



Received: 3 March 2023

Revised: 28 August 2023

Accepted: 28 August 2023

INFLUENCES OF PERCEIVED WORK STRESS AND WORK MOTIVATION ON TEAMWORK EFFICIENCY AMONG GOVERNMENT OFFICIALS OF THE MINISTRY OF TOURISM IN CAMBODIA

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(This article belongs to the Theme 2: Public Organization and Management in the Digital Age)

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Abstract

The objectives of this research were 1) to study the level of work stress, 2) to determine the level of work motivation, 3) to assess the level of teamwork efficiency, and 4) to investigate the influences of work stress and work motivation on teamwork efficiency among government officials of the Ministry of Tourism in Cambodia. The sample group used in this study were 420 government officials in the Ministry of Tourism, Cambodia. The research instrument used to collect data was a questionnaire that was tested for content validity and reliability prior to data collection. The statistics used to analyze data were frequency, percentage, mean, standard deviation, one-way ANOVA and path analysis using a structural equation modeling. The study results showed that: 1) the sample group had work stress levels, including the dimensions of job characteristics, work environment and policy structure in the organization, relationships at work roles and duties in the organization, and success and career progression were all at a high level; 2) the overall work motivation of the sample group was at a high level; 3) the overall teamwork efficiency of the sample group was at a high level; and 4) work stress had a low overall influence on teamwork efficiency while work motivation had a high overall influence on teamwork efficiency among government officials of the Ministry of Tourism in Cambodia at a statistically significant level of .05.

Keywords: Work Stress, Work Motivation, Teamwork Efficiency

Citation Information: Meng, L., & Sulong, M. (2023). Influences of Perceived Work Stress and Work Motivation on Teamwork Efficiency among Government Officials of the Ministry of Tourism in Cambodia. *Asian Political Science Review*, 7(1), 41-49. <https://doi.org/10.14456/apr.2023.4>

Introduction

In 2020 Cambodia had welcomed 1.31 million international tourists. Decreasing 80% or 6.6 million international tourists of last year had met the Coronavirus (COVID-19) impacts that were inevitably to recover from the national economic crisis. As the tourism industry is a part of national income, the Cambodia Ministry of Tourism supplies the strategic plan to revitalize most tourist business concerns currently.

According to the national strategic plan for tourist recovery income for 2020-2035, there are systematic changes of the Ministry of Tourism such as outdoor and indoor environments. Rapid adjustments of the ministry's environment are necessary to improve the atmosphere and create a working environment for motivation and efficiency with the officers.

Stress is affected by the most factors of a human body and mentality responding to everyday actions and circumstances. It also affects both human health and mentality (Wangkanon, 2013). and the cause of stress is derived from concerning unsuccessful in working and responsible activity with intention. Anxiety with dissatisfaction and desire from overwhelming working or ability, including being evaluated with action or changing of surroundings that are unknown for better or worse, these are important causes. Confusing in working or conflict in a role that must make decisions without knowing, correction, and successful solution are also included.

Work motivation is also remarkable to administrative organization and concerned offices; it also affects behavior expression or responsive working of the personnel. The goal of the minister or organization would be to proceed with personnel's behavior to the administrator's understanding. To enforce and stimulate the personnel's behavior about organization's benefit supply are also needed (Thaithaworn, 2018).

As the statement above contributes, the researcher attentively decided to study about the stress perception in working and motivation with an effective team working of the Cambodia Ministry of Tourism officer. The objectives of this research are as follows. 1) To study the stress's level in working of the Cambodia Ministry of Tourism's officer. 2) To study work motivation of the Cambodia Ministry of Tourism's officer. 3) To study work efficiency of the Cambodia Ministry of Tourism's officers for working as a team. 4) To study the stress perception, study working motivation of the Cambodia Ministry of Tourism's officers for teamwork efficiency.

Literature Review

Perceived Work Stress

According to the Cooper and Marshall's definition said that the stress at work is a relation in working and some emotion from negative factors such as overwhelm working, confusion and conflict in role, poor condition in working, high responsibility, and poor relation with the colleague (Supannapop, 2017). Chuenjit (2017) summarized definition of the stress at work is a feeling of a person while encountering the surrounding pressure, situation, or incident in operation that affects a person to feel worry and frustration at work, sometimes effects to health and mentality, including with expression behavior that produced negative result to efficiency working.

Hans Selyel said that Stress is a state or feeling that occurs when a person perceives that their needs exceed the personal and social resources that an individual can mobilize (Bhargava & Trivedi, 2018). Moreover, He found a general biological characteristic of 3 steps affecting mental stress which he called "stress builder". He also experimented with mice and proved that there is a normal effect without specific pressure, so called "General Adaptation Syndrome" (G.A.S.) and started to apply with human and other biological agencies. According to Hans Selyel's theory, he said that there are 3 steps affecting mental stress, 1) initial alarm or reaction to the stressor, 2) resistance or adaptation to coping, and 3) eventual exhaustion (Crevecoeur, 2016). Also, Wheeler & Riding (1994) stated that there are 4 factors affecting mental stress

consisting of 1) job character 2) organization structure and administration, 3) colleague relationship, and 4) environment (Pahulrat & Jarinto, 2013).

Work Motivation

Definition of the motivation is a motive to drive human behavior and work efficiency (Šijaković, 2015). It also refers to inside personal power concerning with level, direction, and attempt existence for working (Schermerhorn et al., 2010: 110). In this case, McClelland (1987) who focused with 3 special motivations consisting of 1) The Need for Achievement, an unconscious motive to better excellent standard, 2) The Need for Power, an unconscious motive to other people, and 3) The Need for Affiliation, an unconscious motive to be a part of warm and close relationship (Boyatzis, 2017).

According to the Dual Factor theory, summarizing the Motivator Factors or simulative factors directly results in the working satisfaction of the personnel. Including increasing work efficiency, in case that lacking these factors, not supplying the personnel requirement, or being unacceptable level, these will contribute to satisfaction. But if the factor level is acceptable and tries higher expectation, it would prevent satisfaction to the personnel. Therefore, the Motivator Factors are a simulative factor in working and making personal motivation, such as more challenging assignments for up skill to try to a new success. Personnel will perceive proudly and appreciatively. Meanwhile, when some personnel tried the goal, they would be praised, getting complement, and promoted, these will be making of satisfaction to the personnel (Suwannakam, 2016). On the contrary, the Hygiene Factors are not directly motivating the personnel but are unable to lack because the personnel will be unsatisfied, they contribute unsatisfied cause and prevent dissatisfaction in working.

Teamwork Efficiency

According to Parker's concepts summary of effective team working is divided as 5 areas as follows (Meesombut, 2014).

- 1) Area of the goal and mission of the team, working as a team character with the same clear aim, goal, and direction. Being unity, specific, and remarkable acceptability of the team's members that prefer the team rather than privacy goals are focused.
- 2) Area of the role and responsibility assignment, characteristic of responsibility assignment with clear operation, try to try successfully by the team intention. There is an equivalent.
- 3) Area of open communication, characteristic that all members can trust each other, be helpful, and support. Truly exchange opinions and honesty to each other are the keys.
- 4) Area of leadership supplying characteristic that the team members are ability to be leader and follower.
- 5) Area of decision-making participation, characteristic that all working members taken part in decision making process, being resilience upon situation, reasonable hearing, data search, and obvious information, the team agreed the same principle and willing to practice with the same determination.

Hypothesis

The Hypothesis of this research are as follow. 1) Personal factors in gender, age, education level, working experience, and salary level of the Ministry of Tourism's officers affect teamwork efficiency. 2) The stress at work of the Ministry of Tourism's officers affects teamwork efficiency. 3) The work motivation of the Ministry of Tourism's officers affects teamwork efficiency.

Research Methodology

Population and Sample

The population used in this study were civil servants of the Ministry of Tourism in Cambodia amount 1,219 civil servants (Ministry of Tourism, 2019). The researcher determined the sample size by using the formula of Yamane (1973) with the confidence level at 95 Percent. The size

of sample which is calculated as 400 samples. The researcher collected an added 5% of the backup samples around 20 samples to prevent sampling errors and incomplete questionnaire. Therefore, a total of 420 samples were used in the study.

Data Collection and Data Analysis

The research experiment for collecting data is a 4 parts questionnaire, that are 1) personal factors, 2) job stress for organization (Supannapop, 2017), 3) work motivation (Herzberg, 1959), and 4) teamwork efficiency. Descriptive statistics, ie frequency, percentage, mean and, standard deviation, are used for characterizing the data. T-test, F-test, and SEM are used for testing the 3 hypotheses.

Research Results

Referring to the analysis, the result provides that most of the group samples who answered the questionnaires are females because almost all the Ministry of Tourism’s personals are female officers who have specific female abilities such as presenter and human resource. Including with the Ministry of Tourism has recruited graduate students applying to be new officers, Group Samples are bachelor’s degree 20-30 years old with 4-7 job experiences, some have long years working because they are temporary employees causing this groups to be max proportion.

Referring to the analysis, perceived work stress of civil servants in the Ministry of Tourism in Cambodia, it was found that civil servants had stress levels in working overall in very high with an average of 3.93. When considering work stress on each aspect, it found that the stress factor on work of government officials in Ministry of Tourism, Cambodia total 5 aspects which has the highest average level ($\bar{x} = 3.93$, $SD = 1.04$) and each aspect has the highest average level by stress aspect ($\bar{x} = 3.98$, $SD = 1.07$), working relationship ($\bar{x} = 3.92$, $SD = 1.034$), work environment and organizational policy structure ($\bar{x} = 3.92$, $SD = 1.051$), role and duties ($\bar{x} = 3.91$, $SD = 1.02$) and success factors and career advancement ($\bar{x} = 3.88$, $SD = 1.02$) respectively.

Table 1 Opinion level of each aspect of work stress for government officials in Ministry of Tourism, Cambodia

Stress perception from work	Opinion level		
	\bar{x}	SD	Results
Nature work	3.98	1.07	Excellent
Work environment and organizational policy structure	3.92	1.051	Excellent
Work relationship	3.92	1.034	Excellent
Role and Duties	3.91	1.02	Excellent
Role and Duties	3.91	1.02	Excellent
Overall	3.93	1.04	Excellent

Referring to the analysis, work motivation of civil servants in the Ministry of Tourism in Cambodia found that civil servants had the overall work motivation of the sample group was at a high level with an average of 3.84. When considering the work motivation on each aspect, it was found that work motivation which has the highest average level was Motivator Factors ($\bar{x} = 3.84$, $SD = .99$) and followed by the Hygiene Factors ($\bar{x} = 3.84$, $SD = .99$) respectively.

Referring to the analysis, efficiency teamwork of civil servants in the Ministry of Tourism Cambodia, it was found that civil servant had the overall efficiency teamwork at a high level with an average of 3.78. When considering the efficiency teamwork on each aspect, it was found that the mission and goals of the team has the highest average level ($\bar{x} = 3.89$, $SD = 1.00$), leadership distribution has the highest average level ($\bar{x} = 3.88$, $SD = .92$), communication directly has the highest average level ($\bar{x} = 3.80$, $SD = .91$), job assignments

according to roles has the highest average level ($\bar{x} = 3.79$, $SD = .894$) and joint decision has the highest average level ($\bar{x} = 3.64$, $SD = 1.064$) respectively.

Table 2 Opinion level of each aspect of Work motivation for government officials in Ministry of Tourism, Cambodia

Work motivation	Opinion level		
	\bar{x}	SD	Results
Motivator Factors	3.85	.982	Excellent
Hygiene Factors	3.85	.99	Excellent
Overall	3.84	.99	Excellent

Referring to the analysis, The 5 Factors of Teamwork Performance of Government Officials Ministry of Tourism, Cambodia, the average overall has the highest average level ($\bar{x} = 3.78$, $SD = .95$) and each aspect found that the mission and goals of the team has the highest average level ($\bar{x} = 3.89$, $SD = 1.00$), Leadership distribution has the highest average level ($\bar{x} = 3.88$, $SD = .92$), Communication directly has the highest average level ($\bar{x} = 3.80$, $SD = .91$), Job assignments according to roles has the highest average level ($\bar{x} = 3.79$, $SD = .894$) and Joint decision has the highest average level ($\bar{x} = 3.64$, $SD = 1.064$) respectively.

Table 3 Comparison of significant level difference affecting teamwork performance of government officials in Ministry of Tourism which is classified by individual factors

Teamwork Efficiency	Gender	Age	Income level	Education level	Working experience
The mission and goals of the team	≤ 0.05	≤ 0.05	≤ 0.05	> 0.05	≤ 0.05
Job assignments according to roles	≤ 0.05	≤ 0.05	≤ 0.05	> 0.05	≤ 0.05
Communication directly	> 0.05	≤ 0.05	≤ 0.05	> 0.05	≤ 0.05
Leadership distribution	> 0.05	≤ 0.05	≤ 0.05	> 0.05	≤ 0.05
Joint decision	≤ 0.05	≤ 0.05	> 0.05	> 0.05	≤ 0.05

For this study, researcher checked the Factor Loading of stress latent variable and team efficiency in working motivation, there is statistic indicator with 0.01 ($|t| > 2.58$) in all variables. Considering the internal variables of all factors between working stresses, working motivation, teamwork efficiency, there is a statistical indicator with (P-value $< .01$). These 2 considerations implied latent variables details on Table 5.

Table 5 Factor Loadings of the Stress at Work and Motivation in Teamwork Efficiency of the Cambodia Ministry of Tourism Officers

	stress related latent variables	work motivation	Teamwork
V1	0.864		
V2	0.905		
V3	0.876		
V4	0.905		
V5	0.897		
M1		0.636	
M2		0.695	
T1			0.792
T2			0.926
T3			0.856
T4			0.843
T5			0.715

Refer to the path analysis model, consequence relationship between stress and motivation in teamwork efficiency of the Cambodia's Ministry of Tourism officers, it provided that structural equation model of the research following the defined assumption after adjusted relative factor values. Therefore, this research applied a new structural equation model to contribute objective results on Figure 1.

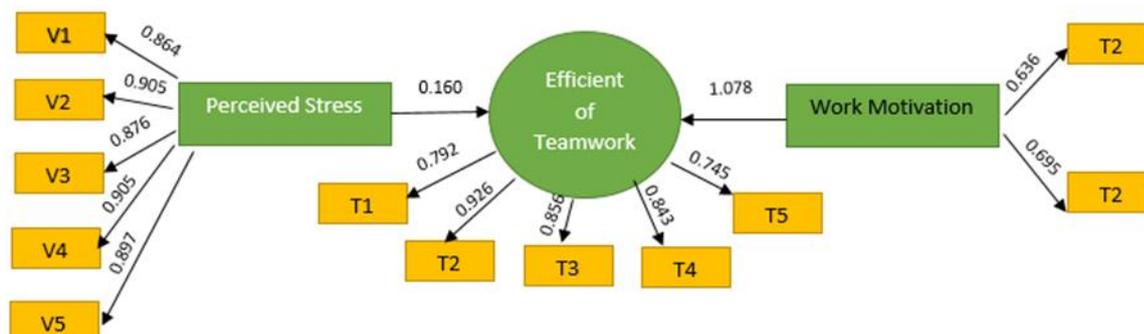


Figure 1 Structural Model

According to the analysis, it found that the result is following the hypothesis that is .160 in low level effect. Work motivation that affects teamwork efficiency found that it is 1.078 in high level. Considering each effect and value about stress and motivation stress that affect teamwork efficiency, found that the indirect influence path of values in stress and work motivation, there is nothing affecting teamwork efficiency.

Conclusion and Discussion

The hypothesis test found that differentiated gender and education level of the CMTO replied to the same answer about teamwork efficiency as well as the hypothesis1 set. Male or female contributes teamwork efficiency as the same, it means that gender and education level are not affected to the teamwork efficiency because when each member is assigned a mission, all will try to proceed for the team set goal.

Differences of age, education level, and employment period of the CMTO have different opinions on teamwork efficiency as well. Older officers have different opinions than younger officers. Salary level and employed period are different affected to teamwork efficiency because higher salary with longer employed period officers means higher ranging positions with higher responsibilities. This contributes to research of Kornwhacharajoen (2012) studying factor results that affect teamwork efficiency of the Quality House Public Company Limited 's officers, it found that different ages and education levels can affect teamwork efficiency.

The hypothesis test found that stress at work of the CMTO is not different to teamwork efficiency. Accepting the main hypothesis (H0) that stress at work is an affecting factor consisting of 5 areas of work characteristic, role and responsibility in organization, relationship in working, working successful and progress, and office surrounding and organization structural policy. Most of the officer team is experienced in working and being experts, which contributes to control and manage any situation impacts without stress. Including with respect to each other between leader and members of the team that encouraging self-esteem and energy in working. Supported with a study of Pahurat & Jarinto (2013), the research studied relative factors affecting stress at work and satisfaction in working that affect the operation of a professional nurse, Rayong Hospital, Rayong province.

According to the hypothesis test, work motivation of the CMTO affects the officer's teamwork efficiency as the same, accepting the main hypothesis (H0) provided that both factors in work efficiency and work motivation contribute teamwork to proceed efficiency and success.

Analysis results found that there are direct influences between 5 areas of the factor of the teamwork efficiency, work motivation not directly influences to the teamwork efficiency and found that there is indirect influence into 5 areas of the factor in the teamwork efficiency to the work motivation. These are supported by a study result of Putsom & Junbu (2021) describes influential role in working, process, and motivation that affects to teamwork efficiency of 3 institution's students, it found that there is direct influence between role and work motivation and working process with teamwork efficiency. Role in working does not directly influence teamwork efficiency; there is indirect influence into the working process or work motivation. On the other hand, the results analysis of civil servant motivation in the Ministry of Tourism. Cambodia, it found that the overall motivation was at a high level according to the research of Sirithai & Chaimadan (2016) which has studied the relationship between motivation and performance of Sa Kaeo Community College personnel, it was found that the results of the study of motivation for the performance of college personnel Sa Kaeo community personnel had overall motivation to work at a high level according to the research of Laptippamon (2013) which has studied the influence of working motivation, welfare supporting perceptions and ethics affects o to be good employee through commitment with organizational psychology: a case study of the central Hotels and Resorts, Head Quarter, it was found that the overall of work motivation was a high level.

At the end, we summarize the results of the analysis of indirect and total influences of latent variables within the equation model, structure to answer hypotheses item 2 and 3, stress factor and motivation factor motivation affecting to team performance. It was found that the analysis according to the assumptions. For the analysis of total influence of stress affecting team performance, it was found that the direct effect size was .160, which the overall effect was low. For employee motivation affecting team performance, it was found that the direct effect size was 1.078, which the overall influence was at a high level. For the influence of values on stress, motivation, and team performance each path, it was found that no influence on team performance. For the analysis result provides that in case of opinion level between stress factor and motivation factor that affect to teamwork efficiency, the opinion level is "high", describing that stress at work will threatens to everyday life and affects lower teamwork efficiency but remain contributes stimulation in working. Therefore, the ministry should reduce the stress on work of civil servants such as activity, respect etc. to motivate civil servants to have more willpower to work.

Recommendations from Research

According to the study, researchers would like to recommend some academic experiences to further study and application as follows.

- 1) As quantitative research, further studies should contribute integration with qualitative methods for more characteristic understanding, such as in-depth interviews into data collection replacing only the number of replied questionnaires.
- 2) As the limitation of the research, some stress contents that arises by the factor of 5 areas with the Cartwright & Cooper (1997)'s theory about the workplace, therefore the further studies should consider more other expected variables with teamwork efficiency such as the Luthans (2011)'s stress concepts and other motivation concept without Herzberg.
- 3) As the research study focuses on a sample group only the CMTO, further research should apply to various government or organization officers completing knowledge about the stress at work, work motivation, and research result to broader public citation acceptability.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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