then look at how the leaders perceive the receipt of anonymous feedback.

The summary of responses of sixty (60) respondents from US BPO Company in relation to question Q4 where the data showed the combined responses of sixty (60) respondents who were recipients and non-recipients of anonymous feedback from their respective organizations showed that the majority of respondents responded with 3 – Somewhat Positive rating accounting for 53% of responses, while the least of the respondents had responded with 1 – Very Negative rating, accounting for 8% of the responses. Additionally, the combined responses showed ($M = 2.98$ $SD = 0.75$) where the mean score of responses is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses question Q4 of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 40% of the responses, while the least of the respondents responded with a 2 – Somewhat Negative or 1 –

Very Negative rating, accounting for 17% of the responses for each. The responses showed ($M = 2.77$ $SD = 1.04$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 67% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.20$ $SD = 0.55$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). We then look at how anonymous feedback impacts specific leader behavior for US BPO Company and compare if there is a significant difference between the means of the responses of those leaders who have received anonymous feedback versus those who have not.

ANOVA Statistic was applied to compare the mean scores for the responses to each of the questions Q5 - Q16. The summary of the responses attributed to the 12 specific leadership behaviors (Q5 – Q16) had shown Q5 – Clarity ($p = 0.00$, $F = 11.52$), Q7 – Planning ($p=0.04$ $F=4.66$), Q8 – Consulting ($p = 0.01$ $F = 7.35$), Q9 – Supporting ($p = 0.03$ $F = 4.90$), Q13 – Visioning ($p = 0.00$ $F = 9.85$), Q14 – Risk-Taking ($p = 0.00$ $F=19.28$), and Q16 – Scanning ($p = 0.03$ $F = 5.08$) where the p-values were less than $\alpha = 0.05$ and the F-ratio is showing greater than the F-critical value of 4.01 signifying the variances between the mean scores for the responses to these questions as significant.

EF BPO Company

The summary of responses of sixty (60) respondents from EF BPO Company in relation to Q2 showed the combined responses of sixty (60) respondents who are recipients and non-recipients of anonymous feedback from their respective organizations where the majority of respondents responded with 4 – Very Positive rating accounting for 60% of responses, while none of the respondents had responded with 1 – Very Negative rating. Additionally, the combined responses showed ($M = 3.57$ $SD = 0.56$) where the mean score of responses is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The separated responses to question Q2 of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 4 – Very Positive rating accounting for 80% of the responses, while none of the respondents responded with a 2 – Negative or 1 – Very Negative rating. The responses showed ($M = 3.80$ $SD = 0.41$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 53% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.33$ $SD = 0.61$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). This depicts some mixed sentiments in line with the receipt of direct feedback for EF BPO Company. We then look at how the leaders perceive the receipt of anonymous feedback.

The summary of responses of sixty (60) respondents from EF BPO Company in relation to question Q4 where the data showed the combined responses of sixty (60) respondents who were recipients and non-recipients of anonymous feedback from their respective organizations showed that the majority of respondents responded with 3 – Somewhat Positive rating accounting for 42% of responses, while the least of the respondents had responded with 1 – Very Negative rating, accounting for 2% of the responses. Additionally, the combined responses showed ($M = 3.20$ $SD = 0.78$) where the mean score of responses is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General

Feedback). The separated responses question Q4 of the thirty (30) respondents who identified as recipients of anonymous feedback showed majority responded with a 4 – Very Positive rating accounting for 57% of the responses, while none of the respondents responded with a 1 – Very Negative rating. The responses showed ($M = 3.37$ $SD = 0.81$) where the mean score is interpreted as “Very Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). The other thirty (30) respondents who identified as non-recipients of anonymous feedback showed majority responded with a 3 – Somewhat Positive rating accounting for 60% of the responses, while the least of the respondents responded with a 1 – Very Negative rating, accounting for 3% of the responses. The responses showed ($M = 3.03$ $SD = 0.72$) where the mean score is interpreted as “Somewhat Positive” following our MCQ 4-Point Likert Scale (See Table 1 – General Feedback). We then look at how anonymous feedback impacts specific leader behavior for EF BPO Company and compare if there is a significant difference between the means of the responses of those leaders who have received anonymous feedback versus those who have not.

ANOVA Statistic was applied to compare the mean scores for the responses to each of the questions Q5 – Q16. The summary of the responses attributed to the 12 specific leadership behaviors (Q5 – Q16) had shown Q5 – Clarity ($p = 0.02$, $F = 5.74$) and Q6 – Monitoring ($p = 0.01$ $F = 7.72$) where the p-values were less than $\alpha = 0.05$ and the F-ratio is showing greater than the F-critical value of 4.01 signifying the variances between the mean scores for the responses to these questions as significant. This allows us to reject our null hypothesis (H_0) that there is no significant difference between the 12 specific leadership behaviors when receiving feedback from anonymous feedback channels in the selected BPO Companies. From the summary of results from each of the selected BPO companies, we have determined that Direct Feedback and Anonymous Feedback is seen as relatively positive based on the combined and segregated results of the survey, further emphasizing on how there is mixed sentiments around feedback as received by leaders in their respective organizations. We were also able to show in the data through statistical evidence based on the responses that there is significant impact to specific leader behaviors in the organization for those who have received anonymous feedback for the selected BPO companies, highlighting Q5 – Clarity, Q6 – Monitoring and Q14 – Risk Taking which were identified previously as the lowest rating behaviors based on the mean scores of responses had also shown manifesting in the results specific to the selected BPO Companies.

The relationship between Anonymous Feedback and the 12 Specific leader behaviors by Yukl et.al (2002)

Based on the results of the study, the researcher had seen the impact of anonymous feedback to specific leader behavior in MJE BPO company and the selected BPO companies. The researcher then proceeds to determine if there is a significant relationship between the receipt of anonymous feedback (Q3) and the 12 specific leader behaviors (Q5 – Q16) to further establish the relevance of the variables to one another. The summary of the responses of three hundred (300) respondents from MJE and selected BPO companies to question Q3 as independent variable and the responses to questions related to the 12 specific leadership behavior (Q5 – Q16) by Yukl et.al (2002) ^[54], as dependent variables. A multiple regression analysis model was applied to the responses to determine the significance of the relationship between the variables in the study. The results of the model had shown Multiple $R = 0.58$ showing a moderately positive correlation between the variables in the study and an $R^2 = 0.34$ signifying that 34% of the variance can be explained by the predictor (Q3) in the model.

The responses to the questions Q14 – Risk-Taking ($\beta = 0.19$ $p = 0.00$), Q5 – Clarity ($\beta = 0.19$ $p = 0.00$) and Q6 - Monitoring ($\beta = 0.12$ $p = 0.00$) had shown p-values that are lesser than $\alpha = 0.05$ and coefficient

values has a proportional relationship to the independent variable (Q3), while Q10 – Recognizing ($\beta = -0.10$ $p = 0.02$) showed p-values that are lesser than $\alpha = 0.05$ and a negative coefficient value that has an inversely proportional relationship with (Q3). The identified variables were all deemed as significant. With these testing results, this allows the researcher to reject the null hypothesis (H0) that there is no significant relationship between the responses to the 12 specific leader behavior questions (Q5-Q16) and the question related to receipt of feedback from anonymous alternative feedback channels (Q3) in leaders within MJE BPO Company and the selected BPO Companies.

Analysis of the impact of anonymous alternative feedback channels to leader behavior in MJE and selected BPO Companies

In the study, the researcher has determined thus far that there is a significant impact of the receipt of anonymous feedback to the twelve specific leader behaviors identified by Yukl et.al (2002)^[54] in MJE BPO Company and the selected BPO Companies separately. The researcher further tried to understand how different the responses of those respondents are who were recipients of anonymous feedback within their stay in their respective organizations and their corresponding responses to the questions (Q5 – Q16) in relation to the 12 Specific Leader Behaviors by Yukl et.al (2002),^[54] within MJE and the selected BPO companies. We summarized the responses of one hundred fifty (150) respondents, thirty (30) of which belonged to MJE BPO Company, thirty (30) from PT BPO company, thirty (30) from CA BPO Company, thirty (30) from US BPO company and thirty (30) from EF BPO company and applied the ANOVA statistics to compare the means of the responses to questions (Q5-Q16) for each.

The results of the analysis showed Q7 - Planning ($p = 0.00$ $F = 4.91$), Q8 - Consulting ($p = 0.00$ $F = 4.87$), Q9 - Supporting ($p = 0.00$ $F = 5.67$), Q10 - Recognizing ($p = 0.00$ $F = 7.45$), Q11 - Developing ($p = 0.00$ $F = 6.42$), Q12 - Empowering ($p = 0.00$ $F = 4.36$), Q13 - Visioning ($p = 0.00$ $F = 4.00$), Q15 - Innovating ($p = 0.00$ $F = 4.05$) and Q16 - Scanning ($p = 0.00$ $F = 5.60$) as significant specific leader behaviors with their respective p-values showing less compared to our $\alpha = 0.05$ and f-ratio values showing as having greater values compared to our f-critical value = 2.43, while the other specific leader behavior Q5 – Clarity ($p = 0.90$ $F = 0.26$), Q6 – Monitoring ($p = 0.16$ $F = 1.67$), and Q14 – Risk Taking ($p = 0.44$ $F = 0.94$) showed p = values greater than our $\alpha = 0.05$, and f-ratio values showing as having lesser values compared to our f-critical value = 2.43, making significant variances for these specific leader behaviors as not significant. The results allows us to reject our null hypothesis (H0) that there is no significant difference in the responses to the twelve specific leader behavior of leaders when receiving feedback from anonymous feedback channels in MJE BPO Company and the selected BPO Companies.

Conclusion

The results highlights that for the responses of the leaders for all of the participant BPO Companies, direct feedback - similar to anonymous feedback as an alternative feedback channel - had shown to be perceived as generally positive by leaders. In the results, however - it is evident that there are mixed sentiments on the overall reception of how feedback is received directly and anonymously with the differences in the results of the responses for Q2 - Direct Feedback ($M = 3.40$ $SD = 0.64$) and Q4 - Anonymous Feedback ($M = 2.93$ $SD = 0.83$) showing both mean scores with interpretations falling under “Very Positive” and “Somewhat Positive” respectively. This is similar to the findings of the study of the application of feedback intervention which showed positive outcomes on average, but over a third of the feedback intervention had affected performance negatively. (Kluger & Denisi, 1996; Van Dierendonck et.al, 2007)

[28] [51]

Anonymous feedback, being a predictor on this study had shown impact to specific leader behaviors, evidenced by data and highlights the specific behaviors Q5 – Clarity, Q6 – Monitoring and Q14 – Risk Taking as behaviors that showed consistent results across the responses from each of the participant BPO companies which had similar profiles. The results of the responses of the twelve specific leader behavior questions (Q5-Q16) showed as having no significant differences in terms of the comparison of the variances between the mean scores of the responses when it comes to leaders who have received anonymous feedback in their respective organizations. The results are interrelated in the aspect where the instructions in line with job objectives, outputs and their associated check and balance to be set in place to determine the outputs are connected. A leader who feels safe and is allowed to take certain risks in the conduct of achieving the results expected from his management, delivers better output. From the metacategories identified by Yukl et.al (2002), two of the specific behaviors fall under task-oriented leader behaviors (Q5 and Q6) while (Q14) falls under change-oriented leader behavior. These two categories were deemed as most impacting out of the three metacategories in similar studies by (Yukl, 2012; Borgman et.al, 2016). This provides the researcher valuable insights to the specific leader's behaviors which will be the focus of the recommendations in line with the results of the study.

Recommendations

The researcher acknowledges that the research was focused on selected BPO companies, without respect to leader experience, tenure with their respective company and other demographics. Further research can be done to relate it to other BPO companies, industries, environments, setting and bigger sampling sizes or consider other behavioral factors and subjects based on other available theories that may be relevant to be included as areas of consideration. The questions in the study had big focus on the 12 specific behaviors of leaders in the BPO industry, which was proven on several studies relating to leadership effectiveness (Hemphill & Coons, 1957; Kluger & Denisi, 1996; Yukl et.al, 2002; Van Dierendonck et.al, 2007; Yukl, 2012; Yukl, 2019; Lashley, 2021).^{[22] [28] [54] [51] [53] [55] [33]} This can be the subject of research for future researchers, to test how the specific leader behaviors identified as significant in this study can be measured in line with leader effectiveness, which is important in the BPO industry.

The questions gave emphasis on the leader's confidence in delivering the behavior as described in the questions. Highlighting the results of the analysis as to the leader's behavior which shows as having the most significant impact when anonymous feedback had been experienced. The following is recommended to be the focus of intervention or recovery programs in line with receiving feedback from alternative anonymous feedback channels applying Feedback Intervention Theory (FIT) by Kluger & DeNisi (1996).^[28]

Clarity

The researcher recommends focusing on the areas of disconnect highlighted in the feedback received anonymously. The role of the leader is to provide instructions to subordinates, so when a leader doesn't feel confident delivering the instructions, there is impact to operations. The leader's manager (or leader in this context) should be able to review the same with the identified individual who is recipient of the feedback directing the leader's attention to task directed action. A review of the documentation associated with the reference to job responsibilities, task objectives, and performance expectations should be done, identifying the breakpoints which cause misunderstanding or different interpretations. A discussion confirming the understanding of the same reference material should be done with the leader to ensure

alignment by the provision of specific task focused feedback in line with the delivery of clear instructions and directives by a leader to his team (Yukl, 2012).^[53]

Monitoring

One of the key functions of a leader is to monitor and evaluate performance. When there is doubt in a leader as to the assessment of progress of the efforts accounted into performance, it creates disarray. In relation to clarity, once roles and responsibilities in line with goals have been clearly identified and expectations are properly set, monitoring performance should be a straightforward. The researcher recommends that those who have received anonymous feedback to do a review sources of information for performance validation, ensuring data points for monitoring to be as accurate as possible. If there are issues in the integrity of the results, the impacted parties should be involved so as not to create doubts in the outputs being created and the respective party responsible for the correction of the results be notified of the defects immediately. A joint effort between the leader and the subordinate who is the subject of monitoring should take in place, creating mutual responsibility for performance monitoring and making the monitoring process easier for the leader. Advise the leader to set regular check ins and structured progress updates keep the cadence and confidence in his monitoring behavior (Yukl, 2012).^[53]

Risk Taking

One of the ways on how a leader learns to handle bigger responsibilities in leadership is through risk taking. If the leader isn't allowed a certain level of decision-making authority – which connects to risks being taken to achieve certain goals or objectives in the organization, the leader stands not to grow. “Resistance to change is common in organizations, and courage is required to persistently push for it when the leader's career is at risk” (Yukl 2012).^[53] Leaders who are assigned responsibility should be given a clear understanding of their level of jurisdiction when it comes to what they can and cannot authorize and ultimately make decisions for. Connected to the first two attributes, leaders who have recently received anonymous feedback are advised to have a one-to-one discussion with their respective leaders and review expectations on their role and job responsibility and performance expectations to ensure clear understanding and realignment. This prevents the leader from being risk averse.

Support for these leaders should be heavily emphasized, allowing them an avenue to rebuild their confidence and encourage a safe environment that will allow leaders to grow and learn into as they make decisions that affect performance and people in the organization, a stark reminder that leaders are always being observed. Harding, S., & Hartzell, J. D. (2018). Open door policies for managers that are readily available for consultation and guidance will help tremendously.

Exploring other leader theories and frameworks considering the significant factors, variables and the established relationships that were highlighted in this research paper can be subject for further investigation, and or application to different control groups and sampling sizes, situation and settings to enrich the research further.

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