

ORIGINAL ARTICLE



Job effects of 360-degree feedback mechanism on the workforce of Chennai-based BPO companies: Structural analysis

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ABSTRACT

Performance appraisal is an essential tool employed by organizations to measure the performance of the workforce. Among a range of performance appraisal tools, BPO (Business Process Outsourcing) companies often employ the 360-degree feedback mechanism to evaluate employees' performance. This performance appraisal compares the target with actual performance. When the actual performance is higher than the target, companies provide various growth factors like training, promotion, compensation, and motivation to their employees. In general, BPO companies use performance appraisal tool to provide promotion and better compensation to their employees, which ultimately results in job satisfaction. This study considers 360-degree feedback mechanism as the autonomous variable (cause) and training, promotion, compensation, motivation, and job satisfaction as dependent variables (effects). A total of 300 samples of primary data were collected using the convenience sampling method. This data was gathered from 30 employees each, across 10 different BPO companies operating in Chennai. The results showed that 360-degree feedback mechanism has a positive association with training, promotion, compensation, motivation which led to job satisfactions. In the current business landscape, BPO companies need to adopt effective strategies to ensure employee satisfaction. By doing so, companies can increase employee retention rates, boost productivity levels, and ultimately achieve greater success in their operations.

KEY WORDS

360-degree feedback mechanism; Training; Promotion; Compensation; Motivation and job satisfaction

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Introduction

An organization's success depends on employees' contribution in realizing its vision. In order to achieve vision, organization needs to enhance their business operations, organizations need to create effective strategies that leverage their internal capabilities to the fullest according to requirement of external business environment and ultimately achieve their business goals. It is essential to involve employees to achieve the best possible results. It is important to recognize employees to tap their unique skills and talents. In order to fully realize their potential and derive optimal benefits, organizations must prioritize investment in the development of their employees and foster a positive work environment that serves to motivate employees.

According to Lussier, monitoring, measuring, and comparing the performance of work force becomes essential to track the organization growth and to provide benefit accordingly. The 360-degree feedback mechanism provides a comprehensive view of employees in which different levels of management are involved. This paper aims to investigate the beneficial effects of 360-degree performance appraisals in Chennai's BPO companies [1].

Background

It is a subjective evaluation that aims to identify an individual's strengths and weaknesses, as well as their relative worth to the organization. It is an annual documented review that evaluates employees' skills, achievements, and growth, providing feedback that helps in training, promotions, increases in pay and bonuses, and ultimately increases job satisfaction. These appraisals are generally done by supervisors who compare the realized performance with targets and plans. The supervisor then analyzes the deviation and recommends the appropriate actions to be taken. Then, the organization takes action according to the employee's performance. The effective implemented offers a comprehensive development to the employees that foster a more engaged, collaborative and productive work environment for all stakeholders.

Kinds of performance appraisal

Organizations utilize diverse approaches for conducting performance appraisals, which vary based on the nature of their business, industry, operational scale, and the specific roles and responsibilities of their employees. The performance appraisal process helps employers assess and evaluate an employee's progress towards achieving the company's objectives and goals. It is essential for organizations to ensure that their performance appraisal process is fair, accurate, and consistent enhance employee engagement and motivation. They are some common types of appraisals:

Traditional methods**Manager-only appraisal**

In the traditional method, the employee's performance is evaluated solely by their manager. However, this approach can be prone to bias, as it relies on the manager's recollection and personal judgment.

Self-assessment

This evaluation helps employees understand their strengths and weaknesses, which can help them to improve. However, employees may not always evaluate themselves accurately, being either too hard or too easy on them. It's best to combine self-evaluation with other forms of performance evaluation for a complete and fair assessment.

Narrative appraisal

This approach involves the manager crafting a narrative essay that assesses the employee's performance. While it can provide a more detailed and nuanced evaluation, it may also be subjective and time-consuming.

Holistic methods**Assessment center**

This approach involves simulations and exercises to assess employee skills, which can be costly and time-consuming but

effective for evaluating promotion potential.

Goal-based appraisal

This method of performance evaluation concentrates on assessing an employee's progress towards achieving particular goals that were established at the start of the review period. While this approach can aid in gauging performance objectively, it can be challenging to establish goals that are both challenging and feasible.

Balanced scorecard

This method assesses an employee's performance using different metrics. It offers a more comprehensive understanding of their contribution to the organization. However, it can be challenging to establish and manage due to its complexity.

360-degree appraisal

This method collects observed inputs from supervisor, colleagues, occasionally from clients, offer a more comprehensive views of the employee's service in the job.

360-Degree performance appraisal

This is a comprehensive employee evaluation process that involves assessing an employee's performance from multiple perspectives. The concept of multi-source feedback, now commonly known as 360-degree feedback, has a long-evolving history. Its earliest foundations can be traced to the 1930s, when German military psychologist Johann Baptist Rieffert created a methodology for assessing officer performance. The practice of systematically gathering such data in a corporate setting began in the 1950s at the Esso Research and Engineering Company. From these beginnings, the approach gained significant traction, evolving into a human resources best practice. Its adoption is now widespread, with studies indicating that over one-third of all U.S. companies utilize some form of multi-source feedback today.

Performance appraisal serves as a critical mechanism for enhancing employee performance and organizational productivity. Social Exchange Theory posits that employment is a reciprocal relationship where employees commit effort and performance in exchange for tangible and intangible rewards from the employer. A fair and constructive performance appraisal is perceived as a positive organizational investment, fostering a sense of obligation and trust that motivates employees to reciprocate with higher engagement, discretionary effort, and improved performance, thereby strengthening the employer-employee bond. Expectancy Theory provides a cognitive framework, arguing that employee motivation is a calculated function of expectancy and belief that effort will lead to performance, 'instrumentality' belief that performance will lead to a desired reward and 'valence' belief that the value of that reward. Finally, Performance Management Theory states that identifying, measuring, and developing individual performance are essential for aligning employee objectives with organizational goals. Hence, appropriate and regular appraisal is necessary to enhanced organizational productivity and effectiveness.

360-degree performance appraisal involves anonymous ratings from subordinates, co-workers, and managers, who analyze the employee's contribution towards organizational growth and development. Through this feedback mechanism, employees receive one-on-one feedback and are given benefits based on their performance. According to Lepsinger and Lucia, 360 degree performance appraisal is as 'the feedback process

which involves collecting perceptions about a person's behavior and the impact of that behavior from the person's boss or bosses, direct reports, colleagues, fellow members of project teams, internal and external customers, and suppliers [2].

Society for Human Resource Management (SHRM) defines, "360-degree feedback, also known as multi-rater or multi-source feedback, is a performance management tool that involves collecting confidential evaluation data on an individual from a variety of sources, including their manager, peers, direct reports, and sometimes even customers or external stakeholders." Michael Armstrong, management expert and author of "Armstrong's Handbook of Human Resource Management Practice" state that "360-degree feedback is a multi-source performance feedback procedure in which an individual employee receives confidential, anonymous feedback from several stakeholders around them, including superiors, peers, subordinates, and, in some cases, clients or suppliers [3, 4]."

Importance of 360-degree performance appraisal

Appraisals are gaining popularity in modern organizations gathering input from peers, colleagues, direct reports, and clients, which encourages open communication and dialogue between colleagues, promoting empathy and understanding of each other's roles and contributions. Experts like Jack Zenger & Joseph Folkman, David Ulrich, Michael Armstrong, Judith E. Flanders & Laura I. Toner, and Marshall Goldsmith have emphasized the importance of 360-degree feedback for identifying blind spots, developing real leadership, promoting self-awareness and growth, optimizing team dynamics, and overcoming habitual behaviors that may hinder career progress. 360-degree appraisals are a helpful tool for companies that prioritize employee development and organizational success. They provide accurate and unbiased feedback on an employee's performance, highlighting areas where they excel and where they need to improve. The appraisals foster open communication between individuals and their stakeholders, promoting continuous learning and improvement. Overall, 360-degree appraisals are a valuable way to promote employees.

Elements of 360-degree performance appraisal

Industry experts reported that a majority of Fortune 500 companies, such as Netflix, GE, and Facebook, adopt a 360-degree feedback mechanism for their performance appraisal process. The fundamental components of this mechanism can be broken down into five essential elements: Self-Assessment, Multi-Source Feedback, Competency/Behavior Assessment, Impact Assessment, and Developmental Planning/Action Planning.

Self-assessment

This exercise allows employees to evaluate their performance from their own perspective and provide context for other feedback they receive from their manager or supervisor.

Multi-source feedback

The key aspect of 360-degree appraisals is to gather feedback from various stakeholders who interact with the employee:

Manager

This evaluation process entails employee's work quality, goal attainment, and leadership abilities.

Peers

Provide technical insights on the proficiency of teamwork, collaboration, and communication skills.

Subordinates

One of the important tasks in assessing an employee's performance is to evaluate their leadership style, delegation effectiveness, and motivational skills. By assessing these skills, employers can identify strengths and weaknesses.

Others (optional)

Depending on the role and organization, feedback might also come from clients, customers, vendors, or other external stakeholders.

Competency/behavior assessment

This evaluation method can help determine how well employees are performing their assigned tasks and how well they align with the company's culture. It can provide valuable insights for employers to identify areas for improvement and establish appropriate training programs.

Impact assessment

This involves looking beyond individual tasks and examining how their work affects the bigger picture.

Development planning/action planning

The last stage of this process involves analyzing the feedback received and developing a personalized plan to enhance one's skills and abilities. This plan may consist of various measures, such as training programs, skill development initiatives, or behavior modifications, to enable individuals to improve their performance and achieve their goals.

BPO companies in Chennai

Infosearch BPO is a globally recognized Call Centre with rich experience of 16 years in this field, the company has successfully executed numerous projects with utmost efficiency. e-care India, a leading medical billing company, provides a broad spectrum of medical billing services to United States. Although based in India, the company has earned an excellent reputation in the industry for its quality services and customer-centric approach. Fresa Technologies, professional software company, provides IT-enabled services to Freight forwarding and shipping industries. The company offers customized solutions to cater to their clients' specific needs and has earned a reputation for providing seamless and effective services. FreshDataLabs is a company that specializes in providing services to feed hungry sales teams and offer sales opportunities to their clients. With their innovative and unique approach, the company has evolved as a reliable partner for businesses looking to boost their sales. QWay Healthcare Services is a leading RCM domain company in US. Full Circle is an SME-based BPO company that provides tailored solutions to its clients based on performance, professionalism, and guaranteed quality. Callstreet Global Services provide branding image services for their clients. The company has earned a reputation for providing innovative solutions that help businesses establish their brand image and boost their sales. Smile Outsourcing is a BPO that provides consulting and outsourcing services related to quality, cost-effective delivery centers, telecommunications, cable, and enterprises to their clients. Rooyan Infotech is an ambitious BPO company that has

ventured into ITES industry. The company is known for its people-focused approach and has always focused on the growth of its employees. Alpha & Omega Call Centre is India's largest outsourcing company help other call center setups.

A preliminary study has revealed that these BPO companies provide various employee benefits based on 360-degree performance appraisals conducted yearly.

Review of Literature

Research studies play a key role in establishing new concepts or theories in any field. Studies advocate that 360-degree feedback mechanism is a best assessment system compare with other appraisals. The study by Manoharan revealed that many organizations adopt appraisal systems that are relevant to organizational objectives, ignore personal bias, and measure employees' contribution [5]. The present study has taken cause-and-effect variables into account to measure employee performance. Baker in his study found 360-degree appraisal is an effective tool for assessing the quality of service of an employee [6]. Another study by Curtis highlighted the reasons and features of adopting 360-degree appraisal that assist employers to evaluate the performance of the employees perfectly [7]. Furthermore, Huggett stated that the 360-degree appraisal system involves all stakeholders in appraising employees' performance, providing a better view about them than any other appraisal system [8]. In today's ever changing competitive business environment, every company puts required efforts to gain competitive advantage in their business, hence they need to know their employees' skills, strengthen and weakness to set goals and design training and to update their knowledge to improve their performance. According to Hallam, employees are considered as an organization's asset. Performance appraisal enhances service quality, increases employees' knowledge, and motivates them to learn continuously. This system helps managers identify employees' potential and develop their skills accordingly make compensation decisions [9-11]. Pollitt highlights that appraisal system helps employees to gain competencies in the work, managers to evaluate each employee's performance provide career benefits or promotion accordingly. A 360-degree feedback mechanism is a powerful tool that aligns with the strategic aims of an organization [13-15]. It assesses internal and external capabilities, generating valuable information for employee development planning. The 360-degree feedback mechanism process provides high-quality feedback that can further enhance both individual and organizational performance. MNCs are investing more resources towards training, proving international assignment to give monetary benefits to motivate [12, 14]. Albrecht has proposed an integral Model to improve employees' skills and in developing leadership and management skills [17]. Morse argue that there is no difference in performance in respect of gender and found that female managers perform better compared to their male counterparts. Robertson studied explored the impact feedback mechanism on seniority level and observed behavioral changes in leadership, influencing team behaviors [15, 16]. Hurley emphasized team-based performance appraisal, where team members align their goals with the team's objectives. Galpin studies address organizational requirements and make use of feedback to provide training, promotion, and compensation. This will ultimately motivate employees to perform in accordance with the organizational objectives, leading to job satisfaction [20, 21].

Statement of the problem

BPO is a contractual agreement between a company and a third-party service provider for the management of workflow activities and responsibilities. BPO is a cost-effective approach that enables companies to outsource non-core functions and focus on their core business aspects. It is a popular career choice in India as it provides job opportunities for individuals with diverse educational backgrounds and skill sets. BPOs offer flexible work timings, career advancement, and exposure to international clients. Additionally, BPOs invest in employee training, promotions, and salary increases, leading to improved job satisfaction, motivation, and professional growth. This research examines the relationship between the variables considered.

Objectives of the Study

The objectives established for this study are:

1. To observe the effects of '360-Degree Feedback Mechanism' on growth of employees of BPOs in respect of 'Training', 'Promotion', 'Compensation', 'Motivation' and 'Job Satisfaction'.
2. To explore the association between '360-Degree Feedback Mechanism' and 'Training', 'Promotion', 'Compensation', 'Motivation' and 'Job Satisfaction' of employees of BPOs.

As these objects have one independent variable and many dependent variables, apply structural equation model to investigate the casual and effects relationship.

Hypotheses established

Hypotheses established for this study are:

1. '360-Degree Feedback Mechanism' does not have positive effect on growth of employees of BPOs in respect of 'Training', 'Promotion', 'Compensation', 'Motivation' and 'Job Satisfaction'.
2. '360-Degree Feedback Mechanism' does not have a positive association with 'Training', 'Promotion', 'Compensation', 'Motivation', and 'Job Satisfaction' of employees of BPOs.

Methodology

Primary data by using convenience sampling method were collected through appropriate questionnaires for each variable with the help of reviews, from 300 employees working in 10 different BPO firms operating in Chennai. The interrelationships between the effects of 360-degree feedback mechanism on Training, Promotion, Compensation, Motivation, and Satisfaction were evaluated using the Pearson coefficient of correlation and Structural Equation Model to test the hypotheses.

Result and Discussion

A popular Structural Equation Modeling (SEM) is generally employed in Human Resource Management (HRM) to study complex phenomena. SEM creates an equation system to formalize the links between different variables of interest. HRM researchers often use SEM to investigate theoretical or abstract concepts that are difficult to measure or observe. Employee performance can be improved through various interventions such as training, promotion, increased compensation, motivation, and job satisfaction [22]. The results

and discussion section of the study outlines the validated data for structural modeling, including descriptive statistics, reliability, and correlation. Table 1 provides information about the gender of BPO employees who have taken part in this study.

Table 1. Statistics on the gender of BPO employees.

	Frequency	Percent	Cumulative Percent
Male	181	60.3	60.3
Female	119	39.7	100.0
Total	300	100.0	

Source: Compiled from survey data.

The table indicates 181 Males and 119 Females have taken part in this study. Moreover, these employees held different responsibility which is presented in the following table.

Table 2. Position in the organization.

	Frequency	Percent	Cumulative Percent
Top Level	63	21.0	21.0
Middle Level	92	30.7	51.7
Functional Level	145	48.3	100.0
Total	300	100.0	

Source: Compiled from survey data.

The workforce distribution across different levels of management is outlined in Table 2. 63 employees from the top-level, 92 from the middle-level, and 145 of them work at the first level of management were taken part in the study. Reliability statistics have been generated and are presented in the following table to create a robust of the SEM model.

Table 3. Reliability statistics.

Variables Considered for the Study	Cronbach's Alpha	N of Items
360-Degree Performance	.811	5
Training	.883	4
Promotion	.871	3
Compensation	.838	4
Motivation	.808	4
Satisfaction	.845	4

Source: Compiled from Survey data.

In Table No. 3, calculates Cronbach's Alpha values indicating that the study is reliable, since the Alpha values are more than 0.70. However, it's not just reliability that's important; also have sample adequacy, presented in the following table:

Table 4. KMO and Bartlett's test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.851
Bartlett's Test of Sphericity	Approx. Chi-Square	2560.609
	df	253
	Sig.	.000

Here, in this Table 4, KMO is .851 which is more than required for SEM construction; hence, the sample considered for the study is adequate.

Table 5. Pearson correlations.

		360-Degree Performance Appraisal	Training	Promotion	Compensation	Motivation	Job Satisfaction
360-Degree Performance Appraisal	Pearson Correlation	1	.601**	.342**	.420**	.461**	.313**
	Sig. (2-tailed)		.000	.000	.000	.000	0
Training	Pearson Correlation	.601**	1	.465**	.427**	.376**	.179**
	Sig. (2-tailed)	.000		.000	.000	.000	.002
Promotion	Pearson Correlation	.342**	.465**	1	.473**	.317**	.073
	Sig. (2-tailed)	.000	.000		.000	.000	.204
Compensation	Pearson Correlation	.420**	.427**	.473**	1	.546**	.179**
	Sig. (2-tailed)	.000	.000	.000		.000	.002
Motivation	Pearson Correlation	.461**	.376**	.317**	.546**	1	.543**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
Job Satisfaction	Pearson Correlation	.313**	.179**	.073	.179**	.543**	1
	Sig. (2-tailed)	.000	.002	.204	.002	.000	
	N	300	300	300	300	300	300

** Correlation is significant at the 0.01 level (2-tailed).

Source: Compiled from survey data.

Table 5 shows that there is a significant correlation between the 360-degree feedback mechanism and Training, Promotion, Compensation, and Motivation, as well as Job Satisfaction. The p - values of Training, Promotion, Compensation, Motivation and Job Satisfaction are less than 0.05, hence the null hypotheses are rejected. According to Violato and Hecker, SEM is a powerful tool that can help researchers to test complex relationships among variables [23].

Model specification

The process of model specification involves the researcher identifying and defining all the relationships between variables that are relevant to their area of interest with the help of a literature review [24] (Figure 1). An investigation conducted across 10 BPOs revealed that organizations provide benefits to employees after reviewing their performance. Based on this idea, a concept has been developed and presented below:

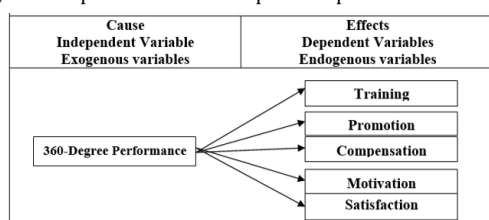


Figure 1. 360-degree performance framework.

Source: Developed by the author.

Estimate the model

The specified model is governed by parameters that necessitate the researcher to estimate their values through sample statistics. Structural Equation Modeling (SEM) employs various methods of estimation. By estimating the parameters, the software is employed for presenting concern variables. This allows for the presentation of a comprehensive and accurate model that can be used for business or academic purposes.

Generally organizations enhance employees benefit after appraisal. This path analysis shows the effect of 360-degree feedback mechanism on employees' growth (Figure 2).

Table 6. Computation of degrees of freedom (Default model).

Number of distinct sample moments	Number of parameters to be estimated	Degrees of freedom (21 - 15)
21	15	6

Notes for Model (Default model)

Minimum was achieved

Chi-square = 33.620

Degrees of freedom = 6

Probability level = .000

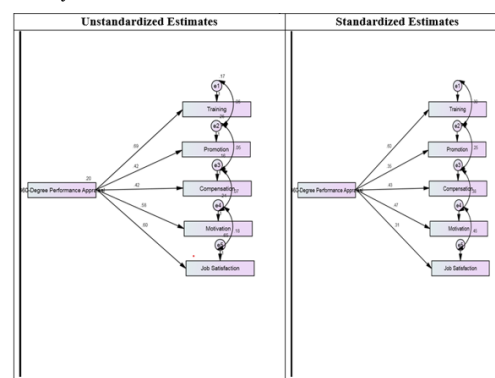


Figure 2. Path analysis.

Source: Compiled from survey data.

The validity and reliability of the model include:

- Chi-square divided by degrees of freedom (CMIN/DF*).
- Root means square error of approximation (RMSEA*).
- Goodness of fit Index (GFI*).
- Comparative fit index (CFI*).

Goodness of fit determination

CMIN/DF

CMIN is an abbreviation for Chi-square used to see the actual results and the expected results are statistically significant.

Table 7. Assessment of model fit using CMIN.

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	33.620	6	.000	5.603
Saturated model	21	.000	0		
Independence model	6	575.868	15	.000	38.391

Source: Compiled from survey data.

A CMIN/DF value of ≤ 3 with a p-value >0.05 indicates that the model has well enough. In this case, the CMIN/DF value is 33.620, which is greater than 3, and the p-value is less than 0.05, indicating that the model has both absolute and acceptable fit.

RMSEA (Root mean square error of approximation)

RMSEA is a parsimony-adjusted index, and values closer to 0 represent a good fit. PCLOSE is the p-value for rejecting the null hypothesis.

Table 8. RMSEA model fit summary.

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.124	.085	.166	.001
Independence model	.354	.329	.379	.000

Source: Compiled from survey data.

A "close fit" indicates that a RMSEA of .05 or less. In this case, the RMSEA value is 0.124, which is greater than 0.05. The P value of close fit (PCLOSE) is .001, which is smaller than 0.50. Therefore, the null hypothesis is rejected. This means that 360-degree performance has a positive impact on employees' growth.

Goodness of fit index

A goodness-of-fit (GoF) test checks how closely a sample of data matches a normal distribution from a population.

Table 9. Goodness-of-fit indices.

Model	RMR	GFI	AGFI	PGFI
Default model	.018	.964	.875	.276
Saturated model	.000	1.000		
Independence model	.101	.546	.365	.390

Source: Compiled from survey data.

The scale for GFI ranges from 0 to 1, with a value of $GFI \geq 0.9$ indicating a reasonable fit. In this particular case, the GFI value is .964, which is more than 0.9, indicating that the model has good fit.

Comparative fit index (CFI)

CFI helps to evaluate how well a model fits the data by comparing to a null model range from 0 to 1, where higher values indicate better fit. A CFI value above 0.90 (or more conservatively, 0.95) indicates good fit.

Table 10. Model fit assessment.

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.942	.854	.952	.877	.951
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Source: Compiled from survey data.

Here, in the saturated model CFI value is 0.951 which is greater than 0.95 is considered an excellent fit for the model.

Thus, the model established is correct.

Regression weights: (Group number 1 - Default model)

Regression weights are same those used in Linear Regression. These weights indicate how much influence an observation has on the model parameters.

Table 11. Regression weights.

		Estimate	S.E.	C.R.	P	Result
Training	Performance appraisal	.690	.053	13.013	***	Significant
Promotion	Performance appraisal	.417	.065	6.400	***	Significant
Compensation	Performance appraisal	.422	.052	8.183	***	Significant
Motivation	Performance appraisal	.576	.063	9.090	***	Significant
Satisfaction	Performance appraisal	.600	.105	5.698	***	Significant

Source: Compiled from survey data.

Table 11 presents the p-value, which is a statistic that measures the likelihood of obtaining the observed results, assuming the null hypothesis to be true. The significance of the observed difference increases as the p-value decreases. The variable 360-degree feedback mechanism is significant to Training, Promotion, Compensation, and Motivation, as evidenced by the p-value being less than 0.05. Consequently, the null hypothesis is rejected for these variables. However, concerning Job Satisfaction, the p-value is greater than the significance level, indicating that the null hypothesis cannot be rejected but rather accepted.

Therefore, 360 Degree Performance Appraisal' has positive effect on growth of employees of BPOs in respect of 'Training', 'Promotion', 'Compensation' and 'Motivation' and has positive association with 'Training', 'Promotion', 'Compensation' and 'Motivation' and has negative association with Job Satisfaction. This is even found in Standardized Regression Weights which is presented in the following table.

Findings and Recommendations

The aforementioned analysis provides substantial evidence that the key factors like Training, Promotion, Compensation, Motivation and Job Satisfaction are significant to 360-degree feedback mechanism. In the context of BPOs, 360-degree feedback mechanism has a positive impact on the overall growth and development of employees, particularly in terms of Training, Promotion, Compensation, and Motivation. Further these factors translate into higher levels of Job Satisfaction.

In light of these findings, it is apparent that employees' levels of job satisfaction tend to be high due to the results of 360-degree feedback mechanism. Consequently, it is imperative for BPOs to keep updating and implementing effective strategies to enhance employees' job satisfaction levels. It is worth noting that employees who work with job satisfaction may perform well, which could ultimately impact the overall productivity and performance of the organization. Hence, every organization also need to adopt 360-degree feedback mechanism to enhance employees' job satisfaction.

Limitations

The study does not delve into the various factors that impact 360-degree feedback mechanism and its related outcomes, nor does it explore the challenges faced by BPO companies in this regard.

Conclusion

BPO companies serve as significant employment-generating entities in the industry by outsourcing services to various organizations. The success of these companies relies heavily on the contributions and performance of their employees. These organizations believe in fostering their employees' growth to facilitate the growth of the company. BPO companies adopt 360-degree appraisal methods, which not only measure their employees' performance but also provide growth opportunities. Additionally, they offer benefits aligned with their employees' performance to acknowledge their efforts. Therefore, employees working in BPOs are expected to give their best, while BPOs must recognize their employees' contributions and provide monetary benefits accordingly. This give-and-take approach allows BPO companies to achieve significant milestones of success.

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The authors cited in our references are regarded who have significantly contributed in the completion of this paper.

Disclosure Statement

The authors declare that they have no competing interests.

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