

**Preferred Management Styles of Employees at Selected Business Process
Outsourcing Companies in Iloilo City**

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By

Panizales, Rania A.

Ledesma, John Michael G.

Paguntalan, Renzy Anne B.

Coronado, Albert Andrei S.

Juarez, Mary Roge Anne D.

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Abstract

This research aims to determine the preferred management style of 165 employees at selected Business Process Outsourcing companies in Iloilo City when categorized by sex and employment status. Adapted questionnaires were used to determine the preferred management style of employees. Researchers have also utilized purposive sampling method, SPSS version 25, descriptive statistics, and descriptive research design. The results exhibited that employees, when grouped as a whole, preferred transformational while the least preferred was authoritarian. When categorized by sex, the most preferred was transformational while the least preferred was authoritarian. When grouped according to employment status, the most preferred was transformational whereas, the least preferred was laissez-faire management style.

Keywords: Preferred Management Styles, Preference, Management Style, Transformational Management Style, Authoritarian Management Style, Laissez-Faire Management Style, Sex, Employment Status, Regular Employees, Purposive Sampling Method, Descriptive Research Design

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Chapter 1

Introduction

Background of the Study

In every company, multiple references show that employees face numerous challenges depending on the management styles a supervisor executes (Vivas, et. al, 2019; Birt, 2023; Gough, 2021; Drucker, 2018). This includes common issues such as failing to set a clear ethical practice, negative workplace culture, lack of productivity and efficacy, absence of structure, exhibiting poor performance (Hannah, Walumbwa, & Fry, 2018), dissatisfaction among employees (Asghar & Oino, 2018), and many of the like. These factors cause a significant change depending on how various management styles affect the majority of employees' motivation (Tung & Chang, 2020). Needless to say, it is important to be aware of how management styles impact the behavior of employees in order to create an effective group, productive workers, and a healthy working environment (Recardo III & Jolly, 2021). By knowing how each management style with its employee-employer relationship affects employees' ability to perform better, researchers are able to determine how management styles affect employment status and sex and at the same time, produce a dynamic of employee relationship that can be effective in creating a coordinated group.

Since the aforementioned issues are some of the most common problems faced in an industrial setting, we carried out this study so as to explore which among the categories of management styles is most preferred by employees towards their managers. In addition, this study has been conducted so as to be aware of how management style

affects both sex and employment status (Blanchard & Hersey, 2020; Goleman, 2021; Verle, Markic, Kodric, & Zoran, 2018) in a way that it helps determine their differences in three management skills: (1) Communicating; (2) Coaching and developing; and (3) Time management. (Ruggieri & Abbate, 2020).

Studies, as elaborated by Myron Rush and Cole (2019), show that out of the five (5) chosen management styles; (1) Authoritarian Management, (2) Democratic Management (3) Laissez-Faire Management (4) Transformational Management, and (5) Transactional Management; employee performance is more positively impacted by democratic management style when workers feel empowered and confident to carry out their duties and make decisions. Because of this, most workers are initially drawn to this style, making it the second most preferred management style by employees (Mouton, 2018).

Rush's research has also exhibited that authoritarian leaders can only conclude a final say which in return, makes their subordinates feel menial in decision-making and their work. Because of this, the authoritarian management style is considered the least effective due to its demand for control and egocentrism (Sutherland, 2017). Dr. Volpitta (2021) of the Center for Resilient Leadership has also supported this by adding that, the authoritarian style works with the natural tendencies in our brains in a way that employees tend to be threatened by authoritarian leaders, who undermine their sense of autonomy, thus activating employees' fight or flight response. He also stated that this approach can drive impressive production results at first, but will eventually have difficulty retaining high performers and motivating employees. A study has also exhibited that the least effective leaders are those who micromanage and are exclusively top-down, hierarchical leaders (Dr. Hunt, 2019). Thus, making this one of the least preferred

management styles of employees. When researchers compared these two management styles, results showed that employee performance is higher in a democratic style than it is in an authoritarian because they each possess discretionary power in how they carry out their duties (Rush & Cole, 2019).

On the other hand, some studies (Dr. Volpitta, 2021; Burns & Bass, 2019) have shown that a laissez-faire management style is associated with negative outcomes, especially in terms of follower satisfaction with leader and leader effectiveness. Because there is no supervision, direction, or coordination among employees, this in return, became the very least preferred management style (Sutherland, 2017).

Whereas, the transformational management style provides employees with an inspiring mission and vision that enables them to transform through the leader's idealized influence, have a sense of identity, and high levels of individual consideration (Khalsa & Sahib, 2020) which in return, increases employee productivity and satisfaction in a workplace. Researchers also found that this style was most strongly related to leader effectiveness among MLQ scales (Lowe, Kroeck, & Sivasubramaniam, 2019). Because transformational leaders are passionate about their work and carry employees' interests, this became the most preferred management style of employees towards their managers (Mouton, 2018).

Meanwhile, results from Khalsa & Sahib's (2020) research exhibited that the transactional management style, which focuses on the use of rewards and punishments in order to achieve compliance from followers and maintain a status quo, leads to higher satisfaction with a leader among followers and greater leader effectiveness, while transformational practices lead to higher follower job satisfaction and leader job performance, making both management styles preferred by employees towards their

managers. Their research also compared the management styles of men and women. The outcome indicated that female leaders tend to prefer a transformational management style, whereas laissez-faire management is more prevalent in male leaders.

In this study, there is a limited amount of local research and references that could help researchers determine the employees' preferred management style towards their managers, specifically in Iloilo City. This also includes narrowed data collection, instrumentation, and utilization of questionnaires. Because the idea is still under-explored or has not yet been explored at all, what motivated researchers to study this topic is to gain an intensive review of the research gap. In this case, by assessing the most efficient and preferred management style from the viewpoint of employees instead of managers. This is significant because not only it can help alleviate the common issues in a workplace but also because management styles could impact the dynamic existing in an employee-employer relationship.

Overall, further research is needed to identify how employee behavior and dynamics of employee-employer relationships manifest when under certain management styles in an industrial setting at Iloilo City. This is to ensure that positive management styles will be adapted more in order to lessen or avoid any negative effect on the employees and to determine how males and females with specific employment statuses act when under certain management styles. To put emphasis, what researchers of this study aim to address is simply to know the preferred management styles and their impact on sex and employment status.

Objectives of the Study

This study seeks to identify the preferred management style of employees at selected BPO companies in Iloilo City.

Specifically, the study aims to:

1. Determine the demographic profile of the respondents (sex and employment status).
2. Determine the employees' preferred management style working in BPO companies in Iloilo City as a whole and when grouped according to sex and employment status.

Theoretical Framework

Kurt Lewin's Leadership Theory (1939; quoted in Leadership & Performance Partners, 2023) categorizes management styles into three categories: authoritarian leadership, democratic leadership, and laissez-faire leadership. The most effective leader in democratic management takes into account the type of task, team, individual, risk level, environment, and various contributing elements to finish the job. This offers flexibility and new insights that are based on the context, which is consistent with how it represents a worker's preferred management style in an industrial setting. Meanwhile, in authoritarian management, decisions are made by the leader without consulting the team; nonetheless, making decisions while working is efficient. The inclusiveness of team members' participation and engagement in decision-making, on the other hand, is an attribute of laissez-faire management. He also stated that the most productive members are those who are regarded as highly talented and motivated as they offer performance feedback and advancement.

Lewin also added the contributing factors that influence an employee's preferred management style namely: (1) An employee's physical, mental, and social well-being;

(2) Work orientation or the collaboration, instructions, rules, and procedures applied; (3) Cultural organization in a workplace; (4) Stress or the physiological, psychological, and behavioral reactions to situations that are either positive or negative (Katic, Knežević, Berber, Ivanišević, & Leber, 2019).

Additionally, two management styles were discussed in James MacGregor Burns' (1978) and Bernard M. Bass' (1985) Leadership Theory (quoted in *The Human Capital*, 2023): transactional leadership and transformational leadership. According to this idea, transformational management comprises a more humanistic approach that is defined by stronger relationships between employees, whereas transactional management focuses on the exchange of benefits and rewards. Followers take action based on the leader's decision to complete a desired outcome. This not only, provided follower satisfaction towards their employee needs but also, brought an exchange of accomplished tasks, uplifted the employees' interests, established awareness, developed a relationship within workgroups, and produced a more productive and efficacious organization in line with the employees' preferred management style (Moody, 2018).

Overall, different leadership styles have significant roles and impacts on the organization in a way that affects the dynamics of employee-employer relationships. They encourage and empower employees to achieve company goals through productivity and motivation received in ratings, an increase in payment, recognition, and appraisal (Mohiuddin, 2017). To synthesize the study, there is a relationship between employee status, sex, and preferred management styles of employees working at Business Process Outsourcing Companies in Iloilo City.

Conceptual Framework

Figure 1

The schematic diagram below exhibits the presenting variables of the study.



The illustration above maps out the existing variables of this research. The schematic diagram displays the independent variables sex (male and female) and employment status (regular, part-time, and contractual) while the dependent variables are the employees' preferred management style. This study will explore whether there is a significant relationship between variables.

Definition of Terms

Business Process Outsourcing (BPO). Involves delegating certain parts of your company's operations to an external vendor. Within BPO, a call center comprises offsite agents responsible for managing inbound and outbound customer calls on behalf of other firms (Bauer Liz, 2023).

In this study, it refers to the target population and the setting where our research will be conducted. Specifically, it refers to Iqor, Asurion, and Carelon, and is located in Iloilo City.

Employees. An individual who receives compensation for providing services to another person who controls what is to be done and how the job is performed (Ridner & Welson, 2023).

In this study, it refers to the respondents who are regular, part-time, and contractual. They're those who are working in Business Process Outsourcing Companies in Iloilo City such as Iqor, Asurion, and Carelon.

Employment Status. It refers to the rights, privileges, and employment protections that workers are entitled to at work. More so, the obligations an employer has to an employee are predetermined by the employment status (Enright, 2022).

In this study, it refers to the status of employees in the Business Process Outsourcing Company in Iloilo. In addition, employees can be categorized into three positions.

Regular Employees. Formed, managed, planned, or done in conformity with established or prescribed usages, rules, or discipline. An employee who is usually involved or participating (Mariam Dictionary, 2023; Espiritu, 2014).

In this study, it refers to employees working in BPO companies in Iloilo (Iqor, Asurion, Carelon) who are employed on a continuous basis, typically 6 months or more, and fall under the category of regular/permanent employment.

Part-Time Employees. It refers to employees who work weekly or each day. Typically, engages in work with less time and not in a full schedule (Doyle, 2021).

In this study, this refers to part-time employees employed in BPO companies in Iloilo (Iqor, Asurion, Carelon) within a month or up to 3 months.

Contractual Employees. Refers to employees having a contract or legal agreement (Cambridge Dictionary, 2023). They are individuals who receive a fixed fee to work for a specified timeframe or on a certain project (Bruce, 2023).

In this study, it refers to employees in Business Process Outsourcing Companies (Iqor, Asurion, Carelon) in Iloilo City who are paid a set amount to work on a specific assignment for not more than 6 months.

Preference. Refers to a greater liking for one alternative over another or others (Oxford Dictionary, 2023).

In this study, it refers to the management style that has the highest mean score and is desired by employees working at Business Process Outsourcing Companies in Iloilo City (Iqor, Asurion, Carelon) towards their managers.

Preferred Management Styles. It refers to the methods a person uses to manage an individual, meeting project, group of people, or organization. Different management styles can work for different employees depending on their work ethic, personality, and values; and the term management styles were used interchangeably with leadership styles. Moreover, employers often inquire about preferred management style during a job interview in order to assess if it aligns with the existing managers within the company for the reason that they want to ensure that new employees can work effectively with supervisors, communicate better, and contribute to a productive work environment (Herrity, 2023).

In this study, it refers to the five (5) employees' preferred management styles working in BPO companies at Iqor, Carelon, and Asurion, namely: (1) Authoritarian Management Style, (2) Democratic Management Style, (3) Laissez-Faire Management Style, (4) Transactional Management Style, (5) Transformational Management Style

Management Styles. It refers to the ways to better manage employees and in order to create an influence on the workgroup. In addition, it consists of interactions and managers' reactions that direct contact with the workgroups (Żuchowski, 2015).

In this study, it refers to the management styles of leaders, managers, or supervisors, in BPO companies in Iloilo City, specifically at Iqor, Asurion, and Carelons, way of conducting order, communicating, and influencing the employees working under them.

Sex. Refers to the sexual characteristics of the respondents which are categorized into two categories which are male and female. In addition, sex is described biologically which includes traits in males and females (Horstmann, Hartig, Kraus, Palm, et al., 2023).

In this study, sex refers to two categories: male and female.

Significance of the Study

The study will be favorable to the following groups:

Business Process Outsourcing Companies. This study can aid in identifying management styles that best fit the needs of employees, draw and retain exceptional personnel, and launch programs that encourage higher levels of productivity and job satisfaction to achieve company goals.

Business Process Outsourcing Management Team. This study can serve as a utility in improving company strategies and programs, training BPO workers more effectively, critically analyzing the issues employees typically encounter, and exploring various methods to enhance management techniques through specific initiatives.

Employees. The outcome of this study may offer businesses the opportunity to establish programs that can improve employee satisfaction at work. Additionally, the study can disseminate helpful information about the significance of management styles and how they affect worker productivity.

Industrial Organizations. Determining employees' management styles can help with long-term success, client satisfaction, recruiting, retention, and engagement of staff, as well as ameliorating HR policies and practices. This, in return, can reduce turnover rates, save costs, and gain a competitive advantage in the industry.

Future Researchers. Similar findings gained from this study can act as guidance for further research in this area. It will also act as a foundation for new studies, allowing researchers to dive deeper into related topics.

Scope and Limitations of the Study

The scope of this study constitutes the most preferred management style of 165 employees towards their managers in selected BPO Companies in Iloilo City. Specifically, male and female employees who ranged from ages 18 to 65 years old that must be working as regular, part-time, or contractual employees in Iqor, Carelon, and Asurion. This also included respondents who wished to participate in this study. The researchers have also utilized a purposive sampling method and focused on the five management styles employees may prefer towards their managers namely: (1) Authoritarian, (2) Democratic, (3) Laissez-faire, (4) Transactional, and (5) Transformational management style. Moreover, this study has also utilized a researcher-made questionnaire with a 5-point Likert scale adapted from Northouse's Leadership Style Questionnaire (2019) and Avolio & Bass' Multifactor Leadership Questionnaire (MLQ-5X, 2018). Nonetheless, this research has faced challenges such as assembling a capable research team, recruiting respondents, collecting samples, persuading participants about the importance of the study, not being able to represent the company as a whole, and ensuring optimal time management. Overall, this study's time frame began in May 2023 and has been completed in April 2024.

Chapter 2

Review of Related Literature

For a better understanding of this study, this chapter will expound on the following: (1) BPO Companies in Post Pandemic, (2) Employees' Preferred Management Styles in BPO Companies in Iloilo, (3) Employees Preferred Management Styles and Sex, (4) Employees Preferred Management Styles and Employment Status.

Business Process Outsourcing in Post-Pandemic

After the COVID-19 pandemic, companies are searching for a new normal in the BPO industry, which is affected greatly. Several of the world's economies are dependent on BPO – a sector that supplies IT support, call centers, data entry, and bookkeeping services, among others. Cost savings and increased firms' productivity have brought about a massive development of the industry during the last times. There have been several challenges posed by the pandemic to the BPO industry, such as working from home which is not a common practice among many BPO employees, as well as changes in customers' purchasing habits. Due to this need for continuity of service provision, many BPOs hastily introduced remote staffing systems that led to a high demand for remote workers. Nevertheless, the pandemic highlighted the BPO's vulnerability in terms of dependence on physical infrastructure and using one's resources for remote employees. These changes caused some difficulties in businesses' operations and affected companies that failed to keep up with them (Estrellado & Vilma, 2023). Also, pandemics have changed the attitude of people to purchasing goods through the internet as well as communicating with their

brands online. Such an opportunity has allowed BPO firms to provide e-commerce support, social media management, and digital marketing (Dutta, 2021).

The industry will continue to play a vital role in the global economy by providing efficient and cost-effective services to businesses worldwide. During the initial weeks of the quarantine in Metro Manila, only a limited number of industries were allowed to operate. During this period, however, BPO companies continued to operate but had to either provide accommodations for their employees or shift to a work-from-home model. To ensure uninterrupted operations, many BPO companies, including Diversify, swiftly implemented their contingency plans without compromising their employees' health and safety. When the Philippine government declared a nationwide lockdown, some BPO Companies were able to shift to a work-from-home setup in just 48 hours, thereby minimizing operational disruptions while maintaining the continuity of operations (Alex, 2023; Reyes, 2021).

At present, numerous businesses worldwide are still grappling with the lockdown measures resulting from the COVID-19 pandemic, leading to a surge in unemployment rates in several industries. Although more than 2.6 million workers in the Philippines have been affected by temporary business closures in the capital city, the BPO industry is still expected to recover rapidly and help reduce the country's unemployment rate. The Department of Labor and Employment (DOLE, 2023) has also reported that BPO companies have already indicated their hiring requirements, with an estimated 6,000 to 10,000 vacant positions to be filled by September. According to their recent report, global business owners have recognized the swift action taken by Philippine BPO companies amidst the pandemic. In addition, Western businesses, including British investors, have continued to see the potential in the BPO industry despite the challenges brought about by COVID-19. Even with onshore offices being forced to shut down due to lockdowns, BPO companies were still able to provide support to their clients. Overall,

due to the significant disruptions brought by the pandemic to industries worldwide, business leaders have regained control and reimagined strategies and processes to prepare for future disruptions, ensure financial stability, and maintain good health among remote workers (Reyes, 2021).

Employees' Preferred Management Style at Selected Business Process

Outsourcing

Based on the Systemic Quality Management theory (2022), many leaders recognize that the effectiveness of a management style varies depending on the specific call center, team, or business situation. The appropriate management style for a call center or team is determined by the unique needs and circumstances of the organization. Additionally, the suitable management style takes into account the objectives of the call center, together with the positive aspects of its personnel, procedures, policies, and technologies. It is crucial to take into account that good management is not only limited to certain positions in the industry but rather, can be observed at all levels of the organization. Widely utilized approaches to management that various leaders apply in call centers include transformational, democratic, transactional, authoritarian, and laissez-faire management styles. In the majority of situations, managers would typically stick to one of the aforementioned management styles and apply this type of leadership approach consistently.

A well-known management style is *Situational Leadership*, which places great emphasis on adjusting to the needs of a particular situation. For example, a leader may employ a transformational management style in order to ameliorate customer satisfaction further (CX) as part of facilitating significant changes. However, there are also inevitable circumstances where a supervisor may need to employ a *Transactional Management Style* when the priority and objective are directed toward routine operational duties (i.e. reforming average handle time or call resolution). In other words,

situational leadership demands leaders to combine aspects of certain styles to suit occurrences or to modify their predominant style. The research also mentioned that the common call center management styles are: (1) Democratic management, (2) Transformational Management, (3) Transactional Management, (4) Authoritarian Management, and (5) Laissez-Faire Management.

Categorized by Kurt Lewin (1930), a social psychologist, and as cited by Kaya Ismail (2021) *Democratic Management Style*, also known as *Participative Leadership*, is a style of management where leaders actively engage with their employees and include them in the decision-making process. This approach necessitates an inclusive mindset, effective communication skills, and a willingness to share power. It was initially classified as one of three management climates by social psychologist Kurt Lewin in the 1930s. In addition, democratic managers assign tasks and at the same time, provide constructive criticism to their members in order to foster professional development. This type of management places great value on openness and ensuring that each member is aware of how their performance and role affect the team and overall success.

Transformational Management Style inspires and encourages employees to bring about constructive changes. Characteristics of a transformational leader include being enthusiastic, vivacious, tracking each member's performance, having an in-depth understanding of the team's objectives, and being highly involved in the whole process. Overall, the goal of this type of management style is to inspire and encourage employees by influencing their members, making this the most commonly preferred management style (Cherry, 2023).

A *Transactional Management Style* is a style that places importance on structure and order. Examples of such situations include military operations, handling large corporations, or overseeing global projects that demand workers to strictly comply with company rules and regulations in order to ensure that things are right on schedule and

that there is a planned flow. Although self-driven employees who prefer transactional leaders thrive in structured and directive environments, this may not be the best fit for workers who honor originality and ingenuity (Lutkevich, 2022).

The *Authoritarian Management Style* is characterized by centralized control and a lack of input from stakeholders. In this style, the leader makes most or all decisions without seeking feedback, which can negatively impact team morale and lead to employees questioning their value. The environment is highly structured and rigid, with tasks being accomplished quickly but potentially driven by fear rather than intrinsic motivation. Rules and processes are clearly defined, with the leader having the final say on critical decisions and company operations. However, this approach can stifle employee creativity and convey a message that their input is not valued. Unlike organizations that encourage employee ideas through suggestion boxes, authoritarian leadership structures typically do not prioritize or welcome input from the workforce (Western Governors University, 2023)

Last is the *Laissez-Faire Management Style*. The laissez-faire approach to leadership, derived from the French term meaning "leave it alone" or "let it be," is well-suited for organizations that value independence and creativity among employees. Instead of strict job responsibilities and micromanagement, this management style empowers workers to enhance their creativity and contribute to achieving organizational goals. Referred to as "*Delegative Leadership*," the laissez-faire management style recognizes and leverages the individual talents of each employee, creating a work environment suitable for forward-thinking individuals who are resourceful. Employees are granted autonomy to complete tasks using their skills, as long as their actions do not impede the progress of the company (Gayan, 2023).

Employees' Preferred Management Style and Sex

In order to know whether there are gender differences in management styles exhibited by leaders in mental health organizations (MHOs), the study will focus on transformational, transactional, and laissez-faire management attributes, which have been debated extensively among social scientists (Derue, et. Al, 2020). Transformational managers motivate followers to accomplish a goal by engaging their whole person and identifying their potential (Horn-Turpin, Yahaya, & Ebrahim, 2021), whereas transactional managers motivate followers through rewards and punishments for meeting specific goals (Groves and La Rocca, 2018; Yahaya and Ebrahim, 2021). Laissez-faire managers avoid making decisions and only participate in decision-making when initiated by followers (Piccolo et al., 2020). The full-range management model, developed by Bass and Avolio (2019), breaks these management styles into several attributes, which have been identified as preferred management styles in different work fields such as education and business. (Hargis et al., 2018; Shearer, 2019).

Literature has suggested that women tend to use a collaborative approach, while men tend to use a directive or non-authoritarian approach in management. (Isaac et al., 2018; Ismail and Al-Tae, 2021; Rupprecht, 2018; Silva and Mendis, 2019). According to Sen and Metzger (2020), men and women are perceived and valued by organizations based on their preferred management styles (authoritarian, democratic, transformational, transactional, and laissez-faire management styles). However, there is a gap in the literature on gender differences in management styles in mental health organizations. Women are the leading gender in MHOs, (Bureau of Labor Statistics, 2018), and the transformational management style has become the organizational imperative style for public and private mental health sectors. Nevertheless, mental health leaders tend to use transactional management styles more frequently with followers, (Beinecke and Spencer, 2020) and there is no evidence of the use of laissez-faire management in

MHOs. Some research suggests that it is important to identify gender differences in management attributes to understand the effectiveness of leaders (Wootton, 2021). Therefore, it is important to note the gender differences in management styles exhibited by leaders in MHOs. Management theories have evolved from a scientific management perspective to a more human relations and organizational behavior approach. One of the most notable examples is Burns' (2017) work on transformational and transactional management styles, which led to the development of the full-range management model and the Multifactor Management Questionnaire (MLQ) created by Bass and Avolio (2018).

Researchers have also focused on demographic characteristics specifically, gender on management styles. Studies revealed that there was no discernible difference between leadership attributes and gender, highest degree accomplished, nor years of experience (Barbuto et al., 2021; Greiman et al., 2019; Kent et al., 18; Jones & Rudd, 2018; Isaac et al., 2023). Earlier research has provided contradictory outcomes and revealed that there are both no gender disparities as well as differences in leadership preferences (Avolio, et al., 2018). Whereas, the findings of the study also demonstrated a difference between women and men with respect to the transformational aspect of individual consideration (Greiman, et al., 2021). Moreover, the study includes a meta-analysis that exhibited a strong distinction between women and men when it comes to transformational versus transactional management styles. In addition, they have carried out studies about management styles in MHOs without focusing particularly on the aspects of gender. This was also aimed at evaluating whether certain leadership characteristics were associated with mental health team consumers' satisfaction levels as measured by the MLQ 5X short form. Overall, further research is needed on leadership attributes in Mental Health Organizations (MHOs), specifically between gender disparities and management styles.

The study found that transformational and transactional management attributes were positively correlated with mental health team performance and lower burnout rates among followers, while laissez-faire management was associated with lower satisfaction and lower quality of life. However, the study did not examine gender differences in leadership attributes. Aarons (2021) also used the MLQ 5x short form in a mental health setting and found that MHOs may benefit from improving their transformational and transactional management skills to implement evidence-based practices.

To answer the research question of whether there are gender differences in preferred management styles in MHOs, the researcher will adapt the Multifactor Leadership Questionnaire (MLQ) 5x short form, which has been extensively tested and compares transformational, transactional, and laissez-faire management styles by gender. The researcher used a statistical test called Levene's test to determine if they could use a t-test to assess gender differences in management styles. However, due to the results of Levene's test, they instead used a different test called the Mann-Whitney U test, which is appropriate for non-normally distributed data (Milenovic, 2018). They used independent t-tests and Mann-Whitney U tests in IBM SPSS V.25 to analyze the data and answer the research question. The t-tests were used for dependent measures that met the assumption of homogeneity of variance, while the Mann-Whitney U tests were used for the intellectual stimulation and laissez-faire variables that did not meet this assumption. The results of the tests showed that there were no statistically significant gender differences in leadership attributes for MHO leaders, except for a p-value of 0.055 for individual consideration, which approached statistical significance. Therefore, the null hypothesis failed to be rejected for the transformational management attribute, individual consideration was observed and this finding indicates that the difference between the compared groups in terms of individual consideration approached statistical significance. Meanwhile, the Mann-Whitney U test results showed that there were no

statistically significant differences between male and female MHO leaders in terms of intellectual stimulation and laissez-faire attributes. The null hypothesis was therefore not rejected. Although the difference in the individual consideration attribute was not statistically significant, women had slightly higher scores than men, which was consistent with previous literature. This result was parallel to what Greiman, et al. (2021) derived from their study. In prior literature women scored higher in the individual consideration attribute compared to men as well. The study also found that MHO leaders scored higher in transformational leadership attributes compared to transactional and laissez-faire attributes. This was true for the entire sample regardless of gender.

In summary, the researchers concluded that there is no significant difference between gender groups in terms of preferred management styles in MHOs, based on the full range model. The study found that there was no significant difference between the preferred management styles of men and women in MHOs, except for the attribute of individual consideration under the transformational management style, where women scored slightly higher. This result is consistent with previous studies (Greiman et al. 2021). The results of the current study support earlier research indicating that there are no notable gender differences in the preferred management styles demonstrated by leaders (Greiman et al., 2021; Kent et al., 2018; Jones & Rudd, 2021; Isaac et al., 2020). Additionally, the study showed that MHO leaders, regardless of gender, scored higher in all attributes of transformational management style compared to transactional and laissez-faire styles. This finding is in line with prior research that suggests transformational management is the most effective style for MHOs. (Beinecke and Spencer, 2020) However, since the sample size was small, further research with a larger sample size is necessary to explore this trend.

Employees' Preferred Management Style and Employment Status

The *Authoritarian Management Style*, also known as the “*Autocratic Leadership Style*”, initiates decisions and provides instructions to employees without seeking the input of ideas, insights, or feedback from others (Hogarty, 2021). This decision-making process is entirely under the manager's authority and typically facilitates quick decisions and results. Moreover, authoritarian leaders exercise control over others and serve as a source of authority and power (Valamis, 2023). This management style can be effective when great levels of competence and knowledge are required for the reason that this style of management can speed up decision-making, increase overall effectiveness, and lessen employee stress (Ercanbrack, 2023). Some sources have also stated that this impacts employee motivation in a way that it can foster a culture of mistrust between staff and management, which can have a negative impact on motivation and performance output. Therefore, making this as one of the least preferred management styles of employees towards their managers.

On the other hand, the *Democratic Management Style*, also called “*Shared Leadership*” or “*Participative Management*”, involves people being led directly. Democratic leaders would frequently reach out to their employees for feedback and input which supports open communication among staff members, the free exchange of ideas, and involvement in decision-making (Hogarty, 2021). Furthermore, democratic management fosters a collaborative environment wherein each participant is valued, is given an opportunity to contribute, exhorts people to develop their abilities, and promotes taking ownership of their work (Valamis, 2023). As a consequence, employees under this kind of management help set goals, assess their performance, and are encouraged to evolve, adapt, and learn while receiving support for both their personal and professional progress which in return, increases employee motivation and engagement (Ercanbrack, 2023). Overall, employees may prefer this type of

management style due to the reason that it allows them to have a voice in decision-making, encourages teamwork and collaboration, inclusivity, and can boost employee morale, job satisfaction, and engagement while also cultivating a sense of empowerment and ownership within the organization.

Meanwhile, the *Laissez-Faire Management Style* grants employees their full freedom to function and execute their tasks how they want to. It gives workers the option to take any role they desire to take part in (Hogarty, 2021). Laissez-faire management is mainly characterized by letting employees operate and work freely without interference. With a laissez-faire management style, also called “*Delegative Leadership*”, one can provide their team with the essential tools and resources to perform their duties and tools required to solve their problems. However, how they execute their tasks will depend on them (Valamis, 2023). In this type of management style, the employment status does not ordain the team towards a one-track direction but rather, improves their problem-solving abilities whilst arriving at the best decision (Ercanbrack, 2023). Although predominantly, employees are motivated by their ideas, thinking, and competencies to fulfill their tasks rather than by particular expectations or instructions directed by their supervisors, however, sources (Dr. Volpitta, 2021; Burns & Bass, 2019; Sutherland, 2017) have stated that because there is no order in the system, this may be one of the most ineffective management styles in handling employees. Therefore, making it the least preferred.

Similar to Laissez-Faire, executives embrace novel methods to resolving issues in the workplace and allow trustworthy employees the freedom to make decisions on their own. The only difference is that *Transformational Management Style* or *visionary leaders* are future-oriented while at the same time, inspiring and motivating staff members to think outside the box and create fresh approaches to expand and improve the company further (Hogarty, 2021). It also entails having an optimistic outlook for the

organization's future, putting emphasis on boosting employees' self-confidence by assisting them in realizing their potential, sharing with employees an achievable mission and vision of the company, and working together to identify and meet employees' needs (Peterson, Walumbwa, Byron, & Myrowitz, 2020). In general, this type of management style is mostly preferred by employees (Lowe, Kroeck, & Sivasubramaniam, 2019; Mouton, 2018) for the reason that it enables employees to perform in ways that create meaningful change (Valamis, 2023). As a response, not only does it establish a collective goal to work toward realizing the organization's objectives, inspires employees to achieve great things aligned with their personal goals, builds an engaged workforce that's empowered to innovate and mold a workplace, and defines the organization's future vision and mission but also, helps increase job satisfaction and employee motivation.

In contrast to the transformational management style, the *Transactional Management Style*, also referred to as "*Managerial Leadership*", is a result-oriented approach to management that highlights the significance of organization, structure, supervision, performance, and results (Valamis, 2023). It values order and structure and at the same time, promotes hard work, goal achievement, and compliance through the utilization of supervision, reward, and punishment in order to motivate and direct employees. Moreover, it prioritizes structured tasks with clear guidelines to ensure that there is minimal or no error produced while at the same time, preventing employees from losing motivation to complete their tasks (Ercanbrack, 2023). This also includes the implementation of rules and regulations that are to be strictly followed so as to complete objectives on time or move people and supplies in an organized manner. Other characteristics include the use of extrinsic motivation, possesses linear thinking, instructions are directive, and supervisors typically carrying conventional views that influence decision-making (Hogardy, 2021). All in all, employees are fully aware of what

their supervisor demands of them. Workers would typically feel productive and prefer this type of style as a result due to the clearly stated goals and objectives, which results in effective leadership where group performance is emphasized (Khalsa & Sahib, 2020).

Synthesis

The existing gaps present in this study include the lack of local studies and evidence that expounds on the manifestation of employee performance when under different management styles. This also comprises companies adopting a cultural organization that could greatly impact employee dynamics together with their drive to complete their duties better in the workplace.

Multiple references exhibited that the emphasis in Filipino culture is based on deeply ingrained indigenous core values which mainly consist of kinship and social acceptance (Mapoy, et al., 2021). This cultural characteristic may have an impact on the leadership or management approaches that aid in effectively motivating its workforce. This means that employees typically lean either more toward a transformational management style or an authoritarian management style wherein Filipino workers either value hierarchy or collectivism. Another study highlighted the significance of management styles in motivating employees, with findings that indicated a positive relationship between transformational management and motivation (Guerrero, 2019).

In conclusion, work performance exhibited by employees varies when under different management styles. This is significant in industrial organizations as it is essential in achieving high-quality services, optimizing efficiency, fostering a collaborative environment, and aligning with modern productivity and competitiveness. Moreover, it is important to be aware of the management styles preferred by employees to ensure long-lasting team and organizational goals, which leads to organizational sustainability and growth. This may also include the possibility of employees' demographic profiles (i.e. sex and employment status) having an impact on what

motivates them to perform better at work, and what the employees' preferred management style is. Overall, a management style that works better with employee motivation can strengthen the workforce and assist a company in accomplishing its objectives, generating novel ideas, and resolving potential challenges.

Chapter 3

Methodology

Research Design

The study has been conducted by utilizing a quantitative research method using a descriptive research design. According to McCombes (2022), this type of design in research aims to describe phenomena, situations, and populations with precision and accuracy. Questions such as what, when, where, and how can be answered through this, however, the question “why” is the exception. This design has also employed a wide range of ways to tackle either a single variable in a study or multiple variables based on the characteristics of a study, with the researcher observing and measuring them rather than controlling or manipulating them. In addition, this study has utilized the usage of a survey questionnaire to gather quantifiable data. Overall, this study aims to determine the employees’ preferred management styles working in BPO Companies when grouped according to sex and employment status.

Participants of the Study

The study population for this research were regular, contractual, and part-time employees in BPO Companies in Iloilo. In addition, this study utilized purposive sampling, as described by Palinkas et al. (2015), a sampling technique used in research to strategically identify and select cases that have effectively utilized limited research resources. Kelly (2018) further explains that this method was employed to choose respondents who were most likely to provide appropriate and useful information. Furthermore, Delice (2018) supported this by stating that the sample size should not be less than 30 samples. Overall, researchers of this study have gathered and targeted a total number of 165 employees in selected BPO companies. The Inclusion Criteria were the following: (1) Regular, part-time, or contractual employees who were currently

working in Business Processing Outsourcing Companies in Iloilo; (2) Male and female employees who ranged from ages 18-65 years old in Iqor, Carelon, and Asurion; (3) Those who were qualified and wished to participate in this study were included as a sample. Meanwhile, the Exclusion Criteria were: (1) Employees who worked in other industries were not eligible to be part of the study; (2) Those who did not agree to participate or if they did not qualify for the criteria of inclusion, were automatically considered excluded.

Research Instrument

The researchers have disseminated survey questionnaires via face-to-face setup. This also included an informed consent and a withdrawal slip for respondents who refused to participate in this study in the first section. Moreover, a brief statement has been included in the last section of the form for debriefing purposes. In line with this, the questionnaire used to gather the necessary data consisted of a two-part questionnaire:

Part One was the demographic profile sheet. It included the respondent's demographic profile regarding their sex (male and female), age, and their employment status (regular, part-time, and contractual employees).

Part Two of the survey utilized the Preferred Management Style of Employees Questionnaire. The adapted instrument from Northouse's Leadership Style Questionnaire (2019) and Avolio & Bass' Multifactor Leadership Questionnaire (MLQ-5X, 2018) which is a 5-point Likert scale wherein 1 means "Strongly Disagree" and 5 referring to "Strongly Agree". The adapted questionnaire consists of five (5) preferred management styles namely: authoritarian, democratic, laissez-faire, transactional, and transformational management styles. The highest mean among the categories is the most preferred management style of employees.

Additional descriptions of each style were also included in the questionnaire which provided further insights into each style and to evaluate the level of agreement

each respondents have towards the statements. For example, the transformational style (6 items overall; items number 1 to 6) had a sample item like "The manager should make us employees feel good to be around them". Whereas, the transactional management style's (6 items overall; items number 7 to 12) sample item included "The manager should tell us, employees, what to do if we want to be rewarded for our work" On the other hand, laissez-faire style (6 items overall; items number 13 to 18) sample item consisted of "In complex situations, leaders should let employees work out problems on their own" while the authoritarian management style (6 items overall; items number 19 to 24) had a sample question like "Employees need to be supervised closely or they are not likely to do their work". Lastly, the democratic style (6 items overall; items number 25 to 30) has a sample question like "Guiding without pressure is the key to being a good leader". To score, the category with the highest mean will be the preferred management styles of employees to their managers. To suit the context of the research, this study underwent content validation, pilot testing, and reliability analysis.

Figure 2*Coding for Employees' Preferred Management Style*

Response	Assigned Scores	Interpretation
Strongly Agree	5	Displays a very high preference for a specific management style
Agree	4	Slightly favors a certain management style
Neutral	3	Impartial/ having no strongly marked preference toward a certain management style
Disagree	2	Slightly does not favor a certain management style
Strongly Disagree	1	Exhibits a very low preference for a specific management style

Figure 3*Categories, Items, and Interpretation of Employees' Preferred Management Style*

Categories	Items	Interpretation
Authoritarian	6	Leaders control what members do. Has a direct communication with members.
Democratic	6	Leaders treat members as fully capable of doing work on their own. Communication is interactional between members and leaders
Laissez-Faire	6	Leaders do not control, nurture, and guide members. The leader engages in minimal influence and has a hands-off approach.
Transformational	6	Inspires and motivates followers by appealing to their values and emotions. Communication is open, inspirational, persuasive, goal-oriented, empowering, and visionary.
Transactional	6	Relies on a reward-based system, where leaders use clear instructions and performance feedback to direct their followers' efforts toward achieving goals. The communication style is more task-oriented and focuses on maintaining productivity and adhering to established rules and expectations.

Validity and Reliability of the Questionnaire

To ensure the validity and reliability of the adapted test, the researchers of this study have conducted a pilot testing phase. In line with this, a content validation was made by three experts to ensure the accuracy and relevance of each test item. To suit the context of the research, a reliability test was conducted on 30 respondents who were contractual, part-time, and regular employees at selected Business Processing Outsourcing companies in Iloilo City. Specifically, male and female workers ranging from ages 18-65 working in Transcom and Leadgen. Moreover, reliability analysis was done using SPSS version 25 to assess the consistency of items and to identify any issues with test administration and questions. As a result, this has aided researchers in creating necessary adjustments in order to improve the test's accuracy and relevance.

Ethical Considerations

Prior to the conduct of the study, the researchers sought approval from the Research Ethics Committee of the Higher Education Institution. The primary goal of obtaining this approval was to ensure that the research was conducted by following ethical standards and guidelines. In general, the study considered various ethical issues to ensure its proper and responsible implementation.

Risk Assessment. There was little to no risk expected in this application. Efforts have been made to minimize any potential discomfort to respondents. This was by allowing employees to refrain from participating when they were distressed by the researchers asking for their time as a favor.

Benefit Assessment. The research outcomes held potential benefits for students and communities who share similar characteristics and experiences with this study. The findings can also assist industrial institutions or companies, society, and individuals in enhancing their skills, adaptability, and competencies.

Withdrawal Criteria of Participants. Research respondents were given the choice to withdraw from the study at any point, and no penalties or consequences have been imposed. Respondents were encouraged to inform the research team about their decision to withdraw to ensure proper disposal of their data and that providing a reason for their withdrawal was optional.

Anonymity and Confidentiality of Participants. Respondent's identities and any personally identifiable information have been treated with strict confidentiality. Identifying details have been replaced with unique ID numbers known only to the researchers. Access to the data has been restricted to the research team, and electronic and hard copies have been securely stored.

Voluntary, Non-Coercive Recruitment of Participants. Respondents in this study were given the freedom whether or not to participate through the disseminated informed consent. No coercive recruitment was involved, and respondents had the right to withdraw at any stage without any obligation or negative consequences. They have not been required to explain their withdrawal, and their data have been appropriately discarded.

Disposal of Research Materials. Data privacy regulations were adhered to. The data have been securely stored in a computer, with access only to researchers. Personally identifiable data have not been collected unless it was required by law. Collected data will be properly disposed of after 2 months, and deleted after 2 years. Moreover, potential harm to respondents has been minimized, and the researchers have been held responsible for any potential violations of participant rights.

Contribution to Local Capacity-Building and Benefits to Local Communities. The study findings' aim was to enhance the skills, adaptability, and competencies of industrial institutions, respondents, and local communities in addressing challenges caused by the COVID-19 pandemic.

Incentives or Compensation for Participants. Participants of this study who chose to take part in this research have received direct reimbursement. Incentives have also been given to the respondents after taking the survey questionnaire.

Declaration of Potential Conflict of Interest. The researchers recognized the importance of disclosing any personal or financial motives that may impair judgment during the research. To facilitate appropriate action, notifying the research committee was considered to prevent potential or actual conflicts of interest.

Dissemination Plan. To maintain integrity and transparency, the researchers have ensured that the study was free from fabrication, falsification, and plagiarism. In addition, the study's beneficiaries have received interpretations supported by evidence, and the results have been shared with the administration and teachers. The study's findings were also made available to respondents upon request for educational purposes.

Data-Gathering Procedure

Prior to the sampling, formal permission to conduct this study has been secured through an email from the human resource manager of Business Process Outsourcing in Iloilo City, specifically at Transcom and Leadgen. Working shift schedules of employees have also been obtained in order to avoid a potential conflict of interest. Before the test administration, qualified respondents were debriefed about the first page of the survey questionnaire containing instructions, orientation on the purpose of the survey, and the content of the instrument. Moreover, permission was asked whether or not employees were willing to participate and answer the survey questionnaire. Consequently, during the test taking, respondents were given enough time to answer the instrument. Researchers of this study have also ensured that respondents were carefully and clearly instructed to not leave any items unanswered and that questions for any clarifications

have been catered to. Then, the researchers evaluated the already-filled survey questionnaires after it has been submitted to avoid any missing data. After that, the data has been coded, tabulated, computer-processed, analyzed, and interpreted according to the research design and statistical tools adopted. Lastly, it is to be noted that the researchers of the study have utilized purposive sampling since there was no specific quota targeted.

Data-Analysis Procedure

Statistical Package for the Social Sciences (SPSS) version 25 has been utilized to analyze and evaluate the collected data. Descriptive statistics such as percentage and frequency distribution have been used in the demographic profile of the respondents whereas, standard deviation and mean have been employed to evaluate and rank the employees' most preferred management styles when taken as a whole and when grouped according to sex and employment status.

Chapter 4

Results and Discussion

This chapter presents the results, analysis, and interpretation of the data gathered from the conducted survey. The data were presented in a tabular form following the sequence of the specific questions posited in the statement of the problem.

Respondents of the Study

Table 1 provides an overview of the respondent distribution based on sex and employment status. The study encompassed one hundred sixty-five (165) respondents from selected Business Process Outsourcing companies in Iloilo City. Specifically, in Iqor, Carelon, and Asurion.

Upon categorizing the respondents by sex, the majority were identified as male (101, 61.20%) whereas, the minority comprised female respondents (64, 38.80%). Whereas, in regards to employment status, regular status garnered the highest mean (110, 66.70%), followed by contractual status (39, 23.60%), and the fewest respondents had a part-time (16, 9.70%) status.

Table 1.

Variables	<i>n</i>	%
Sex		
Male	101	61.20
Female	64	38.80
Employment Status		
Regular	110	66.70
Part-time	16	9.70
Contractual	39	23.60
Entire Group	165	100.00

Respondent's Demographic Profile

When grouped by sex, both male ($M = 4.38$, $SD = .999$) and female ($M = 4.53$, $SD = .756$) respondents exhibited a preference for a transformational management style. This was then followed by transactional management style ($M = 4.25$, $SD = .937$) in males and ($M = 4.39$, $SD = .708$) in females; Democratic management style ($M = 4.01$, $SD = .857$) in males and ($M = 3.96$, $SD = .795$) in females; Laissez-Faire management style ($M = 3.72$, $SD = .931$) in males and ($M = 3.58$, $SD = .855$) in females; and lastly, authoritarian management style ($M = 3.61$, $SD = 1.046$) in males and ($M = 3.55$, $SD = .787$) in females as the least preferred.

Sources suggest that female employees prefer the transformational management style the most because it helps to create a friendlier environment and a more

cooperative, participatory style that focuses on development, mentoring, and attending to their mistakes in order to meet organizational standards (Mamchii, 2023). It can be argued that these qualities are natural to female employees since their gender role personifies communicating, caring, being supportive, and possessing considerate behaviors (Silva & Mendis, 2017).

As for male workers, they may prefer the transformational management style due to its focus on inspiring and motivating employees to achieve high performance and personal growth (Cherry, 2023; Krinzman, 2023). This leadership approach emphasizes fostering a positive work culture and developing individual potential to drive organizational success, which is particularly beneficial for male workers as it helps them achieve their work-related goals and develop personal growth (Cherry, 2023). Additionally, the emphasis on innovation, collaboration, and a strong sense of purpose among team members under this type of management style appeal to male workers seeking a work environment that encourages creativity and personal development (Krinzman, 2023).

Subsequently, this supports the idea why the transactional leadership style became the second most preferred management style by male and female employees followed by the democratic leadership style. This is for the reason that both leadership approaches have similar characteristics to the transformational management style. In this case, transactional leadership offers clear structure and rewards for achieving goals, promoting efficiency and accountability within a team (Cherry & Blackburn, 2022). Whereas, democratic leadership fosters collaboration and creativity by involving team members in decision-making processes, leading to increased job satisfaction and innovation (Burtler, 2023).

This also explains why both sexes do not prefer the laissez-faire management style. There is a lack of guidance and direction for employees, which may lead to

confusion, decreased productivity, lack of accountability, and oversight (Milicevic, 2023). As a consequence, this potentially leads to inefficiency and disorganization within the team. Therefore, employees may feel unsupported or undervalued in this management style, impacting their motivation and job satisfaction.

Consequently, the findings of this study also exhibited that the authoritarian management style was the least preferred by both sexes due to its impact on employee morale and motivation, as well as limited creativity and innovation within the team. Unlike transformational and democratic management styles, this type of leadership may lead to a lack of open communication and collaboration, which may hinder employee engagement and job satisfaction (Hannah, 2023). The strict hierarchy and control may also result in resistance from employees and a potential increase in stress and turnover (Special, 2023). This in return decreases employee autonomy and empowerment, which may impact the overall job satisfaction and performance of employees. In general, both sexes prefer the transformational management style the most for the reason that it helps them find self-worth, meaning, and satisfaction through the work they do. Thus, serving as their reward (Garfinkle & Garfinkle, 2022).

When categorized by employment status, all groups displayed a high preference for transformational management style. Despite relatively close means, regular employees demonstrated the highest preference for transformational management styles ($M = 4.44$, $SD = .989$), followed by contractual ($M = 4.46$, $SD = .515$), and part-time employees ($M = 4.43$, $SD = .830$). The results of this investigation may indicate that the transformational management style exhibits relative flexibility in accommodating different employment statuses such as regular, part-time, and contractual workers. This leadership approach's flexibility to diverse employment arrangements and effective

Table 2.

Preferred Management Style of Employees When Grouped According to Sex

Sex	Mean	Rank
Male		
Transformational	4.38	1
Transactional	4.25	2
Democratic	4.01	3
Laissez-Faire	3.72	4
Authoritarian	3.61	5
Female		
Transformational	4.53	1
Transactional	4.39	2
Democratic	3.96	3
Laissez-Faire	3.58	4
Authoritarian	3.55	5

response to environmental change, also referred to as *strategic flexibility* (Sanchez, 2020), could not only help strengthen the competitive advantage of organizations by facilitating the acquisition of resources but also, because employees can express and utilize their creativity and innovative ideas (Savickas, 2021).

The findings of the study have also revealed that the authoritarian approach was unfavored for the reason that, creativity, suggestions, and decision-making are frequently discouraged or even condemned. Whereas, laissez-faire provides little or no direction, leading to a lack of productivity, cohesion, and employee satisfaction. Because these leadership approaches are not open with ideas or consider initiative from

Table 3.

Preferred Management Styles of the Respondents When Grouped According to Employment Status

Employment Status	Mean	Rank
Regular		
Transformational	4.44	1
Transactional	4.38	2
Democratic	3.97	3
Laissez-Faire	3.67	4
Authoritarian	3.56	5
Part-time		
Transformational	4.46	1
Transactional	4.10	2
Democratic	3.94	3
Laissez-Faire	3.70	4
Authoritarian	3.50	5
Contractual		
Transformational	4.43	1
Transactional	4.16	2
Democratic	4.08	3
Authoritarian	3.71	4
Laissez-Faire	3.64	5

subordinates, both typically fail to keep workers satisfied and foster employee engagement. As a result, these management styles can significantly hinder worker productivity, profitability, and organizational output within a company.

Employees' preference for transformational management style may also be explained in a way that it provides a foundation for understanding their self-regulatory ability to promote positive work behaviors in a task diversity context (Amit & Schoemaker, 2021). In line with this, a transformational management style can offer flexibility when employees deal with organizational tasks, fostering long-term growth that benefits both the employees and industrial companies (Li, Zhan, & Lu, 2021). In other words, this leadership approach can transform all available human assets and skills into a competitive advantage due to the employees' openness to change. Altogether, regardless of the status of employees within the organization, workers may prefer the transformational management style for the reason that such an inclusive approach offers strategic flexibility when dealing with environmental dynamism in the workplace.

In Table 4, the most preferred management styles of respondents in selected Business Process Outsourcing companies in Iloilo City when grouped as a whole revealed a preference for a "*Transformational Management Style*" ($M = 4.44$, $SD = .913$). This was then followed by transactional management style ($M = 4.30$, $SD = .856$), democratic management style ($M = 3.99$, $SD = .843$), laissez-faire ($M = 3.67$, $SD = .903$) management style, and then authoritarian management style ($M = 3.59$, $SD = .952$) as the least preferred.

Based on these findings, employees prefer a transformational management style followed by transactional and democratic due to cultural factors that value collectivity (Fortes & Evangelista, 2021; Brown, 2020). In relation to this, leaders are expected to be inspirational and influential in a Filipino context. That is why, transformational leadership aligns well with the cultural expectations of employees, unlike authoritarian where

workers do not have an input, and laissez-faire for not have a structure to follow (Fortes & Evangelista, 2021). Moreover, transformational leadership was observed to increase employee well-being, stimulate engagement in new activities, and enhance organizational commitment. Hence, this style is valued by employees for its ability to inspire and motivate teams, leading to improved staff performance (Charoensukmongkola & Puyod, 2021). Overall, the impact of transformational leadership style in fostering employee involvement and empowerment can resonate strongly with Filipino workers, contributing to their preference for this management approach.

Table 4.

Preferred Management Styles of the Respondents When Taken as a Whole

Entire Group	Mean	Rank
Transformational	4.44	1
Transactional	4.30	2
Democratic	3.99	3
Laissez-Faire	3.67	4
Authoritarian	3.59	5

Overall, the findings of this study reveal that being vision-driven, promoting individualized support, and encouraging collective growth has led to the creation of employee engagement, productive work environments, and meaningful change (Cherry, 2023; Hogarty, 2021) where employees feel valued, motivated, inspired, and committed to the organization's goals (Peterson, Walumbwa, Byron, & Myrowitz, 2020). To be more precise, it exemplifies the profound impact of transformational management style in shaping not only, the work environment (Lowe, Kroeck, & Sivasubramaniam, 2019) but

also, the overall success of the organizations and employee satisfaction of the employees involved (Mouton, 2018; Valamis 2023). Thus, this demonstrates that the most preferred management style of employees, when grouped according to sex and employment status, yielded a higher preference for the transformational management style.

Chapter 5

Summary, Findings, Conclusion, & Recommendations

The conclusions that were drawn from the data gathered in this study aim to know the most preferred management style among employees at Selected Business Process Outsourcing companies in Iloilo City when grouped according to sex and employment status.

Summary

The purpose of this quantitative study is to determine the demographic profile of the respondents and ascertain the employees' preferred management style working in BPO companies in Iloilo City as a whole and when grouped according to sex and employment status. In order to execute this, the researchers utilized a purposive sampling method and acquired a total number of 165 respondents from Selected Business Process Outsourcing Companies in Iloilo City. The target population for this research are regular, part-time, and contractual employees who are working in selected Business Processing Outsourcing Companies in Iloilo. This also includes male and female employees ranging from ages 18-65 years old in Iqor, Carelon, and Asurion. Then, a Statistical Package for the Social Sciences (SPSS) version 25 was used by the researchers to assess and survey the information they had gathered. Descriptive statistics were also utilized, such as percentage and frequency distribution, to calculate the demographic profile of the respondents. Whereas, standard deviation and mean were used to measure the preferred management styles of the employees when grouped according to sex and employment status.

Findings

1. Among 165 respondents from Selected Business Process Outsourcing companies in Iloilo City whose ages ranged from 18-65 years old, it was observed that the majority of the participants in Iqor, Carelon, and Asurion as a whole, comprised of males (61.20%) than females (38.80%). When it came to employment status, regular employees were the highest number of participants (66.70%) followed by contractual employees (23.60%), and then part-time employees (9.70%).
2. When grouped according to sex, it was found that the majority of males (61.20%) and females (38.80%) presented a high preference for transformational management style. Both of which, when combined as an entirety, revealed a mean score of 4.44. With males showing a mean score of 4.38 and females showing a mean score of 4.54. Other leadership preferences that followed were transactional management style (4.25 in males; 4.39 in females), democratic management style (4.01 in males; 3.96 in females), laissez-faire management style (3.72 in males; 3.58 in females), and lastly authoritarian management style (3.61 in males; 3.55 in females). Thus, reveals there is no significant difference among the preferred management styles of male and female employees.
3. As for the employment status, the findings exhibited that regular employees (66.70%) acquired a mean score of 4.44. Whereas, part-time employees (9.70%) acquired a mean score of 4.46. And finally, contractual employees (23.60%) acquired a mean score of 4.43. All of which lean the most towards transformational management style. Meaning, one's employment status may significantly influence their preference when it comes to what management styles they would like to see towards their managers.

Conclusion

The findings of this study reveal the following conclusions

1. This study was able to reveal that employees, regardless of their sex, have a high preference for transformational management style. It was also discovered that there was no significant difference among the preferred management styles of male and female employees. This suggests that both sexes value those in leadership roles who inspire, motivate, foster growth, and promote innovation in the workplace.
2. When grouped according to employment status, the researchers have determined that the transformational management style was the most preferred by regular, part-time, and contractual employees. This indicates that employment status has a significant impact on the preferred management styles of employees towards their managers. In addition, the least preferred management styles were laissez-faire and authoritarian management styles, having relatively low mean scores. Therefore, it demonstrates that employees are reluctant towards leadership approaches that do not cultivate collectivity, openness, accountability, and rewards.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are suggested.

Business Process Outsourcing Companies. It is recommended that BPO companies be keen in the selection process, particularly in leadership roles. Taking this aspect into account, it is highly encouraged that the leadership training provided by

these companies should include a program that allows them to adapt to a transformational management style. While there are indeed several reasons why employees leave their jobs in BPO companies, the management styles of leaders in the industry still account for a small percentage of the variance for employee turnover. Business leaders who support their employees' job performance and help them achieve long-term goals may reduce voluntary employee turnover in call center environments.

Business Process Outsourcing Management Team. It is recommended to look into the leadership styles of current or future managers by providing a leadership assessment. Upon identification, human resource departments can maximize training, learning, and development in order to improve their skills or unleash their potential. This can be useful for refining company strategies and programs, better preparing BPO workers, examining different approaches to improve management practices, and critically assessing the problems that employees generally face.

Employees. It is advised for employees to evaluate their supervisors based on their management skills and the type of management style they use. Based on the data and information they can generate in evaluation forms, this helps to increase employee satisfaction while also offering organizations the opportunity to establish programs that better suit the preferred management style of employees toward their supervisors. Ultimately, increasing worker productivity.

Industrial Organizations. To substantially enhance the field of economics, industrial organizations are encouraged to delve into the structure, behavior, and performance of firms under the influence of various management styles. In particular, how impactful transformational leadership approaches would be in relation to the revenue generated and its influence on employee performance. Furthermore, it can help analyze how firms gain a competitive advantage, ameliorate HR policies and practices, and examine the economic and technical aspects of organizing an industry for maximum

profits. This in return, can reduce turnover rates, save costs, and promote long-term success.

Future Researchers. It is advised that researchers should have an in-depth investigation into the related studies in this field. This includes helping organizations understand leadership strategies better. The emergence of evidence-based solutions for ameliorating company practices, employee satisfaction, and understanding the dynamics of the employee-employer relationship, can all be facilitated by being more receptive to these suggestions. Ultimately, fostering a positive work environment.

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APPENDICES



Appendix A
RESEARCH ETHICS REVIEW BOARD
CENTRAL PHILIPPINE UNIVERSITY
 Lopez Jaena St., Jaro, Iloilo City, Philippines
 329-1971 to 79 local 3336



INFORMED CONSENT FORM
 (VERSION No. 03-2023)

1. KEY INFORMATION ABOUT THE RESEARCHERS

Title of the Study: Preferred Management Styles of Employees at Selected Business Process Outsourcing Companies in Iloilo City

Name of Researcher/s: Rania Panizales, Mary Roge Anne Juarez, John Michael Ledesma, Albert Andrei Coronado, Renzy Anne Paguntalan

Research Adviser: Prof. Prince Joash L. Dacles, RPh

Department/College: College of Arts and Sciences / Department of Social Sciences

Institution: Central Philippine University

2. INTRODUCTION/BACKGROUND OF THE STUDY

You are invited to take part in this research study. This form contains information that will help you in deciding whether to participate or not in this study/research. Before you decide to participate in this study, you will be given enough time to read and understand the contents of the informed consent. If there are words or concepts that you do not understand feel free to ask questions at any time, the researchers are willing to explain them to you and your questions will be answered to your satisfaction. The study will begin once you have signed the informed consent form.

The study investigates the preferred management style among Business Process Outsourcing employees in Iloilo City. In this study, it aims to determine employees'

preferred management styles toward their managers and its impact on sex and employment status.

3. PURPOSE OF THE RESEARCH

This research seeks to know the most preferred management style of employees at Business Process Outsourcing companies in Iloilo City together with its impact on sex and employment status for the academic year 2023-2024.

4. TYPE OF RESEARCH INTERVENTION/DATA GATHERING INSTRUMENT

This study will utilize a purposive sampling method and descriptive research design. Researchers will also provide a two-part survey questionnaire through a Google form. Furthermore, researchers will adapt an instrument from Northouse's Leadership Style Questionnaire (2019) and Avolio & Bass' Multifactor Leadership Questionnaire 31 (MLQ-5X, 2018) which is a 5-point Likert scale wherein 1 represents "Strongly Disagree" and 5 referring to "Strongly Agree".

5. PARTICIPANT SELECTION (INCLUSION & EXCLUSION CRITERIA)

One is chosen as a participant based on the following criteria:

A. Inclusion Criteria:

1. Regular, part-time, or contractual employees who are working in Business Processing Outsourcing Companies in Iloilo.
2. Male or female employees ranging from ages 18-65 years old in Iqor, Carelon, and Asurion.
3. Those who are qualified and wish to participate in this study are included as a sample.

B. Exclusion Criteria:

1. Employees working in other industries are not eligible to be part of the study.
2. Those who did not agree to participate or if they did not qualify for the criteria of inclusion, are automatically considered excluded.

6. VOLUNTARY PARTICIPATION

Your participation in this study is entirely voluntary. It is within your choice whether to participate or not. If you choose not to participate or to withdraw from the study at any time, there will be no penalty or other consequences, and without need to give any reason.

7. PROCEDURE

The researchers will conduct the study by utilizing Google Forms to generate an online survey questionnaire together with the encoded informed consent while being monitored in person. Regular, contractual, and part-time employees in BPO Companies in Iloilo, specifically in Iqor, Carelon, and Asurion, will be chosen as participants. The responders will receive information on how their personal data will be handled, inclusion and exclusion criteria in participant selection, and debriefing of information stated in the informed consent together with the purpose of the study.

8. DURATION OF THE STUDY

This study will be conducted from May 2023 - April 2024. You will be given 15-20 minutes to answer the questionnaire.

9. RISKS AND INCONVENIENCES

There is little to no risk expected in the application toward people involved in this study. If you are uncomfortable with the questions, you do not have to answer them. Efforts will be made to minimize any potential discomfort to respondents. This is by allowing employees to refrain from participating due to the distress of asking for their time as a favor.

10. BENEFITS

The research outcomes hold potential benefits for students and communities who share similar characteristics and experiences with our study. The findings can also assist industrial institutions or companies, society, and individuals in enhancing their skills, adaptability, and competencies.

11. REIMBURSEMENTS

Participants of this study will receive direct reimbursement if they choose to take part in this research. Your participation will be greatly appreciated for the reason that it can greatly contribute to vital information that can generate new knowledge significant to the academic body.

12. CONFIDENTIALITY

The information you have provided is solely for the purpose of this study. Your identity will be kept private and confidential to the extent provided by law. You will be assigned an ID number and your data will be stored with utmost respect to your privacy.

13. RIGHT TO REFUSE OR WITHDRAW

Your participation in this study is entirely voluntary. It is your choice whether to participate or not. If you choose not to participate or to withdraw from the study at any time, there will be no penalty or other consequences, and without need to give any reason. If at any time you withdraw from the study, your data will be discarded properly.

14. DECLARATION OF CONFLICT INTEREST

The researchers recognize the importance of disclosing any personal or financial motives that may impair judgment during the research. They will notify the research committee of any potential or actual conflicts of interest that may arise unintentionally to facilitate appropriate action.

15. STORAGE AND DISPOSAL OF RESEARCH DATA/MATERIALS

Data privacy regulations will be adhered to, and collected data will be properly disposed of after 2 months, and deleted after 2 years. The data will be securely stored in a computer, with access only to researchers. Personally identifiable data will not be collected unless required by law. Potential harm to respondents will be minimized, and the researchers will be responsible for any violations of participant rights.

16. SHARING OF RESULTS/DISSEMINATION PLAN

The study's beneficiaries will receive interpretations supported by evidence, and the results will be shared with the administration and teachers. The study's results may also be made available to respondents upon request for educational purposes.

17. WHO TO CONTACT

If you have any questions or clarifications regarding your participation in the study, you may contact:

Lead Researcher: Rania Panizales

Address: Mandurriao, Hibao-an Sur, Monte Rosa, Iloilo City

Contact Number: 0960 473 5092

Email address: rania.panizales-21@cpu.edu.ph

If you have questions pertaining to your rights as a participant, you may contact:

Joy G. Raso, PhD.

Chair, CPU Research Ethics Review Board

Email: researchethics@cpu.edu.ph

Phone: 329-1971 (local 3336)

18. CERTIFICATE OF CONSENT

I have read the foregoing information, or it has been read and explained to me in a language/dialect I know and understand. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study.

Print name of participant _____

Signature of participant _____

Date _____

MM/DD/YYYY

Statement by the researcher/person taking consent

I have accurately read out the information sheet to the potential participant, and to the best of my ability, made sure that the participant understands that the following will be done.

1. All information stated by the participant must be true and accurate.
2. Participants' personal information will not be used against them nor shared with anyone including industrial organizations. The gathered information is strictly limited to research and academic purposes only.
3. Respondents are given the freedom to withdraw at any time they wish and their participation is completely voluntary.
4. Researchers will store the gathered data with the utmost confidentiality and will be eradicated after 2 years.

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

Print Name of Researcher/person taking the consent: Rania Panizales

Signature of Researcher/ person taking the consent: _____



Date: 02/09/2024

MM/DD/YYYY

Appendix B

Preferred Management Styles of Employees at Selected Business Process Outsourcing Companies in Iloilo City: Adapted Questionnaire

Instructions: Please tick the appropriate box below.

Name (Optional): _____

Sex: Male

Female

Employment Status:

Regular

Part-time

Contractual

Instructions: Please check the box that indicates your level of agreement or disagreement with the statements written below using the following code:

5 – Strongly Agree

2 – Disagree

4 – Agree

1 – Strongly Disagree

3 – Neutral

Items	1	2	3	4	5
1. The manager should make us employees feel good to be around them					
2. The manager should enable us employees to solve old problems in new ways.					
3. The manager should help us employees to develop new skills and opportunities.					
4. A good manager provides an employee with a fresh perspective on solving problems.					
5. As an employee, I believe that a good manager helps us find meaning in our work.					
6. The manager gives personal attention to employees who seem struggling.					
7. The manager should tell us employees what to do if we want to be rewarded for our work.					

Items	1	2	3	4	5
8. I am satisfied when we employees meet agreed-upon standards set by the manager.					
9. The manager should provide recognition/rewards when employees reach their goals.					
10. As an employee, I refrain from making alterations as long as everything is functioning smoothly.					
11. The manager must call attention to what employees can get for what they accomplish.					
12. The manager must tell us employees the standards they have to know to carry out our work.					
13. The manager asks no more from employees than what is essential.					
14. In complex situations, leaders should let employees work out problems on their own.					
15. Leadership requires staying out of the way of employees as they do their work.					
16. As a rule, leaders should allow us employees to appraise their work.					
17. Leaders should give employees complete freedom to solve problems on their own.					
18. In general, it is best to leave us employees alone in our tasks.					
19. Employees need to be supervised closely or they are not likely to do work.					
20. It is fair to say that most employees of the general population are lazy.					
21. Most employees feel insecure about their work and need direction.					
22. The leader is the chief judge of the achievements of the employees of a group.					
23. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.					

Items	1	2	3	4	5
24. Effective leaders give orders to us employees and clarify the procedures					
25. Employees want to be a part of the decision-making process.					
26. Guiding without pressure is the key to being a good leader.					
27. Most employees want frequent and supportive communication with their leaders.					
28. Leaders need to help employees accept responsibility for completing their work.					
29. It is the leader's job to help us employees find our "passion".					
30. I believe that employees are more competent without the supervision of a leader.					

Test Items Scoring

Total Score: _____ Transformational (1,2,3,4,5,6)

Total Score: _____ Transactional (7, 8, 9, 10, 11, 12)

Total Score: _____ Laissez-Faire (13, 14, 15, 16, 17, 18)

Total Score: _____ Authoritarian (19, 20, 21, 22, 23, 24)

Total Score: _____ Democratic (25, 26, 27, 28, 29, 30)

Appendix C

Original Leadership Questionnaires

Leadership Styles Questionnaire

Purpose:

1. To identify your style of supervision/leadership
2. To examine how your supervisory/leadership style relates to other styles of leadership.

Directions:

1. For each of the statements below, circle the number that indicates the degree at which you agree or disagree.
2. Give your immediate impressions. There are no right or wrong answers.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be part of the decision making process.	1	2	3	4	5
3. In complex situations, supervisors should let employees work problems out on their own.	1	2	3	4	5
4. It is fair to say that most employees are lazy.	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good supervisor.	1	2	3	4	5
6. Leadership requires staying out of the way of employees as they do their work.	1	2	3	4	5
7. As a rule supervisors must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8. Most employees want frequent and supportive communication from their supervisors.	1	2	3	4	5
9. As a rule, leaders should allow employees to appraise their own work.	1	2	3	4	5
10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
11. Supervisors need to help employees accept responsibility for completing their work.	1	2	3	4	5

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12. Supervisors should give employees complete freedom to solve problems on their own.	1	2	3	4	5
13. The supervisor is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14. It is the supervisors job to help employees find their "passion"	1	2	3	4	5
15. In most situations, employees prefer little input from their supervisor	1	2	3	4	5
16. Effective supervisors give orders and clarify procedures.	1	2	3	4	5
17. People are basically competent and if given a task will do a good job.	1	2	3	4	5
18. In general. It is best to leave employees alone and let them do their job.	1	2	3	4	5

Scoring:

Style 1: Add up the responses for questions 1, 4, 7, 10, 13 and 16

Total Score: _____

Style 2: Add up the responses for questions 2, 5, 8, 11, 14, and 17

Total Score: _____

Style 3: Add up the responses for questions 3, 6, 9, 12, 15, and 18

Total Score: _____

This questionnaire is designed to measure three common styles of leadership. By comparing scores you can determine which styles are most dominant and least dominant in your own style of leadership.

Leadership Style Explanation:

Style 1

Autocratic

"My way or the highway"

- Supervisor/Leader dictates policies and procedures. Enforcement dictated by violations of the rules.
- Employees are expected to make the right decisions.
- Managers/Supervisors decide what goals are to be achieved.
- Managers/Supervisors direct and control most activities with minimal input from employees.

"If an actor comes to me and wants to discuss his character, I say, "it's in the script."
If he says "but what's my motivation?" I say, "your salary."
— Alfred Hitchcock

Style 2

Democratic

"What do you think?"

- Solicit input from employees
- Managers/Supervisors involved in decision making process with employees. Rules are fluid.
- Managers/Supervisors distribute responsibility among employees
- Departments/Teams set goals together with manager/supervisor responsible for keeping employees on task to achieve the goals.

"If the highest aim of a captain were to preserve his ship, he would keep it in port forever."
— Thomas Aquinas

Style 3

Laissez-faire or Let it be

"Do what you want as long as you get the job done right"

- Teamwork and Empowerment is key to success.
- Employees given authority to make decisions and are then accountable to those decisions.
- Rules are minimized while good decision making is expected.
- Managers/Supervisors need to know when to step in.

"It's a fine thing to have ability, but the ability to discover ability in others is the true test."
— Lou Holtz

Multifactor Leadership Questionnaire (MLQ) Form 6S

INSTRUCTIONS: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

KEY

0 - Not at all 1 - Once in a while 2 = Sometimes 3 = Fairly often 4 = Frequently, if not always

- | | | | | | |
|---|---|---|---|---|---|
| 1. I make others feel good to be around me..... | 0 | 1 | 2 | 3 | 4 |
| 2. I express with a few simple words what we could and should do..... | 0 | 1 | 2 | 3 | 4 |
| 3. I enable others to think about old problems in new ways..... | 0 | 1 | 2 | 3 | 4 |
| 4. I help others develop themselves..... | 0 | 1 | 2 | 3 | 4 |
| 5. I tell others what to do if they want to be rewarded for their work. | 0 | 1 | 2 | 3 | 4 |
| 6. I am satisfied when others meet agreed-upon standards..... | 0 | 1 | 2 | 3 | 4 |
| 7. I am content to let others continue working in the same ways always. | 0 | 1 | 2 | 3 | 4 |
| 8. Others have complete faith in me..... | 0 | 1 | 2 | 3 | 4 |
| 9. I provide appealing images about what we can do..... | 0 | 1 | 2 | 3 | 4 |
| 10. I provide others with new ways of looking at puzzling things. | 0 | 1 | 2 | 3 | 4 |
| 11. I let others know how I think they are doing. | 0 | 1 | 2 | 3 | 4 |
| 12. I provide recognition/rewards when others reach their goals..... | 0 | 1 | 2 | 3 | 4 |
| 13. As long as things are working, I do not try to change anything. | 0 | 1 | 2 | 3 | 4 |
| 14. Whatever others want to do is OK with me | 0 | 1 | 2 | 3 | 4 |
| 15. Others are proud to be associated with me. | 0 | 1 | 2 | 3 | 4 |
| 16. I help others find meaning in their work. | 0 | 1 | 2 | 3 | 4 |
| 17. I get others to rethink ideas that they had never questioned before..... | 0 | 1 | 2 | 3 | 4 |
| 18. I give personal attention to others who seem rejected..... | 0 | 1 | 2 | 3 | 4 |
| 19. I call attention to what others can get for what they accomplish..... | 0 | 1 | 2 | 3 | 4 |
| 20. I tell others the standards they have to know to carry out their work. | 0 | 1 | 2 | 3 | 4 |
| 21. I ask no more of others than what is absolutely essential..... | 0 | 1 | 2 | 3 | 4 |

SCORING

The MLQ-6S measures your leadership on seven factors related to transformational leadership. Your score for each factor is determined by summing three specified items on the questionnaire. For example, to determine your score for factor 1, Idealized influence, sum your responses for items 1, 8, and 15. Complete this procedure for all seven factors.

	TOTAL
Idealized influence (items 1, 8, and 15)	_____ Factor 1
Inspirational motivation (items 2, 9, and 16)	_____ Factor 2
Intellectual stimulation (items 3, 10, and 17)	_____ Factor 3
Individual consideration (items 4, 11, and 18)	_____ Factor 4
Contingent reward (items 5, 12, and 19)	_____ Factor 5
Management-by-exception (items 6, 13, and 20)	_____ Factor 6
Laissez-faire leadership (items 7, 14, and 21)	_____ Factor 7

Score range: HIGH = 9-12, MODERATE = 5-8, LOW = 0-4

Multifactor Leadership Questionnaire (MLQ) Form 6S

SCORING INTERPRETATION

Factor 1 – IDEALIZED INFLUENCE indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.

Factor 2 – INSPIRATIONAL MOTIVATION measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.

Factor 3 – INTELLECTUAL STIMULATION shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs of those of the organization.

Factor 4 – INDIVIDUALIZED CONSIDERATION indicates the degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group.

Factor 5 – CONTINGENT REWARD shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.

Factor 6 – MANAGEMENT-BY-EXCEPTION assesses whether you tell others the job requirements, are content with standard performance, and are a believer in "if it ain't broke, don't fix it."

Factor 7 – LAISSEZ-FAIRE measures whether you require little of others, are content to let things ride, and let others do their own thing.

Appendix D



Central Philippine University
 College of Arts and Sciences
DEPARTMENT OF SOCIAL SCIENCES
Research Thesis Adviser/Advisee Agreement

General Information: Please fill in the following important details

Course: **BS in Psychology** **BA in Political Science and Public Administration**

List of Group Members:

Panizales, Rania; Ledesma, John Michael; Paguntalan, Renzy Anne; Coronado, Albert Andrei; Juarez, Mary Roge Anne

Representative Student Email Address: rania.panizales-21@cpu.edu.ph

Adviser Name: Prince Joash L. Dacles **Adviser's Department:** Department of Arts and Social Sciences

Adviser Email Address: pjldacles@cpu.edu.ph

Thesis Title: Preferred Management Styles of Employees at Selected Business Process Outsourcing Companies in Iloilo City

Brief Description of the Thesis Proposal (3-5 sentences):

This study aims to determine the Preferred Management Styles of Employees at Selected Business Process Outsourcing Companies in Iloilo City. The researchers decided to delve into this subject to know the most effective and preferred management style of employees in various organizational settings. Moreover, this lets us study the impact of management styles on employee satisfaction and worker productivity so this helps us become more educated on the dynamics of relationships existing between employees and employers. The findings of this research can present organizational interventions and provide programs that promote positive work environment, ameliorate HR policies and practices, and help corporations gain a competitive edge, benefiting industrial organizations and employees. This can serve as a guide not just for employees with different employee status but also, to be more aware what leadership approaches suits their work commitments.

Annotated Bibliography (5 References):

- <https://doi.org/10.3389/fpubh.2023.992557>

- <https://www.abs.gov.au/statistics/standards/standard-sex-gender-variations-sex-characteristics-and-sexual-orientation-variables/2016#:~:text=Nominal%20definition%20of%20sex,characteristics%2C%20or%20other%20sexual%20characteristics.>
- <https://mentalhealthph.org/11-10/>
- <https://www.timedoctor.com/blog/bpo-management/#:~:text=BPO%20management%20functions%20are%20primarily,auditing%2C%20quality%20assurance%2C%20etc>
- <https://www.deped.gov.ph/2018/12/28/group-dynamics-and-effective-leadership-styles-in-modern-organisation/>

Responsibilities of Research Students

- Know the University's policy and procedures on academic honesty and adhere to the University Student Honor Code: "I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others."
- Assume a proactive nature in pursuing your goals for your undergraduate education. The faculty and staff of the Department are strongly invested in the success of the program and are willing to help you fulfill your goals. But, keep in mind that this is YOUR degree. The faculty and staff are here to help YOU help YOURSELF.
- Meet all deadlines and review critiques imposed by the Program, the Adviser, the technical review panel and the REC. Failure to do so will not be the adviser's responsibility. Delays will be the students' accountability.
- Complete and file all necessary forms with the adviser in a timely manner. Forms are given in the Research Class.
- Maintain and follow a practical timetable in the writing of one's research paper. Students are to inform the adviser with this time flow.
- Students are responsible for the plagiarism check of their research papers. Plagiarism scan and certification shall be done by the University Research Center before submission to REC. Payment shall be made via Cashier/Finance Office.
- After the Proposal Defense, the Study shall be submitted to the University Research Ethics Committee (REC) for evaluation and review. Submit the needed documents required by REC and settle the fees specified.
- Professional fees for mentor and panel members should be paid before the Defense Proposal and Final Defense. The fees are specified as follows:

Professional involved	Professional Fee
Adviser (Effective for 1 school year)	Php 4,000 : Php 2,000 per semester after Defense
3 Technical Review Panel members	Php 1000 per panelist : Php 500 per semester.

Responsibilities of Faculty Members or Staff Assigned as the Adviser:

- i. Welcome undergraduate Research students and assist them effectively in writing the Research proposal and the Final paper. Accept the responsibilities of an adviser and co-author as outlined in various research guidelines.
- ii. Arrange a schedule with the student researchers, maintain close contact with them and specify the date and time of consultation.
- iii. Provide the best possible environment for research training of students. While advisers/co-authors are given the duty to critique and assist their advisees, the students are expected to acquire a substantial degree of independence in their daily research work as well as their oral and written presentations.
- iv. As co-author, be fiscally responsible in terms of not only meeting them safely, but also reviewing **the quality** of the Paper and helping them to address comments or critiques by the panelists and the REC without causing major delays on the designated schedules and time frame prescribed by the Program.
- v. Serve on the Department Advisory Committees as often as is reasonable. Service need not be restricted to the committees of students whose research is within a faculty member's area of expertise. An outside point-of-view can be valuable, and all students should be able to effectively present their work to non-experts.
- vi. Assist in providing a mechanism for the student to fulfill and follow schedules and time frame prescribed by the Research Professor and by the REC; such as deadlines of revisions.
- vii. Provide both scientific and professional mentoring (as co-authors of the paper) in the **production of research papers that are worthy of publication**, and seek other opportunities for students to explore the best options for their paper such as presentation and publication.

Dissolution and Termination of Contract

The adviser and the advisees are expected to maintain cooperation and collaboration with one another but if relationships are deemed unproductive and unhealthy, or by reason of force majeure, both parties can end the contract after all remedies have been exhausted. In this case, the advisees should find another adviser.

Student: By signing this agreement, you are agreeing to perform your thesis work with the following chosen adviser for Research I and II and with the following duties listed and to adhere to the guidelines of the Program.

You are also aware that this contract is only effective for **one (1) school year**. In the case you are not able to complete your Research Study within the allotted timeframe, you are responsible in initiating a re-negotiation of the contract.

For BS Psychology: Inability to complete the undergraduate paper will prevent you from taking the Comprehensive Examination which may delay your Graduation.

Professor: By signing this agreement, you are agreeing to mentor these undergraduate students listed below and to adhere to the guidelines of the Program Adviser-Advisee contract. In addition, you are stating that you have the professional capacity to support the students for the foreseeable future. You will receive monetary

compensation of Php 4,000.00. You will be recognized as a co-author of the said research study provided that the contract has not ended before the Research had fully completed.

The following are the schedules for meetings via (platform) _____ every (time and days of meeting)

Student Names (print) and Signatures:


Rania Panizales


John Michael Ledesma


Renzy Anne Paguntalan


Albert Andrei Coronado


Mary Roge Anne Juarez

Date: 03-05-24

Adviser's Name (print) and signature:


PRINCE JOASH L. DACLES

Date: 03-05-24

Research I Professor Signature:


DARRIL F. PAMOCOL

Date: 03-07-24

Department Head Signature:


DARRIL F. PAMOCOL

Date: 03-07-24

CURRICULUM VITAE

Name & Surname : **RANIA A. PANIZALES**
Address : Mandurriao, Monte Rosa, Iloilo
Contact Number : 0960 473 5092
Email : rania.panizales-21@cpu.edu.ph



PERSONAL DATA

Nationality : Filipino
Sex : Female
Marital Status : Single
Date of Birth : May 02, 1999
Place of Birth : Jeddah, Kingdom of Saudi Arabia

EDUCATION

2018 – 2020 : University of San Agustin
Bachelor of Science in Psychology

2021 - 2024 : Central Philippine University
Bachelor of Science in Psychology

2016 - 2018 : Hua Siong College of Iloilo
Senior High School- STEM, With Honors

2012 - 2016 : International Philippine School in Jeddah
Junior High School, With Honors

2006-2012 : Durat Al-Sharq International School
Elementary, With Honors

Name & Surname : JOHN MICHAEL G. LEDESMA
Address : 165 Arguelles Street, Jaro, Iloilo City
Contact Number : 0956 236 1688
Email : johnmichael.ledesma-16@cpu.edu.ph



PERSONAL DATA

Nationality : Filipino
Sex : Male
Marital Status : Single
Date of Birth : April 10, 1992
Place of Birth : Jaro, Iloilo City

EDUCATION

2018 - 2024 : Central Philippine University
Bachelor of Science in Psychology

2017 - 2018 : Candelaria National High School

1998 - 2004 : Jaro 1 Elementary School

Name & Surname : **MARY ROGE ANNE D. JUAREZ**
Address : Brgy. Our Lady of Lourdes, Jaro, Iloilo City
Contact Number : 0947 420 6424
Email : maryrogeanne.juarez-14@cpu.edu.ph



PERSONAL DATA

Nationality : Filipino
Sex : Female
Marital Status : Single
Date of Birth : February 18, 2002
Place of Birth : Iloilo City

EDUCATION

2020 - 2024 : Central Philippine University
Bachelor of Science in Psychology

2017 - 2019 : Central Philippine University
Senior High School- STEM

2013 - 2017 : Central Philippine University
Junior High School

2007 - 2013 : Colegio De San Jose
Elementary

Name & Surname : **RENZY ANNE B. PAGUNTALAN**
Address : Happy Homes Subdivision Zarraga
Iloilo Brgy Poblacion Ilaya
Contact Number : 0906 449 7229
Email : renzyanne.paguntalan-20@cpu.edu.ph



PERSONAL DATA

Nationality : Filipino
Sex : Female
Marital Status : Single
Date of Birth : July 28, 2000
Place of Birth : Jaro, Iloilo City

EDUCATION

2021 - 2024 : Central Philippine University
Bachelor of Science in Psychology

2017 - 2019 : Saint Paul University Iloilo
Senior High School- ABM

2013 - 2016 : Assumption Iloilo
Junior High School

2010 - 2012 : Elementary Doane Baptist Academy
Elementary

SEMINARS AND TRAINING

2017 - 2019 : Troupe De Paul Member
: Certificate of Completion JA Philippines Business
Skills Pass

Name & Surname : ALBERT ANDREI S. CORONADO
Address : Brgy.Tina, Badiangan, Iloilo
Contact Number : 0995 976 1939
Email : albertandrei.coronado-12@cpu.edu.ph



PERSONAL DATA

Nationality : Filipino
Sex : Male
Marital Status : Single
Date of Birth : May 05, 1999
Place of Birth : Brgy. Palanguia, Pototan, Iloilo

EDUCATION

2019-2024 : Central Philippine University
Bachelor of Science in Psychology

2012-2018 : Central Philippine University
High School, With Honors

2006-2012 : Pototan Pilot Elementary School
Elementary

SEMINARS AND TRAINING

May 6-12, 2018 : 8th Iloilo Red Cross Summer Youth Camp 2018



RESEARCH ETHICS REVIEW BOARD
CENTRAL PHILIPPINE UNIVERSITY
Lopez Jaena St., Jaro, Iloilo City, Philippines
329-1971 to 79 local 3336



ETHICAL CLEARANCE

RERB Form No.22-2
Version No.: 04
Date of Effectivity: 17 May 2023

Date of Approval: February 8, 2024

RERB Code: 2024-21-UG-PANIZALES et al.

Protocol Title: ***"PREFERRED MANAGEMENT STYLES OF EMPLOYEES AT
SELECTED BUSINESS PROCESS OUTSOURCING COMPANIES IN ILOILO CITY"***

Version No. 01

Researcher/s: **RANIA PANIZALES
RENZY ANNE PAGUNTALAN
ALBERT ANDREI CORONADO
MARY ROGE ANNE JUAREZ
JOHN MICHAEL LEDESMA**

Upon resubmission of the following documents, Research Proposal Chapters 1, 2, and 3 with references and Informed Consent Form, the above protocol is hereby **APPROVED** by the CPU-RERB. This ethical clearance is valid from **February 08, 2024** to **February 08, 2025**.

The researcher/s are hereby required to submit the following:

- ✓ Progress Report on or before **March 08, 2024** to researchethics@cpu.edu.ph
- ✓ Final Report Form and one (1) copy of the completed protocol **within one (1) month** after completion of the study.

For any amendment or alteration in the protocol that will change the nature, or the level of risk involved after approval, the Research Ethics Review Board must be notified through writing and accomplishing the following forms as needed: Protocol Deviation Form, Serious Adverse Events, Amendment Form, and/or Early Termination Report.

Very truly yours,


JOY G. RASO, PhD
Chair, CPU-RERB

Date: *2/8/24*

Statistics Output - SPSS V.25

FREQUENCY

		Sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	101	61.2	61.2	61.2
	Female	64	38.8	38.8	100.0
	Total	165	100.0	100.0	

		EmployeeStat			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Regular	110	66.7	66.7	66.7
	Part-time	16	9.7	9.7	76.4
	Contractual	39	23.6	23.6	100.0
	Total	165	100.0	100.0	

MEANS

TRANSF TRASACL LF AUT DEMOC * Sex

Sex		TRANSF	TRASACL	LF	AUT	DEMOC
Male	Mean	4.3811	4.2476	3.7248	3.6138	4.0102
	N	101	101	101	101	101
	Std. Deviation	.99917	.93679	.93110	1.04634	.87506
Female	Mean	4.5261	4.3906	3.5755	3.5522	3.9616
	N	64	64	64	64	64
	Std. Deviation	.75644	.70757	.85489	.78714	.79526
Total	Mean	4.4373	4.3031	3.6668	3.5899	3.9913
	N	165	165	165	165	165
	Std. Deviation	.91301	.85575	.90260	.95210	.84286