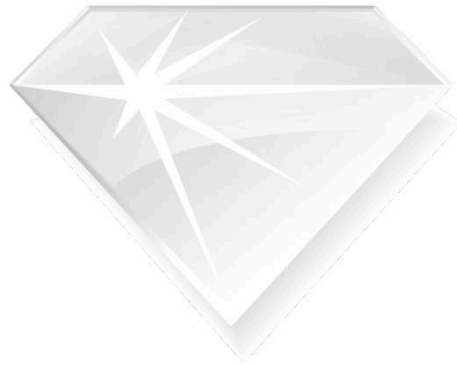


**THE IMPACT OF EMPLOYEES ATTITUDE, WORK MOTIVATION,
TEAMWORK TOWARDS ORGANIZATION PERFORMANCE AND
CASE STUDY OF HOSPITALITY IN CAMBODIA**



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In Partial Fulfillment

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Master of Business Administration

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Bangkok University

Title: THE IMPACT OF EMPLOYEES ATTITUDE, WORK MOTIVATION,
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CASE STUDY OF HOSPITALITY IN CAMBODIA

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ABSTRACT

This study investigates the intricate interplay between employee attitude, work motivation, teamwork, and organizational performance within the context of the hospitality industry in Cambodia. Drawing on data collected from 330 surveys administered among hospitality professionals, this research employs quantitative methods to analyze the relationships and effects of these variables.

The findings underscore the significance of positive employee attitudes in fostering a conducive work environment and enhancing organizational performance. Moreover, the study elucidates the pivotal role of work motivation as a catalyst for employee engagement and productivity, thereby contributing to organizational success. Additionally, the research elucidates the importance of teamwork dynamics in optimizing operational efficiency and service delivery within hospitality establishments.

Furthermore, through a comprehensive analysis of the case study, this research provides valuable insights into the specific challenges and opportunities encountered by hospitality organizations in Cambodia. It delineates strategies for leveraging employee attitudes, enhancing work motivation, and fostering effective teamwork to drive organizational excellence and competitive advantage in the Cambodian hospitality landscape.

Keywords: Organization performance, Employee attitude, Work motivation, Teamwork.

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Rabun Uch, Master's in Business Administration (January, 2023)

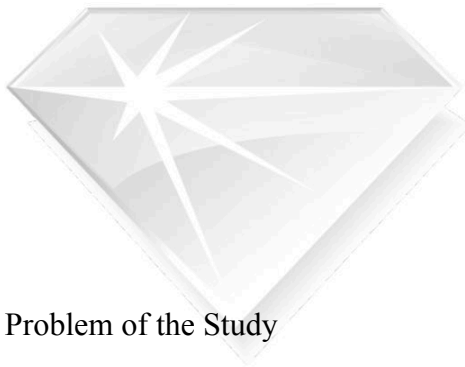
Graduate School, Bangkok University.

The Impact Of Employees Attitude, Work Motivation, Teamwork Towards Organization Performance And Case Study Of Hospitality In Cambodia

Advisor: Dr. Chanatip Suksai

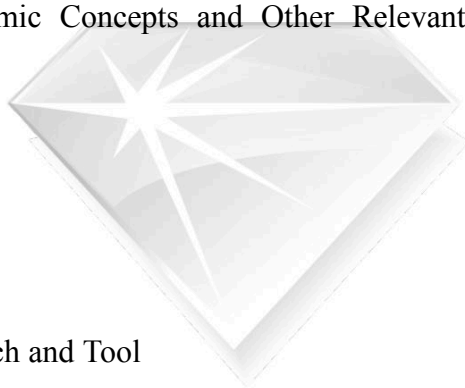
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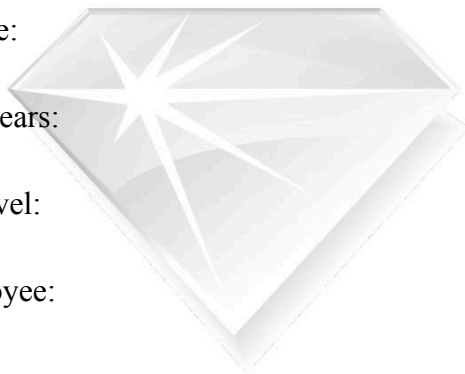
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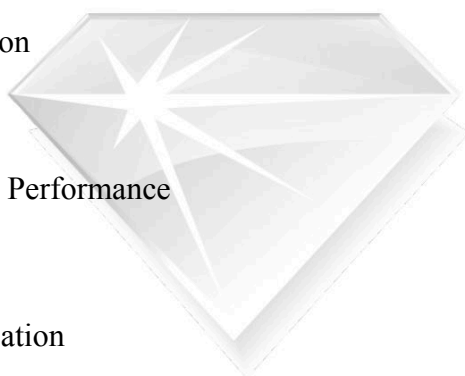
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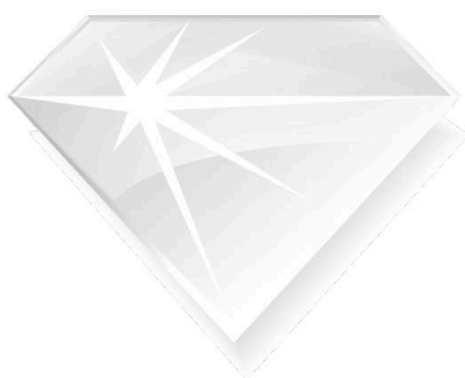
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CHAPTER 1

INTRODUCTION

1.1 The Importance and Problem of the Study

The hospitality industry in Cambodia has seen remarkable growth in recent years, driven by a surge in tourism and an expanding economy. According to World Bank projections, the second-biggest growth drivers in the Cambodian economy, tourism and hospitality, accounted for nearly 21% of GDP in 2019. This translated, the Ministry of Tourism reports, into a 13% year-over-year rise in overall income to about USD 4.92 billion. The tourism industry is a significant foreign exchange generator, having grown 6.6% yearly to 6.61 million international visitors throughout the last ten years (Ministry of Tourism, 2022). At 2.36 million visitors, China was the biggest source (Aquarii, 2022) Vietnam and Thailand came in second and third. Tourism and hospitality growth in Cambodia was already slowing down before the COVID-19 outbreak. Its overreliance on Chinese tourists and Angkor Wat in Siem Reap was frequently cited by many as a warning sign that should not be disregarded, but the consequences of the August 2019 ban on online gambling further slowed down the number of visitors to Angkor sites and other parts of the nation the next year. The COVID pandemic thus severely damaged the travel and hospitality sectors worldwide, and the Cambodian tourism sector collapsed. Just USD 1.023 billion in income from 1.3 million overseas visitors was reported in 2020, a 79.4% decline from USD 4.92 billion and an 80.2% decline from 6.6 million international visitors in 2019. The resulting 3% of Cambodia's GDP in 2020 is far from the 21% recorded in 2019. According to industry analysts, the tourism industry in Cambodia will need three to

five years to recover if the pre-Covid underlying issues are sufficiently addressed (Ministry of Tourism, 2022). The success of the country's hospitality industry heavily relies on its employees' performances, which are critical for providing quality services and meeting customers' needs. Employee attitude, work motivation, and teamwork are essential factors that are critical drivers of organizational performance.

In exploring the connection between how employees feel, their drive to work, and how well they collaborate, this research focuses on the impact these factors have on the success of organizations, specifically within the hospitality industry in Cambodia. The study is important as it strives to shed light on practical ways to boost overall organizational effectiveness, considering the unique challenges in this local context.

Understanding why employees think and act the way they do can greatly improve businesses' performance in the Cambodian hospitality scene, where the competition is tough, and grasping the influence of employee attitudes, motivation, and teamwork becomes a strategic advantage. This research aims to provide practical insights, catering to the specific needs of the local industry.

However, there's a gap in existing knowledge. Most studies look at these factors separately. There is a lack of comprehensive exploration into how they affect organizational success in the Cambodian hospitality sector. This research seeks to fill that gap by providing a holistic understanding of the dynamics at play.

Moreover, the study addresses the unique challenges faced by organizations in Cambodia. Localized insights are crucial because what works in one place might not work the same way in another. By conducting a case study within the Cambodian hospitality setting, this research hopes to provide practical recommendations that consider the cultural nuances and specific circumstances of this context.

In essence, this study is about how employees' feelings, motivation, and teamwork impact how well a business does, especially in the hospitality industry in Cambodia. It's crucial because it aims to offer practical ideas for improvement, considering the specific challenges organizations face in this local setting.

1.2 Research Questions

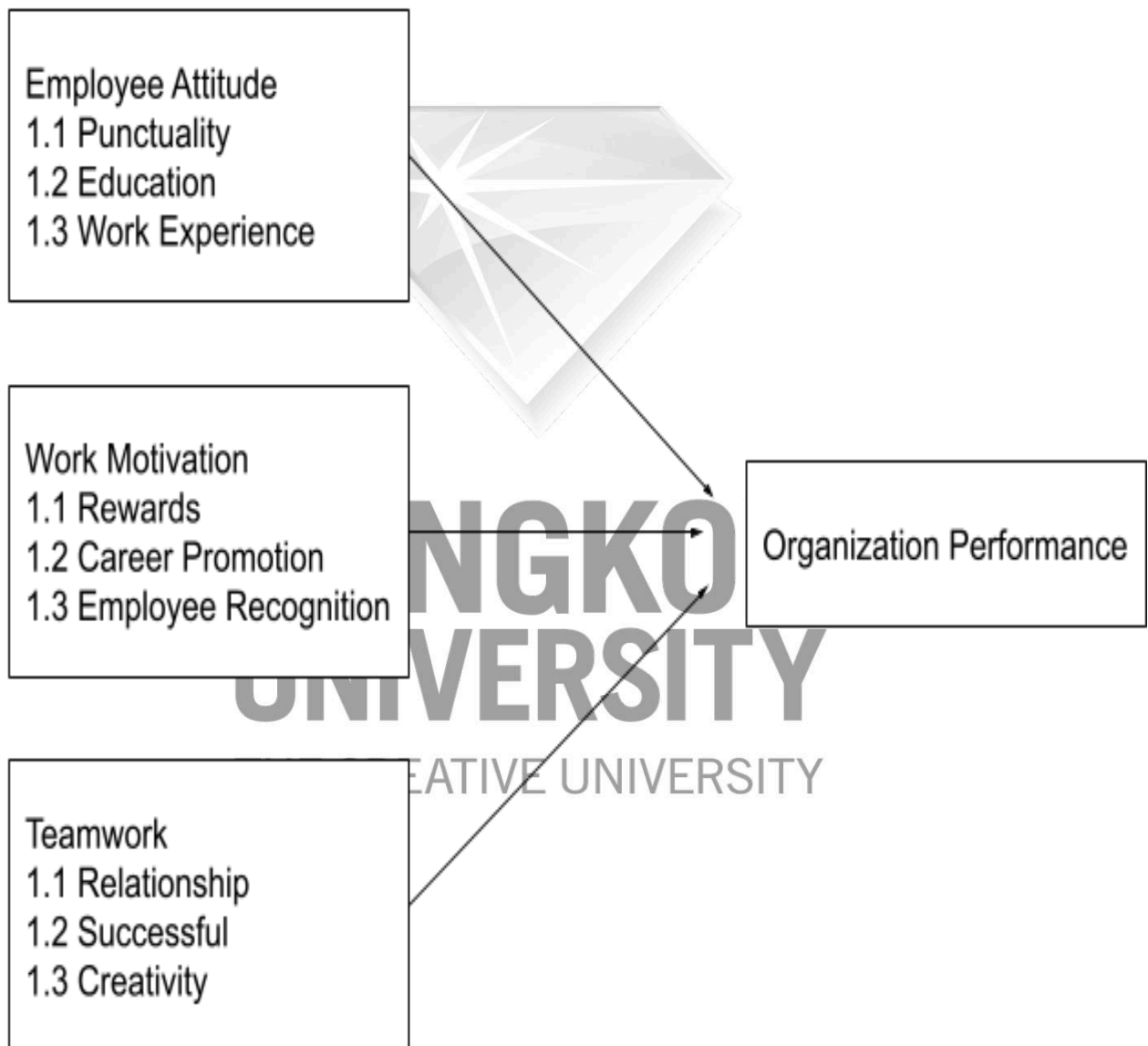
- Does the employee attitude factor (punctuality, education, and work experience) influence organizational performance?
- Does the work motivation factor (reward, career promotion, and employee recognition) influence organizational performance?
- Does the teamwork factor (relationship, success, and creativity) influence organizational performance?

1.3 Objectives of the Study

- To study the impact of employee attitude factors (punctuality, education, and work experience) on organizational performance.
- To study the impact of work motivation factors (reward, career promotion, and employee recognition) on organization performance.
- To study the impact of teamwork factors (relationship, success, and creativity) on organizational performance.

1.4 The Conceptual Framework

The anticipated relationship between the variables is depicted in the conceptual framework. It lays up the pertinent goals for the investigation and shows how they connect to produce logical findings.

Figure 1- 1Conceptual Framework

1.5 Method of Study

The study will use a quantitative research approach through survey questionnaires. The questionnaire will collect data from employees working in hospitality organizations in Cambodia. The survey questions will focus on employee attitude, work motivation, teamwork, and organizational performance. The data will be analyzed using regression analysis to ascertain a significant relationship between the independent variables (employee attitude, work motivation, and teamwork) and the dependent (organizational performance) variables.

Furthermore, the research will conduct qualitative research in the form of a case study of a successful hospitality organization in Cambodia to explore how employee attitude, work motivation, and teamwork contribute to their success. Data will be collected from interviews and questionnaires with managers and employees in the organization.

1.6 Tools and Statistics Used

The research for this study was conducted through an online survey to study the respondents' attitudes and behaviors toward the variables. The survey research comprises close-ended questions on employee attitude (punctuality, education, and work experience). Then, based on work motivation (reward, career promotion, employee recognition) and teamwork (relationship, successful team, creativity), Statistical analysis was conducted using the common statistics for quantitative methods.

1.7 Scope of the Study

1.7.1 Independent Variables:

1.7.1.1 Employee Attitude

1.1. Punctuality

1.2. Education

1.3. Work Experience

1.7.1.2 Work Motivation

2.1. Reward

2.2. Career Promotion

2.3. Employee Recognition

1.7.1.3 Teamwork

3.1. Relationship

3.2. Successful

3.3. Creativity

1.7.2 Dependent Variable: Organization Performance

1.7.3 Population and Sample:

This study's main research methodology is a quantitative approach based on the internet and an online survey. The study's target audience is people who work in hospitality in Phnom Penh, Cambodia. Convenience or non-probability sampling will be used, and all samples will be drawn from the population.

Data from Phnom Penh indicated 220.000 units in 2021. Compared to the previous

total of 424.000 units for 2020, this indicates a drop. Cambodia Number of Hotels: Annual data updates for Phnom Penh show an average of 162.500 units with 20 observations between December 2002 and 2021. The statistics set a record low of 120.000 units in 2002 and an all-time high of 424.000 units in 2020. Cambodia Number of Hotels: The Ministry of Tourism reports Phom Penh statistics, which is still active in CEIC (MINISTRY OF TOURISM, 2022).

Figure 1- 2 Yamane's Table for Sample Size

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

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

1.8 Benefits of the Research

The proposed study on the impact of employee attitude, work motivation, and teamwork on organizational performance in Cambodia's hospitality industry has several potential benefits. The findings of this study could contribute new insights to the current knowledge base, fill current knowledge gaps, and create a framework for evaluating the effectiveness of employee attitude, work motivation, and teamwork in enhancing organizational performance. The practical benefits of this study include the development of effective HR strategies aimed at improving employee performance, enhancing customer satisfaction, and guiding policymakers and stakeholders in the hospitality industry to make informed decisions based on empirical evidence. As Cambodia's hospitality industry faces increasing competition and demand for service excellence, this study could play a crucial role in understanding the critical factors of employee performance and providing practical recommendations for sustaining organizational success.

1.9 Limitations of the Research

A business has multiple processes and practices that each institution considers its backbone and arteries. The researcher will focus on the service operation at the hotel in Cambodia. Study the market by conducting face-to-face interviews with business owners, employees, and customers who come to receive services.

1.10 Definition of Terms

Organization: A social entity with a shared objective connected to the outside world, like an organization or association.

Performance: Task completion is evaluated concerning predetermined, established benchmarks for speed, accuracy, completeness, and cost (Hussain et al., 2020).

Teamwork: Teamwork is the broader idea of team performance, encompassing individual-level task work, because it includes the interdependent components necessary to coordinate numerous individuals' performance (Pai et al., 2020).

Team: An official team consists of individuals who collaborate closely and exchange ideas at a high level to accomplish a shared objective. Effective teams use the skills and knowledge of their members to complete tasks that would be impossible for individuals working alone or for other types of work groupings (Jones et al., 2008). Teams are particularly well-suited for carrying out complex projects with numerous interconnected subtasks.

Motivation is “motivating others to accomplish at high levels and getting beyond obstacles to bring about change.” Motivation is the source of direction, control, and persistence in human behavior (Khuong & Linh, 2020).

CHAPTER 2

LITERATURE REVIEW

This chapter will summarize the literature relevant to the research project, bringing out where the gaps are and how the research helps to fill in one or more of these gaps. The research project, “The Impact of Employee Attitude, Work Motivation, and Teamwork Factors Towards Organization Performance and a Case Study of Hospitality in Cambodia,” can be divided into six elements. They are as follows:

2.1 The Background of Hospitality Industry

2.2 Theories/Academic Concepts and Other Relevant Research Articles of Organization Performance

2.3 Theories/ Academic Concepts and Other Relevant Research Articles of Employee Attitude

2.4 Theories, Academic Concepts, and Other Relevant Research Articles of

Work Motivation

2.5 Theories, Academic Concepts, and Other Relevant Research Articles of

Teamwork

2.1 The Background of Hospitality in Cambodia

The hospitality industry in Cambodia has undergone significant changes over the

years. From a country ravaged by war and destruction in the 1970s, it has emerged as a popular travel destination with a growing hospitality industry. This proposal explores the hospitality background in Cambodia, including its history, current state, and prospects. Cambodia's rich cultural heritage dates back to the Khmer Empire, which ruled the region from the 9th to the 15th centuries. The empire is known for its grand architecture, including the famous Angkor Wat temple complex, which attracts millions of tourists annually. Cambodia's hospitality roots lie in its emphasis on community and respect. For centuries, travelers seeking shelter were welcomed into homes, fostering a culture of warm reception. The majestic temples of Angkor Wat, built during the Khmer Empire, stand as testaments to the historical importance of hosting pilgrims and dignitaries. However, the country's hospitality industry suffered greatly during the Khmer Rouge regime from 1975 to 1979, which saw widespread destruction of infrastructure, including hotels and other tourism-related facilities. Following independence and the Khmer Rouge regime's devastating rule, Cambodia's hospitality sector faced a period of stagnation. Infrastructure was destroyed, and skilled workers were displaced. However, the late 20th century witnessed a gradual revival. The COVID-19 pandemic severely impacted tourism, highlighting the need for diversification beyond traditional tourist destinations.

Despite the challenges faced globally in recent years, Cambodia's tourism sector has demonstrated remarkable resilience and growth. The influx of approximately 2.2 million international visitors and 10 million local tourists in the first five months of 2023 reflects a significant upswing compared to last year. The Ministry of Tourism's optimistic projection anticipates a total of 4.5 million international tourists and 16 million local tourists by the end of this year, surpassing the figures from the previous

year. Notably, Cambodia's diverse attractions, including the iconic Angkor Wat Archaeological Park, the scenic Mekong River, poignant sites like the Killing Fields, the grandeur of the Royal Palace, and the allure of its coastline areas, continue to captivate visitors. As the country builds on its rich cultural heritage and expands its offerings, Cambodia is emerging as a prominent destination, showcasing the tremendous progress made in its tourism industry since 1998, when it welcomed a mere 29,000 international tourists. The resilient growth trajectory highlights Cambodia's increasing appeal on the global tourism stage. (ROV HONGSENG, 2023)

There is no doubt that Cambodia's hospitality industry will continue to grow in the coming years. The country's tourism sector has become a top priority for the government, with efforts to attract more visitors through various initiatives such as visa exemptions and destination marketing campaigns. Cambodia's hospitality industry has come a long way, transforming from tradition-based practices to a modern economic driver. By embracing its heritage, addressing current challenges, and adapting to a changing travel landscape, Cambodia is poised to continue its journey as a welcoming and hospitable destination for global travelers. There is also an opportunity for the industry to embrace sustainability and eco-tourism. This could include the development of eco-friendly accommodations and activities that promote environmental conservation.

2.2 Theories/ Academic Concepts and Other Relevant Research Articles of

Organization Performance

While paying employees well is considered one of the most important policies businesses implement to improve employee performance and, ultimately, organizational productivity, businesses also face many other difficulties, including employee attrition, shifting workplace dynamics, shifting consumer preferences, and technological advancements. Most labor employers and management professionals must acknowledge that employee performance is critical in helping companies achieve a competitive edge and adapt to modern changes. These workers' performance is essential to the organization's expansion as well as the personal development of each employee.

Any organization must identify its exceptional employees, those who require further training, and those who are not adding to the effectiveness and welfare of the company to be flexible enough to meet changing market conditions and achieve its goals and objectives. These can be accomplished by implementing a system of motivation that would encourage staff members to give their all on all tasks they are given.

Organizational performance refers to an organization's output or results compared to pre-established goals and objectives (Dorta-Afonso et al., 2021). It is also comprehensible based on how successfully an organization accomplishes its objectives. Managers of an organization must be aware of its performance rate to determine what adjustments to make to stay up to date with changing trends. The company's executives will find it easier to determine when precise changes are required if they know the performance. Performance appears to be a rather complicated term based on previous literature. The process of evaluating performance requires further consideration. Excellent performance translates into well-executed and efficient work. The term "organizational performance" describes a concerted effort to enhance an organization's capacity for problem-solving and adaptability to

changes in its external environment, sometimes with the assistance of internal or external behavioral scientific practitioners, also known as "change agents." Gutterman (2023) asserts that achieving objectives through the conversion of inputs into outputs is the foundation of organizational performance. Performance is about economy, efficiency, and effectiveness from a content standpoint. It highlights the connections between realized and effective cost (efficiency), the outcome and achieved outcome (effectiveness), and effective and minimal cost (economy). An organization can evaluate its performance based on profit, sales volume, market share, and meeting deadlines.

Diverse researchers disagree on the essence of performance. The topic of organizational performance is still relevant in the field of management study. According to Abdelraheem (2019) performance is equivalent to the well-known 3Es of economy, which are the efficacy and efficiency of a certain activity program. The three distinct areas of a firm's outcomes that make up organizational performance, according to Ondoro (2015) explanation, are financial performance (profits, return on assets, return on investment), product market performance (sales, market share), and shareholder return (total shareholder return, economic value added, etc.). The ability of an organization to achieve its objectives via the effective and efficient use of its resources is known as organizational performance. Measured against the organization's aims and objectives, organizational performance can be defined as the actual output or results. Performance and productivity are not the same thing. Productivity, is defined ratio that shows how much work is done in a specific length of time. Performance is a more general term that can refer to various aspects such as quality, consistency, efficacy, efficiency, and productivity. According to a study Chien et al. (2020) job design, organizational culture, human resource policies, leadership styles and environments, and purpose models are the five main elements that affect how well an organization performs. Performance is a term that can be measured in multiple ways and describes both what has

been accomplished and how it has been accomplished. Utilizing key performance indicators (KPIs), typically associated with financial outcomes (profitability) or productivity, is the most straightforward means of assessing accomplishments and the method employed in numerous research. Assessing the "how" is more challenging. It has to rely heavily on qualitative evaluations of the efficacy or capabilities of the organization.

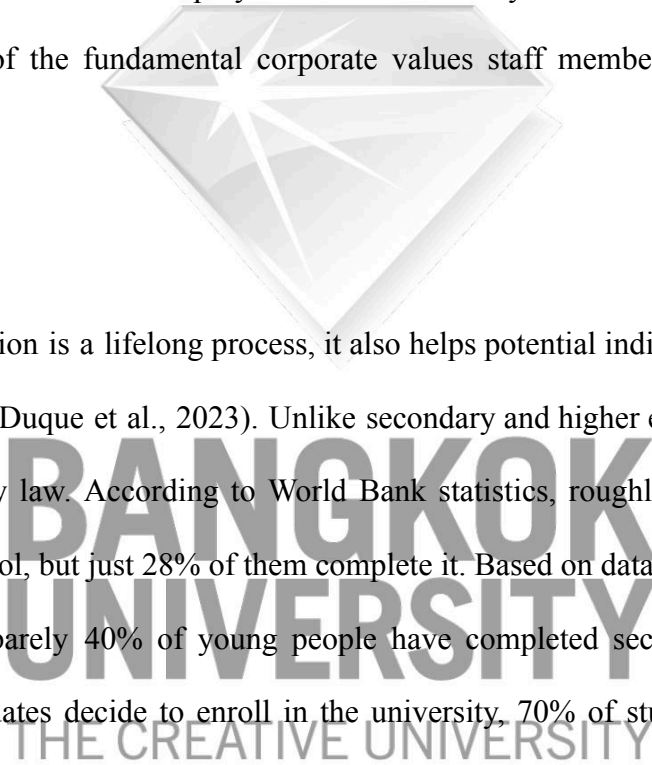
2.3 Employee Attitude Factor and Organization Performance

Punctuality, Education, and Work Experience Lies under Employee Attitude Factors.

Punctuality

According to Half (2023) "Punctuality is the soul of business." This suggests that every company should be especially aware of the time that employees arrive at work. Being punctual means finishing necessary work or meeting an obligation ahead of schedule or on time. Therefore, being on time for work, meetings, or appointments does not only mean showing up on time but also arriving prepared and ready to work. It entails a certain level of dedication to the work function, planning and scheduling of travel, organization and time management, and a sense of the significance of punctuality and acting appropriately or professionally while at work. Employee morale and productivity suffer when workers arrive late, especially when it affects other staff members who must cover for them. (Birt, 2023).

At work, managing delays can be difficult. Still, managers frequently discover that productivity increases when meetings begin on time, and delays are controlled. Additionally, workers who overcome a pattern of chronic tardiness frequently discover that they have improved their organization and effectiveness in other spheres of their lives. They frequently transform their new habits into ways of life shifts after learning to evaluate their issues and devise a plan to get well.



Employers without computerized payroll systems do not compensate for employee tardiness. As soon as he punches in after the deadline, the system deducts his earnings. This method can lead to the development of clock watchers, particularly if overtime compensation for the minutes or hours after work is not affected. Some have tried progressive punishment. If you work in a field where finding substitutes is simple, firing someone for persistently being late could be the appropriate course of action. However, you might have to make a concession and give the terminated employee more time off if you find replacements. (Half, 2023) states that one of the fundamental corporate values staff members must uphold is timeliness.

Education

Although education is a lifelong process, it also helps potential individuals reach their full potential (Acevedo-Duque et al., 2023). Unlike secondary and higher education, primary schooling is required by law. According to World Bank statistics, roughly 98% of students register in primary school, but just 28% of them complete it. Based on data from the National Employment Service, barely 40% of young people have completed secondary education. Although 25% of graduates decide to enroll in the university, 70% of students drop out of school, according to data from 2014. These figures unequivocally demonstrate the difficulty of passing the educational system and how few people who start elementary school complete higher education.

Furthermore, an estimated 95% of graduates can only find employment through further training. A long-term strategy for education, labor retraining, and mandatory knowledge promotion with the introduction of verification mechanisms (different licenses) is necessary, given the state of the Serbian economy, where only a small number of organizations have defined the obligatory time for advanced training of the employees and

6% of the work-active population has high or higher qualifications. The idea of lifelong learning can potentially close the gap that separates us from the developed world. Still, it also has the potential to widen it. According to KRAUS et al. (2023), useable knowledge is now the best product—that is, the possible value created—and educational institutions must adapt the boundaries between education and business.

It is first necessary for the organization to rename the people function as human resource managers and begin to view employees as a critical component of success. When making business decisions, one must consider all pertinent information and variables that may impact the enterprise's outcome. Making business decisions requires a major component of activity execution, the results of which will directly affect future business outcomes. It is crucial to consider the issue, the activities, or the offer from various angles while making selections. Parallel thinking is a strategy that makes this possible. This makes it possible for the choice to be the correct one and for the outcomes to have a beneficial impact in the future. Caves (2018) mentioned the observation of lifelong learning in an organization and staff advancement will be the basis for this article. We'll examine this aspect of the business from several perspectives, and then we'll weigh every viewpoint. Promoting people's knowledge and abilities is what lifelong learning entails. Individual lifelong learning suggests personality improvement regardless of the person's employment status or level of schooling. At the organizational level, promoting lifelong learning means helping staff members enhance their knowledge and abilities. The advancement of personnel inside an organization suggests that future achievements will be even better and more meaningful.

More education and training for the staff will undoubtedly lead to improved outcomes down the road. So, it is evident that investing in lifelong learning would pay off since it will enable higher returns than the expenses incurred by formal education. Every type of learning

is a component of education, which begins in childhood. It's crucial to remember that investing in education, whether it takes the form of academic instruction or some other type of learning with practical components, always pays off. London School of Business and Finance (2023) for an organization to make an educated decision about the specific money it allocates for employee learning and development, it is critical to pay attention to certain details. An organization must first and foremost monitor its place in the market. It must consider the positions of others before engaging in any project or type of investment. To ensure future investments, the organization must know its existing performance and opportunities. When the company assesses its needs and concludes that employee education would be suitable, it must consider whether investing in this is necessary to see future returns. It is necessary to observe the facts and opportunities this project offers, regardless of whether it is about this project or another type of investment. Should a project prove to be unprofitable, the organization will not choose to allocate specific cash for it. Considering that education is a never-ending resource and its benefits can materialize over time, financial investments in education will undoubtedly yield returns.

Work Experience

Work experience is one factor that determines a person's pay at work, according to Sutaguna et al. (2023), and depends on how long an employee has been performing his or her obligations following the industry they work in. Workers with a certain amount of job experience in their line of employment typically do assigned tasks more quickly and accurately. An employee's work experience is crucial. An employee's work experience can serve as the foundation for the business when developing goals for their professional growth.

Work experience, according to Ardianto (2020) is the process of gaining knowledge or skills about a job's approach due to the officer's involvement in completing work activities. The

purpose of using work experience in the exercise is to increase employee productivity at work through practice. At the very least, a person's professional experience will demonstrate or ascertain how their quality is operating. Experience at work may have an impact on how accurately someone perceives something. Employees' work ethic will improve due to their increased ability to execute jobs effectively and efficiently as their technical quality, work experience, and abilities grow. Because experience is the best teacher, it is invaluable in all endeavors. The idea is that someone learns from something they have never done before.

Radu (2023) stated that several factors also influence the experience of working as an employee and serve as a barometer for work experiences:

1. Duration of the workday. Regardless of how much time or effort someone has put in, they are capable of understanding the duties at hand and performing satisfactorily.
2. The degree of expertise and abilities possessed. Understanding encompasses the ideas, guidelines, protocols, regulations, and more data that an employee has to know. Understanding and using information is another aspect of knowledge. Then, to accomplish or carry out work or employment, physical talents are required.
3. proficiency with tools and labor. The degree to which an individual is proficient in using tools and handling technical aspects of their job.
4. Organizational culture: The behaviors, values, and beliefs that characterize the workplace have a big influence on the work experience for employees. An environment that is encouraging and upbeat makes work more enjoyable.
5. Leadership: A pleasant work environment depends on effective leadership that offers clear guidance, encouragement, and acknowledgment.

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

Motivation

Rewards, Career Promotion, and Employee Recognition lie under Work Motivation.

Reward

Reward is given or received for efforts, achievements, or contributions. Rewards often motivate individuals or groups to perform specific actions or tasks. They can take various forms, including tangible items like money, gifts, or trophies, and intangible benefits like praise, recognition, or a sense of accomplishment.

Akafo & Boateng (2015) Found that non-monetary rewards, like praise and recognition, positively affect employee job satisfaction and motivation, leading to improved performance. Timely feedback and combining non-monetary rewards with monetary incentives were also highlighted as effective strategies. This research emphasizes acknowledging and appreciating employees for better workplace outcomes.

Weidmann & Deming (2020) used functional magnetic resonance imaging (fMRI) to examine how the size or magnitude of rewards influences brain activity and decision-making processes. This research delves into the neural mechanisms underlying reward processing and how they are affected by varying reward amounts.

Career Promotion

Career promotion refers to advancing an individual's career within an organization or profession. It typically involves moving into a higher position or rank, often accompanied by increased responsibilities, authority, and compensation. Career promotions can result from outstanding performance, skills development, seniority, or a combination of factors.

According to Caesens et al. (2014) explores how career development opportunities, including promotions, affect employee turnover in the public sector. This research investigates the connection between career advancement and the retention of employees within government

and public organizations, shedding light on factors influencing turnover rates in this context.

Chouhan (2022) investigate the relationship between perceived career growth opportunities and the intention of IT professionals in India to leave their jobs. The study aims to understand how the availability of career advancement prospects influences employee turnover intentions in the IT sector in India.

Employee Recognition

The efforts and commitment of employees in the workplace are continued through recognition. Appreciation and acknowledgment are significant intrinsic rewards that have a role in enhancing employee attitudes and performance. Workers believe that receiving recognition is a worthwhile goal in their careers. They feel more motivated to raise their productivity levels within the company due to this morale boost. Recognition is a crucial component of any firm to boost employee engagement and improve performance. When met, this need serves as a powerful incentive.

According to (Ross, 2021), acknowledging employees' contributions and efforts is more important than their performance achievement alone. In a similar vein, Manzoor (2011) research finds that employee motivation is greatly impacted by acknowledgment. For instance, after working for the company for at least a year and reaching a specific age, an employee is eligible for a pension. Employees receive this as a thank you for working for the company until retirement.

Instead of offering their staff encouragement and appreciation, most managers would rather dictate to them. The workers will become demotivated and frustrated as a result of this. The workers will believe that not much is being done to acknowledge their efforts. Almost all facets of an employee's contribution suffer when they are not feeling well. Joy generally encourages creativity, productivity, and general satisfaction. Therefore, acknowledging an employee's contributions is a great approach to thank them and lift their spirits. The public

sector has developed several recognition programs, including the Federal and State Medals, the Excellent Service Medals, the Excellent Service Awards, the Public Servants Staff Bonus, the Long Service Awards, and others. To establish a high-performance work culture among public officials, it is necessary to encourage public servants' competence, performance, productivity, and innovation through an effective recognition system.

2.5 Theories / Academic Concepts and Other Relevant Research Articles of Teamwork Relationships, Success, and Creativity lie under Teamwork.

Relationship

Organization reports that employees with a best friend at work have a seven-fold higher level of workplace engagement. However, it is not required to be a "BFF." According to research from Gallup, having a close friend at work increases happiness.

People are friendly creatures by nature. Furthermore, having positive working connections with coworkers will make our jobs more fun, given that we spend one-third of our lives at work.

According to Circle (2023) Coworkers will feel more confident in voicing thoughts, discussing, and accepting new ideas, for example, if they are more at ease with one another. It takes this kind of cooperation to embrace change, develop, and invent. And group morale and productivity surge when members witness the successes of working together this way.

You can be free in relationships at work as well. You can concentrate on opportunities instead of wasting time and energy on unfavorable connections, such as gaining new business or concentrating on your growth. Maintaining a solid professional network will also help you advance in your career by providing access to possibilities you might not otherwise have.

Successful

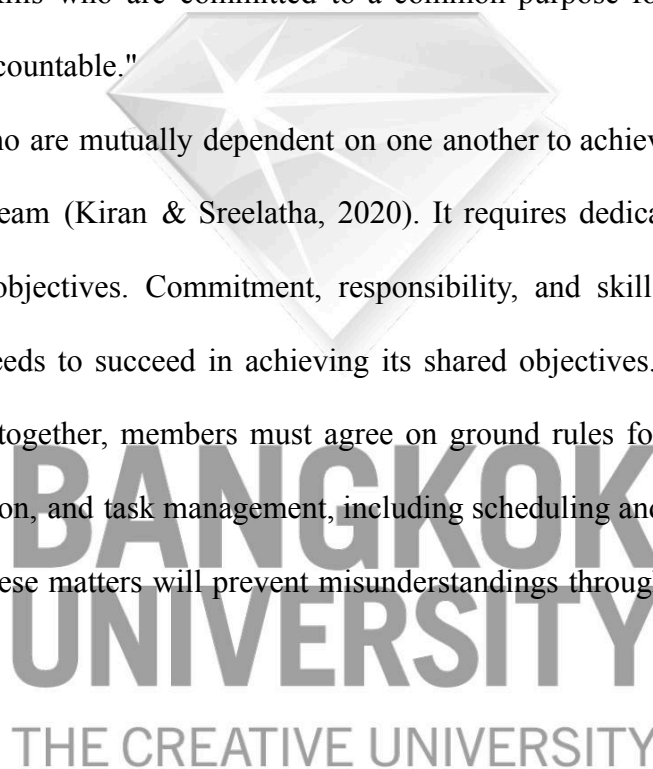
A team consists of persons who possess complementary talents and work together on a shared task; in other words, it is "a group collaborating in their professional work or some enterprise or assignment" (Weidmann & Deming, 2020). "A team is a small group of people with complementary skills who are committed to a common purpose for which they hold themselves mutually accountable."

"A group of people who are mutually dependent on one another to achieve a common goal" is the definition of a team (Kiran & Sreelatha, 2020). It requires dedication, teamwork, a defined purpose, and objectives. Commitment, responsibility, and skill are a few of the qualities that a team needs to succeed in achieving its shared objectives. As a result, for a team to function well together, members must agree on ground rules for behavior, project planning, role distribution, and task management, including scheduling and decision-making. Making decisions on these matters will prevent misunderstandings throughout the team's life cycle.

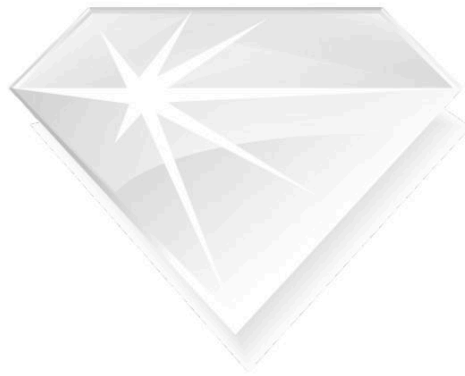
Creativity

Individual creativity and organizational creativity are connected through creativity in teams. Organizations frequently use teams to generate innovative ideas and turn these concepts into practical technologies, goods, or services (Wach & Bilan, 2023).

The measuring of innovative performance, encompassing creativity, innovation, and productivity, is defined by creativity theorists using the consensus assessment technique. In the field of study, creativity is the production of innovative, highly valued items. Productivity is the degree to which a system uses resources to accomplish its objectives. Turning an idea or invention into a valuable and commercially usable product is known as innovativeness.



(Amabile, 2022) defines team creativity as the sum of the parts of inventiveness, productivity, and creativity. A team's atmosphere, team conflict, and member diversity are some of the elements that affect creativity. Other influences include differences in knowledge and abilities held by the members.



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CHAPTER 3

METHODOLOGY

Descriptions of the research design, the justification for the investigation, and the methodology will be the main elements of this chapter.

Furthermore, the study will consider potential content validity and reliability testing risks.

Therefore, this part will be described into eight elements. They are as follows:

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 will be one of the instruments utilized in this survey

research to get data from the respondents. Five categories will comprise the questionnaire: eight questions will pertain to demographic data; nine questions will focus on employee attitude; two questions will address work motivation; nine questions will address teamwork; nine questions will address independent variable three; and three questions will address organization performance (dependent variable). There will be 38 questions on the survey.

Part 1: Demographic Data

Inquiries concerning the respondents' details, including age, gender, and marital status, make up this section. Additionally, there are questions on the forms that ask for personal information regarding their work and attitude.

Part 2: Employee Attitude

This section asks questions concerning the performance of the organization and employee attitude. This section has three sub-variables: work experience, education, and punctuality.

Every sub-variable comprises three inquiries.

Part 3: Work Motivation

This section asks questions about the Work Motivation Performance of the Organization. This section contains three sub-variables: Employee Recognition, Career Promotion, and Reward.

Every sub-variable comprises three inquiries.

Part 4: TeamWork

This section comprises questions about Teamwork and organizational performance. This section has three sub-variables: relationship, successful team, and inventiveness. Every sub-variable comprises three inquiries.

Part 5: Dependent Variable

This section includes the respondents' overall performance as an organization. The topics covered are teamwork, overall employee attitude, and work motivation.

3.2 The Research Design

The online questionnaire will be measured as follows:

1. Part 1: the fact: nominal and ordinal scale
2. Part 2-4: the attitude: interval scale (the least (1) to the most (5))
3. Part 5: the attitude: 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



For parts 2-5 of the questionnaire, which consists of Likert's 5-point scale, the statistical mean range for the interpretation of the mean is calculated below

$$\text{Range} = (\text{Maximum} - \text{Minimum}) / \text{Scale Level}$$

$$\text{Range} = (5 - 1) / 5 = 0.8$$

Table 3.1 Range and 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 two types:

1. Descriptive statistics are frequency, percentage, mean, and standard deviation.
2. Inferential statistics is composed of the Multiple Regression Analysis Test.

3.3 The Quality of the Research Tool

Dr. Chanatip Suksai, the adviser, verified the authenticity of the online questionnaire and gave it approval. Thirty volunteers served as the sample group for the reliability test. With a total reliability of 0.867243, the questionnaire data were evaluated using Cronbach's Alpha in the statistical program. A value of 0.7–1.00 is necessary for acceptance.

Table 3. 2 The Total Reliability Test Results

Cronbach's Alpha	N (number) of Items
0.867243	32

Table 3. 3 The Reliability Test Results for Employee Attitude Factor.

Cronbach's Alpha	N (number) of Items
0.9118359722	9

Table 3. 4: The Reliability Test Results for Work Motivation Factor.

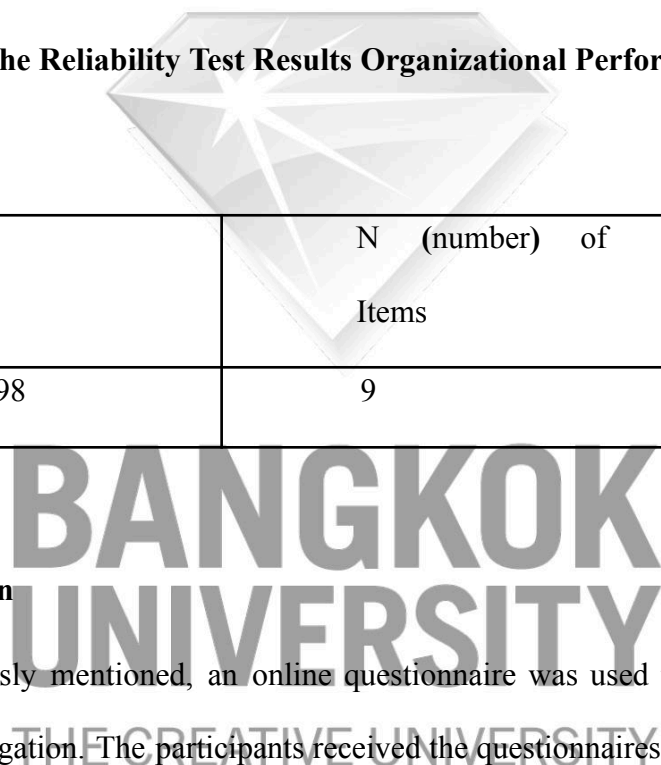
Cronbach's Alpha	N (number) of Items
0.7754539633	9

Table 3. 5: The Reliability Test Results for Teamwork Factor.

Cronbach's Alpha	N (number) of Items
0.9432749684	9

Table 3. 6: The Reliability Test Results Organizational Performance.

Cronbach's Alpha	N (number) of Items
0.7864133198	9



3.4 The Data Collection

As was previously mentioned, an online questionnaire was used to gather the data required for this investigation. The participants received the questionnaires via a link and QR code that took them to a Google Form. The Google Form Questionnaire link was emailed to responders who could read and write in English, and the questionnaire was developed in that language. Before data collection, convenience sampling was used to pick only samples with English literacy skills, and participants were asked to complete an online questionnaire to determine their availability for study participation.

The questionnaire method of research provides many advantages for the investigators. First, there aren't many expenses associated with administering online questionnaires because there's no need to spend time and money on travel, site visits, or paper-format printing.

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 may complete the information. Thirdly, data handling and input are automated in online questionnaires. Put differently, a survey database automatically gathers and stores the information that respondents enter. For these reasons, one of the tools in this investigation was online questionnaires.

3.5 The Population and Sample

This study's main research methodology is a quantitative approach based on the internet and an online survey. The study's target audience is people who work in hospitality in Phnom Penh, Cambodia. Convenience or non-probability sampling will be used, and all samples will be drawn from the population.

Data from Phnom Penh indicated 220,000 units in 2021. Compared to the previous total of 424,000 units for 2020, this indicates a drop. Cambodia Number of Hotels: Annual data updates for Phnom Penh show an average of 162,500 units with 20 observations between December 2002 and 2021. The statistics set a record low of 120,000 units in 2002 and an all-time high of 424,000 units in 2020. Cambodia Number of Hotels: The Ministry of Tourism reports Phnom Penh statistics, which is still active in CEIC (MINISTRY OF TOURISM, 2022).

3.6 The Sampling Technique

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

3.7 The Research Procedure and Timeline

The research procedure adopted for this study involves the deployment of a structured questionnaire, disseminated via an online survey platform, to gather pertinent data. The questionnaire is meticulously divided into five distinct sections, encompassing a total of 38 queries that explore various facets such as demographics, employee attitudes, work motivation, teamwork, and organizational performance. A convenience sampling technique will be utilized to facilitate the sampling process, targeting respondents who are readily available and agreeable to participating in the survey. Once the data collection phase is concluded, the analysis will proceed using descriptive statistics—including frequency, percentage, mean, and standard deviation—and inferential statistics, specifically Multiple Regression Analysis, to interpret the findings.

Regarding the timeline, the research is designed to unfold over several months. However, specific dates are not delineated in the documentation. Initially, the focus will be on the development and testing of the questionnaire, followed by the data collection phase, which is anticipated to extend over a few months, contingent on the response rate. The concluding phase will involve the thorough analysis of the data and the preparation of the comprehensive final report. This general timeline ensures a structured approach while providing flexibility to accommodate any unforeseen delays or adjustments in the research process.

3.8 The Hypotheses Test and Data Analysis

3.8.1 Hypotheses Testing

Employee Attitude Hypothesis: It was hypothesized that aspects such as punctuality, education, and work experience would positively affect organizational performance. The results, although showing a positive correlation ($r = 0.515$), indicated only a moderate

influence with a marginally significant p-value ($p = 0.079$), suggesting that while employee attitudes contribute to organizational performance, their impact is less pronounced compared to other factors.

Work Motivation Hypothesis: Suggested that rewards, career promotions, and employee recognition significantly enhance organizational performance. The analysis supported this hypothesis strongly, with work motivation showing a robust positive correlation ($r = 0.602$) and a highly significant p-value ($p = 0.001$). This indicates that improving motivational aspects can substantially increase performance outcomes.

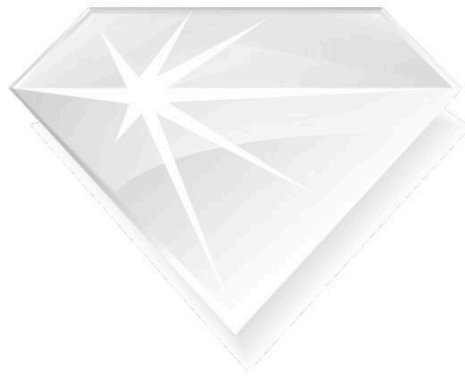
Teamwork Hypothesis: Assumed that effective teamwork, which includes successful relationships and collective creativity among team members, would have a strong positive impact on organizational performance. This hypothesis was confirmed with the highest correlation observed ($r = 0.729$) and an extremely significant p-value ($p < 0.0001$), underscoring the critical role of teamwork in achieving high organizational performance.

3.8.2 Data Analysis

Data analysis was conducted using Multiple Regression Analysis, which allowed for the assessment of how multiple independent variables (employee attitude, work motivation, and teamwork) are predictive of the dependent variable (organizational performance). The regression model showed that these variables explain a significant portion of the variance in organizational performance, with an R-squared value of 0.561. This means that the combined effects of employee attitude, work motivation, and teamwork can explain 56.1% of the variability in organizational performance.

Overall, the analysis not only validated the significant effects of work motivation and teamwork on organizational performance but also highlighted the relative importance of these factors over employee attitude alone. These insights provide a strong basis for recommending

targeted strategies to enhance organizational outcomes through focused improvements in teamwork and motivation.



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CHAPTER 4

FINDINGS

According to this study, teamwork, work motivation, and employee attitude improve hotel performance in Cambodia. Multiple regression analysis examined survey data. The findings demonstrate organizational success factors and inform sector management practices. The chapter finishes with a thorough analysis of the key findings, including implications, limitations, and future research suggestions.

4.1 Demographic profile of the study

4.1.1 Gender

Table 4. 1 Gender

	Frequency	Percent
Female	176	53.3
Male	152	46.1
Total	330	100.0

This survey included 330 Cambodian hospitality workers, both male and female. Participant genders are balanced. Females make up 53.3% of the sample, with 176 responses. This percentage is also reflected in the valid percent, indicating that all the responses were valid and there were no missing or invalid entries for gender.

Males comprise the remaining 46.1% of the respondents, with 152 individuals. The cumulative percentage for males reaches 100.0%, indicating that together, the male and female responses encompass all the gender-related data collected in this study.

4.1.2 Age

Table 4. 2 Age

	Frequency	Percent
18-21 years old	87	26.4
22-26 years old	123	37.3
27-35 years old	66	20.0
35+ years old	54	16.4
Total	330	100.0

This gender distribution provides a good basis for analyzing the impact of employee attitude, work motivation, and teamwork on organizational performance, as the sample includes a nearly even split between female and male respondents, thereby supporting a comprehensive understanding of the hospitality dynamics within Cambodia's hospitality sector.

The age distribution of the respondents in your study showcases a diverse range of age groups among 330 participants within the hospitality industry in Cambodia. The breakdown is as follows: The youngest group, those aged 18-21 years, comprises 87 respondents, representing 26.4% of the total sample. This suggests a significant portion of the workforce is relatively new to the industry, potentially in entry-level positions. The largest segment is the 22-26 age group, with 123 respondents, accounting for 37.3% of the total. This group likely includes employees with some industry experience and are at an early but crucial stage of their career development. The 27-35 age group includes 66 respondents, or 20% of the sample, representing mid-career employees who may be taking on increasing responsibilities and roles requiring more expertise. Lastly, the 35+ age group, the smallest, includes 54 individuals, making up 16.4% of the total. This group will likely hold senior or managerial

positions, contributing a depth of experience and stability to the workforce. Overall, the predominance of younger employees (63.7% under 26 years) in the survey reflects dynamic industry conditions that attract younger individuals or possibly a recent growth phase in the sector. This age data is crucial for understanding how different age demographics might influence various aspects of organizational behavior, including attitude, motivation, and teamwork.

4.1.3 Marital Status

Table 4. 3 Marital Status

	Frequency	Percent
Married	64	19.4
Unmarried	265	80.3
Total	330	100.0

The table shows the marital status of the respondents in your study, highlighting the distribution between married and unmarried employees within the hospitality industry in Cambodia based on a total of 330 participants.

Unmarried 265 responses make up 80.3% of the total. This high percentage of unmarried workers may indicate a youthful workforce commensurate with the age distribution. This demographic trend may affect mobility, work preferences, and lifestyle choices, affecting work motivation and engagement.

Married workers make up 64 responses, 19.4% of the total. This group may have various objectives and challenges, such as family obligations, that affect their workplace behavior and needs.

Understanding the marital status distribution contextualizes the study's work attitudes, motives, and team dynamics, revealing how personal life phases may affect hospitality

professionals' actions and performance.

4.1.4 Education

Table 4. 4 Education

	Frequency	Percent
Bachelors' Degree	211	63.9
Highschool/Diploma	54	16.4
Master's Degree or above	65	19.7
Total	330	100.0

The table shows the educational backgrounds of the 330 Cambodian hotel industry respondents in your survey. The employees' educational backgrounds are different.

The largest group comprises bachelor's degree holders, with 211 replies (63.9%). This suggests that a majority of the workforce has a higher education level, which may reflect a strong necessity for education in their industry roles or a preference by employers for such qualifications.

Those with a high school diploma or equivalent make up 54 respondents, accounting for 16.4% of the total. This group likely represents entry-level employees or those in roles that require less specialized academic training.

The master's degree or higher category includes 65 participants, representing 19.7% of the sample. This substantial proportion of employees with postgraduate education highlights a segment of the workforce that could be involved in more strategic, managerial, or technical roles that require advanced knowledge and skills.

Overall, the educational breakdown reflects a workforce with a significant level of formal education, which may influence their professional capabilities, career aspirations, and development within the hospitality industry. This diversity in educational backgrounds is essential for understanding various aspects of employee attitude, motivation, and teamwork and how their level of education might influence these.

4.1.5 How many jobs did you have?

Table 4. 5 How many jobs did you do?

	Frequency	Percent
1-2	203	61.5
3-4	57	17.3
5+	70	21.2
Total	330	100.0

The table provides an overview of the employment history of the 330 respondents in your study, specifically looking at the number of jobs they have held in the hospitality industry in Cambodia. It categorizes the respondents based on how many different jobs they have had.

Most respondents, 203 or 61.5%, reported holding between 1 and 2 jobs. This suggests that a significant portion of the workforce may have relatively stable employment histories or be relatively new to the industry. This shows a tendency towards longer tenures at each job or limited transitions between employers.

The second group, 57 respondents (17.3%), has held 3 to 4 jobs. This category may include industry veterans seeking professional advancement through job moves or better prospects.

Last, 70 respondents (21.2%) said they have five or more jobs. This suggests a highly dynamic career path, which may be due to seeking better chances, discontent with past

employment, or a regular industry pattern of frequent job changes.

The respondents' different employment experiences may affect their views on work motivation, dedication, hospitality career stability, and progression. Analyzing industry organizational performance and personnel retention strategies requires understanding these dynamics.

4.1.6 Type of current organization you are working at:

Table 4. 6 Type of current organization you at working at:

	Frequency	Percent
Company	60	18.2
Government	102	30.9
Non-profit	168	50.9
Total	330	100.0

The table shows the hospitality organizations where your 330 responders work in Cambodia. The three main job sectors are company, government, and non-profit.

Most respondents—168, or 50.9%—work in non-profits. This high percentage suggests that most workers work for social, cultural, or humanitarian groups, such as Cambodia's community-based tourism programs or eco-tourism efforts.

The second-largest category is government workers, with 102 responses (30.9%). This sector may entail public sector management, regulation, and growth of Cambodia's tourist and hotel industry, a major economic driver.

Finally, 60 respondents (18.2%) work for private companies. This group includes hotel, resort, and other hospitality workers.

The respondents' employment kind reveals Cambodia's hospitality sector's diversity. This

variability can affect work cultures, practices, and employee experiences, vital for understanding work motivation, employee attitude, and teamwork in diverse organizational situations.

4.1.7 Monthly Income:

Table 4. 7 Monthly Income

	Frequency	Percent
15,000- 25,000Baht (\$400-650)	84	25.5
25,000-35000Baht (\$650-950)	65	19.7
35,000Baht+ other (\$950+)	54	16.4
Under 15,000 Baht	3	0.9
Under 15,000 Baht (\$400)	124	37.6
Total	330	100.0

The table showing monthly salary levels for 330 Cambodian hospitality workers in Baht and U.S. dollars shows a diversified income range. Data shows a wide variety of incomes, reflecting industry functions.

Most respondents—37.6%—earn under 15,000 Baht (about \$400) monthly. This group may comprise entry-level or low-wage workers like housekeepers or support staff. The next large group, 25.5%, earns 15,000 to 25,000 Baht (\$400 to \$650), which may include mid-level workers with experience or specialized abilities.

Another 19.7% of the workforce makes 25,000–35,000 Baht (\$650–950), usually experienced or supervisory staff. Meanwhile, 16.4% of respondents make over 35,000 Baht (more than \$950) monthly, indicating top management or highly specialized workers with considerable responsibilities.

The category "Under 15,000 Baht" appears twice with differing frequencies, suggesting a data duplication or entering error. If the greater figure is correct, it underlines a large segment of the workforce earning less.

This income data is essential to understanding Cambodia's hospitality sector's economic structure and employee financial discrepancies. Such insights are crucial for measuring wage-related characteristics, including employee happiness, motivation, and retention, which affect organizational performance and stability.

4.1.8 Total working years:

Table 4. 8 Total working years

	Frequency	Percent
1 year	130	39.4
2 years	95	28.8
3+ years	105	31.8
Total	330	100.0

The table shows the 330 respondents' total working years in Cambodia's hotel business.

Duration of employment divides the data into three categories.

One-year workers make up 39.4% of the workforce, 130 respondents. This high number of new employees reflects a high turnover rate or a recent industry hiring boom, either due to expansion or labor needs.

Next, 95 respondents (28.8%) have worked for 2 years. This suggests that many employees with moderate experience may be beginning to comprehend their roles and workplace operations.

Finally, 105 employees (31.8%) have 3 or more years of experience. This group may have

extensive industry experience and various supervisory or managerial jobs, adding stability and depth to the workforce.

With approximately 70% of responders having less than 3 years of industry experience, the workforce is youthful. This may reflect the dynamic nature of hospitality work and its rapid career growth. Understanding these patterns is essential for improving sector employee retention, satisfaction, and career growth.

4.1.9 Management level:

Table 4. 9 Management level

	Frequency	Percent
Lower Management	75	22.7
Middle Management	93	28.2
Staff/Assistant	125	37.9
Top Management	37	11.2
Total	330	100.0

The table shows the management levels of 330 Cambodian hotel industry respondents, grouped into Lower Management, Middle Management, Staff/Assistant, and Top Management.

Staff/Assistant, with 125 replies, makes up 37.9% of the workforce. This suggests that a large number of employees work in frontline or support roles without managerial responsibilities. These professions are essential for daily operations and customer service.

Middle Management follows with 93 respondents, 28.2% of the total. This category includes operational staff that manage teams and work as a link between staff and management to implement strategic initiatives and maintain organizational flow.

Lower management had 75 respondents, 22.7% of the workforce. Junior managers or supervisors supervise frontline workers and may perform administrative tasks at this level.

Top Management, the smallest group, had 37 respondents (11.2%). Senior leaders make high-level choices and set the organization's strategic direction. In a conventional organizational pyramid, fewer people hold high-ranking roles.

Overall, the management levels show a balanced workforce with a good range across categories from general staff to executives. A holistic approach to hospitality management and operation facilitates daily operational efficiency and strategic decision-making. Assessing leadership dynamics, organizational behavior, and industry career growth requires understanding these levels.

4.1.10 Type of Employee:

Table 4. 10 Type of Employee

	Frequency	Percent
Freelancer	56	17.0
Full-time	112	33.9
Part-time	88	26.7
Temporary	74	22.4
Total	330	100.0

The table shows the four employment situations of the 330 Cambodian hospitality industry respondents: freelance, full-time, part-time, and temporary.

Full-time workers comprise the largest group, with 112 respondents (33.9%). This suggests a strong core of people who can provide operational continuity and expert service delivery in the industry.

The next largest is part-time workers, with 88 replies or 26.7% of the workforce. Part-time workers are flexible and cost-effective for firms that need to modify their workforce for seasonal or peak demand.

Temporary workers comprise 22.4% of respondents (74). Due to tourist and hospitality demand variability, short-term contracts and seasonal roles are widespread in the hospitality sector.

Independent contractors or gig workers comprised 56 (17.0%) of respondents. Project-based or task-specific work provides specialized expertise or extra labor during peak periods without long-term commitments.

Cambodia's hospitality workforce is dynamic and versatile due to its diverse employment categories. This series helps firms react to changing market conditions and demand while meeting operational and strategic goals. Hospitality workforce planning, labor expenses, and operational efficiency depend on understanding these kinds of employment.

4.2 Employee Attitude

Table 4. 11 Employee Attitude

Employee Attitude	Mean	Std. Deviation
1. Punctuality is a crucial aspect of our hospitality establishment.	3.6273	1.16059
2. Punctuality can help you in the future.	3.4788	1.15429
3. Punctuality affects other people around you.	2.7576	1.42557
1. Education only for the young.	3.0545	1.12314
2. Educational opportunities provided align with my long-term career goals.	3.418	0.9458

3. The organization provides adequate support for employees pursuing further education.	3.4909	0.95248
1. You need assistance in performing jobs.	3.3636	0.94911
2. The tasks assigned to me at work are relevant to my skills and qualifications.	3.6545	0.99942
3. I am satisfied with my work experience in the organization.	3.5152	1.01122

The data shows Cambodian hospitality workers' views on timeliness, education, and job satisfaction. The mean score of 3.6273 shows that employees moderately believe that timeliness is important at work, while the standard deviation is 1.16059. There is also a slightly positive belief that punctuality will benefit their future (mean of 3.4788). Still, opinions are mixed regarding the impact of punctuality on others, with a lower mean of 2.7576 and a higher standard deviation, indicating diverse views.

Regarding education, employees are neutral to slightly positive about the notion that education is primarily for the young, with a mean score of 3.0545. They show moderate agreement that their employer's educational opportunities align with their long-term career goals (mean of 3.418). There is a similarly moderate agreement that the organization supports employees in pursuing further education (mean of 3.4909). These scores suggest recognizing continued education's value and relevance to their professional growth.

Regarding job satisfaction and relevance, employees moderately agree that they need assistance in performing their jobs (mean of 3.3636), indicating some dependence on teamwork or guidance. There is a positive view that the tasks assigned are relevant to their skills and qualifications (mean of 3.6545), suggesting effective job-role matching within the organization. Work experience satisfaction also rates well (mean 3.5152); however, respondents' satisfaction varies slightly.

These studies show that workers appreciate timeliness, education, and employment assignments that match their skills. However, opinions of punctuality's wider implications vary, suggesting organizational growth to improve workplace coherence and employee satisfaction.

According to (Rodríguez, 2020) the hospitality sector is profoundly influenced by employee attitudes, specifically focusing on punctuality, education, and work experience. Employees who consistently demonstrate punctuality contribute to a reliable and efficient work environment, which is crucial for maintaining high service standards in hospitality. Education equips employees with essential skills and knowledge, enabling them to perform their roles effectively and adapt to new challenges. Work experience further enhances employees' capabilities, allowing them to draw on past insights and best practices to improve service delivery and problem-solving. These factors collectively enhance the overall performance of hospitality organizations, ensuring they meet and exceed guest expectations.

4.3 Work Motivation

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Table 4. 12 Work Motivation

Work Motivation	Mean	Std. Deviation
1. Senior management should determine who receives an award.	3.6576	0.94901
2. Team members should be able to nominate other team or peers outside of their team for an award	3.3727	1.01232
3. The organization recognizes and rewards employees for their achievements and contributions.	3.4939	0.91007
1. Career promotions are primarily based on individual performance and	3.4242	0.87970

achievements.		
2. The organization provides mentorship and guidance to employees aspiring for career promotion.	3.4758	0.79571
3. Career promotions within the organization are timely and well-managed.	3.6000	0.87380
1. Formal recognition events increase the motivational value of a recognition program.	3.5030	0.96834
2. Informal recognition is of equal importance as formal recognition events.	3.6606	0.94207
3. Local recognition events are important in a recognition program.	3.5455	1.07728

Cambodian hospitality workers' survey data on recognition, prizes, and career promotions provides significant insights into job motivation. The comments show a good perspective of various work incentive factors, with some disagreement.

Employees believe top management should choose award winners, with a mean score of 3.6576. There is moderate agreement (standard deviation of 0.94901), indicating some variation but broad support for administrative engagement in recognition choices. Conversely, the idea of team members nominating their peers for awards is less uniformly accepted, evidenced by a lower mean of 3.3727 and a higher standard deviation of 1.01232, indicating more diverse opinions on this more democratic approach to award nominations.

Regarding the organization's recognition of employees' achievements and contributions, the response is moderately positive (mean of 3.4939 with a standard deviation of 0.91007), suggesting that employees generally feel acknowledged. However, there is room for improvement in making these recognitions more consistent.

Career promotions are seen as being fairly based on individual performance and achievements, reflected by a mean of 3.4242 and a relatively low standard deviation of

0.87970, showing less variation in responses. Employees also feel moderately positive about the mentorship and guidance provided by the organization for career advancement (mean of 3.4758, standard deviation of 0.79571), indicating a perception of adequate support for professional growth. The timeliness and management of career promotions are also viewed favorably (mean of 3.6000, the standard deviation of 0.87380), suggesting satisfaction with how promotions are handled within the organization.

Regarding recognition events, employees equally appreciate both formal and informal recognition. Formal recognition events are seen as beneficial (mean of 3.5030, the standard deviation of 0.96834). In contrast, informal recognition is valued slightly higher (mean of 3.6606, standard deviation of 0.94207), emphasizing the importance of spontaneous and less structured forms of acknowledgment. Local recognition events are also considered important (mean of 3.5455, standard deviation of 1.07728). However, opinions vary more widely on this aspect, reflecting diverse views on the role and impact of local events within the recognition program.

Overall, these findings highlight a workforce that values recognition and clear, merit-based career progression, with a preference for both formal and informal methods of acknowledgment. While there is general contentment with the motivational strategies employed, the variability in certain areas suggests opportunities for enhancing alignment between organizational policies and employee expectations to further boost motivation and job satisfaction.

According (Camilleri, 2023) to work motivation, particularly through rewards, career promotion, and employee recognition. Effective reward systems, including bonuses and performance incentives, significantly boost employee morale and drive productivity. Career promotion opportunities ensure that employees remain engaged and committed by providing clear pathways for advancement and professional growth. Employee recognition programs,

which publicly acknowledge individual and team achievements, foster a positive workplace culture and enhance job satisfaction. Collectively, these motivational strategies lead to a more dedicated and high-performing workforce, which is essential for maintaining competitive advantage and achieving organizational success in the hospitality industry.

4.4 Teamwork

Table 4. 13 Teamwork

Teamwork	Mean	Std. Deviation
1. It is easy for me to become emotionally close to others.	3.3515	1.12613
2. I am uncomfortable getting close to others.	3.4636	1.02264
3. I want to be completely emotionally intimate with others.	3.7788	0.94346
1. Team members have absolute clarity about their role in the team.	3.8182	0.94707
2. Working in a team inspires me to do my best.	3.8576	0.94259
3. Team members are supportive of each other's role.	3.7212	0.94266
1. Creativity is a "gift" to individuals that can be nurtured in certain settings.	3.8515	0.86773
2. Creativity is "inborn" and cannot be developed.	3.0939	1.21551
3. Creativity can be developed in group settings.	3.5727	0.90717

The survey data on teamwork from employees in the Cambodian hospitality industry reveals nuanced perceptions of interpersonal dynamics, role clarity, and creativity within teams.

Employees moderately agree that becoming emotionally close to others is easy, with a mean score of 3.3515. However, there's noticeable variability in how individuals feel about emotional closeness at work, as indicated by the standard deviation. Interestingly, there is a slightly higher level of comfort with maintaining personal space, with a mean score of 3.4636 for discomfort in getting close to others. This suggests a preference for a balanced approach to workplace relationships, where personal boundaries are respected.

The desire for emotional intimacy within professional settings is notably stronger, with a higher mean of 3.7788, indicating that while employees value their personal space, they also see the benefits of forming close, supportive relationships with their colleagues.

Regarding team functionality, the data indicates strong positive responses regarding role clarity and mutual support. Employees feel quite clearly about their roles within their teams, as shown by a mean of 3.8182, and their team settings inspire them to perform their best, with an even higher mean of 3.8576. This high level of motivation is likely fueled by the supportive nature of their teams, which is reflected in a mean of 3.7212 for team members supporting each other's roles.

Regarding creativity, employees believe that it can be nurtured in specific settings, with a mean of 3.8515 supporting the idea that creativity can be developed through environmental and team influences. There is less consensus on the notion that creativity is purely inborn, as reflected by a lower mean of 3.0939 and a relatively high standard deviation, indicating varied opinions on this matter. However, there is a moderately high agreement, with a mean of 3.5727, that creativity can be fostered in group settings, suggesting that collaborative efforts enhance creative outputs.

Overall, the responses highlight a workforce that values individual boundaries and close team bonds, believing strongly in well-defined roles and supportive teamwork to enhance

performance and foster creativity. These findings imply management can improve team cohesion and use team dynamics to increase workplace innovation and efficiency.

According to (Londhe, 2024) Cambodia's hospitality sector is profoundly influenced by teamwork, specifically through relationships, success, and creativity. Strong interpersonal relationships among employees foster a supportive and collaborative work environment, enhancing overall job satisfaction and productivity. Successful teamwork leads to the efficient achievement of organizational goals, as employees are able to leverage each other's strengths and compensate for weaknesses. Creativity within teams encourages innovative solutions to challenges and continuous improvement in service delivery. These elements of teamwork contribute to a cohesive, high-performing workforce, essential for maintaining competitive advantage and achieving excellence in the hospitality industry.

4.5 Organization Performance

Table 4. 14 Organizational Performance

Organization Performance	Mean	Std. Deviation
1. Do you feel that you have a good balance between work and personal life?	3.6485	0.91463
2. Do you have a positive attitude toward your job?	3.6909	0.96200
3. The company's policy is good for working.	3.9455	0.90089
1. Work motivation allows me to grow and develop new skills.	3.7576	0.98098
2. Members of my organization work together as a team to accomplish our mission.	3.6515	0.93712
3. There are opportunities for advancement.	3.7818	0.98050

1. Working as a team is the best.	3.0182	1.34582
2. Team meetings don't produce fruitful results.	2.9303	1.18680
3. Team meetings are a waste of time.	3.6121	0.81467

Organization performance surveys in the Cambodian hotel industry highlight employees' views on work-life balance, job satisfaction, business policy, teamwork, and advancement. Means and standard deviations show agreement and variability on a Likert scale for each facet.

A mean score of 3.6485 and a standard deviation of 0.91463 demonstrate that while most employees feel their work-life balance is good, there is room for improvement. Job satisfaction is slightly higher, evidenced by a mean of 3.6909 and a standard deviation of 0.96200, indicating a generally positive attitude towards their jobs among employees, albeit with some variance.

Regarding organizational policies, the response is notably positive; employees feel the company's policies are conducive to a good working environment, with a mean of 3.9455 and a relatively low standard deviation of 0.90089. This suggests a strong agreement on the effectiveness of company policies.

In terms of professional growth, employees feel moderately positive about their work motivation and the opportunities it provides for skill development, with a mean of 3.7576 and a standard deviation of 0.98098. Team collaboration towards accomplishing the organization's mission also scores positively (mean of 3.6515, standard deviation of 0.93712). There is a similar level of positivity about the opportunities for advancement within the organization (mean of 3.7818, standard deviation of 0.98050).

However, perceptions regarding teamwork effectiveness during meetings show significant variability and some skepticism. While the statement that "working as a team is the best"

receives a lower mean of 3.0182 with a high standard deviation of 1.34582, indicating mixed feelings, the effectiveness of team meetings is viewed even more critically. The mean score for team meetings not producing fruitful results is 2.9303, with a standard deviation of 1.18680, suggesting considerable discontent with the outcomes of such meetings. Interestingly, despite some negativity about the productivity of team meetings, the perception that team meetings are a waste of time has a higher mean of 3.6121 with a lower standard deviation of 0.81467, which could imply that while meetings might not always be productive, they are not viewed as entirely wasteful.

The data shows a workforce that values their job and business policies but is dissatisfied with teamwork, particularly in meetings. Organizational leaders can learn from this mixed input to improve team and individual performance and happiness. Addressing concerns about meeting effectiveness could increase organizational performance.

According to (Kemrichard, 2023) Organizational performance in Cambodia's hospitality sector is significantly influenced by employee attitude, work motivation, and teamwork. Positive employee attitudes, fostered through a supportive work environment and effective leadership, lead to higher levels of job satisfaction and commitment. When employees are motivated, whether through financial incentives, recognition programs, or opportunities for career advancement, they are more likely to deliver exceptional service, which enhances customer satisfaction and loyalty. Furthermore, strong teamwork, underpinned by clear communication and collaborative practices, ensures that operations run smoothly and efficiently, leading to improved organizational outcomes. In the competitive hospitality industry, fostering a motivated and cohesive workforce is crucial for achieving superior performance and sustaining long-term success.

4.6 Overall Mean and SD Descriptive Statistics

Overall Mean and SD Descriptive Statistics		
	Mean	Std. Deviation
Employee Attitude	3.3734	0.55505
Work Motivation	3.5259	0.56915
Teamwork	3.6121	0.57837
Organization Performance	3.5596	0.57444
Valid N (listwise)		

Descriptive statistics on the mean and standard deviation of major employee experience categories in the Cambodian hotel industry provide useful workplace insights. The characteristics evaluated include Employee Attitude, Work Motivation, Teamwork, and Organization Performance, each reflecting distinct employee perceptions and satisfaction.

With a mean score of 3.3734 and a standard deviation of 0.55505, employees had a somewhat positive attitude about their work environment. This comparatively low standard deviation shows that employees' sentiments are consistent, indicating a stable and consistent company culture.

Work Motivation is slightly greater; mean 3.5259, standard deviation 0.56915. This higher score means that employees are driven and interested in their jobs. Still, the somewhat higher standard deviation than Employee Attitude reflects more variation in motivation.

With the greatest mean of 3.6121 and standard deviation of 0.57837, teamwork is the strongest. Despite differences in experiences, this implies that employees value teamwork and collaboration. This heterogeneity may reflect industry department or location-specific

team dynamics.

Organization Performance has a mean score of 3.5596 and a standard deviation of 0.57444, indicating that employees like their company. Like with teamwork, the somewhat higher standard deviation points to varied perceptions among employees, which could be influenced by their specific roles or the performance of their particular departments.

Overall, these statistics paint a picture of a workforce that is largely positive about their work environment, motivated by their roles, satisfied with the teamwork dynamics, and confident in their organization's performance. However, the slight variations in standard deviations across these areas suggest that while there is a shared positive perception, individual experiences can differ, providing room for targeted improvements to enhance employee satisfaction and performance uniformly across the board.

4.7 Reliability

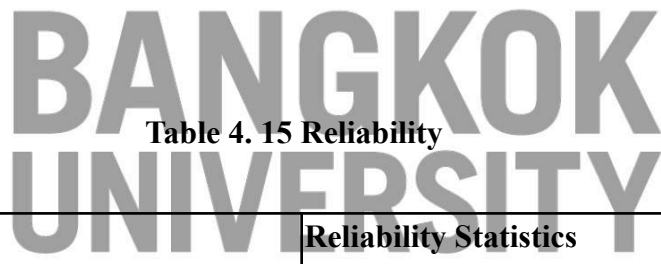


Table 4. 15 Reliability

	Reliability Statistics	
	Cronbach's Alpha	N of Items
<u>Employee Attitude</u>	0.643	9
<u>Work Motivation</u>	0.786	9
<u>Teamwork</u>	0.754	9
<u>Organization Performance</u>	0.735	9

The reliability statistics derived from your study in the Cambodian hospitality industry, using Cronbach's Alpha to assess internal consistency, reveal varying levels of reliability across four scales: Employee Attitude, Work Motivation, Teamwork, and Organization Performance,

each consisting of 9 items. The Employee Attitude scale has a Cronbach's Alpha of 0.643, which is considered moderate and suggests that while the scale is acceptable, there might be room for improvement in the coherence and correlation of its items to better capture the construct. The Work Motivation scale has a Cronbach's Alpha of 0.786, showing good internal consistency and that the items are well-correlated and measure motivational elements.

The Teamwork scale has 0.754 Cronbach's Alpha, showing strong internal consistency. This score implies the scale accurately measures industry teamwork. With a Cronbach's Alpha of 0.735, the Organization Performance scale is internally consistent and measures employees' perceptions of their organization's performance.

Overall, these statistics imply that Work Motivation, Teamwork, and Organization Performance scales provide consistent and trustworthy results. The Employee Attitude scale is acceptable, although it may be improved for reliability and precision. Such enhancements could improve understanding of how employee attitudes affect organizational outcomes, enabling effective interventions and workplace dynamics and performance improvements in the hospitality sector.

4.8 Pearson Correlation

Table 4. 16 Pearson Correlation

Correlations				
	Employee Attitude	Work Motivation	Teamwork	Organization Performance

Employee Attitude	1	.605**	.572**	.515**
Work Motivation	.605**	1	.661**	.602**
Teamwork	.572**	.661**	1	.729**
Organization Performance	.515**	.602**	.729**	1

All connections between Employee Attitude, Work Motivation, Teamwork, and Organization Performance in Cambodian hospitality data are statistically significant at the 0.01 level. Positive correlations show that workplace changes in one category benefit others, highlighting their interconnectedness.

Positive correlations exist between employee attitude, work motivation, teamwork, and organizational performance. This implies that favorable employee attitudes boost motivation, cooperation, and organizational effectiveness. The high association between employee attitude and work motivation suggests that improving employee perspectives and satisfaction can boost motivation.

Work Motivation also correlates positively with Teamwork ($r = .661$) and Organization Performance ($r = .602$), indicating that motivated employees are more likely to collaborate and perform well. Motivation and teamwork are closely related, suggesting that motivational tactics can directly and effectively affect collaboration.

Teamwork and Organization Performance have the highest connection ($r = .729$), demonstrating the importance of teamwork in accomplishing organizational goals. This substantial correlation shows that improving team chemistry and functionality may raise performance.

These data show that employee attitudes, motivation, and teamwork affect corporate performance. This suggests that holistic initiatives to improve the work environment,

motivation, and teamwork could boost organizational effectiveness for management.

4.9 Regression

Table 4. 17 Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	0.561	0.557	0.38242
a. Predictors: (Constant), Teamwork, Employee Attitude, Work Motivation				

The regression analysis of data from the Cambodian hospitality sector reveals that work motivation, employee attitude, and teamwork all impact organizational performance. An R-value of 0.749 indicates that the combined predictors account for substantial variability in organizational performance. This indicates that the model demonstrates a strong association. With an R-squared value of 0.561, these variables account for 56.1% of the variance in Organization Performance, confirming that the model is well-fitting. R-squared after adjustment equals 0.557.

Table 4. 18 ANONA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.885	3	20.295	138.771	.000 ^b

	Residual	47.677	326	0.146		
	Total	108.563	329			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Teamwork, Employee Attitude, Work Motivation						

Table 4. 19 Coefficients^a

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.610	0.153		3.997	0.000*
	Employee Attitude	0.088	0.050	0.085	1.765	0.079*
	Work Motivation	0.181	0.053	0.180	3.416	0.001*
	Teamwork	0.557	0.051	0.561	10.989	0.000*
a. Dependent Variable: Organization Performance						

The ANOVA results further reinforce the model's reliability, with an F-value of 138.771 and a significant level well below 0.001, confirming that the predictors collectively and significantly influence organizational performance. The coefficients detailed in the model indicate varying degrees of influence by each predictor. The intercept, or constant, at 0.610 suggests the expected level of Organization Performance when all predictors are at zero.

In terms of individual predictors, employee attitude shows a positive influence on organizational performance with an unstandardized coefficient of 0.088. However, this effect is not statistically significant at 0.05 ($p = 0.079$). Work Motivation presents a more

considerable and significant positive impact, with a coefficient of 0.181 and a p-value of 0.001, suggesting that improvements in employee motivation are likely to enhance organizational outcomes. Teamwork emerges as the strongest predictor with a coefficient of 0.557, significantly impacting Organization Performance ($p < 0.0001$), which underscores the critical role of effective teamwork in driving organizational success.

These findings suggest that while all examined factors contribute to organizational effectiveness, Teamwork, and Work Motivation are particularly pivotal. The results advocate for managerial strategies that enhance teamwork and motivation, as these are likely to yield significant improvements in performance and overall organizational health.

4.10 Research Findings

To address the research questions concerning the influence of various factors—employee attitude, work motivation, and teamwork—on organizational performance within the Cambodian hospitality industry,

Employee Attitude Factor

Employee attitude, including punctuality, education, and work experience, has a demonstrated influence on organizational performance. Although the correlation between employee attitude and organizational performance is positive ($r = .515$), it is less strong than other factors. This suggests that while positive employee attitudes contribute to better organizational performance, the influence is moderate. The statistical significance of this relationship is supported by the model's coefficients, where Employee Attitude has a positive coefficient but a relatively high p-value (0.079), indicating marginal significance. This implies that improvements in employee attitudes could potentially lead to enhanced organizational performance, albeit not as substantially as other factors might.

Work Motivation Factor

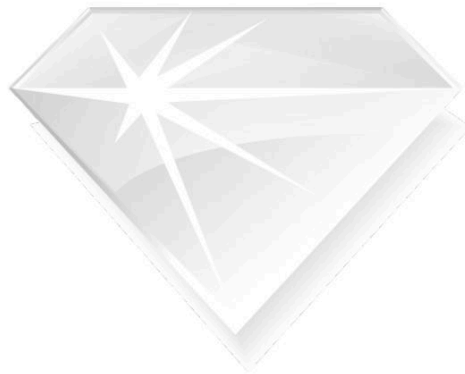
Work motivation factors such as rewards, career promotions, and employee recognition show a stronger positive correlation with organizational performance ($r = .602$). The statistical analysis indicates that these factors significantly influence organizational performance, as demonstrated by the significant coefficients in the regression analysis (e.g., Work Motivation with a p-value of 0.001). This underscores that work motivation is a critical driver of organizational success, suggesting that initiatives aimed at improving motivation through rewards, career opportunities, and recognition can have a substantial impact on the overall performance of the organization.

Teamwork Factor

Teamwork, encompassing relationships among colleagues, shared success, and collective creativity, strongly correlates with organizational performance ($r = .729$). The regression coefficients indicate a highly significant influence of teamwork on organizational performance, with the teamwork variable displaying a very significant p-value (0.000) and the highest standardized beta coefficient in the model. This strong correlation indicates that effective collaboration is a more critical element in achieving organizational success compared to individual motivation and attitude factors. Greater performance improvements will likely result from encouraging a collaborative culture, cultivating positive relationships, and encouraging team innovation.

Work motivation, employee attitude, and collaboration are positively correlated with organizational performance; however, work motivation is least significantly influenced by work motivation. The results above underscore the significance of comprehensive

methodologies in personnel management that not only attend to the motivations and attitudes of individuals but also substantially improve the dynamics of collaboration to propel organizational achievement.



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CHAPTER 5

SUMMARY AND CONCLUSION

This chapter reviews Cambodian hospitality studies on employee attitude, motivation, and teamwork. It explores how the findings fit into organizational behavior and human resource management literature. Managers and politicians can use the chapter's suggestions to improve employee attitudes, work motivation, and teamwork. The conclusion acknowledges study limitations and suggests future investigation. The chapter offers insights and suggestions for improving hospitality organizational practices and outcomes.

5.1 Discussion

We examined how employee attitude, work motivation, and teamwork affect a Cambodian hospitality firm. The data show how these characteristics affect sector organizations' success. Collaboration, motivation, and employee attitude vary. Employee attitude has certain benefits but little impact on organizational performance. Work experience, education, and timeliness may not be enough to make an organization productive. Although dependent on how individuals view their roles and duties, this can affect company culture. Organizations can promote positive attitudes through cultural interventions, workplace pleasure, and professional development. Research shows recognition, prizes, and career advancement boost employee enthusiasm and corporate success. Maslow's Hierarchy of Needs and Herzberg's Motivation-Hygiene Theory emphasize acknowledgment, success, and personal growth as motivators. In light of these findings, companies should improve their remuneration structures and offer clear and achievable career paths. Employee recognition boosts hard work and performance. Teamwork is important because collaborative workplaces predict organizational effectiveness. This shows that collaboration produces better results. Effective teamwork requires communication, support, and goals. Effective communication, a

collaborative culture, and team-building exercises can improve this dynamic. The results emphasize the need for holistic management practices that improve individual and group performance. Investments in teamwork and job motivation affect organizational performance more than individual attitudes. Management must combine these factors into a strategy that improves individual and team performance.

5.2 Further Investigation

To better understand how these characteristics affect an organization's success, further research could examine their relationships. Examining these relationships in different cultural or organizational contexts can reveal differences. Employee attitude affects organizational performance, but job motivation and teamwork matter more. According to this study, strategic human resource strategies that foster teamwork are crucial to corporate effectiveness. The study examines how staff attitude, job motivation, and collaboration affect Cambodian hotel performance. The quantitative study examined Cambodian hospitality workers' answers. The focus was on timeliness, education, work experience, reward systems, career promotion, employee recognition, and collaboration. Employee attitude, job motivation, and teamwork improve organizational performance; however, their benefits vary. Employee attitude, including punctuality, education, and job experience, moderately improved business performance. This shows that employee attitude is essential but not as crucial as other factors. Motivational techniques improved corporate performance by increasing job motivation. This included incentives, career progression, and recognition. The investigation showed that teamwork was key to organizational performance. Productivity and corporate goals depend on effective teamwork.

These findings underline the necessity of hotel management prioritizing individual performance measures and a supportive and collaborative workplace. Research reveals that


career development, recognition, and teamwork can boost organizational effectiveness. This thesis describes how hospitality organizations benefit from customized HR strategies. It advises corporate executives pragmatically. Subsequent studies could examine these links across cultures or the long-term effects of these elements on organizational success to better understand the fundamental dynamics.

5.3 Conclusion

In the Cambodian hotel sector, staff attitude, job motivation, and teamwork improve performance. An in-depth poll found that cooperation improves organizational performance the most, followed by job motivation and employee attitude. These findings emphasize the importance of a cooperative workplace and motivational tactics that support company and employee goals. Hospitality management should prioritize teamwork and job motivation to improve organizational success, according to this study. Clear career routes, recognition of employees' accomplishments, and a collaborative culture can boost productivity and business performance. This thesis contributes to organizational behavior by demonstrating how human resource practices affect organizational performance in a specific cultural and economic context. Over time or across cultures, future research may reveal how management methods affect global organizational performance. Exploration helps the hotel industry maximize its people's potential, boosting growth and competitiveness in a complicated business environment.

5.4 Recommendation Further Study

Another study can improve this hypothesis and our understanding of human variables and hospitality company success. First, expanding the study to include other geographic and cultural contexts would reveal how cultural influences affect employee attitudes, motivation, teamwork, and organizational outcomes. Comparative studies can reveal regional challenges



and opportunities, enabling culturally relevant management techniques. Hospitality industry-specific research on luxury resorts, cheap hotels, or restaurant chains may uncover unique difficulties and trends. Researchers can improve organizational performance and meet industrial segment requirements by examining sector-specific management practices. Future research could examine how digital tools and technology affect teamwork, motivation, and organizational effectiveness. As workplaces adopt digital solutions, understanding how technology affects employee dynamics and organizational outcomes is essential for integrating and maximizing technology. Another useful research method is longitudinal studies that track employee attitudes, motivation, and teamwork. Longitudinal studies of these processes reveal how management strategies adapt to changing organizational environments. By revealing employee attitudes and activities, interviews and focus groups can improve quantitative data. In future research, qualitative methods can help us understand how employee characteristics affect organizational effectiveness.



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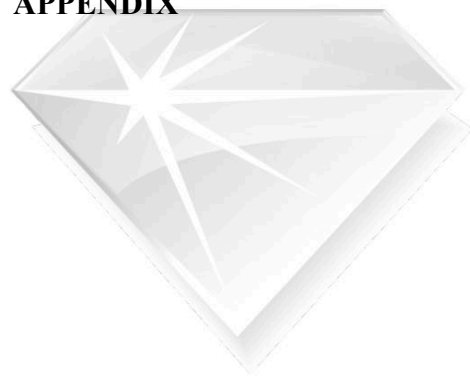
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APPENDIX



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Questionnaire

Research Title: The Factors of Employee Attitude, Work Motivation, Teamwork toward Organization Performance: Case study of Hospitality In Cambodia

Instruction: This research aims to comprehend the impact of employee attitude, work motivation, teamwork towards organization performance.

The component of this research will cover 5 parts: the demographic data question, measurement of employee attitude, measurement of work motivation, and measurement of teamwork, and the Organization Performance.

Part 1: Demographic data

1. Gender:

Male

Female

2. Age:

18 - 21 years old

22 - 26 years old

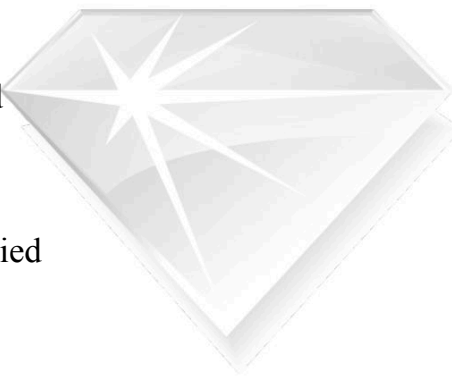
27 - 35 years old

35+ years old

3. Marital Status:

Married

Unmarried



4. Education:

Highschool / Diploma

Bachelors' Degree

Masters' Degree or above

5. How many jobs did you have?

1 - 2

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3 - 4

5+

6. Type of current organization you at working at:

Private

Government

Non-profit

Others

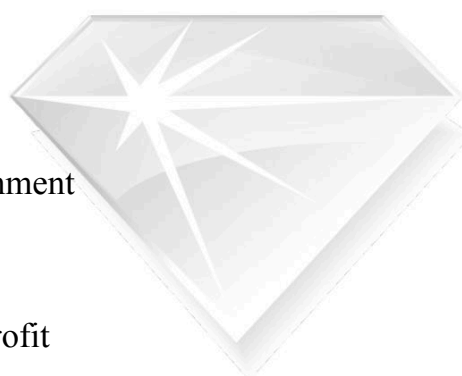
7. Monthly Income:

Under 15,000 Baht

15,000-25,000 Baht

25,000-35000 Baht

35,000+ Baht



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8. Total working years:

Under 1 year

1 year

2 years

3+ years



9. Management level:

Top Management

Middle Management

Lower Management

Staff / Assistant

10. Type of Employee:

Full – time

Part – time

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Temporary

Freelancer

Part 2: Employee Attitude

Employee Attitude	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Punctuality					
1.1 Punctuality is a crucial aspect of our hospitality establishment. (Kalgi, 2023)					
1.2 Punctuality can help you in the future.					
1.3 Punctuality affect other people around you. (Iparraguirre, 2023)					
2. Education					
2.1 Education only for the young.					

<p>2.2 Educational opportunities provided align with my long-term career goals. (Wilson & Cohen, n.d,2022)</p>					
<p>2.3 The organization provides adequate support for employees pursuing further education. (Carroll,2019)</p>					
<p>3. Work Experience</p>					
<p>3.1 You need assistance in performing jobs. (Feng, Z., & Savani, K,2020)</p>					
<p>3.2 The tasks assigned to me at work are relevant to my skills and qualifications.(Salas- Vallina, A., Alegre, J., & López-Cabrales, Á, 2021)</p>					

3.3 I am satisfied with my work experience in the organization. (Sutaguna,2023)					
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Part: 3 Work Motivation

Work Motivation	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Reward					
1.1 Senior management should determine who receives an award.(Tampubolon, K., & Sibuea, N. 2023)					
1.2 Team members should be able to nominate the team or peers for an award. (Nugroho, 2023)					
1.3 The organization recognizes and rewards employees for their					

achievements and contributions. (Ali, 2021)					
2. Career Promotion					
2.1 Career promotions are primarily based on individual performance and achievements. (Rinny, P., Purba,2020)					
2.2 The organization provides mentorship and guidance to employees aspiring for career promotion. (Rampen, 2023)					
2.3 Career promotions within the organization are timely and well-managed. (Anthony,2023)					
3. Employee Recognition					
3.1 Formal recognition events increase the motivational value of a					

recognition program.(Black,2023)					
3.2 Informal recognition is of equal importance as formal recognition events.(RAMYA,2023)					
3.3 Local recognition events are important in a recognition program. (Pisani, 2023)					

Part 4: Teamwork

Teamwork	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Relationship					
1.1 It is easy for me to become emotionally close to others. (Middleton, 2023)					
1.2 I am uncomfortable getting close to others. (AM Khawam, 2022)					

<p>1.3 I want to be completely emotionally intimate with others. (Parricone, 2021)</p>					
<p>2. Successful</p>					
<p>2.1 Team members have absolute clarity about their role in the team. (Rezaee, 2023)</p>					
<p>2.2 Working in the team inspires me to do my best.</p>					
<p>2.3 Team members are supportive of each other's role. (Reshi, 2023)</p>					
<p>3. Creativity</p>					
<p>3.1 Creativity is a "gift" to individuals that can be nurtured in certain settings. (Rajoo, 2020)</p>					

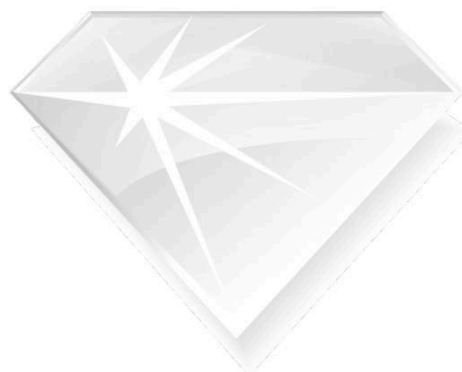
3.2 Creativity is “inborn” and cannot be developed. (Morrell, 2022)					
3.3 Creativity can be developed in group settings. (Morrell, 2021)					

Part 5: Organization Performance

Organization Performance	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Employee Attitude					
1.1 Do you feel that you have a good balance between work and personal life? (Srivastav, Dr-Alok Kumar, 2022)					
1.2 Do you have a positive attitude toward your job?					

1.3 The company's policy is good for working. (Salim, 2023)					
2. Work Motivation					
2.1 Work motivation allows me to grow and develop new skills. (Tampubolon, 2023)					
2.2 Members of my organization work together as a team to accomplish our mission. (Von Kolpinski, 2023)					
2.3 There are opportunities for advancement. (Camelie, 2023)					
3. TeamWork					
3.1 Working as a team are the best. (Pudjiarti, 2023)					
3.2 Team meetings don't produce fruitful results. (Cucolaş, 2023)					

3.3 Team meetings are waste of time.					



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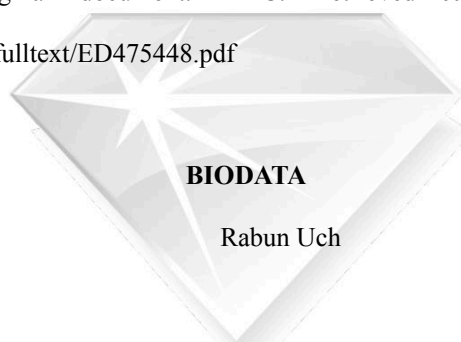
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