

# Effect of E-Training, E-Leadership, Work-Life Balance, and Work Motivation on Performance of Employees in a Work from Home Setup

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## Abstract

Enabled by digital technology, the prevalence of working from home arrangements has been widely used amidst the COVID 19 pandemic. This study determined the effect of e-training, e-leadership, and work-life balance on work motivation and on employee performance in a work from home setup. In the same manner, it tested the effect of work motivation on employee performance. The researcher employed descriptive and causal research designs. The survey was done by sending the Google form link to the chief executive officer (CEO) of the BPO company in San Pedro Laguna which in turn was emailed by the latter to the employees. Regression analysis was used to evaluate the collected data. The research found out that e-training positively and significantly affects work motivation and employee performance. In the same manner, e-leadership positively and significantly affects work motivation and employee performance. At the same time, work-life balance positively and significantly affects work motivation and employee performance and lastly, work motivation positively and significantly affects employee performance. With this, a training pack for the leaders is developed to teach them how to enhance e-training and remote leadership of their subordinates. Further, the training pack contains strategies so that at least the leader can contribute to developing a subordinate mindset of how to balance his work and life concerns.

Keywords: e-training; e-leadership; work-life balance; work motivation; and employee performance.

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## 1.0 Introduction

With the outbreak of the COVID-19 intensely felt in the Philippines in the first quarter of 2020, the government has embarked on different measures to break the rapid spread of the virus. These included lockdowns, health protocols, and control of people's mobility. For its part, the DOLE, together with the DTI issued the Interim Guidelines on Workplace Prevention and Control of COVID 19 on May 01, 2020. Among said guidelines is the provision on Workplace Safety and Health. To minimize contact rates among workers, the interim guidelines provide for alternative working arrangements such as working hours shift, working from home, and employee rotation. Further, it was mentioned that video conferencing be used for lengthy discussions among workers and that online systems be utilized (DOLE, 2020).

To ensure business survival and continuity, working from home is one of the workplace strategies used by companies capable of doing so. Working from home refers to an adaptable working strategy unconstrained by place, type of technical communication, and time. Way back then, working from home was simply a work arrangement alternative to working on the worksite. It is theorized that even after the

pandemic, this ongoing worldwide work standard will continue. The operations of organizations and likewise the relationship among workers and employers have been deeply impacted by this transition (Irawanto, 2021). Even before the COVID 19 pandemic with the booming electronic media and the web, teleworking or telecommuting has become progressively famous among enormous organizations everywhere. It is assessed that 10% of firms in Spain and around half of firms in the U.S., U.K., and Germany are utilizing telecommuting as a work course of action. In Japan, 13% of their organizations have presented telecommuting or work from home (Ramos and Prasetyo, 2020).

In the Philippines, Republic Act No. 11165, or the Telecommuting Act was passed by the Senate and the House of Representatives on October 3, 2018, allowing workers to work from the comfort of their homes. The Asian Institute of Management Rizalino S. Navarro Policy Center for Competitiveness (AIM RSN PCC) estimated that only 25.7% of Philippine occupations can be classified as “can be worked from home.” Moreover, only an estimated 12% of the labor force is engaged in teleworkable occupations, mostly in the services sector. Professionals account for the largest share of teleworkable jobs (69%) but account for less than 5% of total employment. Likewise, 46% of clerical support workers and 30% of technicians and associated professionals are in jobs that can be worked from home (Gaduen, 2021).

In maintaining the success of performing job duties while working from home, it has been said that the use of technology is considered crucial (Protect Trust, 2020). This is because work processes and tasks must be done virtually. What was previously done face-to-face has to be conducted using online platforms, the internet, and technological gadgets. Among those tasks which inevitably must be performed whether virtual or physical are training and leadership. These two concepts together with other key variables- work-life balance, work motivation and employee performance are discussed below:

One of the effective inputs for human resource development is E-Training (Hila, et.al., 2017). Before the COVID-19 outbreak, most if not all training programs in organizations were conducted face-to-face in a physical place such as training rooms, workstations, or workshop rooms. With the COVID 19 pandemic not yet coming to an end, it is expected that online training methods will continue to be an option. The operation of online training methods is different from face-to-face methods, in terms of training management, equipment and systems, motivation among participants, and so on. Amara and Atia (2016) confirmed that it is important for the organization to review how online training can be improved to be able to add value to the knowledge and skills of employees (as cited in Adnan et al., 2021).

E-Leadership or electronic leadership is a concept that combines leadership with technological development. Leading remote employees is said to be challenging and it requires different skillset to lead successfully. In whatever work arrangement, the role of a leader is very significant in attaining the company's mission and vision, guiding, and motivating his team, and empowering employees to achieve organizational goals. Leadership in organizations requires skills, especially in a competitive work setting. It has been said that leaders are effective when they have a high spirit exceeding the enthusiasm of their employees. Effective leaders can easily build trust and can set clear goals moving toward the future. However, in e-leadership where physical distance exists between the leader and his followers the leader must be flexible and quick to understand provocations. Quintana (2021) highlighted five challenges of managing a remote team. This includes- developing trust towards remote work, implementing good and solid communication, monitoring, and tracking productivity, promoting the organization's culture, and keeping security in place.

Work is meant to include a balance between work and personal life both of which bring fulfilment to the individual (Bataineh, 2019). Work-life balance is a critical problem for every employee. A reduction in employee productivity and performance will be the result if the employee work balance is not carefully thought of and managed by the organization (Abioro et al., 2018). Work-life balance comes from the idea of having work life and personal life complement each other. The balance program employment has been around since 1930 when company rules and regulations allow employees to work efficiently and effectively and provide flexible time for taking care of their personal problems.

Working from home is expected to result in family harmony as more time is spent on children, siblings, and other family members in the home environment. However, over time, the negative effect was also revealed. According to the study by Irawanto (2021), working from home has a significant and negative effect on work-life balance. Employees are having a hard time dividing work and personal life. Making limits among work and personal life to make a balance between work and life is certainly not something simple, particularly in a pandemic circumstance that has numerous restriction policies.

Motivation can be characterized as a main driving force from within and within a subject to play out specific exercises to accomplish a specific objective (Setyo, 2017). Motivation comes from the Latin word *movere* which suggests encouragement or move. Motivation in management is geared toward human resources. One of the main factors in a company's success is the motivation or encouragement to work. As explained in the study of Hopper (2020), to better understand what motivates human beings, Maslow proposed that human needs can be organized into a hierarchy starting from physiological, security, social, self-esteem, and self-actualization. Alderfer (1969) correspondingly classifies man's motivation into three: existence, relatedness, and growth (as cited in Elujekwute et al., 2021).

Employee performance is defined as the effectiveness, quality, and efficiency of an employee's output or contribution to how they fulfilled their job duties and completed their required tasks. Susilo (2020) confirmed that multiple factors motivate workers to appreciate telecommuting and stay proficient in handling job tasks while being away from the workplace. According to Daraba et al., (2021) work from home positively affects employee performance, which means that employees can deal with the household and work at the same time. It has been said that employees enjoy working from home due to flexible work arrangements. It permits them to perform multiple tasks completing their jobs while dealing with their families, regardless of the place and time (Tavares et al., 2021). In parallel, the study of Bhattacharya and Mittal (2020) stated that WFH permits employees to work flexibly without being restricted by space and time.

However, the foregoing was opposed by Lippe and Lippényi's (2019) study which stated that work from home is negatively related to employee performance. This is because a higher number of working hours from home harms employee performance. Several problems have been noted in the working process such as employees' low work ethics and lack of discipline. (Suprapti et al., 2020). In addition, the problem that often hinders employees from focusing on work includes communication difficulty and divided attention between household chores and job concerns. Although work from home employees enjoy more flexibility in choosing work hours and patterns, in turn, it leads to abuse resulting in losing control of meeting work deadlines. Another disadvantage is the absence of physical separation between work and personal time, thereby leading to boredom. This shortcoming additionally makes vulnerability, which will in general fundamentally influence work fulfillment, accordingly, prompting lower performance. (Susilo, 2020).

The problems of work-from-home schemes expressed by the executives cited in the article in The Wall Street Journal (Kritz, 2020) are more than the usual issue of domestic distractions and internet connectivity. The article summarized the key complaints regarding working from home: “Projects take longer. Training is tougher. The recruitment and selection process are more complicated. Some employers say their workers appear less connected and bosses fear that younger professionals aren’t developing at the same rate as they would in offices, sitting next to colleagues and absorbing how they do their jobs”. Anecdotal evidence from Philippine companies and workers highlights the same issues. The results of several staff surveys conducted by large employers reveal similar complaints: difficulties in time management and maintaining boundaries between “work” and “personal” hours; slower and less clear communications with bosses and coworkers; difficulties in handling human resources matters; and overall perceptions of lower productivity, both as a self-assessment and as a judgment of one’s peers (Kritz, 2020).

The study of Kazi and Hastwell (2021), measured employee productivity from March to August 2020-the first six months of stay-at-home orders and compared it to the same six-month period in 2019. Results showed productivity has improved while working from home. Improvement in productivity in the first month increased from 1% up to 13% compared to employee productivity in 2019 while working on site. With everyday drives and elimination of extended face to face meetings, workers probably found they had the option to accomplish more. Notwithstanding, the greatest effect on remote work efficiency came from the very considerations that impact individual efficiency: organization culture and authority.

Between 2010 and 2015, a survey was conducted by McGregor and Doshi (2020) for more than 20,000 workers around the world, analyzed more than 50 major companies, and conducted scores of experiments to figure out what motivates people, including how much working from home plays into the equation. When the total motivation of people who worked from home versus the office was measured, the study found out that working from home was less motivating. Even worse, with a comparison of motivation between working in the office and working from home, the difference was enormous- total motivation dropped by 17 points. Three negative motivators were identified that frequently lead to decreasing work performance. These have likely spiked considering the COVID 19 pandemic and includes emotional pressures, economic pressures, and inertia for work. Three positive motivators have also been identified that frequently lead to improved work motivation which unfortunately is in danger of disappearing during the pandemic. *Play*, the motive that most boosts performance, could decrease if it continues to become harder for people to get things done as they work from home. For example, people may miss the joy of problem-solving with a colleague, or the ease of deciding when everyone is in one room. Another is the team’s declining visibility of impact to clients or colleagues. Lastly, employees’ potential for development could decline if they cannot gain access to colleagues who coach and develop them. If business leaders don’t move to change this, shifts in people’s motivation will ultimately lead to a decline in adaptability, quality, and creativity just at the time.

COVID-19 became a full-blown crisis and caused an enormous impact on the world. Several industries were closed due to the spread of the disease. The execution of flexible work arrangements is one way for the business process outsourcing (BPO) - Call center industry to respond to the economic impact of the pandemic while still being able to follow the government protocols. The implementation of telecommuting and virtual collaboration as a new normal in the standard work arrangement is likely to haze the line that split up online and offline work, as companies alter their operations to alleviate losses brought about by economic recessions and as workers calibrate their preferences and evaluate their attitudes towards risk (Bayudan-Dacuycuy et al., 2020).

With the above discussion, the choice of a BPO company which implemented fully the work-from-home arrangement during the pandemic justifies the conduct of the study. In such direction, this research was guided by research frameworks discussed in the next section.

### Conceptual Framework

This research was anchored on the study of Wolor et al., (2020) entitled “Effectiveness of E-Training, E-Leadership, and Work-Life Balance on Employee Performance during COVID-19”. In said study, data were collected from millennial generation employees in a Honda motorcycle dealer in Jakarta, Indonesia. Furthermore, the study was conducted to measure the effect of e-training, e-leadership, work-life balance on work motivation and on employee performance, and the effect of work motivation on employee performance. E-training, e-leadership, and work-life balance were considered as the independent variables of work motivation and employee performance and in turn, work motivation is the independent variable affecting employee performance. Figure 1 shows the research framework put forward in said study.

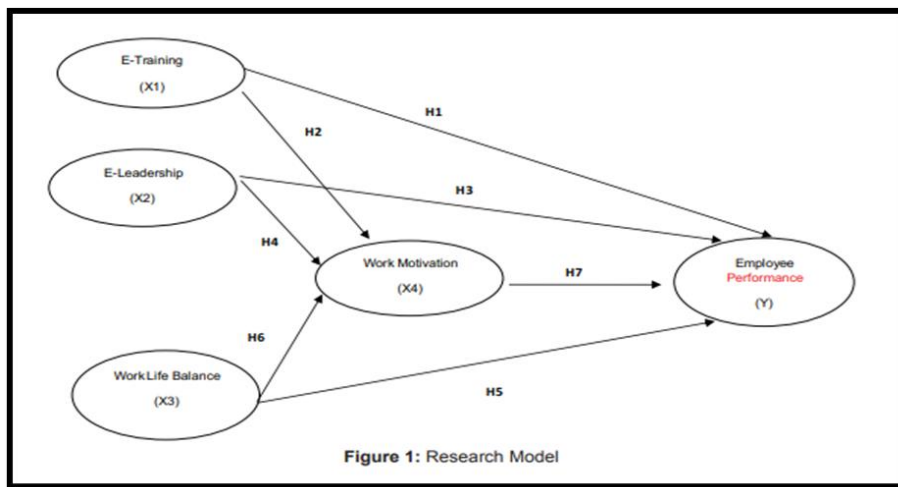


Figure 1: Conceptual Framework

Source: Effectiveness of E-Training, E-Leadership, and Work-Life Balance on Employee Performance during COVID-19 (Wolor et al., 2020)

It was found out, first, that e-training, e-leadership, and work-life balance have a positive effect on work motivation. Second, e-training, e-leadership, work-life balance, and work motivation have a positive effect on employee performance. The results indicated that firms focus on the factors of e-training, e-leadership, and work-life balance to retain employees inspired and to preserve finest employee performance, especially in this time of COVID-19 pandemic through working online. In effect, the study brought practical implications for companies during this time of pandemic to implement strategic steps related to technology and life balance and work in supporting the improvement of employee motivation and performance.

### Operational Framework

While the study of Wolor et al., (2020) was conducted in Jakarta, Indonesia, this research was conducted in the Philippines. Wolor et al., (2020) researched Honda motorcycle dealers while the current study focused on a BPO company situated in San Pedro, Laguna with 800 full time employees who have been in a work from home scheme since the pandemic, starting in March 2020. This study was guided by the Input-Process-Output (IPO) model illustrated in Figure 2. The inputs were the perception of the respondents who are in a work from home arrangement regarding their electronic training, electronic leadership, work-life balance, their work motivation, and employee performance.

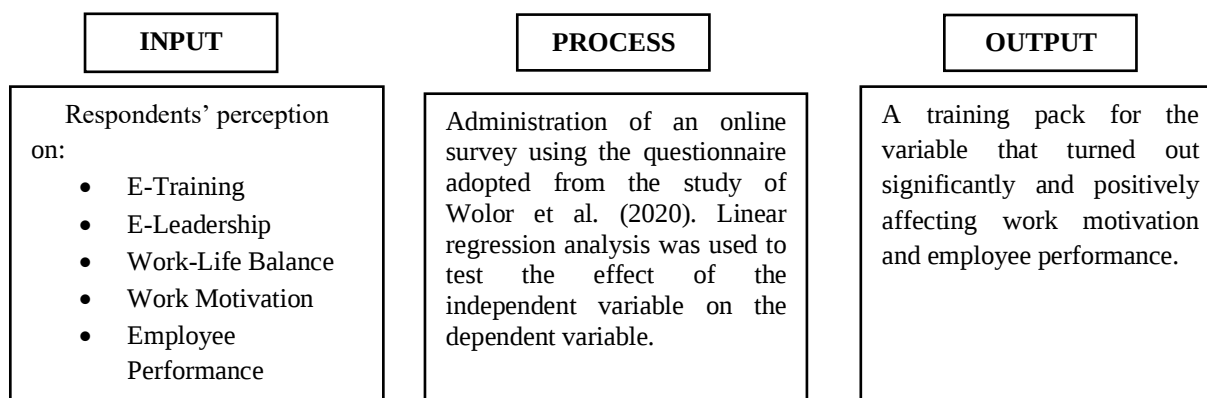


Figure 2: Operational Framework

E-Training refers to the process of distance learning conducted online for employees who are at work from home. E-leadership is defined as a way of leadership whereby the leader conducts all their leadership tasks and activities remotely through electronic channels. On the other hand, work-life balance is the degree to which the employee perceives that he can have enough time for personal matters amidst being in the work from home arrangement. In addition, work motivation is defined as the employee's drive to work at his/her best while working from home. And lastly, employee performance refers to the perception of the employees with regards to the level of effectiveness, quality, and efficiency of their output while working from home.

The process employed in this research includes the administration of an online survey using the questionnaire adopted from the study of Wolor et al., (2020). After all the respondents' statements were collected, the resulting data was analyzed using linear regression to test the effect of the independent variables on the dependent variables.

The output of the study is a training pack for the leaders to teach them how to train their subordinates on e-training, their perception on e-leadership and work-life balance which will result in motivated and high performing employees.

## Objectives

In general, the study determined the effect of e-training, e-leadership, work-life balance, and work motivation on employee performance under the work from home scheme.

Specifically, the study ascertained if:

1. E-Training significantly affects employee performance.
2. E-Training significantly affects work motivation.
3. E-Leadership significantly affects employee performance.
4. E-Leadership significantly affects work motivation.
5. Work-life balance significantly affects employee performance.
6. Work-life balance significantly affects work motivation; and
7. Work motivation significantly affects employee performance.

## Hypotheses

Considering the objectives articulated above, the following null hypotheses were tested:

- Ho1. E-Training does not significantly affect employee performance
- Ho2. E-Training does not significantly affect work motivation
- Ho3. E-Leadership does not significantly affect employee performance
- Ho4. E-Leadership does not significantly affect work motivation
- Ho5. Work-life balance does not significantly affect employee performance
- Ho6. Work-life balance does not significantly affect work motivation; and
- Ho7. Work motivation does not significantly affect employee performance.

## 2.0 Methodology

The researcher employed the descriptive research design to describe the respondent's perception on e-training, e-leadership, work-life balance, and work motivation as they engage in work from home set-up. In addition, it used the causal research design in identifying the effect of e-training, e-leadership, and work-life balance on work motivation and employee performance as well as the effect of work motivation on employee performance.

The target population of this research are employees of BPO company in San Pedro, Laguna with 800 full-time employees who have been in the work from home scheme for more than 6 months during the COVID 19 pandemic- the reckoning date of which is March 2020 until the date of the survey. According to the study of Bansig et al., (2020) the BPO industry has continued its business operation amidst the pandemic. It has also affected the sector in terms of productivity due to inadequate infrastructure and some employees working from home. The BPO industry is trying to handle the situation and taking measures to ensure productivity; some methods have been applied such as conducting regular meetings with the employees to review performance via Zoom and Skype. BPO companies are grappling to handle the situation and adapt to new changes due to the pandemic. Around 60% of total call center employees work from home, with some companies even having the entire workforce fully home-based and such scheme has made BPO successfully operating amidst the pandemic. The minimum sample size of 89 respondents calculated using the G\*Power 3.1.9.7 (effect size= 0.15;  $\alpha$  error probability = 0.05; power  $[1-\beta] = 0.95$ ; and number of predictors = 1) was required for the study. A total of 131 responses were collected, however, only 124 responses were considered after the elimination of invalid responses due to incomplete answers. The electronic link of the Google form was provided to the company's CEO, and it was shared to employees through their email address.

The questionnaire seen in Appendix A was used in the survey. It was adopted from the study of Wolor et al., (2020). The questionnaire is composed of a total of 59 questions. As seen in Table 1, the variables of interest have the corresponding number of questions: 9 for e-training, 9 for e-leadership, 15 for work-life balance, 14 for work motivation, and 12 for employee performance.

Table 1. Questionnaire Specification

| Part | Variable                               | Item No. |
|------|----------------------------------------|----------|
| I.   | Employee Performance                   |          |
|      | Good job completion                    | 1 – 3    |
|      | Achieving key performance indicator    | 4 – 6    |
|      | Compliance with company rules          | 7 – 8    |
|      | Employee initiatives towards employees | 9 – 12   |
| II.  | E-Training                             |          |
|      | E-Training infrastructure              | 13 – 16  |
|      | Efficiencies                           | 17 – 18  |
|      | E-Training methods                     | 19 – 21  |
| II.  | E-Leadership                           |          |
|      | Strategic leadership                   | 22 – 24  |
|      | Digital savviness                      | 25 – 27  |
|      | Individualized consideration           | 28 – 30  |
| III. | Work-life balance                      |          |
|      | Role congruence                        | 31 – 33  |
|      | Satisfaction with work                 | 34 – 36  |
|      | Employee citizenship                   | 37 – 39  |
|      | Home satisfaction                      | 40 – 42  |
|      | Family functioning                     | 43 – 45  |
| IV.  | Work motivation                        |          |
|      | Physiological needs                    | 46 – 49  |
|      | Security                               | 50 – 51  |
|      | Social                                 | 52 – 53  |
|      | Prestige                               | 54 – 55  |
|      | Self-actualization                     | 56 – 59  |

All questions were answerable by 1,2,3,4 and 5 with the corresponding verbal interpretation: strongly disagree, disagree, neutral, agree, strongly agree. The questionnaire was pretested through an online survey among 30 employees of Collins Aerospace, an aviation company located at FPIP, Sto. Tomas. Said employees have been in the work from home arrangement for more than 6 months since the pandemic started.

The measurement reliability was evaluated using Cronbach's alpha. Cronbach's alpha reliability coefficient measures the internal consistency of the items in the scale. Adeniran (2019) stated that Cronbach's Alpha value ranges from 0.00 to 1.0 and that a value of 0.7 and above is interpreted that all variables' indices dimensions demonstrate acceptable internal consistency. Based on the pre-test, Table 2 demonstrates that all items in the questionnaire recorded Cronbach's alpha ranging from 0.904 to 0.970 attesting that all items in the constructs were indicative of the instrument reliability.

Table 2. Cronbach Alpha Findings

| Part | Variables            | Cronbach Alpha |
|------|----------------------|----------------|
| I.   | E-Training           | 0.939          |
| II.  | E-Leadership         | 0.970          |
| III. | Work-life balance    | 0.905          |
| IV.  | Work motivation      | 0.951          |
| V.   | Employee performance | 0.904          |

This study complied with the ethical standards set by De La Salle Lipa. The questionnaire included the instruction to the respondents that their participation is on their free will, and they may terminate answering the questionnaire at any point in time while answering the questionnaire. It likewise assured respondents of their anonymity and the analysis of their responses on an average basis instead of individual responses. Furthermore, the researcher sought review and clearance of this study by accomplishing the Research Ethics Clearance Form for Thesis Proposal seen in Appendix B. The online survey was conducted in consideration of the Ethical Guidelines for Online Survey Design provided by the Office of Research and Publication.

The collection of data was administered from February 4 to March 4, 2022. To facilitate the data gathering, a consent letter to accommodate the survey was sent to the company's chief executive officer (CEO) of the BPO company in San Pedro Laguna with the electronic link to the Google form. In turn, said link was emailed by the company's CEO to the employees.

The Google survey form included two (2) parts. The first part contained the characteristics of the respondents. This included the company name, location, position level, length of time in a work-from-home set-up, age, gender, and highest degree received. The second part consisted of the questions for the variable of concern as indicated in Table 1 above.

Mean was used to summarize the respondents' perceptions of the five variables with the verbal interpretation of the very low (1.00-1.79), low (1.80-2.59), medium (2.60-3.39), high (3.40-4.19) and very high (4.20-5.00). The frequency and percentage distribution were utilized to summarize the respondent's profile as seen in Appendix C.

Simple linear regression analysis was applied to test if e-training, e-leadership, and work-life balance significantly affect work motivation and employee performance as well as if work motivation significantly affect employee performance. A p-value of  $<.05$  signifies that the effect is significant. On the other hand, a p-value of  $\geq .05$  signifies that the effect is not significant.

### 3.0 Results and Discussion

#### Descriptive Statistics

Table 3 shows the resulting mean and standard deviation of each key variable of the study – e-training, e-leadership, work-life balance, work motivation, and employee performance. Results revealed that respondents have a very high level of agreement on the variables e-leadership ( $M=4.55$ ), work-life balance ( $M=4.22$ ), work motivation ( $M=4.22$ ) and employee performance ( $M=4.46$ ) while a mean of 4.08 revealed that respondents have a high level of agreement on the variable e-training.

Table 3. Descriptive Statistics of the Variables

| Variables                   | Mean | Standard Deviation | Interpretation on the Level of Agreement |
|-----------------------------|------|--------------------|------------------------------------------|
| <b>E-Training</b>           | 4.08 | 0.74               | High                                     |
| <b>E-Leadership</b>         | 4.55 | 0.55               | Very High                                |
| <b>Work-life balance</b>    | 4.22 | 0.54               | Very High                                |
| <b>Work motivation</b>      | 4.22 | 0.59               | Very High                                |
| <b>Employee performance</b> | 4.46 | 0.43               | Very High                                |

The mean of  $M= 4.08$  ( $SD=0.74$ ) exposes the respondents highly agree in the question items pertaining to e-training infrastructure, efficiency, and methodology. It indicates a favorable perception of the company's e-training infrastructure, efficiency, and methodology. With regards to E-leadership, a measure of the respondent's perception of his immediate superior exercise of leadership over him as the latter works from home, the result revealed that there is a very high level of agreement in the statement used in the questionnaire with a  $M= 4.55$  ( $SD=0.55$ ). This in effect shows a favorable exercise of the remote leadership of the respondents' immediate superior. The remote leaders' leadership was gauged in terms of how strategic it was, how technical savvy is the leader and how the leader showed individualized concern to his subordinates. This is a manifestation that the leaders of a BPO company in San Pedro, Laguna encompasses essential leadership skills such as communication, motivation, positivity, creativity, and feedback in the ability of effectively leading employees while working from home. The study further shows that the respondents have a favorable work life balance ( $M= 4.22$ ,  $SD=0.54$ ). Employees can separate work over family matters, they feel content working in the company, they are willing to do work outside their formal jobs, employees are satisfied on carrying out responsibilities at home with the help of each family members while working from home. This is an indicator that the company is facilitating a work-life balance for employees wherein they set and model boundaries between work and home hours. In result, employees have a very healthy work setting wherein they can balance work over personal life even on a remote setup. Furthermore, it is good to note that work motivation is also in a very high level of agreement by the employees as indicated by the mean of 4.22 ( $SD=0.58$ ). This means that the company provides upright rules and regulations which allow employees to

sustain their physiological needs, to make the employees feel secure and to effectively socialize with their co-workers, positively resulting in teamwork. Company provides a system where people are acknowledged for their performance and lastly, the company provides greater job responsibilities for every employee. This is a manifestation that rules, and regulations of the company are indeed a big factor contributing to the employee's work motivation to do their job effectively and efficiently. Lastly, the mean of 4.46 ( $SD=0.43$ ) exposes that the performance of employees under the WFH scheme is very high as perceived by the employees indicating that work from home scheme is indeed effective. The employees can get the job completed effectively and efficiently, always achieving key performance indicators set by the company. They willingly complied with the company rules and have an initiative that helps to the progress of the company even in a work from home set-up. The response interpretation of the sub-variables is shown in Appendix D.

#### *Effect of E-Training on Employee Performance*

Table 4 presents the regression matrix showing e-training as a predictor variable of employee performance. Results show that e-training significantly and positively affects employee performance ( $F\text{-value} = 15.181$ ,  $P\text{-value} = 0.000$ ) while working from home. The  $R^2$  of 0.111 indicates 11% of variance in employee performance can be attributed to e-training while the  $\beta$  of 0.192 indicates that for every increase in the level of e-training it is expected to increase the level of employee performance by 0.192. Thus, it can be summarized that when e-training of the company improves, the employee performance is likely to improve at the same time. Even if training is done electronically- one that is conducted beyond the four corners of a conventional training room, it can still help employees to acquire the right set of skills and abilities to perform better and thus improve their performance.

Table 4: Effect of E-Training on Employee Performance

| Model         |            | Unstandardized Coefficients |            | Standardized Coefficients | t-value         | p-value | Interpretation |
|---------------|------------|-----------------------------|------------|---------------------------|-----------------|---------|----------------|
|               |            | B                           | Std. Error | Beta                      |                 |         |                |
| 1             | (Constant) | 3.677                       | 0.205      |                           | 17.969          | 0.000   |                |
|               | E-Training | 0.192                       | 0.049      | 0.333                     | 3.896           | 0.000   | Significant    |
| $R^2 = 0.111$ |            | F-value = 15.181            |            |                           | p-value = 0.000 |         |                |

a. Dependent Variable: Employee Performance

The above finding is supported by the research of Alhooti and Anto (2020) which revealed that e-training is strongly correlated with employee performance as all correlations were significant. In addition, employee performance has been a crucial concept in academic discussion and study. Among those factors, e-training is considered one of the important factors that may boost employee performance. Moreover, Samwel (2018) pointed out that employee competencies change through effective e-training programs developed by the company. It consequently not just works on the general execution of the employees to play out their current position yet in addition upgrades the abilities, knowledge, and attitude of the employees that is important for the future job, subsequently adding to superior organizational performance.

### Effect of E-Training on Work Motivation

Table 5 presents the regression matrix showing e-training as a predictor variable of work motivation. The  $R^2$  of 0.349 indicates 35% of variance in work motivation can be attributed to e-training. Results proved that e-training positively and significantly affects employee work motivation ( $\beta = 0.466$ ,  $t\text{-value} = 8.094$ ,  $p\text{-value} < 0.05$ ). This indicates that when the quality level of e-training increased by 1 unit change, this will increase employee motivation by a percentage change of 0.466. This concludes that when the quality level of e-training is improved, employees' work motivation is likely to improve as well. Furthermore, when employees are highly trained, they are highly motivated. It can help employees understand how their work fits into the company's vision, mission, and overall goals and achievements. As a result, employees can become more motivated and excited about their work as they understand that they do matter to the success of the organization. Moreover, training even if conducted in a remote manner can lead to employee motivation to work.

Table 5: Effect of E-Training on Work Motivation

|       |               | Unstandardized Coefficients |            | Standardized Coefficients |         |                 | Interpretation |
|-------|---------------|-----------------------------|------------|---------------------------|---------|-----------------|----------------|
| Model |               | B                           | Std. Error | Beta                      | t-value | p-value         |                |
| 1     | (Constant)    | 2.319                       | 0.239      |                           | 9.714   | 0.000           |                |
|       | E-Training    | 0.466                       | 0.058      | 0.591                     | 8.094   | 0.000           | Significant    |
|       | $R^2 = 0.349$ |                             |            | F-value = 65.518          |         | p-value = 0.000 |                |

a. Dependent Variable: Work Motivation

The result of this study is strengthened by the study of Hila et al., (2017) which states that e-training can increase employee motivation and encourage employees to participate in company activities.

As a predictor of work motivation and employee performance, e-training was measured in terms of infrastructure and methods used as well as its efficiency. The infrastructure of the electronic training used in the BPO company in San Pedro, Laguna includes Kahoot, a tool that motivates and activates learning because it can test their knowledge, reiterate important concepts, and help them retain information. It also provides trainers with the ability to further create discussion and participants interaction instantly. Zoom, Slack, Jira and Confluence are also used as additional channels. In addition, they have dedicated trainers who are solely focused on training and development. It shows that the company is using multiple channels on their e-training allowing trainers to decide on the format they feel is best suited for the specific topic. This enables trainers to maximize the effectiveness of e-training.

### Effect of E-Leadership on Employee Performance

Table 6 presents the regression matrix showing e-leadership as a predictor variable of employee performance. The  $R^2$  of 0.144 (F-value = 20.511,  $p\text{-value} < 0.05$ ) indicates 14% of variance in employee performance can be attributed to e-leadership. Results proved that e-leadership positively and significantly affects employee performance ( $\beta = 0.298$ ,  $t\text{-value} = 4.529$ ,  $p\text{-value} < 0.05$ ). This indicates that when the quality level of e-leadership increased by 1 unit change, this will increase employee performance by a percentage change of 0.298. This concludes that when the quality level of e-leadership is improved, employee performance is likely to improve as well. Furthermore, when employees are fulfilled with the e-leadership of the management, their performance increases.

Table 6: Effect of E-Leadership on Employee Performance

| Model                  | Unstandardized Coefficients |                  | Standardized Coefficients | t-value         | p-value | Interpretation |
|------------------------|-----------------------------|------------------|---------------------------|-----------------|---------|----------------|
|                        | B                           | Std. Error       | Beta                      |                 |         |                |
| 1 (Constant)           | 3.105                       | 0.301            |                           | 10.302          | 0.000   |                |
| E-Leadership           | 0.298                       | 0.066            | 0.379                     | 4.529           | 0.000   | Significant    |
| R <sup>2</sup> = 0.144 |                             | F-value = 20.511 |                           | p-value = 0.000 |         |                |

a. Dependent Variable: Employee Performance

The current finding is supported by the study of Schwarzmuller et al., (2018) which states that in this time of pandemic wherein employees are working virtually or in a remote work environment, leaders should establish a more inclusive leadership style. For E-Leaders, the social skills, such as the features of effective face-to-face communication, may not serve to lead in virtual settings (Roman et al., 2019). Cortellazzo et al., (2019) highlighted that E-Leaders should develop a communication where employees feel free to present their ideas, allowing them to contribute to the decision-making process and reassure independence, teamwork, and accountability, and encouraging a positive organizational environment with their leadership. In this new work environment, information is more evident and easier to share, allowing employees to be more autonomous in their work. Thus, companies not only benefit from employees' good performance but reduce the need to supervise them (Schwarzmuller et al., 2018).

#### *Effect of E-Leadership on Work Motivation*

Table 7 presents the regression matrix showing e-leadership as a predictor variable of work motivation. The R<sup>2</sup> of 0.433 (F-value = 90.092, p-value <0.05) indicates 43% of variance in work motivation can be attributed to e-leadership. Results proved that e-leadership positively and significantly affects work motivation ( $\beta = 0.705$ ,  $t\text{-value} = 9.648$ ,  $p\text{-value} < 0.05$ ). This indicates that when the quality level of e-leadership increased by 1 unit change, this will increase employee's work motivation by a percentage change of 0.705. This concludes that when the quality level of e-leadership is improved, employee work motivation is likely to improve as well. Furthermore, when employees are fulfilled with the e-leadership of the management, they are motivated to do their job well.

Table 7: Effect of E-Leadership on Work Motivation

| Model                  | Unstandardized Coefficients |                  | Standardized Coefficients | t-value         | p-value | Interpretation |
|------------------------|-----------------------------|------------------|---------------------------|-----------------|---------|----------------|
|                        | B                           | Std. Error       | Beta                      |                 |         |                |
| 1 (Constant)           | 1.014                       | 0.335            |                           | 3.028           | 0.003   |                |
| E-Leadership           | 0.705                       | 0.073            | 0.658                     | 9.648           | 0.000   | Significant    |
| R <sup>2</sup> = 0.433 |                             | F-value = 93.092 |                           | p-value = 0.000 |         |                |

a. Dependent Variable: Work Motivation

The result of this research is strengthened by the study of Hema and Gupta (2015) who said that the leadership styles were influenced by the structure of technology that affects employee motivation and

performance. In this study, Gupta added that e-leadership is expected to build motivation to work from its employees such as tasks faced in the form of misperception, linguistic barriers, cultural diversity, and technological disturbance (as cited in the study of Wolor et al., 2020). In addition, Belitski and Liversage (2019) states that a leader and technology make it easier to keep an eye on and inspire employees.

As a predictor of work motivation and employee performance, e-leadership was measured in terms of strategic leadership, digital savviness, and individualized consideration to his employees. The leadership style in the BPO company in San Pedro, Laguna is democratic or participative in nature. This type of leadership uses empowerment to meet organizational goals and objectives. They rely more on the employees to give feedback to help the leader make their final decisions. The BPO is a complex place with complex problems. No one's viewpoint on how to handle situations is perfect, therefore empowering agents to decide tends to give the best process improvement ideas. Given that the call center is made up of different teams, this style is certainly effective.

### *Effect of Work-Life Balance on Employee Performance*

Table 8 presents the regression matrix showing work-life balance as a predictor variable of employee performance. The  $R^2$  of 0.388 (F-value = 77.258, p-value <0.05) indicates 39% of variance in employee performance can be attributed to work-life balance. Results proved that work-life balance positively and significantly affects work motivation ( $\beta = 0.493$ ,  $t\text{-value} = 8.790$ ,  $p\text{-value} < 0.05$ ). This indicates that when the level of work-life balance increased by 1 unit change, this will increase employee performance by a percentage change of 0.493. This concludes that when the level of work-life balance is improved, employee performance is likely to progress as well. Furthermore, when employees have a work-life balance it will lead to good employee performance.

Table 8: Effect of Work-Life Balance on Employee Performance

| Model         |                   | Unstandardized Coefficients |            | Standardized Coefficients | t-value | p-value         | Interpretation |
|---------------|-------------------|-----------------------------|------------|---------------------------|---------|-----------------|----------------|
|               |                   | B                           | Std. Error | Beta                      |         |                 |                |
| 1             | (Constant)        | 2.382                       | 0.238      |                           | 9.991   | 0.000           |                |
|               | Work-Life Balance | 0.493                       | 0.056      | 0.623                     | 8.790   | 0.000           | Significant    |
| $R^2 = 0.388$ |                   | F-value = 77.258            |            |                           |         | p-value = 0.000 |                |

a. Dependent Variable: Employee Performance

Several studies have examined the relationship between work-life balance and employee performance with diverse outcomes. According to the DTI Scotland office (2000), the decent exercise of work-life balance leads both employees and the organization to get the paybacks. Basically, employees benefit by feeling a reduced amount of stress and happier both at work and at home. And more people have the opportunity for paid work. Eventually, these things cause an increase in employee performance as cited in the study of Mendis and Weerakkody (2017).

### *Effect of Work-Life Balance on Work Motivation*

Table 9 presents the simple linear regression showing work-life balance as a predictor variable of work motivation. The  $R^2$  of 0.524 (F-value = 134.497, p-value <0.05) indicates 52% of variance in work motivation can be attributed to work-life balance. Results proved that work-life balance positively and significantly affects work motivation ( $\beta = 0.782$ ,  $t\text{-value} = 11.597$ ,  $p\text{-value} < 0.05$ ). This indicates that when

the level of work-life balance increased by 1 unit change, this will increase work motivation by a percentage change of 0.782. This concludes that when the level of work-life balance is improved, employees' work motivation is likely to improve as well. Furthermore, when employees have a work-life balance it will lead to an increase in employee work motivation.

Table 9: Effect of Work-Life Balance on Work Motivation

| Model                  |                   | Unstandardized Coefficients |            | Standardized Coefficients | t-value | p-value         | Interpretation |
|------------------------|-------------------|-----------------------------|------------|---------------------------|---------|-----------------|----------------|
|                        |                   | B                           | Std. Error | Beta                      |         |                 |                |
| 1                      | (Constant)        | 0.922                       | 0.287      |                           | 3.217   | 0.002           |                |
|                        | Work Life Balance | 0.782                       | 0.067      | 0.724                     | 11.597  | 0.000           | Significant    |
| R <sup>2</sup> = 0.524 |                   | F-value = 134.497           |            |                           |         | p-value = 0.000 |                |

a. Dependent Variable: Work Motivation

The current finding was supported by the study of Mahmoud et al., (2020) which states that WLB is an imperative subject in an organization because of its role in determining the level of excitement and motivation to continue working and demonstrating a commitment to work. The ability to have a balance between work and life is crucial and can affect employees' motivation and personal life. In addition, multiple outcomes will result when employers allow employees to maintain work-life balance. When employees are well rested, healthy, and feeling great, they are more likely to do their job well in the best possible way.

As a predictor of work motivation and employee performance, work-life balance was measured in terms of role congruence, satisfaction with work, employee citizenship, home satisfaction, and family functioning. The BPO company in San Pedro, Laguna has regular engagement activities such as fun Friday, monthly themed programs, and quarterly general assembly engagement for all the employees. Every last quarter of the year, the management would ask the employees to submit their suggested plan activities for the coming year so that they can allocate a budget for the activity. In those activities, employees can connect with their co-workers and find some escape from work even for a short period of time.

#### *Effect of Work Motivation on Employee Performance*

Table 10 presents the simple linear regression showing work motivation as a predictor variable of employee performance. The R<sup>2</sup> of 0.270 (F-value = 45.149, p-value <0.05) indicates 27% of variance in employee performance can be attributed to work motivation. Results proved that work motivation positively and significantly affects work motivation ( $\beta = 0.381$ ,  $t\text{-value} = 6.719$ ,  $p\text{-value} < 0.05$ ). This indicates that when the level of work motivation increased by 1 unit change, this will increase employee performance by a percentage change of 0.381. This concludes that when the level of work motivation is improved, employee performance is likely to improve as well. Furthermore, when employees are motivated in their job it will result in good employee performance.

Table 10: Effect of Work Motivation on Employee Performance

| Model                  |                 | Unstandardized Coefficients |            | Standardized Coefficients | t-value         | p-value | Interpretation |
|------------------------|-----------------|-----------------------------|------------|---------------------------|-----------------|---------|----------------|
|                        |                 | B                           | Std. Error | Beta                      |                 |         |                |
| 1                      | (Constant)      | 2.853                       | 0.242      |                           | 11.811          | 0.000   |                |
|                        | Work Motivation | 0.381                       | 0.057      | 0.520                     | 6.719           | 0.000   | Significant    |
| R <sup>2</sup> = 0.270 |                 | F-value = 45.149            |            |                           | p-value = 0.000 |         |                |

a. Dependent Variable: Employee Performance

These current findings were supported by the study of Setyo (2017). Empirical results proved that the motivation variable has a positive effect on employee performance variables; on the other hand, job satisfaction does not have any impact. Motivation and job satisfaction have a positive and significant effect on employee performance. The direct involvement of workers does not affect employee performance but mediating the effect through motivation and job satisfaction can significantly affect employee performance.

As a predictor of employee performance, work motivation was measured in terms of physiological needs, security, social, prestige and self-actualization. It is hard to reward employees while working from home but the BPO company in San Pedro, Laguna has a way to make employees feel motivated even in a distant workplace. This includes sending gift certificates of restaurants such as Starbucks among others. It even sends food to the employees at home. A free Spotify subscription for a month is also a choice as well as an internet and electric usage subsidy. In that way, it makes the employees feel motivated to do their job well even in a distant workplace.

### Conclusion

Table 11 presents the summary of hypothesis testing of this research. In line with the results of the study discussed in the preceding section, the following are concluded:

Table 11. Summary of hypothesis testing

| Hypothesis |                                                                      | Result   |
|------------|----------------------------------------------------------------------|----------|
| Ho1        | E-Training does not significantly affect employee performance        | Rejected |
| Ho2        | E-Training does not significantly affect work motivation             | Rejected |
| Ho3        | E-Leadership does not significantly affect employee performance      | Rejected |
| Ho4        | E-Leadership does not significantly affect work motivation           | Rejected |
| Ho5        | Work-life balance does not significantly affect employee performance | Rejected |
| Ho6        | Work-life balance does not significantly affect work motivation      | Rejected |

Ho7

Work motivation does not significantly affect employee performance

Rejected

The research proved that E-Training positively and significantly affects employee performance and work motivation. This supports the statement that when e-training of the company improves, the employee performance and work motivation are likely to improve. Even if training is done electronically- one that is conducted beyond the four corners of a conventional training room, it can still help employees to gain the right set of skills and abilities to perform better and thus improve their performance. Thus, Ho1 and Ho2 stating E-Training do not significantly affect employee performance and work motivation are rejected.

The study also revealed that E-Leadership positively and significantly affects employee performance and work motivation. This supports the statement that when the quality level of e-leadership is improved, employee performance and work motivation are likely to improve as well. Furthermore, when employees are fulfilled with the e-leadership of the management, their performance increases, and they become motivated to do their job well. Thus, Ho3 and Ho4 stating E-Training does not significantly affect employee performance and work motivation are rejected.

Moreover, the research also showed that work-life balance positively and significantly affects employee performance and work motivation. This supports the statement that when the level of work-life balance of an employee improves employee performance and work motivation are likely to improve as well. Furthermore, when employees have a work-life balance it will lead to good employee performance and work motivation. Thus, Ho5 and Ho6 stating work-life balance do not significantly affect employee performance and work motivation are rejected.

Lastly, the research proved that work motivation positively and significantly affects employee performance and work motivation. This supports the statement that when the level of work motivation is improved, employees' performance is likely to improve as well. Furthermore, when employees are motivated in their job it will result in good employee performance. Thus, Ho7 stating that work motivation does not significantly affect employee performance is rejected.

### *Recommendations*

E-training has been found to improve work motivation and employee performance. BPO companies implementing e-training should focus on training infrastructures and methodology being used. E-training infrastructure should include conducting a survey of the internet connectivity of the WFH employees. For instance, to use Kahoot and Zoom as an infrastructure, a minimum of at least 20Mbps is required so that the trainers can use and share visuals without buffering, delays with video and audio, and other interruptions. Since e-training positively and significantly affects work motivation and employee performance, companies may consider including internet subsidies to employees as part of their fringe benefits. In addition, the company should make sure that the trainer can keep their eye on the goal and handle limitations without compromising the training quality.

E-leadership is challenging as this means leading subordinates who are not physically with the leader. Based on this study, enhancers of electronic leadership among others include making the subordinates feel that they are being trusted and that individual attention, coaching and rewarding can be accorded them even while working from home. It is therefore recommended for leaders to make time to reach out to employees and discuss problems that the employees encounter while working remotely. They should make them feel that their ideas matter and let them do the job in their own strategy but of course with the leader's guidance. Lastly, E-leaders should let the employees discover what they need to work on and allow them to

do it despite the distance. In that way, a leader may show that he is empowering and trusts the employee even in a distance setting.

The employees should be led to having an ideal mindset about balancing the demands of their home responsibilities and work responsibilities by encouraging them to take time off between working hours. They may teach their employees to prepare a day-to-day plan of activities that would not only include work but rest periods as well. By following a plan of activities, the employee is led to the scheme of freeing themselves from engaging in work after the supposed work hours. These tips for mind setting should be shared to the employees through training. A self-assessment of their work-life balance should be done before and after the training to determine the progress of employee work-life balance.

With this, a training pack for the leaders is developed to teach them how to enhance e-training and remote leadership of their subordinates. Further, the training pack contains strategies so that at least the leader can contribute to developing subordinate mindset of balancing his work and life concerns.

The researcher recommends getting the feedback of all the stakeholders after conducting the training to assess and evaluate if the action plan was successful.

The researcher recommends extending the study in terms of expanding not only the number and types of company but also the industry included in the study. Categorizing respondents into age level and type of work may likewise be considered.

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