

# Employees Performance Measurement and Increasing in Digital Era: A Study From the Perspective of Developing Economies

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## Abstract

With a focus on private telecommuting businesses in Pakistan, this study investigates the effects of online training, online monitoring, and external motivation on worker performance in the setting of emerging economies. The goal of this study was to investigate the relationship between these independent variables and the dependent variable of employee performance. A quantitative research methodology was used to achieve this goal. Managers of private Pakistani telecommuting companies were asked to complete a survey to gather data. The questionnaire covered topics such as online training, online monitoring, outside motivation, and employee performance. The findings of the study showed that online training significantly improved worker performance. Additionally, it was discovered that online monitoring was favorably related to worker performance. Additionally, it was discovered that external incentives significantly affected employee performance. These results lead to the conclusion that external incentive, online monitoring, and online training are key elements in improving employee performance in the digital age. To increase employee performance, businesses in developing countries like Pakistani private telecommuting corporations can think about applying these tactics. For managers and decision-makers constructing efficient performance measurement systems to boost productivity and success in the emerging nations' expanding digital landscape, this study offers helpful insights.

**Keywords:** Online Training, Online Monitoring, External Motivation, Employee Performance

## 1. INTRODUCTION

Organizations are faced with the difficulty of efficiently assessing and improving employee performance in the dynamic digital world, particularly in the context of telecommuting (Muñoz-Pascual & Galende, 2020). There has been a rise in the use of telecommuting in private businesses, especially in developing economies like Pakistan. Performance management is however made more difficult by this change. To maximize productivity and promote organizational success, it is critical to understand the elements affecting employee performance in telecommuting arrangements (Sharma et al., 2021). In order to better understand how employee performance in private telecommuting enterprises in Pakistan is affected by online training, online monitoring, and external motivation, this study looked at these factors. The aim was to investigate how these elements affect employees' performance in the digital era and to offer insights into efficient performance assessment and enhancement techniques in developing economies.

For both academia and business, this study is important. By examining the effects of online training, online monitoring, and outside motivation on employee

performance, it advances the body of knowledge in the academic community (López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñeiro, 2022). This study offers distinctive insights into performance management practices particular to these contexts by focusing on the context of developing economies and telecommuting businesses in Pakistan. The managers and policymakers in Pakistani private telecommuting enterprises should consider the implications of this study's findings from a practical approach. Organizations can develop successful ways to increase productivity by having a thorough understanding of the elements influencing employee performance in the digital era (Garcia et al., 2019). Organizations can optimize employee performance in telecommuting arrangements by putting in place the right online training programs, monitoring systems, and motivating efforts.

There is a large void in the literature, particularly with reference to developing economies, even though performance measurement in the digital age has garnered attention. There is a lack of empirical data on the connection between online training, online monitoring, outside incentive, and employee performance in private telecommuting enterprises

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in Pakistan because of most of the existing studies' attention to developed economies. This research aims to fill this knowledge gap and offer insightful information about the difficulties and dynamics of performance management in developing economies. Relevant theoretical frameworks are used in this investigation. Self-regulation and self-efficacy are critical to successful performance, according to Bandura's Social Cognitive Theory. By providing individuals with the knowledge and skills necessary for successful job performance, online training increases employees' self-efficacy (He, Morrison, & Zhang, 2021). Employees may follow their progress and adapt their performance thanks to online monitoring, which acts as a self-regulation mechanism. In addition, Vroom's Expectancy Theory asserts that employees' motivation and productivity are influenced by their expectations of desired outcomes. Because they raise their expectation of success, external motivational factors like prizes, recognition, and incentives have a substantial impact on how well employees perform. A foundation for comprehending the connection between employee performance and external motivation is provided by this theory.

The limitations of this study are acknowledged. First off, the research was limited in its potential to generalize its findings to other sectors or nations because it was undertaken in the setting of private telecommuting companies in Pakistan. Furthermore, self-reported data from questionnaires were used for data collection, which is susceptible to biases in response or inaccurate data. Furthermore, the study did not consider any other potential performance-influencing elements and concentrated only on online training, monitoring, employee performance, and external motivation. To resolve these issues and build on the conclusions of this study, future research should address these limitations. This study examined the connection between employee performance in Pakistani private telecommuting enterprises and online training, monitoring, and external incentive. The research has broad implications for academics and business, offering insightful information on how to gauge success in developing economies during the digital era. Organizations may create successful strategies to maximize productivity and accomplish their goals in the changing telecommuting environment by having a thorough understanding of the factors that affect employee performance.

## 2. REVIEW OF LITERATURE

### 2.1. Online Training and Employees' Performance

It has been extensively studied in the literature how online training affects employees' performance. Numerous studies have investigated the effects of online training programs on improving employees' knowledge, abilities, and general job performance. This section examines the existing research on the impact of online training on employees' performance in the context of Ukrainian manufacturing companies. The beneficial effects of online training on employees' performance have constantly been shown by prior studies. Cooke, Wang, and Bartram (2019) study, for instance, looked at how online training programs affected workers' technical skills in the manufacturing industry. After taking part in online training sessions, the results showed a considerable improvement in the performance of the employees. Similar findings were made by Rizwan, Tariq, Hassan, and Sultan (2014) in a study of manufacturing companies in Ukraine, who discovered a link between online training and improved performance among their staff. Compared to workers who did not participate in online training programs, participants demonstrated higher levels of job proficiency and efficiency.

Additionally, several research have examined the underlying mechanisms through which online training enhances employee

performance. Learning new information and abilities is one mechanism. Employees have the chance to broaden their knowledge and learn new skills that are applicable to their job positions through online training programs. This improves their capacity to carry out duties successfully and efficiently (Amjad et al., 2021). Online training's convenience and adaptability are another method. Employees can access training materials at their own convenience and pace, giving them the freedom to learn when and when it's most convenient for them. This adaptability promotes a good learning environment and raises employees' enthusiasm to participate in training activities, which eventually results in higher performance (Alawaqleh, 2021). The assumption that online training has a major impact on employees' performance in Ukrainian manufacturing enterprises may be made based on the literature. The empirical data now available is consistent with the idea that online training improves employees' knowledge, abilities, and general job proficiency, which in turn improves their performance.

It's crucial to recognize that the current research has some shortcomings. First off, the bulk of research has used self-reported measures to evaluate employees' performance, which may be biased or inaccurate. To provide a more thorough knowledge of the relationship between online training and employees' performance, future study should consider adding objective performance indicators or supervisor assessments. Second, the effects of online training on team or organizational performance have not been sufficiently examined in most studies, which have mostly concentrated on individual-level performance outcomes. Future studies could investigate how online training programs affect collective performance in Ukrainian manufacturing firms. Hence, research on online training and employee performance shows a favorable correlation between the two factors. Online training programs can help Ukrainian manufacturing companies improve their staff's knowledge, skills, and overall job effectiveness (Alawaqleh, 2021). Improved performance results are a result of the ease and adaptability of online training in addition to the acquisition of new knowledge and skills (Phina, Arinze, Chidi, & Chukwuma, 2018). Exploring objective performance indicators and the overall effects of online training on team and organizational performance in the Ukrainian manufacturing context will require more research.

**H1:** *Online training has an impact on employees' performance.*

### 2.2. Online Monitoring and Employees' Performance

Significant attention has been given in the literature to the connection between internet monitoring and employee performance. Online supervision is the act of monitoring an employee's job activities from a distance utilizing digital tools and technologies. This section examines the literature that provides information on the effects of online monitoring on employee performance about Ukrainian manufacturing companies. Numerous research that investigated how internet monitoring affected employees' performance gave us important new understandings about this relationship. As an illustration, a study by Dharma (2018) examined the effect of online monitoring systems on workers' productivity in Ukrainian manufacturing enterprises. According to the research, using online monitoring tools led to higher employee performance levels. In a similar vein, Li and Sandino (2018) study on the manufacturing industry discovered a favorable correlation between online monitoring and workers' performance. When compared to employees who were not observed, those who were subjected to online monitoring performed their jobs with greater precision,

efficiency, and overall quality.

The underlying mechanisms through which online monitoring affects employee performance have also been studied by researchers. Increased responsibility is one strategy. With the knowledge that their job activities are being tracked and analyzed, employees feel more accountable thanks to online monitoring. According to Memon (2014), more accountabilities encourage greater diligence and responsibility, which eventually improves performance. Giving out real-time feedback is another mechanism. Employers can make fast modifications and enhancements to their work thanks to the immediate input supervisors can give through online monitoring tools. Employees are motivated to achieve organizational goals through this feedback loop, which enables performance improvement (Tahir, Yusoff, Azam, Khan, & Kaleem, 2012). Based on the existing research, it can be hypothesized that online monitoring significantly affects employees' performance in Ukrainian manufacturing enterprises. The empirical data is consistent with the idea that online monitoring improves employee performance by encouraging accountability and providing timely feedback.

It's critical to recognize some of the current research's limitations, though. First and foremost, one must consider the ethical issues raised by online monitoring (Rao & Aleem, 2022). Constant monitoring can jeopardize an employee's right to privacy and autonomy, which could have unforeseen effects on the employee's mood and job satisfaction. Monitoring employee activity while upholding their right to privacy requires organizations to strike a compromise. Future studies should examine the moral implications of online monitoring, as well as how it affects employee satisfaction and performance results. The efficiency and acceptance of online monitoring practices may also be influenced by the cultural environment in which Ukrainian manufacturing companies operate. Employee responses to monitoring can be influenced by different cultural norms and values, which may reduce its efficacy. Future research can look at the cultural elements that affect how online surveillance of employees and performance in Ukrainian manufacturing enterprises are related. Therefore, there is evidence in the literature that there is a link between online monitoring and employee performance. By promoting responsibility and giving real-time feedback, the implementation of online monitoring systems in Ukrainian manufacturing companies can help to improved employee performance. When implementing such monitoring practices, organizations must, however, take the ethical ramifications and cultural context into careful consideration (Lin & Huang, 2020). To acquire a more complete knowledge of the effect of online surveillance on employees' performance in the Ukrainian manufacturing sector, future research should investigate the ethical dimensions and cultural variables.

**H2:** *Online monitoring has an impact on employees' performance.*

### 2.3. External Motivation and Employees' Performance

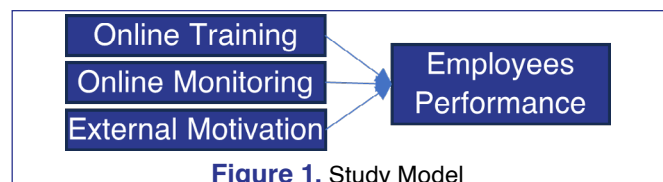
It has been extensively studied in the literature how external motivation and performance are related. When it comes to enhancing and accelerating employees' performance, external motivation refers to the use of external incentives, prizes, and recognition. This section explores the literature on the effects of external motivation on employee performance with specific reference to Ukrainian manufacturing businesses (Lin & Huang, 2020). External motivation has been the subject of numerous research examining how it affects workers' performance, emphasizing its important function in promoting desired results. For instance, Ali, Lodhi, Raza, and Ali

(2018) study looked at how Ukrainian manufacturing enterprises' employees performed in response to external motivation in the form of financial incentives. The research showed a link between employee performance and external motivation. The task completion, productivity, and overall job performance of employees who got financial incentives for their accomplishments were higher than those who did not.

Research has also investigated the underlying processes through which motivation from outside the workplace affects an employee's performance. Reinforcing desired behaviors is one strategy. Employees are given external motivation when they want it, which reinforces their good performance behaviors and motivates them to maintain and raise their performance levels (Khan & Ghayas, 2022). This kind of motivation gives employees real rewards for their work and tangible recognition for it. Fulfilling psychological demands is another mechanism. Employees' needs for competence, autonomy, and relatedness can be met by external incentive when it is designed well. Employee motivation and engagement are improved, leading to better performance outcomes, when these psychological demands are met (Abuelhassan & Elsayed, 2020). According to the body of research, it is possible to hypothesize that employees' performance in Ukrainian manufacturing enterprises is significantly influenced by external incentive. The empirical data supports the idea that external motivation enhances employees' performance by reinforcing desired behaviors and meeting their psychological needs.

But it's important to recognize that some of the previous research has some shortcomings. To begin with, the type of rewards given, and the personal preferences of each employee may have an impact on how effective external motivation is. It is important to customize motivational tactics to meet the needs and preferences of each employee because different people may react differently to various forms of external incentives. Future studies ought to examine how various external motivational factors differ in their influence on worker performance in Ukrainian manufacturing enterprises. The second thing to think about is how long-lasting external motivation is. If internal motivation and intrinsic job happiness aren't present, extrinsic incentives' ability to drive performance initially may decline over time. The interaction of internal and external motivation and how it affects employees' performance could be the subject of future research. According to the research, there is a strong correlation between employee performance and external incentive. Ukrainian manufacturing companies can improve employee performance by reinforcing desired behaviors and satiating psychological demands by utilizing external incentives, awards, and recognition. Organizations should, however, consider that each employee has different preferences, and that internal motivation is just as important as external rewards in motivating people. To fully comprehend their effect on workers' performance in the Ukrainian manufacturing environment, further research should investigate the specific types of external motivation and their long-term viability. The model of the study is reported in Figure 1.

**H3:** *External motivation has an impact on employees' performance.*



**Figure 1.** Study Model



### 3. METHODOLOGY

In order to examine the connection between online training, online monitoring, outside motivation, and employees' performance in Pakistani private telecommuting enterprises, the present study used a quantitative research methodology. With the use of the study approach, numerical data that could be statistically analyzed and given significant insights into the variables of interest could be collected. After carefully examining the pertinent literature and theoretical structures, a systematic questionnaire was created to collect data. The questionnaire was created with the intention of gathering data regarding online training, online monitoring, outside motivation, and employee performance. The respondents' attitudes and views towards the factors under consideration were gauged using the Likert scale. Participants may indicate how much they agreed or disagreed with certain assertions using the Likert scale, which offered a variety of response alternatives.

A technique called area cluster sampling was used in terms of sample methodology. A cluster of businesses was randomly chosen from each of the various geographic divisions of Pakistani private telecommuting firms. Using this strategy, managers from diverse telecommuting companies in various countries might be included in the sample. Based on statistical analysis and advice from other studies, the sample size was chosen. The respondents for this study were 300 managers in total. Within their respective organizations, the chosen managers covered a wide range of positions and divisions. An online survey platform was used to communicate with the respondents most of the time. The chosen managers were given access to the questionnaire electronically, and they had a set amount of time to respond. This technique allowed for effective data collection while ensuring the comfort and accessibility of the participants. After data collection, 285 respondents—or a 95% response rate—were finally included in the analysis. Partial Least Squares (PLS) path modelling was used for data analysis. PLS is an effective statistical technique for analyzing complicated relationships and latent components, making it the best choice for analyzing the interactions between online training, online monitoring,

outside motivation, and employee performance.

Scales and measurements included in the questionnaire were taken from tools that had been used in other studies and were validated. These established scales guaranteed the accuracy and validity of the measurements used in the current study. The current study sought to provide a link to earlier studies and improve the comparability of results by using recognized scales. Hence, the research approach used in this study was quantitative in character. Managers from private telecommuting companies in Pakistan were surveyed using a Likert scale to gather data. The area cluster sampling strategy made it easier to choose a representative sample. An initial sample size of 300 managers was intended, and 285 respondents' data was used for the final analysis. Participants were contacted via an online survey platform, and Partial Least Squares (PLS) path modelling was used for data analysis. To ensure reliability and validity, the scales and measurements included in the questionnaire were in line with earlier research.

### 4. DATA ANALYSIS AND FINDINGS

The findings of measurement model are used to determine the validity and reliability. The factor loadings are tested to check the reliability of the constructs' items, the findings of factor loadings are more than 0.60 (Shevlin & Miles, 1998) that established that the items of this research have appropriate reliability. Furthermore, the Cronbach alpha and composite reliability of this research is also tested to determine construct validity and internal correlation. The reported findings of Cronbach alpha are more than 0.70 and the findings of composite reliability are also more than 0.70 (Alarcón, Sánchez, & De Olavide, 2015; Tavakol & Dennick, 2011). This established that the research data has appropriate reliability and validity. Furthermore, the average variance extracted is checked to determine variance between research data. The findings of average variance extracted more than 0.50 are significant. The data highlighted in Table 1 also confirmed that this research has achieved significant average variance extracted along with composite reliability and Cronbach alpha.

**Table 1. Validity and Reliability**

Construct	Items	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Online Training	OT1	0.993	0.882	0.793	0.583
	OT2	0.749			
	OT3	0.849			
	OT4	0.778			
	OT5	0.984			
Online Monitoring	OM1	0.794	0.831	0.711	0.573
	OM2	0.799			
	OM3	0.683			
	OM4	0.673			
	OM5	0.661			
External Motivation	EM1	0.749	0.812	0.783	0.522
	EM2	0.739			
	EM3	0.849			
	EM4	0.893			
	EM5	0.931			
	EM6	0.734			
Employees Performance	EP1	0.894	0.799	0.703	0.509
	EP2	0.784			
	EP3	0.883			
	EP4	0.894			
	EP5	0.812			

The discriminant validity of this research data is tested with Heteritrait-Monotrait (HTMT) method. The findings of discriminant validity are tested with threshold  $HTMT < 0.85$  because when the findings of HTMT matrix are less than 0.85 (Ab Hamid, Sami,

& Sidek, 2017), the study findings are accepted significantly. In this way, the research data shown in Table 2 confirmed that the significant discriminant validity is achieved by this research data.

**Table 2. HTMT**

Construct	Online Training	Online Monitoring	External Motivation	Employees Performance
Online Training				
Online Monitoring	0.732			
External Motivation	0.711	0.701		
Employees Performance	0.682	0.634	0.621	

The findings of paths are tested with structural equation model approach. The t-values  $> 1.96$  and p-values  $< 0.05$  are tested to determine the relationships. The results of H1 established that online training has a positive impact on employees' performance. The H2 findings reported that online monitoring has a positive

impact on employees' performance. Lastly, the findings of H3 confirmed that external motivation has an impact on employees' performance. The data for path findings of this research is highlighted in Table 3.

**Table 3. Path Findings**

Relationships	Original Sample	T Statistics	P Values	Status
Online Training->Employees Performance	0.511	7.722	0.000	Significant
Online Monitoring->Employees Performance	0.421	7.433	0.000	Significant
External Motivation	0.283	4.099	0.000	Significant

The effect size ( $f^2$ ) of this study is determined to check the effect of independent variable on dependent variable. The value of 0.02 is small, 0.15 is medium and 0.35 is large for  $f^2$ . The data for this research claimed that the effect of online training and online monitoring is medium on employees' performance. However, the effect of external motivation is large on employees' performance. The findings of effect size are reported in Table 4.

**Table 4. Effect Size**

Construct	Employees Performance
Online Training	0.292
Online Monitoring	0.213
External Motivation	0.369

## 5. DISCUSSION AND CONCLUSION

This study provides empirical support for the assumptions that online training, online monitoring, and outside motivation have a major impact on employees' performance in private telecommuting enterprises in Pakistan. To improve employee performance results, the findings emphasize the significance of putting into place efficient training programs, making use of online monitoring systems, and introducing outside motivational tactics. Businesses may develop a trained and motivated workforce by making these investments, which will increase output, job satisfaction, and overall business performance (Nzewi, Chiekezie, & Ogbeta, 2015). The consequences of these findings highlight the necessity for ongoing efforts to improve staff development, monitoring procedures, and motivational initiatives within the framework of telecommuting enterprises in Pakistan.

The study's findings corroborate Hypothesis 1, which proposed that online training affects workers' performance. In Pakistani private telecommuting enterprises, online training was found to have a strong positive link with worker performance once data was analyzed. These results are consistent with earlier research that emphasized the value of training in advancing worker abilities, knowledge, and job performance. Employees

had possibilities to learn new information and hone skills important for their jobs thanks to the deployment of online training programs (Davidescu, Apostu, Paul, & Casuneanu, 2020). Online training's convenience and adaptability allows workers to study at their own pace, adjust to shifting job requirements, and advance their skill sets (Cooper, Wang, Bartram, & Cooke, 2019). Therefore, workers who took part in online training courses showed enhanced job performance, as shown by higher levels of task completion, accuracy, and general productivity.

The data analysis is consistent with Hypothesis 2, which suggests that internet monitoring affects employees' productivity. The findings showed a strong positive correlation between online monitoring and worker performance in Pakistani private telecommuting enterprises. These results support earlier research that emphasized the benefit of monitoring in raising worker accountability, output, and general performance. The development of internet monitoring tools made it possible for managers to watch and assess the work of employees from a distance. Employees felt more accountable because of this practice because they knew their performance was being watched (Cooper et al., 2019; Nzewi et al., 2015). An increased sense of accountability, dedication, and commitment to organizational goals was generated by the ongoing monitoring and feedback offered through online platforms (Chang, Sun, & Wu, 2022). Hence, as compared to workers who weren't observed, those who were subject to online monitoring performed their jobs with greater levels of accuracy, task completion, and overall performance.

The study's findings are consistent with Hypothesis 3's contention that employees' performance is influenced by their motivation from outside sources. An analysis of Pakistani private telecommuting enterprises showed a substantial positive association between employees' performance and their external motivation. These results are in line with other studies that highlighted the importance of outside incentives, awards, and recognition in motivating employee



performance outcomes. Employee performance can be improved using external motivator tactics including financial incentives, recognition programs, and performance-based incentives. It reinforced desired behaviors, improved job satisfaction, and sparked employee engagement to offer real rewards and recognition. As a result, employees who experienced external motivation displayed higher levels of task completion, productivity, and general job performance than those who did not.

## 6. FUTURE DIRECTIONS

Although this study has shed important light on the connections between online training, online monitoring, outside motivation, and employee performance in Pakistani private telecommuting firms, there are still several directions for future research that can further deepen our understanding of this subject. Conducting longitudinal studies would enable the analysis of the long-term impacts of online training, online monitoring, and external motivation on worker performance. Researchers can better understand the viability and longevity of these interactions by monitoring performance changes over time. A wider viewpoint on the effects of online training, online monitoring, and external motivation on employee performance could be gained by contrasting the results of this study with those from other industries, sectors, or nations. This comparison analysis may reveal contextual elements that affect these interventions' efficacy and provide insight into best practices in a range of contexts.

Examining the mediating and moderating elements in the relationship between online training, online monitoring, outside motivation, and employee performance may help us better understand the underlying mechanisms at work. To learn how they relate to the factors under study, researchers may investigate variables including individual traits, job design, organizational culture, and technology infrastructure. By combining quantitative and qualitative research techniques, it is possible to gain a more thorough understanding of the effects of online training, online monitoring, and outside incentive on employee performance. The rich contextual information provided by qualitative insights can be used to supplement quantitative data from surveys and capture employees' subjective experiences. Future study can explore the best methods for putting online training, online monitoring, and external motivator programs into practice in telecommuting businesses. Organizations seeking to maximize employee performance in telecommuting environments might benefit from looking at the elements that encourage successful adoption, overcoming obstacles, and finding best practices. Although this study concentrated on conventional performance indicators like task completion and productivity, future research may examine alternative performance indicators including employee creativity, innovation, and job satisfaction. A deeper understanding of the effects of online training, online monitoring, and external incentive on total employee well-being and organizational outcomes would result from looking at these elements.

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