

Enhancing Work from Home (WFH) Motivation Among Employees in Private Sector

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Abstract: The objective of this study was to explore the success factors on enhancing WFH motivation among employees in private sector. This study chooses employees in PCCS Group as subjects. A total of 210 effective questionnaires were collected through paper survey, and analysed by the SPSS Statistics. The collected data was analysed by using Descriptive Analysis, Regression Analysis and Correlation Analysis. The statistical results indicate the followings: 1) This study shows a significant correlation between WFH Motivation and Working Environment; 2) This study shows a significant correlation between WFH Motivation and Peer Support; and 3) This study shows a significant correlation between WFH Motivation and Organization Support. The conclusions drawn from statistic findings were provided for the decision-makers and those researchers who would be interested in this field as references.

Keywords: Motivation, Working Environment, Peer Support, Organization Support

1.0 Introduction

In Human Resource Management, Working from Home (WFH) has been widely practised in western countries in linked with the program in balance work and life of employees (Felstead & Jewson, 2000). The management provided this flexible work arrangement to maximize employees' performance, job satisfaction and commitment to organization (Crosbie & Moore, 2004). In 2017, more than 80% of American companies introduced a telecommuting system, and 30 million people work remotely from home, accounting for 16%-19% of the working population in the United States (International Labour Organization, 2021). According to the report of International Labour Office (2017), 24% of companies in the world, especially technology companies, have adopted remote office methods. The latest data in Upwork Future Workforce Pulse Report (December, 2020) shown that in four Americans, four are work remotely. Moreover, WFH is a concept that the Covid-19 pandemic has

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popularized worldwide. In 2021, the proportion of employees working from home permanently in worldwide is double than expectation due the epidemic (Meyer, Prescott, and Sheng, 2021).

Owing to the outbreak of Covid-19 globally, in this extraordinary times, the prevention and control of the epidemic needs to minimize the flow of personnel. On the other hand, most of the units need to carry out work. In order to balance the needs of both aspects, working from home has become a national action. The epidemic has forced millions of people to try to work from home. However, some of the companies and employees are not fully prepared. While enjoying the convenience, they also face some troubles. Many researchers report that working from home may cause a sense of boundary between work and life, and working from home is too comfortable and lacks restraint (Felstead, Jewson and Walters. 2002; Kurland and Bailey 1999 and Haeger and Lingham 2014).

However, there are several concerns about the effectiveness of this kind of new working way. Hence, it is important to examine how changes and new ways of working are developing in practice, what are the advantages and disadvantages of working from a distance how to motivate the employees who WFH. To address this challenge, motivation is the key point to ensure WFH is performed effectively and increase job satisfaction and productivity among employees.

A lot of literature discussing about the impacts of WFH on motivation, such as studies by Caillier (2011) on the topic "The Impact of Teleworking on Work Motivation in a U.S. Federal Government Agency; Fujii (2020); "Workplace Motivation: Addressing Telework as a Mechanism for Maintaining Employee Productivity" and Ward (2017), discussed impacts of motivation on WFH in the banking industry. However, there is lack of literature discuss the topic of enhancing motivation on work from home. Moreover, most of the prior research are carry out in the United State and European Countries (Crosbie & Moore, 2004; Felstead & Jewson, 2000). Therefore, this study discourse the motivation among employees who work from home in a developing economic background. Based on observations and analysis, are expected to provide more comprehensive suggestions for future WFH implementation in Asia Countries.

According to Eddleston & Mulki (2015) and De Menezes & Kelliher (2016), with the increase in WFH during the Covid-19 pandemic, an emerging remote employee culture is developing. However, the data and literature dealing with this phenomenon are limited. Consequently, this research will explore the factors that influence motivation among employees who work from home. PCCS Group Berhad has been selected as the sample of the research based on the motives to examine the motivation among employees who are WFH in Asia countries, in which the organisation has its subsidiaries across Asia countries. Second, the management of the organization is in the transit process where the second generation is taking over the responsibility. The new generation of management is planning for future management strategies.

Therefore, considering the above factors, this study is embarked to answer the following research questions: (i) Does the working environment to have a positive and significant impact on employees WFH motivation in private sector? (ii) Does the peer support to have a positive and significant impact on employees WFH motivation in private sector? (iii) Does the organization support to have a positive and significant impact on employees WFH motivation in private sector?

This study also aims to discourse the gaps with previous literatures. The research findings will also benefit other's organizations who still not ready to adopt the practice of working from home. The results can provide contextual information to sustain the knowledge base on motivation for remote employees. It can function as vital information for the strategic human resource management function such as employment policy making, talent management, training and development.

This study emphasis on the connection between working environment, peer support and organization support with motivation among the employees who are working from home (their home

as workplace). The background of the study is discuss in private sector as general and focus will be in PCCS Group Berhad in particular. The sample of experiment is at PCCS Group, a Malaysia listed company with about 4,000 employees across the subsidiaries in Malaysia, China and Cambodia. The target population is about 500 people cover employees from six departments in Malaysia, China and Cambodia, namely Management, Human Resource Department, Administration Department, Account & Finance Department, Marketing Department and Customer Services Department. The target sampling is around 210 respondents who were WFH two or more days a week, continuously for minimum six months are participated.

PCCS Group Berhad has been selected as the sample of the research based on the motives to examine the motivation among employees who are WFH in Asia countries, in which the organisation has its subsidiaries across Asia countries. Second, the management of the organization is in the transit process where the second generation is taking over the responsibility. The new generation of management is planning for future management strategies. Motivation increases the commitment of employees in their workplace. The management will work out the factors that can attract and retain the workers. In other words, the management should provide what the workers' needs to make them satisfied and happy with their job. The appropriate motivator not only can reduce turnover, it can increase the productivity and effectiveness too. This research is governed by Maslow Hierarchy Theory and would validate these theory in the Asian (Malaysian, Chinese and Cambodian) context.

2. Literature Review

The concept of working from home has received widely attention in the field of Human Resource Management many years ago. It can be traced since 1950's when Jones (1957) first proposed the idea that combination of the technology of computing and telecommunication can result to change in work location (Avery & Zabel, 2001). Jack Nilles, a NASA engineer was first defined the term "telecommuting" in 1976. At that time, he was working remotely on a complex NASA communication system (DBCDE 2011). After the energy crisis in 1970, the concept of this kind of alternative work arrangement was widely noticed (Pasini & Back, 2018). Shortly after that, Frank Schiff published an article "Working From Home Can Save Gasoline" on Washington Post in 1979 (Onyemaechi, Uchenna & Ikpeazu, 2020). This post is often credited with the beginning to popularize the term "flexiplace" and the United State government adopt a flexible work arrangement policy, which granted flexible and compressed schedules to federal employees (Wendell, 2000).

In the United State and Europe, which are more emphasis in individualism, are easily to adopt this new working style. Therefore, flexible working arrangement and remote office work are gradually prevailing in United State and Europe (Eurofound, 2017). Entering the millennium era, due to the advancement of telecommunication and technology, task can be performed anywhere and anytime (High Speed Internet, 2018). The integration of the entire network and information system aims to infuse another new form of life, accelerate economic growth, and pursue a higher quality of life. Concepts of working from home became more and more mature in developing countries (Lister & Kate, 2020). In early 2020, due to the Covid-19 pandemic, many companies around the world were forced to self-quarantine and work from home as an alternative.

The topics of past literature that are related to working from home can be categorized into groupings, which are: job satisfaction, job performance (productivity), turnover (retention), work-life balance and workforce diversity. Early literatures on WFH are focus on the field of comparison between teleworkers and employees in workplace (e.g., DuBrin, 1991; Fritz, Narasimhan, & Rhee, 1998; Igbaria & Guimaraes, 1999). Further studies had started to survey the impacts of WFH on job satisfaction, productivity and turnover (e.g., Fonner & Roloff, 2010; Golden, 2005, 2006, 2007; Golden & Raghuram, 2010; Golden & Veiga, 2005; Golden, Veiga, & Dino, 2008).

Latest literatures on WFH are in responding to the outbreak of Covid-19 and the lockdowns applied in many countries around the world (Alipour, Fadinger, and Schymik, 2021; de Haas, Fab & Hamersma, 2019). With the closure of schools due to COVID-19 or other reasons, it means that parents who work from home have enough time to interact with their kids (Alipour *et al.*, 2021). Although this event is advantageous to the kids, it may also affect a parent's productivity since most of the time; the worker will be engaged in other activities. However, this challenge may be solved through teamwork. Indeed, workers' family responsibilities, the need to share jobs, or even relationship pressure or domestic violence can affect their job responsibilities, change work schedules, and affect work and productivity.

2.1 Underpinning Model and Theory

Performance and productivity of WFH employees is the main concern among employers as well as employees themselves. Motivation is the keyword to manage a successful WFH model. Motivation increases the commitment of workers in their workplace. The management will work out the factors that can attract and retain the workers. In other words, the management should provide what the workers' needs to make them satisfied and happy with their job.

Maslow Hierarchy Theory

Abraham Maslow was introduced Maslow's hierarchy of needs, which containing a five layer model of human needs which illustrated in tiered levels in a pyramid (Nazatul, 2016). According to the theory, when the basic needs was fulfil, the workers will lose the interest of the present level and seek for the next level. Therefore, the unsatisfied needs can be assume as the most influential elements to motivate workers. Below Figure 1 describe the levels of Maslow's Hierarchy of Needs:

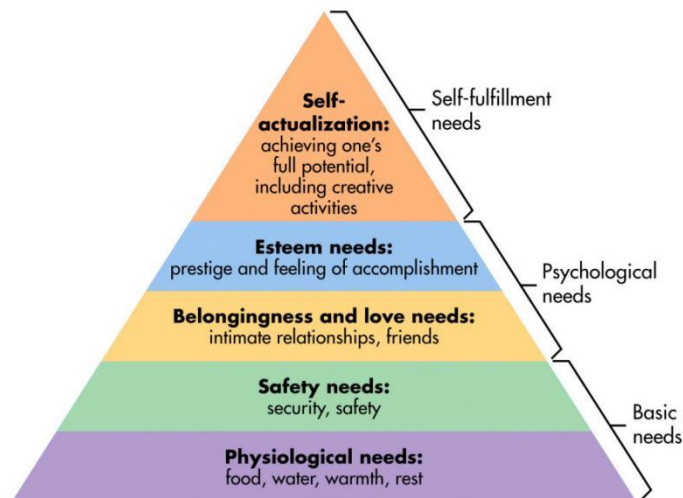


Figure 1: Levels of Maslow's Hierarchy of Needs
Source: Batman & Snell (2015)

2.2 Factors of Successful WFH

(a) Working Environment

Briner (2000) defines working environment as the interrelationship that exists within the employees and the environment in which the employees work. In this study, working environment refers to workplace environment, which consist of the locating, situations, conditions and circumstances where employees work and had impacts on employees. This study is focus on the influence of environmental

factors on employee motivation is more inclined to the influence of the work environment on employees' interference.

(i) Physical and Technical Work Environment

Physical work workplace is related to the physical or tangibles at the environment where the job is performed. It includes workplace layout, space, noise, temperature, lighting, ventilation and etc. (Banbury and Berry, 1998). Moreover, physical work environment is related to concern about well being and safety as well (Sarode & Shirsath, 2014). Thus, the physical work environment could have impacts on employees' adaptation to the working workplace. Opperman (2002) defined technical environment as technological infrastructure, equipment, tools and other physical or technical elements that enable employees to perform their respective duties and activities.

(ii) Work-life balance

Work-life balance was the common boundaries aspect in a lot of literature while discussing work from home (Biron & Veldhoven, 2016; Hill *et al.*, 2003; Kossek, Lautsch & Eaton, 2006; Nora, Carol & Susanne 2019). WFH may positively influence the work-life balance as it reduces the stressful commute from work to home and even an increased time to spend with the family (Bellmann and Hübler, 2020). Consequently, maintaining work and family harmony can be a challenge for those responsible for family care due to the closure of kindergartens and schools and the lack of alternative care measures. WFH often blurs boundaries between work and personal life, increasing working hours and strengthening work (Nora, Carol & Susanne 2019). As such, WFH can compromise privacy and create work-life conflicts that can challenge workers' well-being and affect work as a whole.

(iii) Employees' Adaptation into Remote

Remote workers must adapt to new situations practically and mentally, adopt a receptive attitude, and react positively (Davis & Cates, 2013). In particular, existing managers and employees who have acquired years of professional experience may become accustomed to working in an office, making it difficult for them to adapt to the new remote work culture in a fast-paced phase. It can also be detrimental to different generational groups.

(b) Peer Support

Every organization is affected by the change, especially when it comes to WEH. Employees are more participating when they are actively engaged to their work. However, past researches found that remote workers were felt that there is less support gaining from the co-workers (Cooper and Kurland, 2002; Lapierre *et al.*, 2015). According to previous researches, trust and support from colleagues are the main factor to success WFH (Crisp and Jarvenpaa, 2013; Makarius and Larson, 2017; Yakovleva *et al.*, 2010).

(i) Improving Engagement through Communication

Communication issues and lack of social interaction with colleagues are as the main weakness of WFH (Cooper and Kurland, 2002; Frank & Lowe, 2003; Fonner and Roloff, 2010). According to Bailey and Kurland (2002), remote worker may suffer from a sense of isolation from people at work. According to Latham (2013), communication enables both the management and the employees to know each others better. Eventually, communication between superior and employees could be an occasion to spiritual nourishment, counseling and share. When people work remotely, this directly detracts from the job's social aspect, as spontaneous conversations in the office are not possible (Golden, Veiga, and Dino, 2008).

(ii) Task-Group Collaboration

Task-group collaboration is group work or focuses group discussion where a task force is appointed to a particular problem. Given the situation above, strong leadership, and complacent workforce, I would recommend using task-group collaboration for the following reasons. The importance of using a task-group approach in addressing the above challenges is its ability to enhance creativity. When people come together, they share ideas through brainstorming. The shared ideas enhance creativity and problem solving as different people have varying experiences of solving issues. For example, in the team, members have faced similar difficulties; hence their input would benefit the group. In this way, the task-group approach maximizes shared knowledge in a firm and boosts new strategies to address a problem. As argued by Arthur (2014), working together on a project creates an enthusiasm for learning that is usually lacking in individual work.

(iii) Teamwork

Teamwork is an organizational culture that is characterized by stakeholders working together for a common goal. Latham (2013) noted above; teamwork is one approach through which engagement between the employees and leaders is enhanced. Besides, teamwork can improve communication among employees and increase employees' ability to collaborate. Better communication between employees can increase the efficiency and productivity of the company. Complacency, identified above, can be solved through teamwork in that teamwork will drive innovation by facilitating interaction and collaboration between employees. While supporting the importance of teamwork in solving complacency issues, Latham (2013) argued that collaboration enhances sharing ideas among stakeholders in an organization.

(c) Organization Support

“Organization and management cultural changes,” had biggest impact to remote workers compare with technological challenges. (Gan, Vicky, and Citylab, 2015). Bartel *et al.* (2012) in his survey concluded that the organizational support of WFH plan is a key factor in its success, and most of the reasons for the organization’s failure to make commitments are related to perception.

(i) Leaders’ Role in Remote Work

The leaders’ role is to evaluate potential outcomes, engage the employees, implement decisions, and motivate the workforce. Consequently, the leader evaluate the possible consequences of implementing decisions and the social and political consequences. Therefore, the leader must be qualified to evaluate creative ideas and forecast different outcomes about the other organization's other areas involved in innovation. Appraisal and appraisal skills are needed when the problem requires innovation in the process (Latham, 2013). Employers must be sensitive to employee situations. Therefore, employers can offer flexibility, including changing productivity measures to focus on performance rather than hours worked.

(ii) Employee remuneration

In some countries, when the WFH is in effect, damage incurred during working hours and due to or while performing work functions in certain work areas at home may be covered by employee insurance. However, in other countries, industrial accident insurance may not cover the scope of the WFH agreement. This depends on national law and case law. In general, workers' compensation claims could decrease during a pandemic because fewer people are working. However, these effects are unlikely to be felt the same across all industries, and workers' claims may not be limited to exposure to COVID-19. Employers may face additional challenges in reducing work-related injuries during WFH due to inadequate monitoring of the work environment and the increased potential for device misuse and distraction at home. These challenges could be exacerbated by the current pandemic, which has

contributed to increased anxiety and psychological distress, forcing many workers to share temporary offices with husbands, children, and pets.

(iii) Insurance and Safety of Employees:

Subject to national laws and regulations, the worker's home office can be viewed as an extension of the employer's work area within the WFH framework (ILO, 2020). Employers are usually responsible for the safety and health of workers at work and during working hours. The employee may be responsible for work-related accidents that occur during working hours at employee headquarters. Employers should review applicable national laws and regulations such as the *Occupational Health and Safety Act* (OSHA), the Manpower Act, and the Employee Compensation Act. Work-related injuries that occur during working hours and while performing work tasks in designated work areas at home are usually covered by employee compensation (ILO, 2020).

2.3 Conceptual Framework

Following the discussion and analysis of dependent variable (motivation) and independent variables (working environment, peer support and organization support) related literature in the previous section, this section mainly explains the relationship and hypothesis between the research variables, and then proposes the answers to the research questions. The framework of this study can be demonstrate as figure 2 with the hypothesis below:

Hypothesis 1: There is a significant positive relationship between working environment and WFH motivation among employees in private sector.

Hypothesis 2: There is a significant positive relationship between peer support and WFH motivation among employees in private sector.

Hypothesis 3: There is a significant positive relationship between organization support and WFH motivation among employees in private sector.

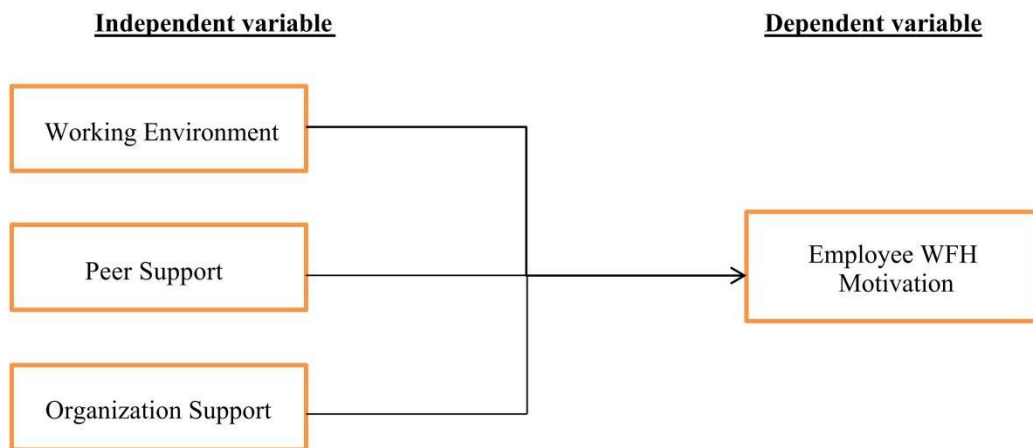


Figure 2: Research Framework of the Study
Source: Researcher

3. Methodology

Methodology is defined as "a set of principles and ideas that provide a basis for research design." At the same time, method is "a practical program for generating and analyzing data (Birks and Mills, 2011, p. 4). In this study, both primary and secondary data collection methods are used. The research

carry out by using Quantitative Approach, in order to have an overall opinion on the Human Resources issues in the perspective of the macro (quantitative). In this research, the quantitative (questionnaire) method act as the main research instrument to collect the data required.

The context of the study is focusing on PCCS Group Berhad in particular. The sample of experiment is at PCCS Group, a Malaysia listed company with about 4,000 employees across its subsidiaries in Malaysia, China and Cambodia. Total population is 420 people of management staff who are the administration employees from six departments in Malaysia, China and Cambodia, namely Human Resource Department, Administration Department, Account & Finance Department, Marketing Department and Customer Services Department. The sampling selection is based on work nature that is able to work from home and exclude employees whose work nature must be in an office or fixed location, such as workers on a production line. The target sampling is respondents who were WFH two or more days a week, continuously for minimum six months are participated. The sample sizes are 210 employees based on the Krejcie & Morgan (1970) table of sample size determination.

The quantitative method adopted in this study is survey research, which is questionnaire. The questionnaire method aims to quantify the relevant data and summarize the results of the target population sample. The questionnaire is designed based on the research questions and hypothesis plus the literature discussion, as well as the measurement of dependent variable and independent variables. The questionnaire in this study uses the Likert five-point scale as the standard measurement scale. Likert scale is used to measure the dependent variable and independent variables. 5 points means “strongly agree”; 4 points means “agree”; 3 points means “neither agree nor disagree”; 2 points means “disagree”; 1 point means “strongly disagree”. This questionnaire is divided into two parts, which are Part A is basic information and Part B is a questionnaire scale. The questionnaire scale includes four sections, namely the motivation, working environment, peer support and organization support. Each section has nine questions and a total of 36 questions. The questionnaire of the study is shown in Appendix A.

The questionnaire survey data of this study was analysed by using Statistical Social Science Package (SPSS). The results are presented in table and chart using several analysis that are descriptive analysis, Regression analysis and correlation analysis.

4. Results and Discussion

4.1 Results

(a) Descriptive Analysis

The sampling are more women than men, 130 respondents are female which 61.9% is. Majority of the respondent's age are 21-30 years which is 35.7% (75 persons). Most of the respondents are married (64%). For qualification level, 33.3% of the respondents are secondary level. The seniority is mostly 1-5 years. Correspond with the seniority, most of the sampling are in customer service department, salary range below RM4,000 and in non-supervisor position.

The average means for motivation is 4.2342. The highest mean for motivation is 4.9095 based on Question 8 that is “Pay secure is motivated me while WFH” and the lowest mean is 4.1952 based on Question 3 that is “I am motivated when I received supervision while WFH”.

The average means for working environment is 4.2360. The highest mean for working environment is 4.7238 based on Question 3 that is “I agreed that safety is my concern and I prefer to WFH rather than working physically at office” and the lowest mean is 3.8619 based on Question 8 that is “I can overcome the negative impact on WFH” . In the factor of working environment, the highest average mean is on the dimension of Physical and Technical Work Environment which is 4.3778, follow by dimension of Employees' Adaptation into Remote (4.1889) and Work-life balance (4.1413).

The average means for peer support is 4.2016. The highest mean for peer support is 4.8524 based on Question 4 that is “Trust between team members and supervisor is important while WFH” and the lowest mean is 3.6810 based on Question 9 that is “I have positive relationship with team while WFH”. In the factor of peer support, the highest average mean is on the dimension of Task-Group Collaboration which is 4.5461, follow by dimension of Communication (4.1857) and Team Work (3.8731).

The average means for organization support is 4.4889. The highest mean for organization support is 4.9952 based on Question 9 that is “I entitled for company insurance coverage while WFH” and the lowest mean is 3.4476 based on Question 6 that is “I have welfare (such as bonuses, vacations, etc.) roughly correspond to meet my needs during WFH”. In the factor of organization support, the highest average mean is on the dimension of Insurance and Safety of Employees which is 4.9587, follow by dimension of Employees Remuneration (4.3508) and Leaders’ Role (4.1571).

(b) *Regression Analysis*

Based on Table 1, the value of R square is 0.963 which indicates that working environment, peer support and organization support bring 96.3% to the motivation. Based on prior researches, the R square value which more than 50% shows that independent variable has the great impact towards the dependent variable.

Table 1: Regression Model Summary

Model	R	R Square	Adjusted R Square	Standard. Error of the Estimate
1	.981 ^a	.963	.962	1.08816

a. Predictors: (Constant), Working Environment, Peer Support, Organization Support

b. Dependent Variable: WFH Motivation

Based on ANOVA table in Table 2 it shows the F value is 1776.244. There have the significant value which is 0.000 because it is less than 0.05 and it shows the significant of working environment, peer support and organization support to motivation.

Table 2: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Significant
1 Regression	6309.701	3	2103.234	1776.244	.000 ^b
Residual	243.923	206	1.184		
Total	6553.624	209			

a. Predictors: (Constant), Working Environment, Peer Support, Organization Support

b. Dependent Variable: WFH Motivation

The coefficients table in Table 3 shows working environment (B= 0.538, t= 6.444, significant value= 0.00); peer support (B= 0.200, t= 2.601, significant value= 0.010) and Organization support (B= 0.152, t= 2.603, significant value= 0.010). The significant value for working environment is less than 0.05. It means that this variable is significant to employee WFH Motivation. The significant value for Peer Support and Organization Support are less than 0.05. It means that these three variables are significant to employee WFH Motivation. When T value is bigger, it means that the independent variable have impact to the dependent variable.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Significant
	B	Standard Error	Beta		
1 (Constant)	5.501	.825		6.671	.000
IV1	.538	.083	.607	6.444	.000
IV2	.200	.077	.241	2.601	.010
IV3	.152	.058	.139	2.603	.010

c. Predictors: (Constant), Working Environment, Peer Support, Organization Support

d. Dependent Variable: WFH Motivation

IV1: Working Environment
IV2: Peer Support

IV3: Organization Support
DV: WFH Motivation

(c) Correlation Analysis

Table 4 shows the correlation analysis between variables.

		WFH Motivation	Working Environment	Peer Support	Organization Support
WFH Motivation	Pearson Correlation	1	.980**	.975**	.958**
	Significant(2-tailed)		.000	.000	.000
	No of Respondent	210	210	210	210
Working Environment	Pearson Correlation	.980**	1	.989**	.966**
	Significant(2-tailed)	.000		.000	.000
	No of Respondent	210	210	210	210
Peer Support	Pearson Correlation	.975**	.989**	1	.965**
	Significant(2-tailed)	.000	.000		.000
	No of Respondent	210	210	210	210
Organization Support	Pearson Correlation	.958**	.966**	.965**	1
	Significant(2-tailed)	.000	.000	.000	
	No of Respondent	210	210	210	210

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

Source: Researcher

From the table, we can see that there is positive relationship between working environment and WFH motivation with a value of Pearson correlation 0.980. There is significant because the significant value is 0.00 which less than 0.05. There is also positive relationship between peer support and motivation with a value of Pearson correlation 0.975. There is significant because significant value is 0.000 which less than 0.05. The finding also indicate the positive relationship between organization support and motivation with a value of Pearson correlation 0.958. There is significant because significant value is 0.000 less than 0.05.

4.4 Discussion

Synthesize the results of the above empirical analysis, the hypothesis of this research are accepted. The results of this study are summarized as follows in Table 5.

Table 5: Summary of Research Hypothesis Result

	Research Hypothesis	Research Result
Hypothesis 1	There is a significant positive relationship between working environment and WFH	Accepted

	motivation among employees in private sector	
Hypothesis 2	There is a significant positive relationship between peer support and WFH motivation among employees in private sector.	Accepted
Hypothesis 3	There is a significant positive relationship between organization support and WFH motivation among employees in private sector.	Accepted

In fact, most of the employees are young and most of them are women. In term of management, PCCS Group can enhance the WFH benefits and welfare for women to attract and motivate them. The identification of employees to the variables, namely WFH Motivation, Working Environment, Peer Support and Organization Support, are interrelated. Thus, to enhance WFH motivation among employees, should not neglect any of the independents variables. It is necessary to consider the needs of employees from various perspectives, which can effectively increase WFH motivation.

The results for Hypothesis 1 indicated that there is a significant positive relationship between working environment and WFH motivation among employees in private sector. A suitable and appropriate workplace has a positive impact on employee productivity (Bailey and Kurland, 2002; Opperman 2002; Sarode & Shirsath, 2014). Briner (2000) defines working environment as the interrelationship that exists within the employees and the environment in which the employees work.

Remote work is often seen as a panacea to reduce personal stress and meet the needs of work and family (Biron & Veldhoven, 2016). Because employees can use their time flexibly to take care of sick children or create a high-quality family life (Bellmann and Hübler, 2020). The confusion between work and family fields can also cause demotivated due to tun able to get rid of work. Thus, work life balance is an important impact on WFH motivation.

A successful WFH to a great of extent depends on employees' adaptation to virtual workplace (Davis & Cates, 2013). Capability in managing technological devise as a activator for WFH employees to master their task. Research Fonner and Rolloff (2012) found that ability and effectiveness in technology management is the activator to WFH motivation.

The results for Hypothesis 2 indicated that there is a significant positive relationship between peer support and WFH motivation among employees in private sector. According to past researches, trust and support from colleagues are the main factor to success WFH (Crisp and Jarvenpaa, 2013; Makarius and Larson, 2017; Yakovleva *et al.*, 2010).

Communication, collaboration and teamwork establish a socialization among WFH employees (Bloom *et al.*, 2013; Lam & Lau, 2012; Koehne *et al.*, 2012). It is similar to the concept of Maslow Hierarchy sense of belonging and identity (Maslow, 1954), isolation is a challenge to WFH practice. Working from different locations and only communicating with co-workers online can reduce co-workers' sense of belonging and make them feel isolated from each other (Frank & Lowe, 2003).

The results for Hypothesis 3 indicated that there is a significant positive relationship between organization support and WFH motivation among employees in private sector. Bartel *et al.* (2012) in his survey concluded that the organizational support of WFH plan is a key factor in its success, and most of the reasons for the organization's failure to make commitments are related to perception.

Bartel *et al.* (2012) indicated that leadership, organization identity and support are very strong motivator. The leaders' role is to evaluate potential outcomes, engage the employees, implement decisions, and motivate the workforce. Consequently, the leader evaluate the possible consequences of

implementing decisions and the social and political consequences. Therefore, the leader must be qualified to evaluate creative ideas and forecast different outcomes about the other organization's other areas involved in innovation. As stated by Herzberg (1959) in his book "The Motivation to Work", the output of performance will also lead to internal motivation (sense of accomplishment) and external rewards (wealth or status). The employees will measure whether they are fair, and then result in satisfaction and dissatisfaction. Thus, the compensation package included salary, welfare, benefit and insurance of safety is deemed as motivator for the WFH employees.

From the research finding, the most influence independent variable is organization support. In terms of management implications, it is necessary to increase organization support to enhance WFH motivation among employees. According to the Maslow Hierarchy Theory, when the basic needs were fulfilled, the workers will lose the interest of the present level and seek for the next level (Nazatul, 2016). In the situation of pandemic Covid-19, the priority in human needs seem back to basic. Among the questionnaires, question 8 and question 9 in the section of organization support have the highest mean. These two questions represented the security in safety and pay which are the basic needs in Maslow's hierarchy. Pay and security in safety are the Hygiene Factor. However, in the situation of epidemic, the basic needs became the motivator.

In response to the impact of the COVID-19 epidemic, domestic companies are facing operational transformation and organizational diversion. During this period, they have accelerated and made the remote work mode more popular. The management must reassess how resources are allocated so that they will not be affected by the epidemic and cause operations to shut down. Therefore, through organizational diversion and remote work can reduce risk and damage. In the implementation, decision makers must consider factors such as the suitability of employees and the nature of the work, how to grasp the results of the work, and the need for information software support, etc., in order to improve the work efficiency of employees.

5. Conclusion

The purpose of this research is to understand the impact assessment of employees in PCCS Group in terms of WFH motivation factors: Working Environment, Peer Support and Organization Support. The researcher used SPSS to analyse the 210 valid questionnaires collected. The objective of the analysis is to understand the relationship between the dependent variable (WFH Motivation) and independent variables (Working Environment, Peer Support and Organization Support).

5.1 Limitation of the Study

This research adheres to the spirit of scientific research and adopts a rigorous attitude to collect and analyse various types of data. However, due to manpower and time, there are still some research limitations that cannot be overcome. The main research limitations are explained below :

(a) Limitation in Data Collecting

The specific supporting data provided by this research is due to various subjective factors. In particular, the current domestic companies that implement the WFH system are not mature, and it is not easy to obtain the data. It is measured by the company's cognition and is not empirical.

(b) Limitation in Top Management Level

Although most of the subjects of the surveyed companies are below middle level management, there is still a gap between the perception and attitude of the company's top management. The solidity makes the willingness and attitude of enterprises to implement the work-at-home system representative and restricted.

(c) Limitation of Time and Resources

Due to the limitation of time, manpower and material resources, cooperation of the research subjects, etc. This research only uses a cross-sectional scale survey method, and cannot carry out a long-term longitudinal research method.

5.2 Recommendation

After in-depth research and analysis of the findings of this research, relevant research recommendations are hereby provided for reference:

(a) Recommendations for Decision Makers in This Study

The results for Hypothesis 1 indicated that there is a significant positive relationship between working environment and WFH motivation among employees in private sector. Briner (2000) defines working environment as the interrelationship that exists within the employees and the environment in which the employees work.

The results for Hypothesis 2 indicated that there is a significant positive relationship between peer support and WFH motivation among employees in private sector. According to past researches, trust and support from colleagues are the main factor to success WFH (Crisp and Jarvenpaa, 2013; Makarius and Larson, 2017; Yakovleva *et al.*, 2010).

The results for Hypothesis 3 indicated that there is a significant positive relationship between organization support and WFH motivation among employees in private sector. Bartel *et al.* (2012) in his survey concluded that the organizational support of WFH plan is a key factor in its success, and most of the reasons for the organization's failure to make commitments are related to perception.

Most of the employees in this survey are frontline staffs (customer service) and at the lower level of the company structure. They bears the responsibility of serving customers. On the other hand, they also bear performance pressure. With the appropriate performance rewards and job security guaranty by organization can enhance are the motivation among this category of employees.

Organization not only provide financial rewards or benefits, but also need to provide tangible benefits to satisfied higher-level needs in Maslow's demand theory. Satisfied and respected at work, and able to pursue personal growth in the workplace. Through the improvement of motivation factors, to effectively increased the motivation among employees.

By improving the workplace environment, teamwork and collaboration, performance rewards, welfare enhancements, job security and assisting employees to grow, the motivation to perform well will be increased.

(b) Recommendations for Future Researchers

This research is limited due to insufficient of time, experience and knowledge. Although the researcher strive to comply the study and discussions with scientific. However, subject to the following research limitations, there are still have room for improvement. The researcher provide some opinions for future research directions.

This study is focus on quantitative research based on questionnaires. In order to have a deeper understanding of the relationship between variables, it is recommended to complete by qualitative research. The in-depth interview can conduct in difference levels of employees to collect more complete findings and gain in-depth understanding of relevant issues from multiple aspects. The mixed method could richer the results of the research and increase the credibility.

The scope of this study is mainly based on the employees in PCCS Group, employees. Subsequent researchers can conduct research on others industries on a larger scale. There are many employees work

from home in others industries, and their work styles are quite diverse. This study focuses on employees in PCCS Group as the main research object. However, there are still many positions that have not been included in the study. Future researchers can conduct more in-depth research on specific telecommunications employees.

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