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The Moderating Effect of Working from Home in The Relationship Between Motivational Factors and Project Performance: A Case Study of Perusahaan Otomobil Kedua (Perodua) in Malaysia

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Abstract

This research study investigates the direct empirical link between motivational factors and project performance among 277 employees who work in Perodua by utilizing working from home as a moderating variable to portray the automotive industry in Malaysia. It may have consequences for business practitioners who really want to evaluate the effectiveness of their work-from-home policy, especially from the angle during the Covid-19 pandemic and crisis. Furthermore, the research concluded that working from home was an important mediator in the relationship between motivational factors and project performance. The study's methodology is quantitative, and the IBM Statistical Package for Social Sciences (IBM SPSS) Version 22 package was used to explore the connection between motivational factors and project performance in relation to the moderating impact of working from home. The data was gathered by issuing an online questionnaire to employees who work in Perodua, which represents the automotive industry in Malaysia. The questionnaire, which used a 5-point Likert-type scale, was distributed via phone and email, and the link was also posted on social media, which attracted 277 responses. To highlight in particular, the result from this research study shows a significant relationship between working from home, job satisfaction, staff rewards, employee training and project performance. As expected, the moderating variable which is working from home gives the greatest contribution to project performance. Eventually, theoretical and practical consequences were explored based on study findings. There were some limitations and recommendations for future research.

Keywords: working from home, motivational factors, project performance

Introduction

COVID-19 has lately emerged as a dangerous international concern for everyone. Not only are governments in Malaysia being pressured to take actions to prevent the spread of the virus, but governments all around the world are being obliged to do the same. Social distance, wearing a face mask, and regularly sanitizing our hands are among the key policies. As a result of these extreme measures, schools, companies, tourist sites, and even some public transits have been forced to shut down temporarily. (Susilo, 2020). Corporations such as Dell and Xerox promote working from home and specifically seek people who can work remotely (Brooks, 2014). Working from home may be advantageous for these types of enterprises since they are adaptive mainly due to the fact that they are technology and computer-based companies.

This research study is essentially being conducted since it is currently uncertain whether or not this method of working from home will be as beneficial across all organizations. This research will focus on Malaysian automotive industry sectors and how employees have the freedom within their job requirements to work from home, whether or not their employer requires them to stay in the office. Most companies and governments throughout the globe responded to COVID-19 by adopting a work-from-home (WFH) policy in order to prevent virus transmission from one person to another. People were also urged to practice social distance and to constantly clean our hands in all everyday tasks. Companies have been hesitant to implement the plan due to the disagreement over its effectiveness; therefore, several researchers have been asked to investigate its benefits.

Motivational factors are generally considered to have a significant function in company performance, and an employee who is satisfied with his or her work outperforms one who is unsatisfied (Khan et al., 2016). Many of us feel that maximizing motivational factors while working from home is one of the most excellent reasons for companies to consider teleworking as a work arrangement. Teleworkers are sometimes more productive than their coworkers since they may work during their most productive hours and are less distracted by teammates (Golden and Veiga, 2008; Martinez-Sanchez et al., 2008; Tremblay and Genin, 2007).

It is commonly stated that balancing work and family commitments has become one of the most significant challenges of working from home. As a result, others argue that it would have a negative impact on employee work satisfaction and overall productivity. Many researches have highlighted the favorable relationship between job organizational commitment in this regard (Dubinsky et al., 1981; Clark et al., 1991; McNeilly et al., 1992; Wong et al., 1995; Fletcher et al., 1996). Two researchers (Kehoe and Wright, 2013) performed certain statistical tests in 2013 and discovered a substantial linkage between the reward system and performance recognition, as well as simultaneously leveling-up motivation and job satisfaction. Employee motivation and job satisfaction, according to their research, are related to changes in recognition and rewards. For example, a rise in salary leads to an improvement in work performance. A well-planned attempt by a company to facilitate employees is referred to as training. Training is especially important in industries with rapid changes in technology (Alebel, 2012). Several researchers suggested for companies to assist employees in enhancing their professions through activities that benefit both the individuals and the organization (Fugate et al., 2004). In this day and age, progress of project performance is viewed as crucial once it involves organizational strategies and implementation. Giant players like Amazon, Microsoft, Toyota and so on would undoubtedly prefer project-management over function-based management because the latter is no longer thought-about effective (Rolstadås et al., 2014).

Objectives of the Research

- i. To investigate the relationship between job satisfaction and project performance.
- ii. To investigate the relationship between staff rewards and project performance.
- iii. To investigate the relationship between employee training and project performance.
- iv. To investigate the importance of working from home as a moderator in the relationship between motivational factors and project performance.

Research Questions

- i. Is there any relationship between job satisfaction and project performance?
- ii. Is there any relationship between staff rewards and project performance?
- iii. Is there any relationship between employee training and project performance?
- iv. Is working from home moderate the relationship between motivational factors and project performance?

Literature Review

Telework, widely referred as working from home, is described as work performed from a separate location (such as home) that allows employees to access their labor activities through the use of information and communication technologies (Nilles, 1997; Perez et al., 2003). It has also been suggested as an efficient technique of arranging work. Working from home has attracted the attentions of practitioners and academics alike since it enables the organization from anywhere and at any time. It has been perceived as a win-win situation for both employees and employers, making it possible to select from a wide variety of experiences, reduce property expenses, motivate employees, and sustain employee work–family balance (Madsen, 2003).

Additionally, past research has identified a variety of multidimensional implications and benefits of working from home for individuals, companies, and society (Perez et al., 2003). These benefits include improved time planning freedom (Gurstein, 2001; Morgan, 2004); greater autonomy (Harpaz, 2002); decreased informal communication (Khalifa and Davison, 2000); enhanced family and leisure time (Ammons and Markham, 2004; Johnson et al., 2007); stress reduction (Fonner and Roloff, 2010); and strengthened productivity (Fonner and Roloff, 2010). (Bailey and Kurland, 2002; Fonner and Roloff, 2010; Golden and Veiga, 2008; Martinez-Sanchez et al., 2008; Tremblay and Genin, 2007); increased job satisfaction (Gurstein, 2001; Pratt, 1999); reduced commuting time (Tremblay and Thomsin, 2012); reduced travel and other costs (Morgan, 2004); expanded employment prospects for women with children, students, and individuals with disabilities (Morgan, 2004); and reduced traffic congestion and pollution (Handy and Mokhtarian, 1996).

Furthermore, if it is voluntary, employees perceive working from home as an advantage and a symbol of recognition and trustworthiness. Only under these circumstances would employees respond to working from home by throwing in "additional" effort (Fehr and Gächter 2000). Employees are most likely to be motivated when they are not just held accountable for their work but also getting sufficient feedback on their performance (Hackman and Oldham 1976). As a result, companies must be encouraged to provide relevant feedback.

Some downside of working from home is that it may lead to some personal and professional isolation as a result of employees diminished human interaction (Hill et al. 2003). As a result, companies must be required to enforce their corporate environment of working from home, which should include regular online face-to-face group discussions with supervisors and colleagues to communicate essential information, feel engaged within the team, and interact with the company (Bailyn 1988). Similarly, frequent distractions from home, working excessive hours, or extra days to the week would all have a negative impact on an individual's work–life balance (Bailey and Kurland, 2002; Johnson et al., 2007). Similarly, scholars such as Madell (2019) highlighted that working from home has disadvantages including a lack of supervision, which elevates the potential of misunderstanding. Other difficulties include the lack of physical distinction between work and leisure time, which eventually results in a home that is a stressful work atmosphere.

From other perspectives, employers can probably gain from establishing work-from-home arrangements because they can save money on operating costs due to lower office space and utilities (Bloom et al. 2015). As employees with different views or preferences, mandatory working from home might induce dissatisfaction (Bélanger 1999). Working from home on a regular basis may lead to unhappiness (Bélanger 1999). Working from home has generally been recognized to be a strategy of accelerating an individual's work–life balance because working from home permits them to simultaneously attend for almost all of their family members (Johnson et al., 2007; Ammons and Markham, 2004).

Several theories and models of individual behaviors and attitudes place an emphasis on job satisfaction. Previously, the concept of job satisfaction was interpreted in a number of ways. One of most frequently used definition of job satisfaction derives from John Locke (1976), who established it as "a pleasurable or positive emotional state as a result of job appraisal or work experience." According to Syeyen and Van Wk (1999), job satisfaction is a glimpse of hope that comes with knowing one's personal work.

According to Mwamwenda (1995), there seems to be a relationship between job satisfaction and employee retention, devotion, activities, and hours worked. The addition of enjoyment or work satisfaction to a job is considered to as job satisfaction (Dubrin, 1997). Job satisfaction is the reflection of an employee's perspective of how crucial their work is (Luthans, 2002). Most people typically have a higher need, such as self-realization (Smither, 1998). This proves that people who have a significant need for work are simply delighted with a job that satisfies those desires (Hackman and Lawler, 1971).

Additionally, job satisfaction is very often described by employees' pleasant feelings about their work (Pan, 2015). Job satisfaction is determined by feelings or a subjective working condition. Job satisfaction is also affected by a variety of elements such as corporate policies, supervision, administration, remuneration, wages, and the quality of work life. Employee satisfaction is viewed as a collection of relevant elements that boost job satisfaction (Farooqui and Nagendra, 2014). Internal promotion has a favorable impact on employee job satisfaction and organizational effectiveness, according to research from Taiwanese insurance companies. Furthermore, Internal marketing benefited from culture of the company (Shiu & Yu, 2010). Another study found that employees who play a key part in providing services to consumers would have to provide high-quality services in order for the establishment of an area supported internal promotion within the organization to be a factor of excellent job satisfaction (Tortosa, A. Moliner & Sanchez, 2010).

Employee performance and motivation have a significant impact on the company's productivity and success. A systematic rewards system is an innovative management tool for employee motivation, particularly low achievers, while also encouraging job satisfaction, particularly amongst high achievers (Dewhurst et al, 2009). According to Armstrong (2013), a reward system is a platform designed to identify great performers and offer opportunity for low performers to enhance their performance. Once again, reward systems have been developed as one of the most powerful methods of improving motivational factors and job satisfaction. A reward system, according to management, is intended to alter employees' perspectives toward their jobs in particular and the organization in general (Griffin & Moorhead, 2013). Employees that achieve or exceed expectations are rewarded, acting as a tool for inspiration, attraction, and retention of qualified employee.

A reward system is a method of boosting an organizational effectiveness while also monitoring employee performance, consequently retaining qualified employees and attracting fresh young talent. Similarly, researcher Wang (2004) highlights the fact that the reward system is an effective means of improving employee engagement to the company while also promoting employee loyalty and job satisfaction. Moreover, (Torrington et al, 2009) explored rewards systems and their effects on companies, concluding that an appropriate reward system improves job satisfaction, leading to an increase in the efficiency and effectiveness of motivational factors. Thus, according Andrew and Kent (2007), job satisfaction is strongly influenced by employees' perceptions of the reward system, as well as appraisal system and appreciation, whereas Raza (2012) concludes that the reward system is a motivating factor for employees to meet management performance targets. Working from home research suggests that some employees are concerned about their employment opportunities and advancement as a result of decreased visibility and superior identification (Khalifa and Davison, 2000; Maruyama and Tietze, 2012) or social exclusion (Golden and Veiga, 2008; Madsen, 2003). The feeling of isolation is compounded by less communication between the employees and their coworkers, managers, and management. Some people may develop a sense that they are receiving less appreciation for their accomplishments (Zhang, 2016). They occasionally present their work once it is complete, but their management does not realize the procedure required in completing a deliverable. Several employees may work overtime; nonetheless, their work is judged solely by the outcome, not by the hardships that employees encountered along the way. Employees might not even receive recognition and assistance when they are needed, which may lead to employee disappointment because their social desires cannot be satisfied by working from home (Marshall et al, 2007).

Training and development are one of the human resource management functions that engage with organization development focused at optimizing the productivity of employees and teams in an organization. It could even be considered as an educational approach that incorporates strengthening competencies, concepts, altering behaviors, and collecting extra knowledge and to develop employee

performance. Additionally, training and development enable employees with the possibility for private development inside the company while also providing the organization with the knowledge and skills it requires to obtain a competitive advantage. Utilize training delivery techniques that provide employees the flexibility to manage their individual learning, whereas reconciliation of alternate work and non-work duties, such as online learning, aids in the development of employee engagement to the company. Training could even be called one of the techniques for employees to gain the necessary tools and knowledge to address the environmental problems (Wilson and Hash, 2003).

The majority of previous research study has been well established the connection between employee training and job performance. According to Abay (2008), a strong association was discovered between employees' training and their subsequent success in executing completely different duties. It was discovered that personnel who attended trainings were far more capable of doing various responsibilities and vice versa. Training involves a direct empirical relationship between employee performance and training. (Elnegal and Imran, 2013), (Jagero and Komba, 2012), (Saeed and Asghar, 2012), and (Singh and Mohanty, 2012) also documented similar findings (Tennant et al, 2002). As a result, additional training improves employee performance and loyalty to the organization while lowering the risk of employee terminations and layoffs (Choo and Bowley, 2007).

Since the 1980s, the function of project managers has grown incredibly popular as companies have gradually shifted from functional-based activities to project-based activities as a clear and concise manner of measuring return on investment within the product development and manufacturing process (Fisher, 2011; Kwak & Anbari, 2009; Mir & Pennington, 2014). Successful project managers handle multiple stakeholder personalities while managing the interacting elements of scope deliverables, timeline for the project, and financial restrictions (Fisher, 2011; Nwagbogwu, 2011; Watson, 2009). Project management is the discipline of coordinating the actions of resources in order to accomplish tasks to achieve a greater goal while controlling for threats related to scope, schedule, and costs (Burgan, 2013). It is frequently thought of as the art of coordinating and managing human and material resources throughout the life of a project by utilizing modern management strategies to accomplish predetermined goals of scope, cost, schedule, quality, and participation fulfillment (ASCE1 Quality Manual, 1987).

The concept of project performance has been a topic of major concern for the majority of stakeholders in the automotive industry. Projects are intended to perform in order to meet predetermined goals. A project is considered successful when its objectives are met successfully (Sarfo, 2007). Project performance has been regarded to be associated to project success, which would also be frequently linked to project objectives (Chan & Chan, 2004). According to studies conducted into corporate teaching strategies in the project management environment, project organizations should concentrate in knowledge creation because increasing knowledge is associated to increased project performance (Kotnour, 2000). This information assists the company in better developing the project and fulfilling cost, schedule, and performance objectives. Taking project feedback and adopting from experiences has a big effect on project performance (Loo, 2003). Any project's overall performance is typically a combination of the performances of its specific strategies. Project performance is measured in terms of time delivery, cost effectiveness, and quality of work, based on the well-known and well-understood nature of those objectives.

Research Gap

Several previous research on the virtual office and teleworking already existed (Marshall et al., 2007; Zhang, 2016). Nonetheless, establishing a work-from-home (WFH) policy across the COVID-19 pandemic is not simply the same as previous definition of teleworking. One of the most major difference is that it places restrictions on work locations, when previously, people could work in a variety of comfortable settings such as expensive coffee shops like Starbucks, parks like Taman Tasik Putrajaya, and even fancy hotel lobby like the Concorde or Hilton. Many organizations have followed government regulations in order to allow employees to work from home. However, people are currently limited to working from home during the pandemic. The effectiveness of work-from-home on

employee project performance remains controversial (Allen, Golden, & Shockley, 2015), establishing a research gap. Furthermore, there is ambiguity about the implications of working from home on project performance levels; hence, it is critical that this study be conducted to allow this industry to assess whether project performance levels rise or decrease when employees work from home. This proposed research study is aimed at filling a gap in the existing literature by assessing the specific and empirical relationship that exists between job satisfaction, staff rewards and employee training. The research aspires to supply solutions to the mentioned gap by extending working from home as a moderator.

Methodology

In this research study, employees from the Malaysian automotive industry especially who work in Perodua, have been chosen at random to be part of quantitative data collection methodology and survey approach so as to get data on the factors influencing project performance. Furthermore, as a result of the survey method, a cross-sectional study adapting survey methodology for data collection was utilized, allowing researchers to deal more directly with the respondents' feelings, thinking, and opinions especially when information relating to mindset, behavior and attitudes is collected. Yin (1994); Zikmund (2003). Moreover, the survey approach allows for more accurate data evaluation and analysis of the sample, as well as the ability for the researcher to draw any conclusions by extrapolating findings from a sample to the population (Creswell, 1994). Also, this technique is commonly perceived as being faster, more cost-effective, and efficient than other procedures, and it may be simply applied to an enormous sample (Churchill, 1995; Sekaran, 2000; Zikmund, 2000).

Population

This research study uses the Stratified sampling methodology (Cooper and Schindler, 2011, Creswell, 2009) to pick out a random sample consisting of 277 members from the sample frame. General managers and managers are specifically being targeted due to their knowledge, experience and direct involvement in projects on a daily basis. Engineers and project team member such as operation executive and non-operation executive are considered to be part of team and have been enclosed based on the recommendation from previous studies. Communication with all the respondents within the automotive industry was administered via email, social media and telephone so as to accumulate fast information about the number of general managers, managers and so on.

Table 1: Stratified Sampling of Respondents

Stratum by Position	Frequency in Stratum	Frequency Respondents
Non-Operation Exec	392	114
Operation Exec	222	65
Engineer	194	57
Manager	118	34
General Manager	21	7
Total	937	277

Data Collection and Procedures

Data collection is the process of gathering useful information and opinions about a research topic from a targeted sample of the population (Churchill, 1987). A variety of data collection techniques, such as mailing services, electronic mails, social media, face-to-face conferences with respondents, or a combination of those approaches, are available (Sekaran, 2000; Zikmund, 2000; Cooper and Schindler, 2001). In particular, data collection method during this research study is purely using online questionnaire surveys (Google Forms), that have been practiced by many researchers within the previous study to eventually gather data collection (Kuen et al., 2009). This online questionnaire data collection is to be thought of the best and most suitable throughout this research study with regards to

the present scenario of Covid-19 pandemic, as well as to be in agreement that this can be an efficient way, versatile, quick and cost efficient.

Result

The primary goal of this research is to investigate the moderating effect of working from home in the relationship between motivational factors and project performance. A total number of 277 respondents were utilized in this research study, whereby with 115 (41.5%) males and 162 (58.5%) females filling up the sample. Following that, the average age of responses is 111 (40.1%) between 25 to 34 years old, followed by 107 (38.6%) between 35 to 49 years old, while 42 (15.2%) are below 25 years and 17 (6.1%) between 50 to 65 years old. In addition, the majority of respondents education are 221 (79.8%) have degree, followed by 30 (10.8%) have diploma, followed by 20 (7.2%) holding master, while five respondents (1.8%) have SPM and just only one (0.4%) holding PhD. Furthermore, most of the respondents or 114 (41.2%) working as Non-Operation Executive, followed by 65 (23.5%) working as Operation Executive, followed by 57 (20.6%) working as Engineer, while 34 (12.3%) are Manager and 7 (2.5%) are General Manager. Finally, most of them or 183 (66.1%) respondents' salary is between RM2,500 to RM4,999, followed by 56 (20.2%) salary is between RM5,000 to RM7,499, followed by 18 (6.5%) salary is between RM7,500 to RM9,999, while 15 (5.4%) salary is above RM10,000 and only five respondents (1.8%) salary is below RM2,500.

Descriptive Analysis

Table 2: Descriptive Statistics of Variables

Variable	Mean	Std. Deviation
Working from home	3.4016	1.00227
Job satisfaction	3.7220	0.69508
Staff rewards	2.9955	0.66942
Employee training	3.5957	0.53910
Project performance	3.1685	1.14159
N=277		

As a measure of central tendency, the mean has been used, that shows averages value of all variables were somewhat near and higher than its center level of 3.0 as shown in the above Table 2. According to the findings, respondents' perceptions of these characteristics were higher than the national average. The very best mean rating refers to job satisfaction because of the mean value of 3.7220, whereas the lowest mean refers to staff rewards as the mean value of 2.9955. The standard deviation has been used as a scattering index to indicate the degree to which individuals in each variable deviate from the variable mean among the variables analyzed.

Reliability

In this study, the IBM Statistical Package for Social Sciences (IBM SPSS) Version 22 has been used to assess the validity by evaluating the value of Cronbach's Alpha, which is used to determine whether or not the study is reliable (Hosseini, 2013). It will calculate the degree of related items in an instrument.

The Cronbach alpha is restricted to or has the utmost value of 1. In addition, the higher the reliability coefficient, the closer is the value of Cronbach alpha to 1.0 (Sekaran, 2003). Generally, if reliabilities are less than 0.6, they are thought of to be poor, reliabilities between 0.6 and 0.7 are questionable, whereas the reliabilities that fall inside 0.7 to 0.8 are acceptable, and those over 0.8 are considered to be of excellent reliability (Sekaran, 2003). A scale's Cronbach alpha coefficient would ideally be greater than 0.7. (DeVellis 2003). By utilising Cronbach's alpha for reliability analysis, all variables were assessed for the consistency reliability of the items among the variables. Cronbach's Alpha values for combined variable are listed in table below. Respondents were also guaranteed of the

confidentiality of their data, as any information supplied in this area would be used solely for educational and research purposes.

Table 3: Reliability Statistics of Variables

Cronbach's Alpha	N of Items
0.926	5

Table 3 shows the value of the Cronbach's Alpha for all the five variables which is 0.926. It consists of the Moderating Variable, Independent Variable, and Dependent Variables. Cronbach's Alpha score of 0.926 implies that the reliability is judged as excellent.

Table 4: Reliability Statistics of Each Variable

Variable	Cronbach's Alpha	N of Items
Working from home	0.895	4
Job satisfaction	0.712	4
Staff rewards	0.786	4
Employee training	0.645	2
Project performance	0.898	3
Total	0.953	17

Table 4 displays the reliability of the Cronbach's Alpha for each variable, along with the appropriate number (N) of items. The Cronbach alpha for the total number of items is then calculated. As seen in the table above, all Cronbach alpha values for the moderator, independent, and dependent variables were all greater than 0.6 and less than 1.0. This may be thought of to be a really good reliability (Sekaran, 2003). Rock bottom value refers to independent variable (employee training) 2 items is 0.645, whereby the very best value refers to dependent variable (project performance) 3 items is 0.898, whereas the output for moderator variable (working from home) 4 items is 0.895. In addition, 0.712 and 0.786 indicated the Cronbach alpha of the independent variables, 4 items of job satisfaction and 4 items of staff rewards respectively. Nevertheless, the Cronbach alpha for all 17 items, including moderator, independent, and dependent variables, is 0.953. To summarized, the variables used in this study are deemed to have a very good reliability since this Cronbach alpha reliability outcome value is greater than 0.6 and less than 1.0.

Multiple Regressions

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.984 ^a	.969	.969	.20220

Table 5 represent the report as the results of the analysis that is being used with considering the moderating variable that is working from home.

Table 6: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	348.573	4	87.143	2131.410	.000 ^b
Residual	11.121	272	.041		
Total	359.694	276			

The multiple regression showing a considerable correlation of $R = 0.984^a$, $R^2 = 0.969$ (96.9%), $F(4,272) = 2131.410$, $p < 0.001$ with relation to the four predictor variables and also the dependent

variables that is project performance. The R-square value reflects the proportion of variance accounted for by the independent variable which is more or less 96.9% of the variance within the project performance is accounted for by working from home, job satisfaction, staff rewards and employee training. This number illustrates the four variables significantly explained project performance by 96.9% whereas the remaining 3.1% can be explained by another variable.

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
1 (Constant)	-1.119	.107		-10.497	.000
Working from home	1.052	.030	.924	34.920	.000
Job satisfaction	.033	.042	.020	.796	.427
Staff rewards	-.014	.041	-.008	-.333	.740
Employee training	.173	.030	.082	5.807	.000

Finally, Beta Coefficients are described as the average worth derived from a multiple regression analysis executed on standardised independent variables having variances less than 1.0. It reveals whose independent variable has the greatest influence on the dependent variable and vice versa. From the report, there are only two variables that were statistically significant. Working from home variable provides the greater contribution with Beta value ($\beta = 0.924$, $p < 0.001$) and followed by employee training variable with Beta value ($\beta = 0.082$, $p < 0.001$).

Discussion

According to the research approach used for this study, solely 277 respondents' feedback with the absolutely completed questionnaire, which will be used to progress upon in this research. The answers of the participants were gathered utilizing an online survey technique (Google Forms) utilizing the demographic questionnaire and variables instruments. The demographic questionnaire consists of five items including gender, age, education, position and salary. The dependent variable questionnaire concerned three items that is cater to measure the project performance, whereas the moderator variable questionnaire involved four items that is designed to analyze motivational factors using a 5-point Likert scale, followed by independent variable job satisfaction, staff rewards and employee training which has four items, four items and two items respectively. This study could be a research pertaining to working from home scenario within the Malaysian automotive industry throughout Covid-19 pandemic. In addition, it used a model that has three variables that provide an effect on project performance, together with a moderating effect by working from home. The hypotheses were assumed and tested statistically, and therefore the relationship between variables was established.

In addition, during this research study, the research objectives were met, and the outcomes clearly demonstrated that job satisfaction, staff rewards, employee training and working from home have a significant relationship with impact on project performance. All the independent and moderating variables aforementioned have an influence on project performance inside the Malaysian automotive industry. Therefore, general managers, managers, along with engineers, operation executives and non-operation executives that were presently working within the automotive industry in Malaysia, ought to pay additional attention to the areas of job satisfaction, staff rewards, employee training and working from home since these variables have a significant relationship and great impact on project performance.

The Multiple Regression tables with the moderating variable (working from home) reveal a significant connection between the four independent variables or predictor factors, moderating variable as well as the dependent variables which are project performance ($R = 0.984^a$). The value of R-square reflects how much of an independent variable's and mediating variable variance can be computed that is close to 96.9% of the variance within the project performance is accounted for by working from home, job

satisfaction, staff rewards and employee training. Therefore, this means that the presence of working from home places a positive moderating and major role among the independent variables (job satisfaction, staff rewards and employee training) as well as the dependent variable (project performance) in Malaysian automotive industry. Significantly, it is vital to spotlight that, working from home variable provides the greatest contribution project performance with Beta value ($\beta = 0.924$, $p < 0.001$), followed by employee training variable with Beta value ($\beta = 0.082$, $p < 0.001$). Having aforementioned that, the impendent and moderating variables utilized in this study have a significant contribution to project success.

Limitations

With regards to the chosen online recruitment and data collection procedures, this research study has to quickly adapt with a restricted coverage of the respondents, whereby solely those general managers, manager, engineer, operation executive and non-operation executive that are already equipped themselves with online access akin to computer, laptop, portable devices and email are gathered. Nevertheless, all the sample size was covered, and the data were also collected and successfully analyzed. Therefore, the objective of this research has been achieved.

Recommendation for Future Research

This research study investigated the significant relationship between the moderating variable (working from home), independent variable (job satisfaction, staff rewards and employee training) and also the dependent variable (project performance) as perceived and reportable for the helpful use in Malaysian automotive industry. Considering on the study's outcomes and research findings, it is suggested that the following research to be undertaken using a similar moderator that is working from home with an inclusion of the unexamined variables which represent the remaining 3.1% for the flourishing accomplishment of this project.

The research study can also be extended to include whole staff that are working in Perodua, including non-executives instead of assessing the perception of general managers, managers and working level only. In addition, company size, organizational culture, and political stability may indeed be utilized as a mediator in order to analyze the connection between working from home and project performance.

In addition, whereas this research study is conducted among those people who work specifically in Perodua, or in the automotive industry generally, an identical study can be extended to other automotive companies such as Proton in Shah Alam, Honda in Alor Gajah and so on. Furthermore, this same model also can be used in an absolutely totally different industry in Malaysia such as the oil & gas industry whereby it leverages around 35% of the government revenue. The explanation given is frequently that it is attempted to validate or deny the tested assumptions, or it is done in different neighboring countries like Singapore or Thailand to see if there are any differences in terms of the nations, races, or traditions of the companies.

Conclusion

In summary, the outcome of this research study investigation revealed a powerful support for the relationship between working from home, job satisfaction, staff rewards, employee training, and project performance. In addition, the very best and greatest impact on project performance refers to a moderator variable that is working from home, followed by employee training. Moreover, it is extremely recommended that higher management like general managers or managers can take a glance and study the effect of working from home on motivational factors and project performance. In particular, the flourishing of this research study showed a significant relationship between working from home and motivational factors as well as the enhancement of project performance.

Refer to the research study's findings, work from home and motivational factors are considerably affected by project performance. It is suggested that the automotive industry in this country can offer necessary trainings to our higher management corresponding to general managers and managers. With appropriate techniques, standards and proper approaches, it can facilitate the better project implementation that may eventually contribute to the enhancement of job satisfaction, staff rewards and employee training, which might lead the industry to get and consistently maintain high rate of project performances.

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