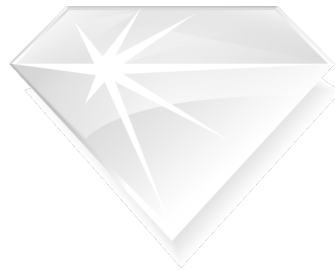**THE IMPACT OF WORK MOTIVATION FACTORS, TEAMWORK**

FACTORS, AND LEADERSHIP STYLE FACTORS TOWARDS

ORGANIZATIONAL GOAL A CASE STUDY OF NGOs IN

CAMBODIA

BANGKOK
UNIVERSITY
THE CREATIVE UNIVERSITY

THE IMPACT OF WORK MOTIVATION FACTORS, TEAMWORK

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ORGANIZATIONAL GOAL A CASE STUDY OF NGOs IN

CAMBODIA

Heng Nisa

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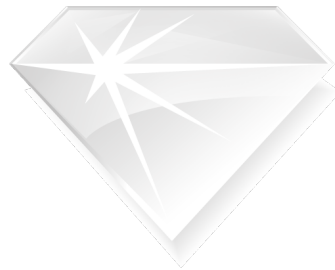Master of Business Administration

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Title: The Impact of Work Motivation factors, Teamwork factors, and

Leadership Style factors Towards Organizational Goal a case study of NGOs

in Cambodia.

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Graduate School, Bangkok University.

The Impact of Work Motivation factors, Teamwork factors, and Leadership Style factors towards Organizational Goal a case study of NGOs In Cambodia

Advisor: Dr. Chanatip Suksai

ABSTRACT

This study aims to investigate the impact of factors affecting organizational goals in the NGOs in Cambodia. The three independent variables chosen are work motivation, teamwork, and leadership style. The sub-variables of work motivation are benefit, promotion, and work environment. The sub-variables of teamwork are commitment, shared values, and cooperation. The sub-variables of leadership style are positivity, confidence, and honesty. Quantitative research was conducted through 350 sampling populations. Online questionnaires, including multiple-choice questions and independent and dependent variables with a five-point Likert scale, were sent to respondents via Google Forms. The researcher employed descriptive statistics and multiple linear regression for data analysis. The results found a positive relationship between the independent variables (work motivation, teamwork, and leadership style) and the dependent (organizational goal) variables. The findings indicate that work motivation, teamwork, and leadership style significantly influence organizational goals.

Keywords: Organizational Goals, Work Motivation, Teamwork, Leadership Style.

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CHAPTER 1
INTRODUCTION

1.1 The Importance and Problem of the Study

Cambodia is a small developing country located in Southeast Asia. The population of Cambodia as of January 2023 is 17,305,423 (Worldometer, 2019). In 2022, real growth in Cambodia accelerated to 5.2% following the pandemic, as reported in the World Bank's Cambodia Economic Update: Economic Recoveries Following COVID-19. Cambodia's growth has returned to pre-COVID-19 levels thanks to a robust recovery in various sectors, particularly services (trade, travel, hospitality, etc.). This is due in large part to the influx of foreign visitors as the country prepares to host the ASEAN Para Games and the Southeast Asian Games. (Bou et al., 2023) have mentioned that as global food and oil prices stabilize, domestic prices are also falling, contributing to this revival. This small country has a wide range of organizations or companies from big to small ones. Since it is a developing country, many organizations and companies want to open their own business there. NGOs are also a part of this country. Many NGOs from various countries have been open in Cambodia. By 2019, in Cambodia, there are over 5,000 registered NGOs (Johnson et al., 2022).

Non-profit organizations (NGOs) often face many problems as they are not-for-profit. The majority of NGOs struggle so much to raise money that they have to keep looking for it everywhere in order to continue their work. It can be difficult to find donors, and most of them have requirements that make things harder for them to fulfill (Alonso et al., 2017). Also, finding a new project, not only getting donors but finding a new project and managing the team to have the motivation to work is also not easy for every organization. To manage an organization or a company it is not easy. Many

factors impact the growth of those NGOs—those factors such as Work motivation factor, Teamwork factors, and Leadership style. Because of the impact of every factor, that's why when organizations and companies start to establish, they set their goal or vision so that they can work toward them. Goals or vision can help companies and organizations maintain their focus on them and increase employees' and stakeholders' sense of shared purpose and values (Wike et al., 2019). All NGOs aim to help the country they have established their location in, but some of them could have problems working toward their goal or vision. In this research, the author wants to find out the problem that impacts the organizational goal of those NGOs.

To study the impact of the Organizational Goal of the organization, the research is divided into three categories: 1. Work Motivation factors, 2. Teamwork factors, and 3. Leadership Style factors. The sub-variable of Work Motivation factors consists of benefits, promotion, and work environment. Teamwork factors consist of commitment, shared values, and cooperation. The last one is Leadership Style factors, which consist of positivity, confidence, and honesty. This study will examine the importance and the problem of all those factors and how they affect the organizational goal of companies or organizations.

1.2   Research Problems

1. Does the work motivation factor (benefit, promotion, and work environment) influence organizational goals? How?

2. Do the teamwork factors (commitment, shared values, and cooperation) influence organizational goals? How?

3. Does the leadership style factor (positivity, confidence, and honesty) influence organizational goals? How?

1.3   Objectives of the Study

1. To study the impact of the work motivation factors (benefit, promotion, and work environment) on organizational goals.

2. To study the impact of the teamwork factors (commitment, shared values, and cooperation) on organizational goals.

3. To study the impact of the leadership style factors (positivity, confidence, and honesty) on organizational goals.

1.4   The Conceptual Framework
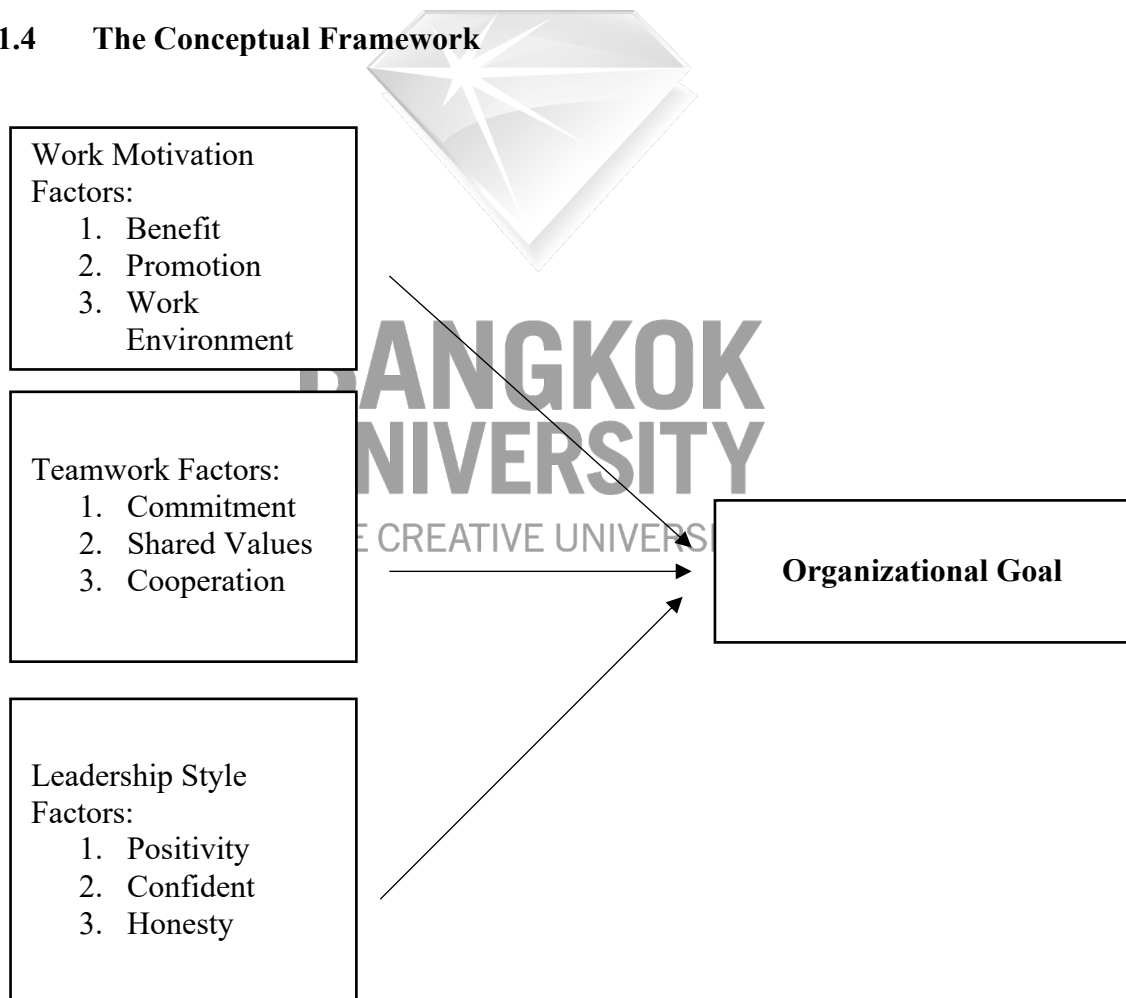
Figure 1.1: Conceptual Framework

1.5   Method of Study

This study's main methodology is a quantitative one that involves conducting a survey. This research has a number of limitations, so it was best to conduct an online survey. The participants will receive access to the online survey via a Google Form. Google Forms will be used to gather the data, which will then be imported into statistical software for analysis and output. The study's population consists of full-time, part-time, and freelance workers in Cambodia.

1.6   Tools and Statistics Used

The primary data source for this study was an online survey, which was used to look at respondents' attitudes and actions about the variables. The survey only contains closed-ended questions because these are the best type of questions to use when collecting quantitative data. The main information gathered from the respondents is about their demographics, work motivation, perceptions of their performance, and leadership style. Using standard statistics for quantitative methods, statistical analysis was carried out.

1.7   Scope of the Study

Independent Variables:

1. Work Motivation

    1.1 Benefit

    1.2 Promotion

    1.3 Communication

2. Teamwork

    2.1 Commitment

    2.2 Shared Values

2.3 Cooperation

3. Leadership style

3.1 Positivity

3.2 Confident

3.3 Honesty

Dependent Variable: Organizational Goal

Population and Sample:

An online survey using a quantitative approach is the main research method used in this study. The participants in this study are office workers in Phnom Penh, Cambodia, including full-time, part-time, and freelance employees. Convenience sampling and non-probability sampling were used to gather samples from the population.

The World Population Review (2022) published data on Phnom Penh's population, which indicates that the city has 2,211,444 residents overall. A population of more than 100,000 people requires the collection of 400 samples at a precision level of +-5%, per the table. Advisor Dr. Chanatip Suksai approved the collection of 300 samples for this investigation.

Using the convenience sampling method, 300 samples were chosen from 4 districts in Phnom Penh City to take part in this investigation. The following are the population figures for the four districts, as reported in City Population of Asia (City Population, 2021): Boeng Keng Kang (66,658), Chraoy Chanvar (159,233), Daun Penh (155,069), and Toul Kork (145,570).

Size of Population (N)	Sample Size (n) for Precision (E) of:			
	±3%	±5%	±7%	±10%
500	A	222	145	83
600	A	240	152	86
700	A	255	158	88
800	A	267	163	89
900	A	277	166	90
1,000	A	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

A = Assumption of normal population is poor (Yamane, 1967). The en

Figure 1.2 : Yamane's Table for Sample Size

Source: Yamane, T. (1967). *Statistics: An introductory analysis*. New York: Harper and Row.

1.8   Benefits of the Research

The author explored the widely known concept of Organizational Goal in this research. Conducting this research in Cambodia brings an awareness of the Organizational Goal and the factors affecting it towards the workers in Phnom Penh. After doing some research and reading on some previous research topics related to this topic, I believe that this study paper aims to develop a further understanding of the vision of the organization, in what aspect they are lacking, also what the preferred working style of the individual and what is motivated them to work more harder and also other factors that influence it. After the research, I believe that all NGOs in Cambodia will benefit by knowing which factor could help their organization grow so they could work hard to make a change to make their sector grow well.

1.9   Limitations of the Research

We discovered the main restriction in the identified population in this investigation. The population size limited the options for choosing a particular company and organization because of some NGOs' privacy concerns. The population size for this study was therefore uncertain. A particular population area might be taken into consideration for future research to produce more representative findings.

The research methodology used in this study was another drawback. We employed an online survey, also known as a Google form, as part of our quantitative research methodology. This approach may result in some dishonest or incorrect responses as well as hasty decisions made without giving it careful thought. In addition, it's possible that the respondents feel awkward providing negative information about themselves. As a result, there may be a difference in the information provided by respondents and the surveys that were gathered.

1.10   Definition of Terms

The following statement provides definitions for a few of the key terms used in this study. The key terms are defined using the operational definitions method, which states that the definitions of the variables and the key terms are established in accordance with the researcher's limitations. The author provides definitions for terms and synthesizes data from various sources to ensure readers understand the concepts.

Organizational Goal: Organizational goals are shared strategy objectives set by the management of a company to produce a desired result and direct workers' efforts. Setting corporate objectives has several benefits. They will set performance standards, restrict the pursuit of meaningless goals, defend a company's operations and rationale, focus employee efforts, and act as behavioral incentives (Lutkevich, 2021).

Work Motivation: Motivation in management refers to the step's managers can take to motivate their teams to put in more effort and improve the working environment. When managers motivate their employees, a company's overall productivity and accomplishments may rise (indeed., 2021).

Benefit: A benefit is something that yields positive outcomes, has beneficial effects, or enhances well-being (Merriam et al., 2020).

Promotion: the event of receiving a promotion to a higher position or rank in recognition of our continued development and progress (Merriam, 2020).

Communication: Effective communication is essential for a business to succeed (2021)

Teamwork: is the procedure whereby a number of individuals with various backgrounds come together to collaborate and work toward the goal (2021).

Commitment: is a means of experiencing accountability for the objectives or vision of every organization. It describes each worker's degree of enthusiasm for their place of employment (Bhat., 2022).

Shared Values: Their moral and practical compass are their shared values. A group's shared values are the fundamental ideas that direct its actions. These principles are actively applied in decision-making, particularly the most difficult ones that require difficult trade-offs. They are not simply words put on the website (Vanourek et al., 2014).

Cooperation: In order to accomplish group and organizational goals, cooperation is the capacity to collaborate with everyone in diverse teams, work groups, and throughout the organization. It also entails the willingness and capacity to comprehend

and interact with individuals of different backgrounds and viewpoints in an appropriate manne2018)

Leadership Style: Leadership styles are the behavioral techniques used by leaders to influence, motivate, and direct their followers. A leader's style determines how they implement plans and strategies to accomplish particular goals while taking stakeholders' expectations, their team's health, and stability into account (2022).

Positivity: Modeling, enabling, and deliberately influencing positive emotions that inspire each team member and employee to perform to the best of their abilities is what positive leadership is all about. Positive leaders create an empowering environment through inspiration, emotional intelligence, communication, accountability, and a model work ethic (Wrike et al., 2021)

Confident: Being a confident leader entails having tough talks and finding solutions for your team's challenging issues. Although these leaders don't always enjoy conflict, they understand that to solve issues and get things done, they occasionally need to work through it (Brearley et al., 2019).

Honesty: When you are honest, your team will have a clear reason to believe in you, stick with you, and do everything within their power to support your success (2022).

CHAPTER 2
LITERATURE REVIEW

This chapter will provide an overview of the literature that is pertinent to the research study, highlighting any gaps and demonstrating how the research benefits each organization. The study undertaking, named "THE IMPACT OF WORK MOTIVATION, TEAMWORK, AND LEADERSHIP STYLE TOWARD ORGANIZATIONAL Goals A CASE STUDY OF NGO IN CAMBODIA" will divided into 6 elements. They are as follows:

2.1   The Background of the NGOs in Cambodia

This study research will highlight the impact of work motivation, teamwork, and leadership style factors on organizational goals. The study's participants are Phnom Penh, Cambodian office workers.

The population of this case study is made up of a variety of employee types:

1. Full-time employees

2. Part-time employees

3. Freelancers

In 1991, the first local NGO in Cambodia was founded. Then, during the United Nations Transitional Authority in Cambodia (UNTAC) period, many more NGOs were founded in 1992–1993. The majority participated in voter education and human rights initiatives (Asian Development Bank, 2011). An important role for NGOs exists in Cambodian society. They are the ones who directly assist people in isolated locations with legal matters, capacity building, and other crucial tasks (Bunthoeurn, 2011). To support Cambodian society, numerous NGOs are putting forth a lot of effort. In order

to guarantee that children can receive an education, housing for the elderly will be provided. NGOs are well-liked in Cambodia because they support and assist individuals without regard to their background. Some NGOs, who are especially concerned about human rights, constantly offer advice and may even condemn governments that violate international treaties or the constitution to violate human rights (Bunthoeurn., 2011).

2.2 Theories/Academic Concepts and Other Relevant Research Articles of Organizational Goal

This part will be divided into 2 elements: theories/academic concepts and other relevant research articles.

2.2.1 Theories/Academic Concepts

The key element in an organization or company's success is its organizational goal. Many new businesses struggle to stay on course because they lack a defined objective. Organizational goals are strategic objectives that the management of a company sets to specify expected outcomes and focus employee efforts. Establishing goals for your company has several advantages. They will serve as behavioral incentives, establish performance standards, guide employee behavior and efforts, defend the company's actions and continued existence, and place limitations on the pursuit of meaningless goals. (Kevich et al., 2021). When establishing goals, it is best to balance the opportunities and threats posed by the environment with the organizational strengths and weaknesses (Sujan et al., 2022). Executives set general targets for the company, known as organizational goals. They define the expected output at the end and provide guidance for employee input and output. These goals specify the aims, targets, and outcomes they hope to accomplish within a certain time frame (2022).

2.2.2   Other Relevant Research Articles

Organizational goals are the things that organizations hope to achieve. Setting and achieving the appropriate standards for profitability, success, and sustainability is the aim of organizational goals. A company's organizational goals are stated in its mission or vision statement, and the details of those goals are provided in its business plans (Daswani et al., 2022). Organizational goals serve as a means of giving employees of the organization direction. Organizational objectives, which are sometimes used synonymously, are the targets of an activity. The intended results for people, teams, or entire organizations are called goals.

They stand for both the culmination of planning and the goal that all other managerial tasks are directed toward (2019).

2.3   Theories/Academic Concepts and Other Relevant Research Articles of Work Motivation

There will be two components to this section: additional pertinent research articles and theories/academic concepts. Followed by 3 sub-variables: benefit, promotion, and communication. They are as follows:

2.3.1   Theories/Academic Concepts

The goal of motivation theory research is to provide an explanation for why someone works toward a particular goal or outcome. All aspects of society are equally affected by it, but business and management will gain the most from it. Since profitable workers will be more productive, motivated workers will produce more, according to research. Indeed, research has shown that happy employees can increase productivity by about 12% (Sands et al., 2021). Motivation theory has many interpretations, but at its most basic level, it consists of two elements:

- Extrinsic factors: rewards for hard work, such as bonuses and promotions, or penalties for missing goals, can serve as extrinsic motivators.

- Factors that are intrinsic: human needs are what drive people. These could include a desire to fulfill professional or personal objectives or to win over their boss (Sands et al., 2021).

The equity theory of John Stacey Adams will clarify why motivation is not solely determined by salary. It will also explain why rewarding one individual with a raise or promotion may demotivate others (2018). People who perceive favorable or equitable treatment are more likely to be motivated; those who perceive unfair treatment are much more likely to experience feelings of demotivation and disillusionment (2018), Additionally, According to them, employees want to maintain equity between what they put into a job and the outcomes they get out of it, relative to what they believe other people have put in and achieved. According to the equity myth, people value being treated fairly, which motivates them to maintain fairness in their interactions with coworkers and the company.

The two factors identified by Herzberg are:

Motivating factors: These elements push workers to put in more effort. The majority of these elements are present in the workplace or organization.

-Hygiene factors: The presence of hygiene factors is crucial because a lack of them will deter workers from giving their jobs their all. Therefore, the surroundings that encourage staff behavior are considered hygiene factors (Bhat et al., 2022).

Motivation, in Maslow's theory, results from an individual's endeavor to fulfill their five fundamental needs: physiological, safety, social, esteem, and self-

actualization. According to Maslow, these needs could lead to psychological pressures that have an impact on a person's behavior (2003)

2.3.2   Other Relevant Research Articles

The idea of motivation occupies a central place in the international psychology community. Motivation is the result of decisions made about where to focus one's attention and how important things are prioritized. These decisions are particularly important in the workplace (Klynn et al., 2021). One tries harder to perform at work when they are highly motivated. Occasionally, they are driven by outside variables like their pay, the perks of their jobs, or whether they get praise or recognition from a manager. (Klynn et al., 2021). Lack of motivation can be just as deadly as motivation itself. A few unmotivated team members have the power to demotivate those around them if their issues are ignored. Others might begin to doubt their own abilities for working so hard or the team's trustworthiness in producing impact with such little dedication (Klynn et al., 2021)The word "motivation" comes from the Latin word "move," which signifies movement. Because of this, every definition you find in books or the dictionary refers to the idea that motivation is behavior, and that behavior must be directed to achieve desired outcomes (Bhat et al., 2022). Consequently, motivation is crucial in keeping workers engaged and ensuring they give their all to the company. Additionally, there is less employee turnover when there is a high level of motivation (Bhat et al., 2022).

Benefit:

In addition to salaries, employee benefits are additional compensation packages provided by employers to their staff members. Certain federal and state laws may mandate that employers offer benefits like:

-Family and Medical Leave

-Social Security and Medicare tax payments

-Unemployment insurance

-Disability insurance

-Workers' compensation

-Time off for civic duties, such as voting and jury duty (2021).

Employee welfare can improve your health and quality of life, as well as the perceived value of working for a certain organization. When applying for jobs, candidates can review the benefits offered by each employer and compare them to the salary to decide whether or not to accept the position (2021).

Offering open compensation and a comprehensive benefits package can let workers know they are valued, which boosts morale and productivity. Modern businesses should provide their workers with a wide range of employee welfare benefits, including life insurance, health insurance, paid time off (PTO), retirement savings, disability insurance, family and medical leave (FMLA), and even stock options. For many workers, these benefits are very important and can be used to pursue a happier and healthier lifestyle (2023).

Promotion:

One strategy for inspiring staff members is promotion, and this issue will undoubtedly come up. Humans are inherently curious, and your staff members are no different. With this in mind, let's discuss the variations in employee promotions within the workplace. An employee's advancement to a higher position was referred to as employee promotion. Increases in pay, status, responsibilities, status, and benefits are

all part of it. Employees are most motivated by this aspect of their jobs to receive the highest compensation for their commitment to the organization.

According to the research, getting promoted calls for greater hours worked and effort put into the job. Various organizational policies are the basis for these decisions regarding promotions. These consist of tenure, seniority, experience, and performance. (Barman, 2023). In 2021, it was mentioned that all employees consider promotions on a regular basis. We don't plan to hold a single job for the rest of our lives when we first start our career paths. Humans are inspired by the future and have aspirations for it. We set both personal and professional goals for ourselves because we want to improve.

Communication

Allaya Cooks-Campbell recently stated that communication is critical in the workplace since it increases worker morale, engagement, productivity, and satisfaction. Improved cooperation and teamwork can also be attained through efficient communication. Effective communication at work ultimately produces better outcomes for teams, individuals, and companies (AllayaCooks et al., 2022). In the workplace, efficient communication is essential to a successful business. The role and format of workplace communication have changed as a result of the widespread adoption of virtual business practices across many industries. Workplace communication involves much more than just having conversations. It has to do with the dissemination of knowledge through different media. Employees share ideas and businesses. communication, both official and informal, communicate goals and strategies (2021). Interdepartmental, managerial, and workplace relationships must work well for workplace success. In the workplace, effective communication among coworkers is essential. This enhances employee motivation and productivity while

also fostering a positive work environment (2023). Encouraging and strengthening relationships through clear and honest communication can help employees reach their maximum productivity. Company managers can maintain a positive working relationship with employees by holding regular department meetings where management staff members keep an eye on and support employees' advancement. To boost productivity and staff motivation, it's important to maintain strong workplace relationships (George et al., 2023).

2.4   Theories/Academic Concepts and Other Relevant Research Articles of Teamwork

There will be two components to this section: additional pertinent research articles and theories/academic concepts. And 3 sub-variables: commitment, shared values, and cooperation. They are as follows:

2.4.1   Theories/Academic Concepts

One of the things that contributes to the success of the company or organization is teamwork. Organizations need to value teamwork, particularly in the highly digital world of today. Studies show that organizations that place a high priority on collaboration see gains in productivity, creativity, and problem-solving abilities as well as a quicker ability to identify errors. Enhancing collaboration seeks to boost output and effectiveness for the organization's advantage. For instance, salespeople close more deals and perform better as a team when they are in a healthy competitive environment. (Hansson et al., 2022), she also said that teamwork fosters positive working relationships between coworkers because the closer coworkers are to one another, the better acquainted and more amiable they become. The more they work together, the more they discover about one another's likes, dislikes, talents, and weaknesses. Long-

term teamwork inevitably leads to increased collaboration, which improves everyone's enjoyment of their workplace. Happier employees are more productive, which accelerates the achievement of organizational objectives.

Bruce Tuckman, a psychologist, first put forth Tuckman's theory in 1965. The five stages of team development—forming, storming, norming, performing, and adjourning—were mentioned. These stages are supposed to start at the first meeting of the group and go on until the project is finished. Each of these rhyming stages, as their names suggest, is crucial for creating a business team that works exceptionally well. (2021).

2.4.2   Other Relevant Research Articles

Colleague cooperation, whether it be across departments or on team-specific projects, improves morale, productivity, and the overall quality of the company's products or services. Coworker conflict can make teamwork difficult, which could lead to project delays, cost overruns, or a reduction in the efficiency of completed work. Effective and productive teams can significantly increase the productivity and effectiveness of an organization (McQuerrey et al., 2019), She added that when a team has common goals, whether departmental or project-specific, they are more likely to work together to achieve those goals. Every team member understands their individual roles and responsibilities within the organization. This addresses the problem that occasionally develops in teams when some members contribute more than others and others merely follow along. When each member has a task to complete, everyone will be able to determine whether or not it has been completed. You perform better and get better results when you work as a team. Each person on a team bears responsibility for the group's success. It is a blend of strengths that camouflages the individual

shortcomings. Each team member's advantages and disadvantages are balanced. As a result, every effort is made to reach the goal.

Commitment:

Teams need members who are committed to one another because it can motivate them to always give their best work. An engaged and dedicated worker may be more inclined to enhance their contributions for the benefit of the team and their own career advancement. When a team is fully committed to a project, each member can use their special talents and viewpoints to produce excellent outcomes. (2022).

Work teams' function at their best when members share a common vision and there is mutual trust between groups. In his EyesOnSales article "The Three Types of Team Commitment," Kevin Eikenberry lists three common types of team commitment that are necessary for success: dedication to fellow team members, the work team, and the organization. Employee commitment on all three levels is typically exhibited in a workplace that has strong leadership and a common vision (Kokemuller et al., 2022).

One of the most important aspects of team success is how deeply each member of the team is committed to cooperating to achieve the group's objectives. The bonds that team members form as a result of this dedication are essential to team success and team building (2022).

Shared Values:

Shared values serve as a team's moral compass and operational benchmarks. A group's shared values are the fundamental ideas that direct its actions. These principles are actively applied in decision-making, particularly the most difficult ones that require difficult trade-offs. They are not simply words put on the website (Vanarouek et al., 2014).

An organization's shared values are what unite its members and foster trust. These encompass both personal and organizational values. "Core values are the fundamental beliefs of a person or organization," according to YourDictionary. By providing a steadfast framework, core values also assist businesses in assessing whether they are on the correct track and achieving their objectives." (2022).

A shared set of beliefs and guidelines can help the team stay cohesive and work toward its objectives without as much conflict. It takes effort and conflict to complete challenging and significant work to a high standard; patching up rifts within a team should take precedence. (Axworthy et al., 2019).

Cooperation:

The capacity to collaborate with others in a variety of teams, work groups, and throughout the organization in order to accomplish organizational and group objectives is known as cooperation and teamwork. It entails having the motivation, aptitude, and competence to comprehend and interact with individuals from various backgrounds and viewpoints (2023).

People are more engaged when they collaborate, which elevates teamwork to a new level. The team leader is still available to advise the other members, but they are not dependent on him to resolve conflicts. Because they have similar values and strive toward the same goal, collaborators work out kinks among themselves (Wroblewski., 2021).

Cooperation is the act of working with others to achieve a common goal or reap benefits for both parties, and it is a fundamental life skill. From a position of strong self-identity, cooperation shows the ability to collaborate with a variety of people or groups in an efficient and courteous way, to make concessions, to come to decisions as

a group, to accept shared accountability for joint work, and to value the contributions and opinions of each team member. Cooperative relationships are socially motivated and shaped by a "socially oriented" or "common good" approach, in contrast to transactional relationships, which are focused on self-interest or financial gain (2022).

2.5   Theories Academic Concepts and Other Relevant Research Articles of Leadership Style

There will be two components to this section: additional pertinent research articles and theories/academic concepts. And 3 sub-variables: Positivity, Confident, Honesty. They are as follows:

2.5.1   Theories/Academic Concepts of Leadership Style

Ralph Nader sayid that Making more leaders, not followers, is the goal of leadership. This is known as transformational leadership—a leader can influence a follower to want to lead by altering their perspective or mindset (2020).

Leadership theories try to explain how and why certain people end up in positions of leadership. While many of these theories focus on the characteristics of leaders, others attempt to identify the specific steps that people can take to improve their leadership abilities in different situations. (Cherry., 2022).

Behavioral theory, which encompasses various theories of leadership, includes the style theory of leadership. It emphasizes the actions of effective leaders rather than focusing on the different traits that comprise an good leader. The theory states that while there isn't a single leadership style that is effective in every circumstance, leaders can typically be more successful when they display two distinct characteristics (2021).

2.5.2   Other Relevance Research Articles

A leadership style is a leader's strategies, attributes, and behaviors for guiding, motivating, and managing their teams (2022). Leadership style influences how a leader sets strategy, implements plans, and responds to changes while managing stakeholder expectations and the welfare of their team. By 2022, according to study, leaders must comprehend their existing situation in order to become more successful. In this post, we'll define leadership styles before examining five of the most common and their efficacy. The five most popular leadership styles are:

- Transformational Leadership is a leadership style that focuses on change and transformation.

-Delegative Leadership: Also known as "laissez-faire," A delegative leadership style focuses on delegating initiative to team members. This is commonly referred to as one of the least controlling leadership styles; it translates to "letting them do." For this reason, it is considered a rather detached leadership style.

-Authoritarian Leadership: When a leader exudes authority, those around him are inspired and driven. They provide their staff with broad direction, as well as criticism and inspiration. This encourages a sense of success or accomplishment.

-Transactional Leadership: Transactional leadership, often known as management leadership, is a type of leadership that prioritizes rewards and penalties. This form of leadership certainly puts a major premium on organizations, anticipating that people may not have the drive to fulfill their jobs.

-Participative Leadership: A participative leader encourages staff members to submit input and participate in decision-making. To implement this leadership style,

leaders must be communicatively proficient, inclusive, and, most crucially, able to delegate authority and responsibility.

Positivity:

Positive leadership is defined as modeling, facilitating, and actively influencing positive emotions that drive team members and employees to perform to their full potential. Positive leaders create an empowering workplace by using communication, accountability, emotional intelligence, motivation, and a strong work ethic. Like you would prepare and till the land for farming, the goal of positive leadership is to create the least amount of friction possible between an emotionally invested and productive workforce. The organization and the well-being of each individual are seen as two sides of the same coin in positive leadership. Thus, fostering a positive work environment for staff members and fostering relationships through collaboration will support the success of the entire business (Udoagwu., 2021).

The main goal of positive leadership is to bring groups together, promote integration, and foster collaboration for their mutual benefit. The definition is more expansive, but to get right to the point, positive leadership involves boosting people's courage and confidence to create an environment that is conducive to their advancement. It makes an effort to navigate both the personal and professional spheres of life to inspire followers with original ideas. The students who have been sleeping deeply are persuaded to wake up and pursue their objectives in the right way (2023).

Leadership Positivity is about setting a higher standard and solving the issue head-on in order to proceed. It is about improving upon what is already effective and, to avoid sounding overly corny, about being the best version of yourself (tania., 2019).

Confident:

Finding answers to difficult problems both inside and outside of your team and having tough conversations are essential components of confident leadership. Although these leaders don't always enjoy conflict, they understand that it's occasionally vital to resolve disputes to find solutions and achieve goals. A leader with confidence finds it easier to have tough talks because they firmly believe they are acting morally. (Brearly., 2019).

Making decisions and carrying them out to ensure that they become a reality are both components of confident leadership. To become a self-assured leader, you need to develop the ability to make plans, carry them out, and track results. Everyone at your company will feel satisfied knowing that you are a leader who makes tangible improvements to the situation. Because it will constantly be looking for new ways to succeed, your company will be stronger as a result. (Johnston et al. , 2023).

Leaders need to be self-assured enough to take calculated risks and accomplish lofty goals. Rather than putting things off or giving tasks to others, confident leaders usually deal with disagreements and difficulties directly. Influencing others is a key component of leadership, and having self-assurance assures a leader that their efforts to influence are appropriate and morally sound (Virkus., 2009).

Honesty:

When you are honest with your team, they will not only support you but also go above and beyond to help you achieve your goals. This builds their trust in you. As any leader knows, setting the tone in an company is essential. A leader's actions and choices have an effect on the entire organization. It is imperative that a leader behave honorably

as a result. When working in a team, it's crucial to communicate honestly because it enables members to safely share ideas without worrying about criticism or judgment. (2022).

A leader has the power to uplift and inspire those under them to succeed in life. They must be sincere and appreciate integrity if they hope to win their followers' respect and confidence. Leadership, that is, is largely dependent on methods for organizing resources needed to complete a task and inspiring followers. Honesty is also known as integrity and positivity. Honesty is the foundation for legitimacy and the ability to gain followers' trust. (Coker., 2015)

The most important trait for a leader to possess is honesty. A leader values it most because it serves as a conduit for inspiration and trust. Being sincere is essential to becoming a true and successful leader. If there is honesty between the leader and his peers, a positive relationship will always develop between them. A relationship that is honest is better and more fruitful (2023).

CHAPTER 3
METHODOLOGY

The main elements of this chapter will be an explanation of the methodology that will be applied in the study as well as the research design and justification.

Threats to reliability tests and content validity will also be taken into account for this study. As a result, this section will be broken down into eight parts. They are listed in the following order:

3.1 The Type of Research and Tool

3.2 The Research Design

3.3 The Quality of the Research Tool

3.4 The Data Collection

3.5 The Population and Sample

3.6 The Sampling Technique

3.7 The Research Procedure and Timeline

3.8 The Hypotheses Test and Data Analysis

3.1 The Type of Research and Tool

A closed-ended questionnaire is the instrument utilized in this survey research to get data from the respondents. This approach is employed because it reduces costs and saves a significant amount of time. The questions are broken down into five categories: ten questions about demographic information; nine questions about work motivation; nine questions about teamwork; nine questions about leadership style; and nine questions about organizational aim. There are 46 questions in total in this survey.

Part 1: Demographic Data   (10 questions)

The questions in this section pertain to the general information of the respondents, including their age, gender, and material situation. Additionally, the questionnaire asks for personal information regarding their work and schooling.

Part 2: Work Motivation factor   (9 questions)

This section includes inquiries concerning the responders' motivation regarding work motivation factors. It has three sub-variables: benefit, promotion, and work environment. Each sub-variable consists of three questions.

Part 3: Teamwork factor   (9 questions)

This section includes inquiries concerning the responders' idea of teamwork of the respondents regarding the teamwork factors. This part has 3 sub-variables: commitment, shared values, and cooperation. Each sub-variable consists of 3 questions.

Part 4: Leadership Style factor   (9 questions)

This section includes inquiries concerning the responders' feelings toward their leader regarding the leadership style factors. This part has 3 sub-variables: positivity, confidence, and honesty. Each sub-variable consists of 3 questions.

Part 5: Organizational Goal   (9 questions)

This part consists of the respondents' overall organizational goal. Some of the questions included are overall about work motivation, teamwork, and leadership style.

3.2   The Research Design

The following metrics will be used to measure the online questionnaire:

1. Part 1: the fact: nominal and ordinal scales

2. Part 2-4: the attitude of <u>independent variables</u>: interval scale (the least (1) to the most (5)

3. Part 5: the attitude of <u>dependent variable</u>: interval scale (the least (1) to the most (5)

Scale 5 – Extremely Satisfied

Scale 4 - Satisfied

Scale 3 - Neutral

Scale 2 - Dissatisfied

Scale 1 - Extremely Dissatisfied

Part 2-5 The statistical mean range for the interpretation of the mean for Likert's 5-point scale in parts 2 through 5 of the questionnaires is computed below.:

Range = (Maximum - Minimum) / Scale Level

Range = (5 - 1) / 5 = 0.8

Table 3.1: The Range of Mean Interpretation

Range	Interpretation
1.00 - 1.80	Extremely Dissatisfied
1.81 - 2.60	Dissatisfied
2.61 - 3.40	Neutral
3.41 - 4.20	Satisfied
4.21 - 5.00	Extremely Satisfied

The statistics used will be 2 types:

1. Descriptive statistics consisting of standard deviation, mean, frequency, and percentage.

2. Multiple Regression Analysis Test is a component of inferential statistics.

3.3   The Quality of the Research Tool

The advisor, Dr. Chanatip Suksai, approved the online questionnaire after confirming its validity. The reliability test sample group consisted of thirty-four volunteers. The statistical program Cronbach's Alpha was used to analyze the questionnaire data, yielding a total reliability of 0.98. A value has to be 0.7 to be accepted. Table 3.2: Results of the Total Reliability Test

Cronbach's Alpha	N (number) of Items
0.98064	36

Table 3.2: The Reliability Test Results for **Work Motivation Factor.**

Cronbach's Alpha	N (number) of Items
0.9572	9

Table 3.3: The Reliability Test Results for **Teamwork Factor.**

Cronbach's Alpha	N (number) of Items
0.9181	9

Table 3.4: The Reliability Test Results for **Leadership Style Factor.**

Cronbach's Alpha	N (number) of Items
0.9236	9

Table 3.5: The Reliability Test Results **Organizational Goal.**

Cronbach's Alpha	N (number) of Items
0.9402	9

3.4   The Data Collection

As previously indicated, the information needed for this study was gathered via an online questionnaire. The surveys were given to the participants in the form of a QR code and link that led to a Google Form. Respondents who could read and write in English were sent the link to the Google Form Questionnaire, which was also written in that language. Before any data were collected, only samples with English literacy skills were chosen through convenience sampling, and in order to take part in the study, participants had to fill out an online questionnaire.

3.5   The population and sample

The questionnaire method of research has many advantages for the investigators. First of all, because there are no travel expenses, site visits, or paper format printing costs, online questionnaires have very little administrative overhead. Second, administering the questionnaire with the respondents gathered from it takes less time because each participant receives a single link or QR code that directs them to a website where they can complete the information. Thirdly, data handling and input are automated in online questionnaires. Stated differently, the information provided by the participants is gathered and automatically kept in a survey database. Online questionnaires were a tool used in this study for these reasons.

The study's participants are office workers in Phnom Penh, Cambodia, including freelancers, part-timers, and full-timers. There are 2,211,444 people living in Phnom Penh overall, according to data published in the World Population Review (2022). A population of more than 100,000 people requires the collection of 334 samples at a precision level of +-5%, per the table. Originally the collection should have been 400 samples but due to some participants not willing to join as they think they don't want to share their personal information to us.

3.6   The Sampling Technique

3.7   The sample collection method for this survey was convenience sampling. To put it another way, study participant samples are gathered wherever it is most convenient. Participants in this study are those who are available for the research survey, as the questionnaires are administered online.

3.8   The Research Procedure and Timeline

The research process for this study consisted of four stages:

1. First, secondary data from the research was carefully examined. This comprises information and data compiled from prior research projects carried out by researchers, scholarly publications, books, and associated theories.

2. The research questionnaire was created in the second place. Following data collection and analysis, the online survey's questions were created. The questionnaires included questions about teamwork, leadership style, work motivation, organizational goals, and demographic information.

3. Thirdly, the questionnaire was tested for validity.

4. Lastly, the participants were given the questionnaires to complete with their data. The five previously mentioned sections of the questionnaire had to be completed by the participants.

3.9   The Hypotheses Test and Data Analysis Hypotheses:

H1: Work Motivation factors (consisting of benefit, promotion, and work environment) have a significance on Organizational goals.

H2: Teamwork factors (consisting of commitment, shared values, and cooperation) have a significance on Organizational Goals.

H3: Leadership Style factors (consisting of positivity, confidence, and honesty) have a significance on Organizational Goals.

The following are the statistical tools used for data analysis:

1. Descriptive Statistics: These statistics were used to look at the demographic information of the respondents. Details like age, gender, and educational attainment are given. The data's characteristics and observations are analyzed, summarized, and presented as percentages using descriptive statistics.

2. Inferential Statistics: These statistics are used to interpret the significance of the data and the correlation between the variables. Multiple regression analysis was used to test the hypotheses and look into the relationship between the independent variables.
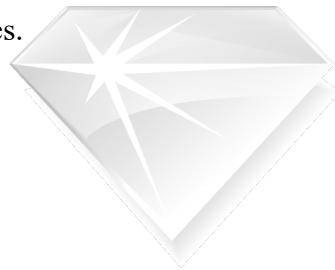
CHAPTER 4
ANALYSIS AND FINDING

This chapter presents the research findings and data analysis using statistical techniques. A sample population of 334 participants is gathered out of 400, since there are some participants are not willing to answer this survey as they think it is their personal information so we could only collect 334 participants for data analysis based on the conceptual framework. The empirical investigation includes:

4.1: Analysis of Demographic data

4.2: Analysis of Work Motivation Factors

4.3: Analysis of Teamwork Factors

4.4: Analysis of Leadership Style Factors

4.5: Analysis of Organizational Goals

4.6: Analysis of the relationship between organizational goals, work motivation, teamwork, and leadership style

4.7: Results of the Hypothesis Testing

4.1   Analysis of Demographic Data

The 334 respondents' demographic data included their age, gender, marital status, level of education, and employment. The demographic information of the 334 respondents is examined and displayed by frequency and percentage in Table 4.1.

Table 4.1: Demographic Data of 334 respondents

Demographic Data	Frequency	Percentage (%)
Gender:		
Male	178	53.3

Female	156	46.7
Total	334	100.0

According to Table 4.1, out of 334 respondents, 178 are male, representing 53.3%, and 156 are female, representing 46.7%.

Age:	Frequency	Percentage (%)
18-21 years old	91	27.2
22-26 years old	139	41.6
27-34 years old	82	24.6
35+ years old	22	6.6
Total	334	100.0

The age of respondents from 18-21 years old is 91 respondents which represents 27.2%, the age 22-26 years 139 respondents which represents 41.6%, the age 27-34 years old are 82 respondents represent 24.6%, and the age 35 years old up are 22 respondents which represent 6.6%.

Marital Status:	Frequency	Percentage (%)
Divorced	2	0.6
Married	128	38.3
Single	204	61.1
Total	334	100.0

Marital status is divided according to divorced, married, and single. Out of 334 respondents, 128 are married which is 38.3%, single 204 which is 61.1%, and divorced 2 which is 0.6%.

Education:	Frequency	Percentage (%)
Bachelor degree	266	79.6
High school diploma	13	3.9
Master degree or above	55	16.5
Total	334	100.0

Education background of the 334 respondents, 266 respondents which are 79.6% have finished their bachelor's degree, 13 respondents which are 3.9% finished their high school diploma and 55 respondents which are 16.5% finished their master's degree or above.

How many jobs you have done before?	Frequency	Percentage (%)
1-2	118	35.3
3-4	177	53.0
5+	39	11.7
Total	334	100.0

Out of the 334 respondents who participated in this survey, 118, or 35.3%, have worked 1-2 jobs. 177, or 53.0%, have worked 3-4 jobs. Lastly, 39, or 11.7%, have worked more than 5 jobs.

Type of organization you work at	Frequency	Percentage (%)
Bank	1	0.3
Government	74	22.2
Non-profit	84	25.1
Part-time	1	0.3
Private	174	52.1
Total	334	100.0

For the type of organization, they have worked at, for the 334 respondents, 174 of which 52.1% worked in the private sector, 84 respondents which are 25.1% worked at a non-profit organization. Of these 74 respondents 22.2% worked in the government sector.

Monthly Income	Frequency	Percentage (%)
1000$+	14	4.2
300-500$	161	48.2
500-1000$	49	14.7
Under 300$	110	32.9
Total	334	100.0

The monthly income of the 334 respondents is shown: 14 respondents, or 4.2%, have a salary of more than 1000. 49 of the respondents, or 14.7%, have a salary range of 500-1000$. 161 respondents, or 48.2%, have a salary range from $300-500$. Lastly, 110 respondents, or 32.9%, have a salary range under 300.

Total working years	Frequency	Percentage (%)

1 year	58	17.4
2 year	136	40.7
3+ year	87	26.0
Under 1 year	53	15.9
Total	334	100.0

The working year of 334 respondents is shown as below 58 respondents which is 17.4% is 1-year worker. 136 out of 334 which is 40.7% are 2-year workers. 87 of them, 26% worked more than 3 years, and 53 respondents, 15.9% worked less than 1 year.

Management Level	Frequency	Percentage (%)
Lower management	136	40.7
Middle management	89	26.6
Staff	75	22.5
Total	334	100.0

Management level, out of 334 respondents who volunteered in this survey 136 of them which is 40.7% are working in lower management. 89 respondents 26.6% are working in middle management. 34 of them, 10.2% working in top management while 75 of the respondents which is 22.5% are working as staff.

Type of Employ	Frequency	Percentage (%)
Freelancer	27	8.1
Full-time	230	68.9

Part-time	77	23.1
Total	334	100.0

Lastly, out of 100%, there are 68.9% working full time which equals 230 respondents. While 23.1%, equal to 77 respondents, are working part-time, and 8.1% are freelancers, equal to 27 respondents.

4.2 Analysis of Work Motivation Factors

The analysis of work motivation factors is displayed in the table below. Table 4.2 displays every sub-variable's mean value, standard deviation, and an explanation of the mean value. Among the work motivation factors' sub-variables are:

1. Benefit

2. Promotion

3. Work environment

Table 4.2: Mean and Standard Deviation of Work Motivation Factors

Work Motivation	Mean	Std
Benefit helps you to focus more on work	3.7216	0.80744
To motivate employee all company should have benefit for employees	3.8772	0.81275
You always check about company benefit for employees before joining the company	3.9251	0.78867
Employees working hard to get promoted	3.8323	0.85003
Promotion is a must in every company	3.9970	0.74937
Getting promotion can help employees give their best in their job	3.9910	0.80214
Communication are very important in company	3.8263	0.80897
Miscommunication can lead to fail their job	3.9910	0.76125
Communication can help boost your motivation, when you get the idea of it	3.9940	0.79410

The data from our survey show that employee's views on the benefits are very important to them before joining the organization. The mean score of 3.7216 while Std 0.80744 thought that benefit could help them to focus more on their work. Also, they believe that to motivate the employees the organization should have benefits for them, the mean is 3.8772 and Std is 0.81275. Majority data survey everyone agrees that they always check the benefits of each organization before joining them, the result comes with a mean is 3.9251 and the Std is 0.78867.

Promotion is also a part of work motivation for employees. Our survey shows that promotion is a must in every company everyone agrees on that, mean 3.9970 and Std 0.74937. While every employee works hard to get promoted mean is 3.8323 and Std 0.85003. The question that said getting promoted will help employees to try their best in their work comes with a mean of 3.9910 and Std 0.76125.

Communication is also a big part of work motivation. In one organization, communication is very important and the data show that the majority of employees agree on that with a mean of 3.8263 and Std 0.80897. While having miscommunication can lead to failure in their job, mean 3.9910 and Std 0.76125. The last one is communication can boost motivation when they get the idea of what they want, mean 3.9940 and Std 0.79410.

Sub-variables	Mean	Std. Deviation	Interpretation
Benefit	3.83	0.80	Agree
Promotion	3.93	0.80	Agree
Work environment	3.93	0.79	Agree
Total	3.90	0.80	Agree

Table 4.2 shows that respondents agree that benefit in the workplace is really big work motivation (Mean=3.83, SD=0.80). The finding also shows that promotion plays a big part (Mean=3.93, SD=0.8) in work motivation. The last one is the work environment come with (Mean=3.93, SD=0.79). Overall, the work motivation factors have the result of Mean=3.90 and SD=0.8.

4.3   Analysis of Teamwork Factors

The analysis of teamwork factors is displayed in the table below. Table 4.3 displays every sub-variable's mean value, standard deviation, and an explanation of the mean value. The teamwork factors' sub-variables are:

1. Commitment

2. Shared Values

3. Cooperation

Table 4.3: Mean and Standard Deviation of Teamwork Factors

Teamwork	Mean	Std
You happy to work in this company	3.7126	0.82091
Feeling that the problem of the company like your own	3.9281	0.76381
You feel strong sense that you belong to this company	3.9222	0.81645
I like to share my idea or anything in my team	3.8503	0.85339
I feel secure in this team	3.8144	0.84628
I like how everyone in my team always shared idea and all value together	3.9910	0.74530
Cooperation is very important for teamwork	3.8982	0.79891
Everyone in team trust and respect each other	3.8623	0.81955
Everyone in team are open to discussing different options	3.9192	0.78808

Our research focuses on commitment—the result of our research is in below. You are happy to work in this company with a mean of 3.7126 and Std of 0.82091.

While feeling that the problem of the company like your own, mean 3.9281 and Std 0.76381.

Shared values are one of the sub-variables of teamwork factors. The question was: I like to share my idea with the team, mean 3.8503 and Std 0.85339. I feel secure in this team with mean of 3.8144 and Std 0.84628. And last one in shared value is I like how everyone in my team always shares ideas and values together, mean 3.9910 and Std 0.74530.

The last sub-variable in the teamwork factor is cooperation. The result of a survey of the question. Everyone thinks that cooperation is very important for teamwork, mean of 3.8982 and Std 0.79891. The second question is whether everyone in the team trusts and respects each other with a mean of 3.8623 and Std 0.81955. The last question is whether everyone in the team is open to discussion, mean of 3.9192 and Std 0.78808.

Sub-variables	Mean	St. Deviation	Interpretation
Commitment	3.81	0.83	Agree
Shared values	3.86	0.83	Agree
Cooperation	3.89	0.80	Agree
Total	3.85	0.82	Agree

Table 4.3 shows that most of the respondents agree with our teamwork factor. They think that commitment to teamwork is a good sign (Mean=3.81, SD=0.83). Shared values also a big part in this factor (Mean=3.86, SD=0.83). And cooperation (Mean=3.89, SD=0.80). Overall teamwork factors have Mean=3.85 and SD=0.82.

4.4 Analysis of Leadership Style Factors

The factors influencing leadership style analysis are displayed in the table below. Table 4.4 displays the mean, standard deviation, and interpretation of each sub-variable. The factors that comprise the leadership style sub-variables are:

1. Positivity

2. Confidence

3. Honesty

Table 4.4: Mean and Standard Deviation of Leadership Style Factors

Leadership Style	Mean	Std
Positivity is a character that all leaders must have	3.8353	0.81271
My leader always opens to any idea and give feedback for them	3.9581	0.77772
I feel like my leader have a very good leadership	3.8922	0.80561
I feel confident in myself because my leader always encourages me	3.8952	0.75004
My leader always responsible for his own mistake	3.9701	0.81226
Confident leader could lead the team to achieve success	3.9611	0.76816
My leader always asks for our idea and shared his idea back for us	3.8593	0.76403
My leader always come to work on time	3.9611	0.79127
Honesty in one of factor which make the employees trust the company	4.0180	0.73499

The last variable is leadership style factors. Which sub-variable is positivity: the questions come with Positive is a character that all leaders must have, mean 3.8353 and Std 0.81271. My leader is always open to any idea and shared feedback for them comes with a mean of 3.9581 and Std 0.77772. And the last question is I feel like my leader has a very good leadership, mean 3.8922 and Std 0.80561.

The second sub-variable is confidence. I feel confident in myself because my leader always encourages me, mean 3.8952 and Std 0.75004. My leader is always responsible for his own mistakes with a mean of 3.9701 and Std 0.81226. The last one is confident leader could lead the team to achieve success, mean of 3.9611 and Std 0.76816.

The last sub-variable is Honesty. There are 3 questions in this sub-variable as well. First, my leader always asks for our ideas and shares his feedback with us with a mean of 3.8593 and Std 0.76403. My leader always comes to work on time, mean 3.9611 and Std 0.79127. The last question is whether honesty is one of the factors that make the employees trust the company, mean of 4.0180 and Std 0.73499.

Sub-variable	Mean	St. Deviation	Interpretation
Positivity	3.89	0.80	Agree
Confidence	3.93	0.78	Agree
Honesty	3.94	0.76	Agree
Total	3.92	0.78	Agree

According to Table 4.4, the results for positivity are shown below (Mean=3.89, SD=0.80). And most respondents agree that a leader with confidence is good

(Mean=3.93, SD=0.78). Honesty comes in (Mean=3.94, SD0.76). Overall, Leadership style factors come in Mean=3.92 and SD=0.78.

4.5   Analysis of Organizational Goals Factors

The analysis of the organizational goals is displayed in the table below. Table 4.5 displays the mean, standard deviation, and interpretation. The sub-variables of organizational goals are work motivation, teamwork, and leadership style.

Table 4.5: Organizational Goals

Organizational Goals	Mean	Std
Getting benefit is a must for employees	3.7695	0.82245
Promotion is the way to make your employees working hard	3.9731	0.73676
If there no communication the organization will fail to achieve their goal	3.9461	0.79607
Being commitment in your work will lead your team to be success	3.9072	0.73547
A team who shared anything together is a successful team	4.0210	0.69501
Without team cooperation the work will be fail	4.0060	0.78267
My boss always shared his idea with us	3.9042	0.82552
Honesty is required from top management to lower one, if you want to be successful	3.8054	0.76396
Positive leader can lead to achieve their goal	3.8922	0.80187

All the data was combined into 9 questions with the result in detail. Getting benefits is a must for employees, mean 3.7695 and Std 0.82245. Promotion is the way to make your employees work hard, mean 3.9731 and Std 0.73676. The last question in work motivation is if there is no communication the organization will fail to achieve its goal, mean of 3.9461 and Std 0.79607. The second variable is teamwork which comes with 3 questions. Being committed to your work will lead your team to success, mean of 3.9072 and Std 0.73547. Next question, a team that shared anything is a successful

team, mean 4.0210 and Std 0.69501. While without team cooperation the work will fail to come with a mean of 4.0060 and Std 0.78267. The last variable which is leadership style included 3 questions as well. My boss always shared his idea with us, mean 3.9042 and Std 0.82552. Next, honesty is required from the top management to lower one, if you want to be successful, mean 3.8054 and Std 0.76396. The last question is, a positive leader can lead to achieving their goal, mean 3.8922 and Std 0.80187.

Sub-variable	Mean	Std	Interpretation
Organization goals	3.91	0.77	Agree

Based on the result from Table 4.5 shows that the majority of respondents agree with our findings. The overall organizational factor is Mean=3.91 and SD=0.77.

4.6 Analysis of the relationship between organizational goals, work motivation, teamwork, and leadership style

The relationship between the independent variables—work motivation factors, teamwork factors, and leadership style factors—is examined in this section. The organizational goals are the dependent variable. Multiple linear regression analysis was utilized in this section to examine these relationships. The results are displayed below:

Table 4.6: Model Summary

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.692	.478	.474	.292

a. Predictors: (Constant) presented work motivation, teamwork, and leadership styles.

b. Dependent variable: Organizational goals

The R square value, based on the aforementioned findings, is.478, meaning that the three independent variables can account for 47% of the variation in the dependent variable.

Table 4.7: ANOVA

Model	Sum of Squares	df	Mean square	F	Sig
Regression	25.812	3	8.604	100.277	.000b
Residual	25.143	328	.086		
Total	53.955	331			

a.   Dependent variable: Organizational goals

b.   Predictors: (constant), work motivation, teamwork, and leadership style.

The ANOVA test yields an F value of 100.277 and a P value of 0.000, both of which are less than (P<0.5). The independent and dependent variables are therefore statistically related.

Table 4.8: Correlation

		Organizational Goals
Work Motivation	Pearson Correlation	.659
	Sig (2 – tailed)	.000
Teamwork	Pearson Correlation	.535
	Sig (2 – tailed)	.000
Leadership Style	Pearson Correlation	.647
	Sig (2 – tailed)	.000

The correlation coefficient between organizational goals, teamwork, leadership style, and work motivation is displayed in Table 4.8. Organizational goals and work motivation have a r=.659; P<0.05 correlation. This suggests that there is a moderately strong and positive correlation between organizational goals and work motivation. There is a r=.535; P<0.05 correlation between organizational goals and teamwork. This indicates that there is a moderately positive correlation and significance between organizational goals and teamwork. The relationship between organizational goals and leadership style (r=.647, P<0.05). This indicates that there is a significant positive moderate correlation between organizational goals and leadership style.

Table 4.9: Coefficients

Model	Unstandardized B	Coefficient Std Error	Standardized Coefficients Beta	t	Sig
Work Motivation	.251	.146	.226	5.158	.000*
Teamwork	.170	.111	.435	1.380	.001*
Leadership style	.548	.565	.349	6.367	.000*

a.   Dependent variable: Organizational Goals

The relationship between the independent and dependent variables is shown in Table 4.9 of the Coefficient table.

It is discovered that the first hypothesis factor for organizational goals and work motivation is.251. The dependent variable, organizational goals, and the independent variable, work motivation, have a value of.251 for coefficient B, with a significance

level of.000 at the 0.05 significance level. This indicates that the organizational goals will rise by.251 units for every unit increase in work motivation. As a result, it has been noted that work motivation influences organizational goals.

It is discovered that the second hypothesis factor for teamwork and organizational goals is.170. The dependent variable, organizational goals, and the independent variable, teamwork, have a value of.170 for coefficient B, with a significance level of.001 at the 0.05 level of significance. This indicates that the value of organizational goals will increase by.170 if teamwork is increased by one unit. Consequently, it can be demonstrated that cooperation affects organizational objectives.

In conclusion, the hypothesis factor pertaining to Leadership Style and Organizational Goals reveals that the dependent variable, organizational goals, has a significant level of.000 at the 0.05 significant level, and the independent variable, leadership style, has a value of.548 at coefficient B. It implies that the value of organizational goals will rise by.548 for every unit increase in leadership style. Consequently, it can be demonstrated that organizational goals are impacted by leadership style.

In conclusion, all of the explanatory variables are positively influenced when the organizational goals are examined in relation to work motivation, teamwork, leadership style, and organizational goals. Of the three variables, the most significant one is leadership style.

4.7   Results of Hypothesis Testing

Overall, it can be concluded that all three hypotheses for this study were accepted as below in Table 4.10:

Table 4.10: Result of Hypothesis Testing

H1: Work Motivation affecting organization goals a case study of NGO in Cambodia	Accepted
H2: Teamwork affecting organizational goals a case study of NGO in Cambodia	Accepted
H3: Leadership Style affecting organizational goals a case study of NGO in Cambodia	Accepted
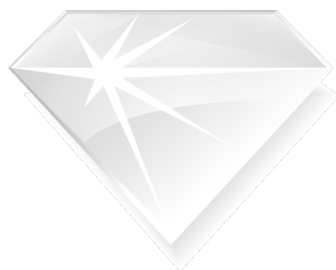
CHAPTER 5
DISCUSSION

This chapter will present the critical summary and discussion of our research findings, which have been compiled throughout the study. These were the three objectives of this research.

1. To study the impact of work motivation factors (benefit, promotion, and work environment) on organizational goals.

2. To study the impact of teamwork factors (commitment, shared values, and cooperation) on organizational goals.

3. To study the impact of leadership style factors (positivity, confidence, and honesty) on organizational goals.

This study used an online survey with closed-ended questions as its main quantitative research method. The 334 samples—part-time and full-time employees—were selected from the NGO sector in Phnom Penh, Cambodia, using the convenience sampling method. Descriptive statistics were used to calculate the independent and dependent variables' frequency, percentage, mean, and standard deviation. Furthermore, an analysis of multiple linear regression was conducted to investigate the correlation between the independent and dependent variables. There are three sections to the study's conclusion and discussion:

1. Conclusion of demographic data, attitudes towards variables, and hypotheses results

2. Discussion and recommendations for implications

3. Recommendations for future research

5.1   Summary and Conclusion

    5.1.1   Demographic Data

Among the total 334 respondents, the majority were male, aged 22 to 26 years old, single. Most of the respondents' educational background was a bachelor's degree. Most respondents who have worked 3 to 4 jobs are the most, and most of them work in the private sector. A monthly income of 300$ to 500% is the highest response among the 334 respondents. Most of the respondents have worked for at least 2 years, and their position is lower management. The majority of full-time workers volunteered for this research survey.

    5.1.2   Attitude towards Variables

The attitude towards the variables is presented in three parts:

1.   Independent Variable 1: Work Motivation

Respondents show diverse views on the work motivation factors achieved in their workplace. The respondents expressed high satisfaction with benefits and promotions in the workplace, they think that benefits and promotions will push them to work hard to reach the target because their effort will get the result which is why these sub-variables impact their work motivation in the workplace. They also expressed strong feelings about the working environment in the workplace, the working environment should be in a positive environment which leads to a positive mindset that will also affect their work motivation.

2.   Independent Variable 2: Teamwork

The result shows that employees in the organization expressed a high level of satisfaction with the teamwork in the workplace. Most respondents agreed that commitment from each member is very crucial in the workplace, shared values make

every team member trust each other which will help to achieve success, and lastly, cooperation has a big effect on their feelings toward working in the organization. This presented the idea that teamwork is crucial for success in the workplace.

3.	Independent Variable 3: Leadership Style

In the last variable, respondents agree that leadership style is really important in every organization. Their leader's positivity brings out a positive attitude in their employee while working with a positive attitude will lead to positive outcomes. Second, honesty is very important in each organization from leader to their employees. Honesty makes the organization rely and trust on each other and it will lead to success. And lastly, confidence in their leader could make employees trust and confidence in themselves too. So, they all agree that to be successful one organization must have very good leadership.

5.1.3	Hypotheses Results

Three hypotheses were proposed in this study.

Hypothesis 1: Work Motivation factors (benefit, promotion, and work environment) substantially influence organizational goals.

Hypothesis 2: Teamwork factors (commitment, shared values, and cooperation) also substantially influence organizational goals.

Hypothesis 3: Leadership Style factors (positivity, confidence, and honesty) also substantially influence organizational goals.

5.2   Discussion and Recommendations for Implications

This study research is mainly investigating the factors that impact the organizational goals of the NGO industry in Cambodia. According to the research's results,

1. Work motivation influences organizational goals

2. Teamwork influences organizational goals

3. Leadership style also influences organizational goals.

The sub-variable under work motivation included benefits, promotion, and work environment. The study research by (Fahriana et al., 2022) stated that developing the human resources already in place is necessary to raise the caliber of human capabilities and achieve organizational objectives. People who perform well can help the organization achieve its goals to the greatest extent possible. For employees to work well, they need to be directed in an orderly and effective manner. Therefore, this study shows that for employees to perform well in their work, the organization should motivate them through benefits, promotion, and a positive work environment. Motivation is essential in the workplace, if the employees don't feel motivated enough to perform their work it will lead to failure, so every organization should check and motivate them.

The next sub-variable under teamwork included commitment, shared values, and cooperation. The study research by (Bokaii., 2023) shows that in today's corporate environment, teams are regarded as one of the most crucial elements. Consequently, there is a relationship between employee productivity and the overall performance of the company. As we can see if there is no teamwork, everyone works individually and it will be hard to succeed. Therefore, we can see that in each organization, teamwork is

very important for success. If there is no teamwork in one organization it will be hard to achieve or reach their target. To achieve successful teamwork one leader could lead the team toward one goal with commitment, shared values, and cooperation.
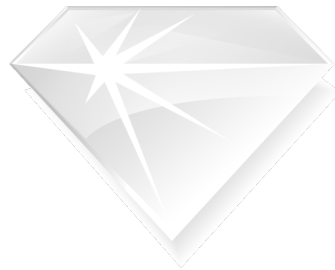
The last sub-variable under leadership style included positivity, confidence, and honesty. Leadership style plays a big role in the organization. Employees follow their leader, and the important thing is trust between the leader and employees. So, if the leader shows positivity, confidence, and honesty to their employees, they will follow it, and while everyone working towards the same goals the organization will be a success. Leadership style impacts how individual and team success, so the leader should be positive in leading the team, having confidence and honesty in themselves, so that the employees can trust and have confidence in their leader.

The research shows that work motivation, teamwork, and leadership style impact the organization's success. So, in this research will help each organization to understand more about the management process so that they can lead the organization toward success.

5.3   Recommendation for Future Research

The result of this study may be useful to organizations for their management purpose and decisions. From our research, the variables which are work motivation, teamwork, and leadership styles have a big impact on organizational goals. This research was analyzed by 334 samples with closed-ended questions. However, because it is an online survey some respondents may not provide their honest answers due to their concerns about their privacy. This can weaken the reliability of survey results. To strengthen the data, future research should be a face-to-face survey. This research uses a quantitative method. For future research, to get deeper and strong data, qualitative

research could be used to better understand the factorsto understand factors. This research chose variables of work motivation, teamwork, and leadership style as the main impact on organizational goals. Therefore, future researchers could choose another variable to get clear and extend their view.

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APPENDEX

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Questionnaire

The factors of Work Motivation, Teamwork, and Leadership Style toward Organizational Goal: case study of NGOs in Cambodia.

Instruction: This research was aimed at comprehending the impact of work motivation, teamwork, and leadership style factors on organizational goals. This study is part of BA715: Independent Study, Graduate School at Bangkok University.

The components of this research will be covered in 5 parts: the demographic data question, the work motivation factor, the teamwork factor, the leadership style factor, and the organizational goal.

The information provided will be treated as highly confidential and will be used solely for academic resources.

Thank you very much for your kind cooperation.

Part 1: Demographic Data

1. Gender

   Male

   Female

2. Age

   18-21 years old

   22-26 years old

   27-35 years old

   35+ years old

3. Marital Status

   Single

Married

Divorced

4. Education

    Highschool Diploma

    Bachelor' Degree
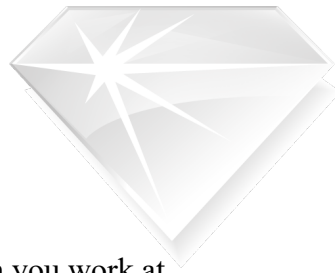
    Masters' Degree or above

5. How many jobs did you have?

    1-2

    3-4

    5+

6. Type of organization you work at

    Private

    Government

    Non-Profit

    Others

7. Monthly Income

    Under 300$

    300-500$

    500-1000$

    1000$+

8. Total working years:

    Under 1 year

    1 year

2 years

3+ years

9. Management level

Top Management

Middle Management

Lower Management

Staff

10. Type of employ:

Full-time

Part-time

Freelancer
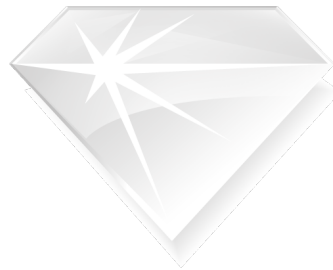
Part 2: Measurement of Work Motivation Factors

Direction: Please check in the box for the answer that suits you the most.

Work Motivation	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Benefit					
1.1 Benefit helps you to focus more on your work (Bhat, 2022)					
1.2 To motivate employee all company should have benefit for employees (Pandey, 2022)					

	Least agree	Less agree	Moderate Agree	More agree	Most Agree
1.3 You always check about company benefit for employees before joining the company					
2. Promotion					
2.1 Employees working hard to get promoted.					
2.2 Promotion is a must in every company (Hartman, 2020)					
2.3 Getting promotion can help employees give their best in their job. (Ke, 2015)					
3. Communication					
3.1 Communication are very important in company. (Campbell, 2022)					
3.2 Miscommunication can lead to fail their job.					
3.3 Communication can help boost your motivation, when you get the idea of it. (Firstup, 2022)					

Part 3: Measurement of Teamwork Factor

Teamwork	Least agree	Less agree	Moderate Agree	More agree	Most Agree

	(1)	(2)	(3)	(4)	(5)
1. Commitment					
1.1 You happy to work in this company.					
1.2 Feeling that the problem of the company like your own. (Miles, 2022)					
1.3 You feel strong sense that you belong to this company.					
2. Shared Values					
2.1 I like to share my idea or anything in my team. (Kramer, 2016)					
2.2 I feel secure in this team.					
2.3 I like how everyone in my team always shared idea and all values together. (Bollig, 2021)					
3. Cooperation					
3.1 Cooperation is very important for teamwork. (Weber, 2022)					
3.2 Everyone in team trust and respect each other. (Bosworth, 2023)					
3.3 Everyone in team are open to discussing different options.					

Part 4: Measurement of Leadership Style factor

Leadership Style	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Positivity					
1.1 Positivity is a character that all leaders must have. (Stauffer, 2022)					
1.2 My leader always opens to any idea and give feedback for them. (Udoagwu, 2021)					
1.3 I feel like my leader have a good leadership.					
2. Confident					
2.1 I feel confident in myself because my leader always encourages me.					
2.2 My leader always responsible for his own mistake.					
2.3 Confident leader could lead the team to achieve success. (Joseph, 2020)					
3. Honesty					
3.1 My leader always asks for our idea and shared his idea back for us. (Mcdonald, 2020)					

3.2 My team leader always come to work on time.					
3.3 Honesty is one of factor which make the employees trust the company. (Caroline, 2019)					

Part 5: Measurement of Organizational Goal

Organizational Goal	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Work Motivation					
1.1 Getting benefit is a must for employees.					
1.2 Promotion is the way to make your employees working hard. (Schooley, 2023)					
1.3 If there no communication the organization will fail to achieve their goal. (Schooley, b., 2023)					
2. Teamwork					
2.1 Being commitment in your work will lead your team to be success. (Herrity, 2022)					

2.2 A team who shared anything together is a successful team. (Aspire training team, 2023)					
2.3 Without team cooperation the work will be fail.					
3. Leadership Style					
3.1 Positive leader can lead to achieve their goal. (Becker, 2019)					
3.2 My boss always shared his idea with us.					
3.3 Honesty is required from top management to lower one, if you want to be successful. (Aspire training team, 2023)					

BIODATA

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