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Coaching modalities: Its implications on the performance of employees in a BPO company

Nico A. Ogarte, Rey Ceasar T. Bercasio, Lourdes A. De La Cruz, Shery Dawn N. Floranza, Fernando V. Gonzalez, Martin Rutherford R. Morales, John Felix G. Pili

Abstract:

In the ever-evolving landscape of the Business Process Outsourcing (BPO) industry, the performance of employees stands as a measure for organizational success. The strategic implementation of coaching has emerged as a potent instrument, aiming to augment employee skills, promote engagement, and ultimately propel performance to greater heights. This study investigated the impact of different coaching modalities (in-person vs. virtual) on the performance of Business Process Outsourcing (BPO) employees in the post-pandemic context. There were 53 employees (27 on-site and 26 work from home) from a BPO company who participated in the survey, exploring performance levels, coaching experiences, and perceived factors influencing performance. Statistical analysis included frequency/percentage, weighted means, and Pearson's correlation coefficient. The on-site employees receiving in-person coaching generally outperformed work from home employees with virtual coaching. Compensation and benefits had a positive relationship with performance, while organizational support and culture, despite being highly regarded by employees, did not show a significant impact on performance. Personal and family factors negatively affected performance. Additionally, employee profiles (age, gender, education, work experience) influenced performance levels. The BPO Company shall sustain providing competitive salary and benefit packages including performance driven monetary incentive programs. Establishing an inspection piece has to be in place to measure compliance and quality of coaching and support being given. The company shall strategize interventions involving the employee relations, clinic, and the managers to help employees identify personal and family stressors and address it through dialogues and stress management learning sessions.

Keywords:

BPO, Coaching Modality, Factors, Level of Performance, Work Setup.

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INTRODUCTION

In today's interconnected world and rapidly changing global landscape, building a competitive team is crucial for the success of each organization. The need for effective coaching has emerged as a critical tool for achieving success and maintaining competitiveness. According to the International Coach Federation (ICF), coaching is described as "partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential" (ICF, n.d.). The demand for workplace coaching is increasing, which now covers more areas aside from the usual skills-based discussion, team development, and building an agile work culture are also new focused areas. This changes coaching as a pivotal position in shaping the future of work. It catalyzes enhancing individual and team performance, fostering diversity and inclusion, and navigating the complexities of a globalized business world.

The prevalence of telework or working from home, facilitated by digital technology, has been on the rise. In early 2020 the COVID-19 pandemic unleashed unprecedented challenges across industries worldwide. It hastened the transition of traditional work to hybrid work from home setup to lessen the spread of the illness. Some 85% of Filipino office workers were forcefully shifted to a work from home (WFH) setup since the start of the pandemic according to a GMA News Article (Bigtas, 2022). Among the most significant transformations has been the rapid shift of Business Process Outsourcing (BPO) workers from traditional office settings to remote work environments. Along with the changes on the work setup brought by the pandemic, coaching delivery shifted from in-person sessions to virtual meets. This big change in the industry provided varying results in terms of productivity and performance especially that it has been noted that work from home setup is the most major change in a work setup since World War II as stated by Jonathan De La Cerna who in the aforementioned article (Bigtas, 2022).

The significance of this research lies in determining and understanding the implications of two different coaching modalities: In-person Coaching and Remote or Virtual Coaching, based on the employee profiles and how it affects the performance of employees within the BPO industry. This research explored the relevance and effectiveness of different coaching approaches within the BPO sector. The study aimed to help BPO companies to make informed decisions in order to achieve enhanced operational excellence through client satisfaction and quality of service directly linked to employee performance.

To achieve this, the researchers focused on the Sales Segment of a specific BPO Company located in Naga City, Camarines Sur, Bicol Region, Philippines. They studied employees of different profiles based on Age, Gender, Civil Status, Educational Attainment, General Work Experience outside BPO, BPO experience, and work setup within the BPO Company to understand the implications of coaching modalities on the level of performance. Within a 6 month period, level of performance impacted by the coaching modalities was measured through the company's quartile scoring system equivalent to the employees overall score. The research used a mixed method approach by employing descriptive correlational design to

assess the implications of coaching modalities, specifically between in-person and virtual coaching. The findings of this study were limited to the specific BPO Company and may not apply to other companies, industries or types of organizations.

Research Objectives

Specifically, the study sought answer to the following objectives:

1. To determine the profile of BPO employees along with their Age, Gender, Civil Status, Educational Attainment, General Work Experience, BPO experience, Work Setup, and Coaching Modality.
2. To identify the level of performance of BPO employees based on the company's quartile scoring system.
3. To identify factors affecting the performance of BPO employees along with internal and external factors.
4. To ascertain the relationship between level of performance and factors affecting the performance of BPO employees.
5. To assess the profile that affects the level of performance of BPO employees.
6. To propose enhancements on the existing coaching model of the identified BPO Company.

Theoretical Framework

This research is based on three theories shown in Figure 1, the Theoretical Paradigm

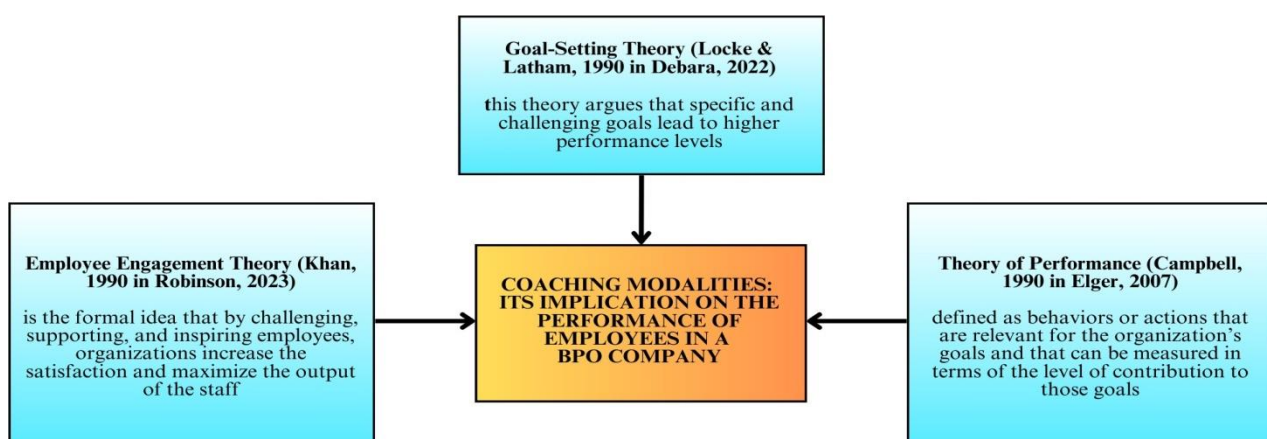


Figure 1. Theoretical Paradigm

Goal-Setting Theory

According to Locke & Latham (1990) in Debarra (2022), the theory argues that specific and challenging goals lead to higher performance levels. The theory also emphasizes

the importance of feedback, which is often integral to coaching. When goals are clearly defined, measurable, and equipped with a set deadline, it helps prevent any potential misunderstandings (Juneja, 2015). Furthermore, the Goal-Setting theory states that employee participation in creating and implementing their goals boosts self-confidence in a performance task which optimizes their performance. The study's focus on the impact of coaching on productivity underscores the importance of having a standard framework that always includes a goal that defines how managers do the coaching, ensure its effectiveness, and maximize the potential we can get from a successful coaching program.

Employee Engagement Theory

Employee engagement is harnessing organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990). Employee engagement theory is the formal idea that by challenging, supporting, and inspiring employees, organizations increase satisfaction and maximize the output of the staff (Robinson, 2023). The study of employee engagement theory influences the approach to human resources and internal communications and drives thinking on how to engage and motivate employees. The study focused on the impact of employee engagement through the different coaching modalities, how business evolved in the BPO industry, and its implications on the BPO employees' performance level.

Theory of Performance

Performance is defined as behaviors or actions that are relevant to the organization's goals and can be measured in terms of the contribution level to those goals. These behaviors can be distinguished from effectiveness, which is the impact of behaviors on outcomes (Campbell, 1990). Developing performance is a journey, and the level of performance describes the location in the journey. The study aimed to identify the level of performance of the BPO employees based on the scoring system provided by the company. With what the theory suggests, the researchers described the location in the employees' performance journey and identified the internal and external factors affecting it and interpreted the theory based on the findings and insights which aided the researchers in developing enhancements on the coaching model to improve the BPO employees' level of performance.

Conceptual Framework

Figure 2 shows the Conceptual Paradigm of the study, showing the variables of the study along with the concepts to be defined and correlated with one another.

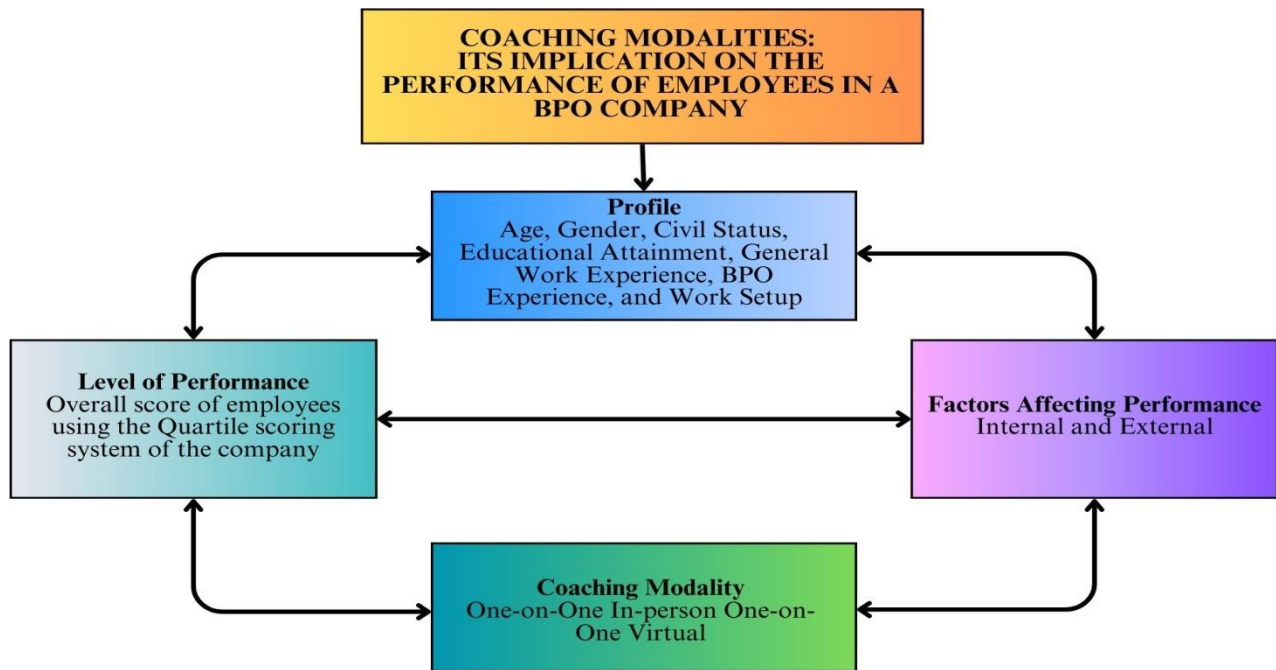


Figure 2. Conceptual Paradigm

The independent variable is the profile of the respondents, and the dependent variable would be the Coaching Modality (One-on-One In-Person and One-on-One Virtual.) Lastly, the Intervening Variables are the Employees' Level of Performance and The Factors Affecting Performance. The diagram reflects how identifying BPO employees' profile contributes to their level of performance which is based on the internal and external factors that affect their performance along with the coaching modalities used to coach BPO employees.

METHODS

Research Methods

The research used a mixed-method approach, employing both quantitative and qualitative measures to assess the implications of coaching modalities on the level of performance of BPO employees. The quantitative aspect gathered data on employee profiles, their performance levels, and the coaching modalities used for each employee. The qualitative approach aimed to collect information on the internal and external factors affecting employee performance and the corresponding implications on their performance level within the BPO Company. Concurrently, a descriptive design was used to describe the factors affecting the level of performance of BPO employees, including challenges and opportunities. Additionally, a correlational design was used to assess the relationship between the level of performance and the factors affecting it.

The mixed-method approach also included utilizing both primary and secondary data collection techniques to gather quantitative and qualitative data relevant to the research

objectives. A structured survey questionnaire was created to document responses from the target population and validated to ensure all critical and relevant data was gathered. It had three parts that included the use of a 5-point Likert scale, and open-ended questions to gather qualitative data on insights and recommendations for enhancing the coaching model. Secondary data collection involved soliciting the latest month's performance data, including overall and quartile scores, from employees in the Sales segment of the BPO Company.

To analyze the data collected, first, Frequency and Percentage represented and measured employee profiles. Second, Weighted Mean and Rank was used to measure the factors affecting the performance of BPO employees. Third, Pearson's Correlation Coefficient was used to identify the correlation between the level of performance and the factors affecting the level of performance of BPO employees. Lastly, Thematic Analysis is the method used to identify common themes and provide insights into employee experiences, perceptions, and attitudes towards coaching modalities, and their impact on performance. This helped the researchers suggest enhancements to the existing coaching model used by the company to improve the performance of BPO employees.

Sampling Procedures

The respondents of the study were employees under the Sales segment of a specific BPO company located in Naga City, Camarines Sur, Bicol Region, Philippines. They were selected using Random Sampling method. The sample size was a total of 53 respondents consisting of 26 Work-From-Home employees who are being coached Virtually or Online and 27 On-Site employees who are being coached In-Person or Face-to-Face.

The survey was conducted in-person to secure a good environment and capture genuine responses. Participation in the study was voluntary. Researchers engaged with participants personally, obtaining informed consent, respecting their privacy, and ensuring that all data collected remained confidential, was acknowledged and accurately represented. They were treated equitably with no discrimination, and they had access to their data at any time, allowing them to verify or modify their information. Additionally, researchers disclosed any potential conflicts of interest to maintain the study's integrity and credibility.

RESULTS AND DISCUSSION

Profile of the BPO employees

In Table 1, the age distribution of respondents shows that 49.06% are in the 21-25 age range, followed by 33.96% in the 26-30 group. Smaller percentages include 7.55% aged 31-35 and 5.66% aged 36-40, with those 20 and below and 40 and above each at 1.89%. In terms of gender, 58.49% are female, 39.62% male, and 1% non-binary. Most respondents (88.68%) are single, while 11.32% are married. Educationally, 54.72% are college graduates, 32.08% are undergraduates, and 13.21% are high school graduates. Regarding work experience,

28.30% have 24 months or more, and 20.75% have 6 months or less. For BPO experience, 41.51% have 24 months or more, while 24.53% have no experience.

The majority of participants are aged 20-30, comprising 84.91% of the sample, indicating that a significant number of workforce in the BPO industry are in the early stages of their professional and personal lives. This trend suggests that younger professionals are increasingly choosing BPO careers. Additionally, 58.49% of respondents identify as female, highlighting a gender imbalance that points to a higher representation of women in this sector; exploring these gender-specific nuances may enhance the research's contextual relevance. A significant portion of respondents is single, which could influence their lifestyle choices and career trajectories. The workforce is largely educated, with most employees holding college degrees, suggesting the company attracts and retains talented individuals, likely contributing to productivity and innovation. Work experience is fairly evenly distributed, with the majority having at least some experience; 41.51% have 24 months or more of BPO experience. However, there is considerable variation in BPO experience among respondents, with some lacking prior exposure and others demonstrating high levels of expertise, indicating a mix of experienced and inexperienced workers within the population.

These datasets complement the studies that were cited on this research discussing that varying employee profiles has a direct impact on corporate and individual productivity, performance, and, indirectly, the expansion and success of the company as a whole on their performance (Chowdhury, R. G., & Chaudhuri, B., 2020). It also relates that the evaluation procedure to enhance the effectiveness of the training process depends heavily on employee profiles (Esmaeilzadeh, et al., 2016).

Table 1. Employee Profiles

Age	Frequenc y	Percentag e	Ran k
20 and below	1	1.89%	5.5
21-25 years old	26	49.06%	1
26-30 years old	18	33.96%	2
31-35 years old	4	7.55%	3
36-40 years old	3	5.66%	4
40 and up	1	1.89%	5.5
Total	53	100%	
Gender			
Male	21	39.62%	2
Female	31	58.49%	1
Non-Binary	1	1.89%	3
Total	53	100%	
Civil Status			

Single	47	88.68%	1
Married	6	11.32%	2
Total	53	100%	
Educational Attainment			
High School Graduate	7	13.21%	3
College Undergrad	17	32.08%	2
College Graduate	29	54.72%	1
Total	53	100%	
General Work Experience			
No Experience	10	18.87%	3
6 months and below	11	20.75%	2
6-12 months	6	11.32%	5
12-18 months	8	15.09%	4
18-24 months	3	5.66%	6
24 months and above	15	28.30%	1
Total	53	100%	
BPO Experience			
No Experience	13	24.53%	2
6 months and below	2	3.77%	6
6-12 months	5	9.43%	4
12-18 months	7	13.21%	3
18-24 months	4	7.55%	5
24 months and above	22	41.51%	1
Total	53	100%	

Level of Performance of BPO Employees

Table 2 shows that Work From Home employees had an average overall score of 50.95%, interpreted as Exceeding. The highest percentage (38.46%) were in Quartile 1, with an average score of 65.24% (Outstanding). The lowest percentage (15.38%) were in Quartile 3, with an average score of 44.71% (Succeeding). Meanwhile, On-Site employees had an average overall score of 54.75%, also interpreted as Exceeding. The highest percentage (44.44%) were in Quartile 1, with an average score of 67.07% (Outstanding). The lowest percentages (14.81% each) were in Quartiles 3 and 4, with average scores of 43.24% (Succeeding) and 33.11% (Developing), respectively.

The disparity in quartile distributions and average overall scores between On-Site employees and Work From Home employees suggests a significant discrepancy in the level of performance depending on the work-setup along the coaching modality. This infers that On-Site employees who receive In-Person or Face-to-Face Coaching tend to have a higher level of performance accounting more employees labeled as Outstanding and Exceeding with higher overall scores as compared to Work-From-Home employees who receive Virtual or Online Coaching. This suggests that in-person or face-to-face coaching promotes higher levels of engagement, getting to interact personally thus influencing higher results in terms of employee performance.

Table 2. Level of Performance of BPO Employees along work setup

Quartile	Work From Home				On-Site			
	Overall Score	f	p	I	Overall Score	f	p	Int
1	65.24%	10	38.46%	O	67.07%	12	44.44%	O
2	53.33%	5	19.23%	E	52.58%	7	25.93%	E
3	44.71%	4	15.38%	S	43.24%	4	14.81%	S
4	32.70%	7	26.92%	D	33.11%	4	14.81%	D
Overall	50.95%	26	100.00%	E	54.75%	27	100.00%	E

Notes. 58.00% and above = Quartile 1 = Outstanding (O); 49.00%-57.00% = Quartile 2 = Exceeding (E); 40.00%-48.00% = Quartile 3 = Succeeding (S); 39.00% and below = Quartile 4 = Developing (D)

The findings suggest that the level of performance of On-Site employees who are being coached Face-to-Face are measured to be more effective which align with a study entitled “Can virtual replace in-person coaching?” Experimental evidence on teacher professional development and student learning” where it states that on-site coaching intervention was more effective relative to virtual coaching in terms of improving the reading proficiency of the ones who received the coaching as well as in improving teaching practice (Cilliers, et. al., 2022).

Factors Affecting Performance of BPO Employees

Table 3A: Internal factors affecting the performance of BPO employees along Organizational Support

Indicator	Mean Rank	Int
Regular coaching with a defined frequency and schedule is effective in helping me maintain and achieve my goals.	4.49	3.5 EA
An appropriate channel or mode of coaching and communication is essential for me to address opportunities and improve my performance at work.	4.49	3.5 EA
Adequate learning opportunities such as Training sessions and other upskilling programs helps me improve my performance.	4.53	2 EA
Career development programs and courses are accessible for me which motivates me to perform well and achieve my goals in the organization.	4.34	5 EA
Reliable support group or individuals (Team Leaders, Managers, etc.) helps me address work-related challenges resulting in better performance at work.	4.6	1 EA
Overall	4.49	EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

Internal Factors: Organizational Support

In Table 3A, the overall mean of organizational support was 4.49, interpreted as extremely affecting employee performance. The highest-ranked factor was reliable support from leaders and managers, with a mean of 4.6, followed by adequate learning opportunities, such as training sessions, at 4.53. Career development programs ranked lowest at 4.34, but still fell under the "extremely affecting" category. The availability of reliable support groups was highlighted as the most impactful indicator, underscoring the importance of supportive colleagues and managers in overcoming work-related challenges.

These findings emphasize the critical role of a supportive work environment, including coaching and learning opportunities, in enhancing employee performance. BPO employees highly value organizational support, as evidenced by consistently high mean scores across factors like structured coaching, career development programs, and reliable support networks. These findings underscore the crucial role of support mechanisms in driving performance. The strong emphasis on support networks suggests that promoting a collaborative culture can significantly contribute to addressing challenges and improving performance.

The findings support the prior study stating that influence on employee performance can be attributed to organizational commitment, and organizational culture (Riwukore et al., 2022). With all the organizational support indicators being interpreted as extremely affecting and that having reliable support is regarded to be the most affecting, this aligns with a previous study stating that employee productivity rises when they feel they have the backing of their organization (Qonita & Rojuaniah, 2022).

*Internal Factors: Workplace and Engagement***Table 3B: Internal factors affecting the performance of BPO employees along Workplace Culture and Engagement**

Indicator	Mean	Rank	Int
A diverse culture provides a better work environment that allows me to interact with different people of different personalities and helps me to have a sense of belonging and gain positive performance.	4.11	4	H
Company engagement activities such as special events and occasions excites me and affects how I deliver my role and expectations at work.	3.98	5	H
Activities within the Team organized and facilitated by my manager such as mini-competitions, team celebrations, and other team-building activities improve our teamwork and help me perform better.	4.17	3	H
A welcoming environment allows me to feel respected and accepted with how I express myself (relative fashion, beliefs, and principles), which helps me deliver my best performance at work.	4.43	1	EA
The Values and Mission of the companies that align with my personal values positively impacts my overall performance.	4.32	2	EA
Overall	4.2		H

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

Table 3B reflects the welcoming environment emphasizes the importance of inclusivity in driving performance, while value alignment (mean = 4.32) also significantly impacts employees. Although slightly below the extremely affecting range, team activities (mean = 4.17), diverse cultural activities (mean = 4.17), and engagement activities (mean = 3.98) still show considerable influence. These findings highlight the importance of cultivating a supportive and values-aligned work culture to enhance employee performance in the BPO industry.

The findings underline the critical role of workplace culture and engagement by putting emphasis on a welcoming and inclusive environment which indicates the necessity for the company to develop a culture that values respect, acceptance, and diversity. Moreover, the alignment between personal and organizational values signifies the shared values in driving employee motivation and performance. The implications can be inferred that the BPO company should prioritize creating inclusive cultures and engaging activities that align with employees' values. Such initiatives significantly affect employee performance, promoting a sense of belonging, enthusiasm, and collaboration within the workplace. The results also suggest the need for managers to organize team-building activities and create an environment that celebrates diversity to enhance employee engagement and ultimately achieve a better level of performance.

The above discussions establish alignment with the cited studies stating that there are enormous opportunities in the concept of organizational culture affecting the employees of the organizations in a positive way to improve their effectiveness and engagement (Bhavsar, et al., 2023). The findings further support that work engagement has a positive and significant effect on Employee Performance which means that the higher the work engagement, the higher the performance (Fangidae, et al., 2021).

Internal Factors: Technology and Facility

Table 3C identifies internal factors affecting BPO employee performance, with an overall mean score of 4.56, interpreted as extremely affecting. The highest-ranked factor is a clean and conducive workplace (mean = 4.68), followed by user-friendly technology (mean = 4.60). Access to well-maintained facilities, such as meeting rooms and restrooms, scored 4.43 but is still considered extremely affecting. Additionally, ergonomic equipment (mean = 4.53) contributes to performance, highlighting the importance of a supportive work environment in the BPO sector.

Table 3C. Internal factors affecting the performance of BPO employees along Technology and Facility

Indicator	Mean	Rank	Int
Access to up-to-date technology and tools support my effectiveness at work.	4.55	3	EA
Being equipped with user-friendly Technology and Software allows me to deliver tasks and expectations from my role in the company.	4.6	2	EA
A well-maintained, clean, and conducive workplace boosts my productivity and effectiveness at work.	4.68	1	EA
Ergonomic equipment (e.g . Chairs, desks, etc.) supports my comfort which allows me to perform better at work.	4.53	4	EA
Having access to facilities (e.g. meeting rooms, restroom, pantry, break areas) in good condition meet my needs enabling me to perform my expectations at work.	4.43	5	EA
Overall	4.56		EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

The findings highlight the crucial role of technology and facility-related factors in influencing BPO employee performance. A well-maintained and conducive workplace, along with user-friendly software and up-to-date technology, underscores the need for the company to invest in modern tools and infrastructure to enhance employee effectiveness.

The implications suggest that working on-site provides BPO employees with better access to essential technology, ergonomic equipment, and well-maintained facilities, all of which significantly impact comfort, productivity, and effectiveness. Ensuring a supportive physical workspace promotes employee well-being, leading to increased job satisfaction and overall performance.

Having a conducive workplace has been established to be the most extremely affecting factor which supports the prior study suggesting that Work environment that is conducive to productivity for employees needs to be established in order to enhance employee performance (Surya, et al., 2019). Findings as well show how employees perceive technology to be an extremely affecting factor which aligns with another prior study highlighting the usage of technology makes the employees work more effectively which improves the overall performance of the organization (Nadheya & Yuvaraj, 2018).

Internal Factors: Compensation and Benefits

Table 3D. Internal factors affecting the performance of BPO employees along Compensation and Benefits

Indicator	Mean	Rank	Int
A fair compensation (Salary) that commensurate with my skills and contributions to the company motivates me to perform well at work.	4.83	1	EA
A competitive performance-related monetary incentive and recognition program motivates me to perform better at work.	4.74	2	EA
Non-monetary or Non-financial rewards (e.g. gadgets, items, travel, etc.) entice me to deliver good performance at work.	4.08	5	HA
The benefits (healthcare, insurance, etc.) provided by the company help me satisfy my needs thus allowing me to deliver the work expectations.	4.57	4	EA
An entitlement to Time-offs (e.g. Vacation, Sick Leaves, etc.) allows me to reset my focus and be more effective at work.	4.68	3	EA
Overall	4.58		EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

In Table 3D, Compensation and benefits factors have an overall mean score of 4.58, interpreted as extremely affecting BPO employee performance. The highest-ranked factor is fair compensation aligned with employees' skills and contributions (mean = 4.83), followed by performance-related monetary incentives (mean = 4.74) and entitlement to time off (mean = 4.68), all interpreted as extremely affecting. Non-monetary rewards ranked lowest at 4.08, considered highly affecting. These findings underscore the significance of fair and competitive compensation packages, including monetary incentives and benefits, in optimizing employee performance in the BPO industry.

The findings emphasize the critical importance of compensation and benefits in motivating BPO employee performance. Fair compensation that reflects employees' skills and contributions, along with performance-related incentives, significantly influences motivation and effectiveness. BPO employees appear to prioritize monetary incentives over material rewards, indicating a strong preference for financial compensation. Additionally, the value placed on work-life balance, health, and security is crucial, as these factors greatly impact employees' effectiveness at work. Overall, a focus on competitive compensation and supportive benefits is essential for enhancing employee performance in the BPO sector.

The findings highlight the importance of Compensation and Benefits in driving employee performance having employees to regard it as extremely affecting. These findings show concurrence on previously cited studies about compensation and benefits towards employees such as remuneration, allowance, promotion and incentive can lead to a high level of performance (AlHosani, et al., 2019) alongside and particularly with monetary incentives (Cross, 2003).

External Factors: Personal and Family

Table 3E identifies external factors affecting BPO employee performance, focusing on personal and family indicators, with an overall mean score of 4.58, interpreted as extremely affecting. The highest-ranked factor is sufficient rest for recovery (mean = 4.77), followed by effective stress management (mean = 4.58) and the ability to manage family responsibilities (mean = 4.55). Spending leisure and bonding time with family also scored 4.55, while family support ranked lowest at 4.49, yet is still considered extremely affecting. These findings highlight the significance of personal well-being and family dynamics in enhancing employee performance in the BPO sector.

Table 3 E. External factors affecting the performance of BPO employees along Personal and Family

Indicator	Mean	Rank	Int
Having good stress management and coping skills enables me to handle work-related pressure effectively allowing me to perform better at work.	4.58	2	EA
Having enough rest allows for good recovery helping me to perform my work role better.	4.77	1	EA
The support of my family in my work helps boost my eagerness in achieving my goals at work.	4.49	5	EA
Being able to deal with my family responsibilities (e.g., parenting, caregiving, etc.) motivates me to deliver a better work performance.	4.55	3	EA
Spending leisure and bonding time with my family is valuable in fulfilling a good performance at work.	4.53	4	EA
Overall	4.58		EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

The data underscores the critical role of personal and family-related factors in influencing BPO employee performance, as these elements significantly affect stress management, rest, family obligations, and support systems. While BPO employees value work-life balance, this balance presents both benefits and challenges depending on the work setup. Working from home can offer advantages such as reduced commuting time and increased flexibility, allowing more time for family obligations. However, it also risks blurred boundaries between work and personal life, leading to distractions from household chores and family responsibilities that can hinder focus and productivity. These findings highlight the importance of supporting a healthy work-life balance to enhance employee well-being and performance.

These findings are supported by previous study establishing that the determinants affecting employee performance encompass physical well-being, fatigue, and motivation, as well as factors beyond the individual such as family circumstances (Tiffin & Cormick, 2011 in Bahagia & Astuti, 2019).

External Factors: External Environment and Location

Table 3F highlights external factors affecting BPO employee performance, focusing on environmental and location indicators, with an overall mean score of 4.38, interpreted as extremely affecting. The highest-ranked factor is regulated environmental conditions, such as noise levels and lighting (mean = 4.57) followed by workplace safety and security (mean = 4.53), both considered extremely affecting. The least-ranked factor is support from the local community (mean = 4.11) and is interpreted as highly affecting. These findings emphasize the importance of a conducive work environment and safety in enhancing employee performance in the BPO sector.

The findings imply that a well-regulated and safe work environment promotes productivity and a better level of performance. BPO employees are more likely to perform better when their surroundings support their work needs and safety. A favorable workplace location and environment contribute to employee performance by having a safe, convenient, and well-equipped workplace to regulate environmental factors.

The discussions above reinforce the findings from previous cited studies about how external factors affect the performance of employees encompassing workspace conditions, and social surroundings (Tiffin & Cormick, 2011 in Bahagia & Astuti, 2019) including as well workplace climate, and the dynamic nature of the environment (Dumaguing, 2022). Furthermore, supporting another study in Indonesia stating that a work environment that is conducive to productivity for employees needs to be established in order to enhance employee performance. (Surya, et al., 2019).

Table 3F. External factors affecting the performance of BPO employees along External Environment and Location

Indicator	Mean	Rank	Int
The convenient and accessible location of my workplace reduces commuting-related stress which helps me achieve better reliability and performance at work.	4.47	3	EA
Regulated environment factors such as noise levels, lighting, temperature, and other weather conditions result in positive performance at work.	4.57	1	EA
The safety and security of the workplace and its surrounding area have a direct positive impact on my performance and job satisfaction.	4.53	2	EA
The local community (e.g., private, public, government, etc.) and its support for the organization influence good work performance.	4.11	5	HA
Having access to a variety of amenities outside the workplace allows me to improve productivity and overall work performance.	4.25	4	EA
Overall	4.38		EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

External Factors: Social

Table 3G examines external social factors influencing BPO employee performance, with an overall mean score of 4.28, interpreted as extremely affecting. The highest-ranked factor is having an outside hobby or interest (mean = 4.47), also considered extremely affecting. This is followed by having access to travel while working (mean = 4.30) opportunities for social interactions (mean = 4.25), and expanding outside social networks (mean = 4.19) all interpreted as extremely affecting. The least-ranked factor is the availability of a variety of break-time activities (mean = 4.17), interpreted as highly affecting. These findings highlight the importance of work-life balance and social engagement in enhancing employee performance in the BPO sector.

Table 3G. External factors affecting the performance of BPO employees along Social Aspect

Indicator	Mean	Rank	Int
Having an outside hobby or interest improves my effectiveness at work.	4.47	1	EA
The availability of a variety of activities during my break time helps me to perform my tasks well.	4.17	5	HA
Access to traveling while working allows me to explore different environments which helps me deliver better performance at work.	4.3	2	EA

Having opportunities for social interactions adds motivation for me to better perform at work.	4.25	3	EA
Expanding outside social networks is essential for me to acquire learning experiences that contribute to my effectiveness at work.	4.19	4	HA
Overall	4.28		EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

The findings emphasize the substantial impact of social aspects on BPO employees' performance showing importance in promoting outside hobbies, travel opportunities, and social interactions to enhance employee motivation, expanding social network, learning experiences, and overall work effectiveness. This presents how BPO employees value work-life balance and thus affects a positive performance when employees get to have access to such factors mentioned above.

These findings concur to a cited study suggesting that there is a significant relationship between work-life balance to employee performance (Bustaman, et al., 2020). Additionally, having an outside hobby or interest being regarded as most extremely affecting social factor supports the the findings of another study which stated that engaging with outside interests can make employees feel in control, challenged, and relaxed—which allows them to be focused, energetic, and better able to handle difficulties at work (Eschelman in Cohen, 2021).

Summary of Factors Affecting the Level of Performance of BPO employees in a BPO company

Table 3H. Summary of Internal and External factors affecting the performance of BPO employees

Internal Factors	Mean	Rank	Int
Organizational Support	4.49	3	EA
Workplace Culture and Engagement	4.20	4	HA
Technology and Facility	4.56	2	EA
Compensation and Benefits	4.58	1	EA
Overall	4.46		EA
External Factors	Mean	Rank	Int
Personal and Family	4.58	1	EA
External Environment and Location	4.38	2	EA
Social	4.28	3	EA
Overall	4.41		EA

Notes. 4.21-5.00 = Extremely affecting (EA); 3.41-4.20 = Highly affecting (HA); 2.61-4.40 = Moderately affecting (MA); 1.81-2.60 = Somewhat affecting (SA); 1.00-1.80 = Not affecting (NA)

Table 3H summarizes factors affecting BPO employee performance, revealing that internal factors have a higher mean score of 4.46 compared to 4.41 for external factors. Compensation and Benefits lead among internal factors (mean = 4.46), followed by Technology and Facility (mean = 4.56). Workplace Culture and Engagement ranked lowest (mean = 4.20). For external factors, Personal and Family scored the highest (mean = 4.58), while Social factors ranked lowest (mean = 4.28). These results highlight the significant influence of both internal and external factors on employee performance in the BPO sector.

The findings indicate that monetary compensation and family support are key drivers of BPO employee performance, significantly impacting work effectiveness. Access to updated technology and conducive facilities further enhances employee effectiveness by providing suitable tools and comfort. While workplace culture and engagement—promoting respect and diversity—rank lower, they still positively influence motivation. Additionally, although social factors rank lowest among external influences, they are considered extremely affecting, highlighting the importance of work-life balance in achieving high performance. Overall, these results underscore the need for organizations to prioritize fair compensation, family-friendly policies, and a supportive work environment to optimize employee performance in the BPO sector.

These findings validate that determinants affecting employee performance encompass the following: Intrinsic factors within individuals, including age, personality, physical well-being, fatigue, and motivation. External factors beyond the individual, encompassing workspace conditions, working hours, breaks, compensation, organizational structure, social surroundings, and family circumstances (Tiffin & Cormick, 2011 in Bahagia & Astuti, 2019). This also strengthens the position of the need for organizations to adapt and improve operational circumstances

Relationship between Level of Performance and Factors Affecting Level of Performance of BPO Employees

Table 4. Relationship between Level of Performance and Factors Affecting Performance of BPO Employees

Internal Factors	Perf (r)	Relationship
Organizational Support	-0.10	Weak Negative
Workplace Culture and Engagement	-0.11	Weak Negative
Technology and Facility	-0.10	Weak Negative
Compensation and Benefits	0.12	Weak Positive

External Factors		
Personal and Family	-0.16	Weak Negative
External Environment and Location	-0.07	Negligible
Social	0.03	Negligible

Notes. 0.50 to 1.00 = Strong Positive; 0.30 to 0.49 = Moderate Positive; 0.10 to 0.29 = Weak Positive; 0.00 to |0.09| = No or Negligible Correlation; -0.10 to -0.29 = Weak Negative; -0.30 to -0.49 = Moderate Negative; -0.50 to -1.00 = Strong Negative.

Table 4 displays the correlation coefficients (r) and ranks, revealing the relationships between BPO employee performance and various internal and external factors. Compensation and Benefits showed the highest weak positive correlation with performance ($r = 0.12$), while Organizational Support and Technology and Facility both had weak negative correlations ($r = -0.10$). Workplace Culture and Engagement ranked lowest among internal factors, also showing a weak negative correlation ($r = -0.11$). Among external factors, Personal and Family had a weak negative correlation ($r = -0.16$), while External Environment and Location ($r = -0.07$) and Social factors ($r = 0.03$) exhibited negligible correlations. Overall, these findings indicate that the relationships between these factors and employee performance are generally weak.

The Compensation and Benefits factor shows a weak positive correlation, suggesting that higher compensation and better benefits may slightly improve BPO employee performance compared to other internal factors. In contrast, Organizational Support, Workplace Culture and Engagement, and Technology and Facility exhibit weak negative correlations, indicating that increased focus on these areas may lead to a slight decrease in performance. Among external factors, only Social factors show a positive correlation, albeit negligible, while External Environment and Location have a negative correlation that also suggests minimal impact on employee performance. Additionally, Personal and Family factors indicate a weak negative relationship, implying that personal and family-related issues may have a slight adverse effect on BPO employee performance.

The findings partially aligned to the study of Tiffin & Cormick in 2011 which articulates that the determinants affecting employee performance. On the other hand, the findings of this study negates that the employee performance can be influenced by Firm/Environmental which was associated with the firm or its environment (Dumaguin, 2022).

Profile that affects Level of Performance of BPO Employees

Table 5 evaluates factors affecting BPO employee performance based on age, gender, civil status, education, and work experience. Employees aged 26-30 scored highest at 57.60% (Exceeding), while those aged 40 and above scored lowest at 29.62% (Developing). Males led with 57.52% (Exceeding), followed by females at 50.38% (Exceeding) and a non-binary employee at 33.36% (Developing). Single employees scored 53.19% (Exceeding), and college graduates had the highest educational score at 53.69% (Exceeding). Employees with

6-12 months of general work experience achieved the highest score of 59.08% (Outstanding), while those with 24 months or more scored 46.63% (Succeeding). In terms of BPO experience, those with 24 months or more scored % (Exceeding), while those with 6 months or less scored 37.30% (Developing). These findings highlight the impact of demographic and experiential factors on performance.

Table 5. Performance of Employees along Profiles

Age	Perf. Quartile (F)				Overall Score	I	Rank
	1	2	3	4			
20 and below	0	0	0	1	33.36%	D	5
21-25 years old	9	9	3	5	52.78%	E	2
26-30 years old	12	1	2	3	57.60%	E	1
31-35 years old	1	1	2	0	50.70%	E	3
36-40 years old	0	1	1	1	42.72%	S	4
40 and up	0	0	0	1	29.62%	D	6
Total	22	12	8	11			
Gender							
Male	12	3	3	3	57.52%	E	1
Female	10	9	5	7	50.38%	E	2
Non-Binary	0	0	0	1	33.36%	D	3
Total	22	12	8	11			
Civil Status							
Single	20	11	7	9	53.19%	E	1
Married	2	1	1	2	48.39%	S	2
Total	22	12	8	11			
Educational Attainment							
High School Grad.	2	3	1	1	51.54%	E	2
College Undergrad	6	4	2	5	51.32%	E	3
College Graduate	14	5	5	5	53.69%	E	1
Total	22	12	8	11			
General Work Experience							
No Experience	4	3	2	1	53.21%	E	4
6 months and below	5	2	1	3	54.58%	E	3
6-12 months	5	0	1	0	59.08%	O	1
12-18 months	4	2	1	1	58.17%	O	2
18-24 months	1	0	2	0	50.36%	E	5
24 months and above	3	5	1	6	46.63%	S	6
Total	22	12	8	11			
BPO Experience							

No Experience	4	3	3	3	51.99%	E	2
6 months and below	0	1	0	1	37.30%	D	6
6-12 months	2	1	0	2	48.92%	E	4
12-18 months	1	4	1	1	49.86%	E	3
18-24 months	1	1	2	0	48.23%	S	5
24 months and above	14	2	2	4	57.25%	E	1
Total	22	12	8	11			

Notes. 58.00% and above = Outstanding (O); 49.00%-57.00% = Exceeding (E); 40.00%-48.00% = Succeeding (S); 39.00% and below = Developing (D)

With the presented findings, it can be inferred that the employee profiles mainly age, gender, educational attainment, and both general work and BPO experience significantly affects the level of performance of BPO employees. The civil status profiles may have a slight if not insignificant impact on the level of performance as single employees tend to have outperformed the married employees, however as well shows a high discrepancy in the sample distribution considering 47 employees are single and only 6 employees are married. The data suggests that single men of 26-30 years old, with a degree in college, with 6-12 months general work experience, and 24 months and above BPO experience have the highest level of performance among the BPO employees.

The findings complement the earlier study which states that the task of matching qualified candidates with the relevant job opportunities is of the utmost importance (Gonzales, et al, 2012). Having identified the profile that affects the level of performance of employees also aligns with another study showing the alignment of right talent and profile to business roles is to be of optimum fitting since it has a has a direct impact on corporate and individual productivity, performance, and, indirectly, the expansion and success of the company as a whole. Further stating that Employee Profile shows a favorable correlation with normative commitment but a negative correlation with affective and continuation commitment which affect how employees significantly contribute to company success (Chowdhury, R. G., & Chaudhuri, B., 2020).

CONCLUSION

Profile of BPO Employees

1. Most of the BPO employees are aged between 21-25 years old.
2. Majority of the sample are Females.
3. A substantial portion of the surveyed population is currently unmarried.
4. Majority of our sample are college graduates.
5. There is an almost even distribution of participants with below and above 12 months of general work experience.
6. Most of the respondents have tenure in the BPO industry.

Level of Performance of BPO Employees

On-site employees who received in-person or face-to-face coaching have higher overall performance scores compared to those working from home. There were more outstanding and exceeding performers who were reporting on-site at the same time, there were more bottom performers among work-from-home employees.

Factors Affecting Performance of BPO Employees

Internal Factors

Compensation and Benefits most particularly with having salary that commensurate the skills of employees is the most highly affecting internal factor as deemed by the employees. Workplace Culture and Engagement has the lowest regard from the employees among internal factors however still is considered highly affecting.

External Factors

Balance between personal life and family are significant motivators for employees. Employees in the BPO company value enough rest and enough time for recovery. A well-regulated and safe work environment plays a pivotal role in fostering employee productivity and achieving superior performance levels. Social indicators are of the least valued by employees however still regarded as extremely affecting factors. Pursuing extracurricular activities or hobbies can positively impact employee performance by providing an outlet for stress, promoting mental well-being, and enhancing creativity.

Relationship between Level of Performance and Factors Affecting Level of Performance of BPO Employees

There is an established relationship between the level of performance and the factors affecting the level performance of BPO employees. Compensation and benefits have a positive relationship towards the level of performance of employees in the BPO company. The higher the compensation in terms of salary and other monetary incentives being received by employees, a higher level of performance is more likely to be achieved. On the other hand, there is a negative relationship on organizational support and workplace culture and engagement. Despite being deemed by employees to be highly and extremely affecting factors, it does not translate to performance. Only the personal and family out of all the external factors is affecting the level of performance of the employees. As the factors related to personal life and family arise, it results in a slight adverse impact on the level of performance of BPO employees.

Profile that affects Level of Performance of BPO Employees

The hypothesis is validated that certain profiles can affect the level of performance of BPO Employees. Performance varies across age groups, with employees aged 26-30 performing the best. Male employees outperform female and non-binary employees. Single employees have higher performance however this can be due to a high discrepancy in the sample distribution considering 47 employees are single and only 6 employees are married. College graduates demonstrate consistent exceeding performance along with a higher number of top performers indicating that higher educational attainment equates with higher level of performance as well. Lastly, having more BPO experience is more contributing than having other work experience outside BPO in order to achieve a higher level of performance.

Enhancements on the Coaching Model

Below are the inputs obtained, process implemented, and output of proposed enhancements on the existing coaching model being used by the BPO Company.

Inputs

1. Primary resources - In developing the enhancements to the coaching model, the researchers utilized the data gathered from the survey forms in identifying the employee profiles and the factors affecting the level of performance of employees in the BPO Company.
2. Secondary resources - The performance report solicited from the company was utilized to identify the overall score of the employees along with the corresponding quartile score. Data was used to identify the profile affecting performance and in correlating with the factors that affect the level of performance of BPO employees to which the results contributed significantly in the development of the proposed enhancement on the coaching model being used by the company.

Process

Step 1: Performed a documentary analysis on factors affecting the level of performance to identify factors and indicators to be included in the research questionnaire.

Step 2: A structured survey was created in the form of a research questionnaire that has been validated.

Step 3: Conducted an interview survey on 27 On-site employees and 26 Work-From-Home employees through the research questionnaire. The first part included the general information of the respondents to identify profiles. The second part contained a 5-point likert scale to measure how employees deem the internal and external factors to be affecting their performance.

Step 4: The performance report that contained the latest month's performance data was solicited from the company indicating the employees' overall score and quartile score which was identified by the company.

Step 5: The responses from the survey and performance report were consolidated, tabulated, analyzed, and interpreted.

Step 6. The enhancements on the existing coaching model being used by the BPO Company was created using the results acquired from the interview and in correlation with the performance.

Output

This section shows the proposed enhancements on the existing coaching model being used by the BPO Company formulated by the researchers based on the analysis of the results gathered from the interview together with the performance data obtained from the company. These enhancements aim to improve the level of performance of the employees in the BPO Company.

Employee Profile

1. Employee profiling primarily based on age, educational attainment, general work experience, and BPO experience should be an integral part of coaching preparation. Coaches such as supervisors and managers should have a repository form containing the profile of the employees which will serve as their inputs when coaching the employees.
2. The coaching model should employ diverse communication approaches, behavior assessment techniques, and action planning strategies aligned with the employee's profile when coaching BPO Company employees.

Work Setup and Coaching Modality

1. The coaching model shall establish clear guidelines for selecting appropriate channels for virtual coaching, ensuring effective communication and engagement.
2. The coaching cadence shall incorporate regulations to seamlessly blend in-person or face-to-face sessions with virtual or online coaching, depending on the employee's performance status and individual needs.

Factors Affecting Level of Performance

1. The coaching model shall incorporate approach highlighting below steps:
First, is to link performance to rewards. Clearly establish a connection between the employee's performance and the rewards they can expect. This could involve setting specific performance targets and outlining the corresponding financial incentives.
Second, provide a transparent compensation structure. Ensure the employee has a clear understanding of the company's compensation structure, including base salary, bonuses, commissions, and any other applicable benefits. This transparency helps them visualize the financial rewards they can achieve through their efforts.
Third, celebrate monetary achievements. Acknowledge and recognize the employee's successes when they achieve financial targets or reach milestones. Public recognition, such as verbal praise or team announcements, can reinforce the positive association between performance and rewards.
Lastly, offer growth opportunities. Provide opportunities for the employee to increase their earning potential through skill development, promotions, or additional responsibilities. This demonstrates that the company values their contributions and is willing to invest in their growth.
2. The coaching model shall include strategies and interventions to identify personal and family stressors through open communication. These interventions may include focused group discussions, Human Resources, Employee-Relations personal dialogue, and Manager to employee temp-check, even mental health awareness and stress management learning sessions facilitated by professionals in partnership with the company clinic.

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