



MINISTRY OF EDUCATION, YOUTH AND SPORT
NATIONAL UNIVERSITY OF MANAGEMENT
SCHOOL OF GRADUATE STUDIES

**FACTORS THAT MOTIVATE FOREIGN WORKERS TO WORK
IN PHNOM PENH, CAMBODIA**

KORN SOTHEARA

Thesis Submitted in Partial Fulfillment of the Requirement for
The Degree of Master.

SPECIALIZATION
INTERNATIONAL BUSINESS

Phnom Penh
2024



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Supervised by:

Dr. Sok Seang

Phnom Penh

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DECLARATION

I declare that this thesis is my own work and has not been submitted for a degree at any university. Information derived from the published or unpublished work of others has been acknowledged in the text and a list of references is given.



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I would like to grab this opportunity to express my gratitude and appreciation to those who gave us help, advice, guidance, and opinions on this thesis project. My thesis project would not be completed in time and so successful without their contribution.

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ABSTRACT

With Cambodia's increasing economic integration into regional and global markets, attracting and retaining foreign talent has become a significant consideration for both policymakers and business leaders. This study aims to identify and analyze the primary motivators that drive foreign workers to choose Cambodia as a destination for employment, focusing on economic, social, and organizational dimensions. Foreign workers choose Cambodia as one of the preferable working places due to the reason of easy earning since the stability in safety and politics compared to their own country.

The primary goal of this thesis is to examine the factors that influence foreign workers' motivation to work in Phnom Penh, Cambodia. The literature review has identified healthcare services, the standard of living, government policies, currency value, and workplace cultural diversity as key variables that may impact their motivation. A conceptual framework and research hypotheses have been developed based on relevant findings to understand the research better. The target population for this study consists of foreign workers in Cambodia, with 222 questionnaires distributed. A non-probability sampling technique was used to select the sample. Additionally, various tests, such as Coefficient and Multiple Linear Regression Analysis, were conducted to analyze the results.

The Multiple Linear Regression Analysis revealed that only healthcare services, the standard of living, and cultural diversity in the workplace significantly impact foreign workers' motivation to work in Phnom Penh, Cambodia. The findings suggest that Cambodia should focus more on improving healthcare services, the standard of living, and workplace cultural diversity, as these factors can influence foreign workers' decisions to move to Cambodia. The research highlights several recommendations for potential improvements and suggestions for future studies.

Keywords: Healthcare Service, Standard of Living, Government Policy, Value of Currency, and Cultural Diversity in Workplace, Motivation to Work.

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CHAPTER ONE

INTRODUCTION

1.1. Background

Cambodia is a tiny Southeast Asian country which had experienced many domestic political upheavals and economic instability because the country was affected by wars for many years. By the start of the 21st century, Cambodia had begun to stabilize its political system and economic processing and also integrated itself into the global economy.

For economic development, the Royal Government of Cambodia has introduced policies to ensure the sustainable economic growth of the country. Indeed, Cambodia was formally accepted to the Association of Southeast Asian Nations (ASEAN) which it first opened to link the country to the rest of others in Southeast Asia. Moreover, Cambodia started over for marking a stronger integration into the international world that joining the World Trade Organization (WTO) in 2004. The country has also begun to minimize its reliance on timber and to recognize the economic benefits of strong textile and tourism sectors and recovered the trust of international investors and assistance groups (Sok.S).

Moving on to another step of economic stability, Cambodia also needs a globally qualified workforce to increase its competitiveness and productivity because it recognizes that labour migration significantly contributes to inclusive and achieving sustainable economic growth, along with reducing poverty and enhancing livelihoods. That is the reason that the government has put in place many national policies and instruments to strengthen the management, protection, and promotion of Cambodian migrant workers' rights by visiting them more frequently, resolving their problems more effectively, and instilling trust in the government's efforts to improve their livelihoods and qualifications, as well as to provide them with social protection network services (Ith.S,2018).

Over the past few years, Cambodia has become a favorable destination for foreign laborers seeking employment in Southeast Asia. This migration is driven by a complex interaction of motivational factors that influence individuals to relocate to Cambodia and participate in its labor force. Understanding these motivations is

essential to grasp the broader dynamics of labor migration and its implications for both the host country and the migrants themselves (Smith & Jones, 2019).

A foreign worker is an individual who migrates to another country to work, either temporarily or permanently. According to the International Labour Organization (ILO), foreign workers are crucial in addressing labor shortages and are often employed in industries where local talent is unavailable or insufficient. They contribute significantly to economic growth by filling vital roles and bringing specialized skills that boost innovation and productivity. Furthermore, foreign workers promote cultural diversity and understanding by fostering interactions among individuals from different backgrounds. Migration Policy Institute (n.d.) highlights that these workers also provide financial benefits to their home countries through remittances, which support families and enhance local economies. Overall, foreign workers play an essential role in both host countries' economic development and their home countries' financial stability.

There have been many debates about the difference between immigration and foreign workers. Indeed, immigration and foreign workers differ primarily in their scope and intent. Immigration refers to the process of individuals moving to another country to settle permanently, often seeking citizenship or long-term residency. According to Castles et al. (2014), immigrants typically migrate for reasons such as family reunification, education, or a better quality of life, beyond just employment opportunities. In contrast, foreign workers are individuals who relocate to another country specifically to work, usually temporarily, without the intention of permanent settlement. The International Labour Organization (n.d.) notes that foreign workers are often employed in industries facing labor shortages and may return to their home country after completing their employment contracts. While immigration encompasses a broader range of motivations and outcomes, the role of foreign workers is more narrowly focused on addressing immediate labor needs in host countries.

1.2. Statement of Problem

As there is the growth of thousands of jobs in Cambodia, there still have been Cambodians are still moving out of the country to work and live, since there have been many foreigners coming into Cambodia to get jobs making the number of

foreigners working in Cambodia increase year by year. PHNOM PENH, CAMBODIA (11 April 2024) — Cambodia's economy is forecast to grow at 5.8% in 2024 and 6.0% in 2025, fueled by a further rebound in tourism and promising manufacturing opportunities, as highlighted in the most recent edition of the Asian Development Bank's (ADB) key economic report released today.

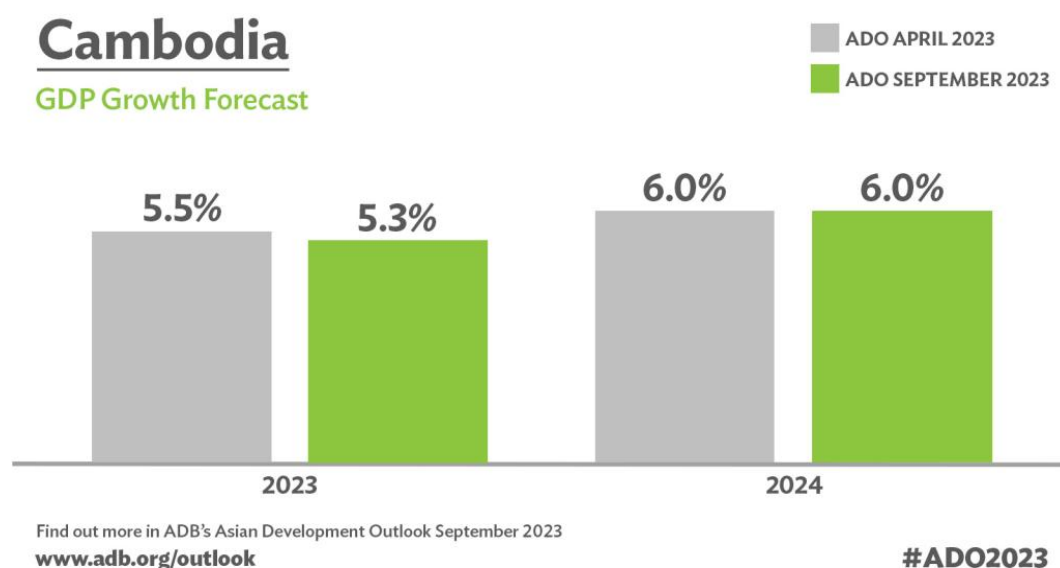


Figure 1 Cambodia's GDP growth Forecast

Source: ASIAN DEVELOPMENT BANK

Even though the number of international employees in Cambodia is rising, little is known about the precise reasons behind their choice to work in this Southeast Asian nation. Research that has already been done frequently focuses on general motivators like employment prospects and income, but it does not thoroughly examine how these elements are viewed and given priority in the particular Cambodian environment. This knowledge gap makes it impossible to make strategic plans and policies that would increase Cambodia's attractiveness as a location for hiring foreign workers.

Despite Cambodia's recent economic growth and increased attractiveness to foreign workers, there is limited understanding of the specific factors influencing their motivation to work in the country. Factors such as healthcare services, standard of living, government policies, and workplace diversity have been identified as influential in other Southeast Asian contexts (Nguyen & Tran, 2021; Waqas et al.,

2020), but their impact within Cambodia remains underexplored. Moreover, while some foreign workers are drawn to Cambodia by economic opportunities, there is a lack of research into the broader factors that influence this decision, including cultural diversity, healthcare quality, and government policy. Studies from other emerging economies suggest these factors are essential to foreign workers' relocation choices (Zhao & Liu, 2019; Shen et al., 2020), yet specific data for Cambodia is insufficient. This study seeks to investigate the influence of these factors to better understand foreign workers' motivations for choosing Cambodia over other destinations.

1.3. Research questions

The above statements guide the researcher to build up research questions regarding factors that motivate foreign workers to work in Phnom Penh, Cambodia, the study tried to answer the following main research question:

**What are the factors that motivate foreign workers to work in
Phnom Penh, Cambodia?**

This research question is inspired by the research project “Access to the Labour Market for admitted migrant workers in Asian and Related Corridors” which was published in 2019. It was conducted by Sabrina Kouba, with the guidance of Nilim Baruah, Senior Migration Specialist, Decent Work Team, ILO Regional Office for Asia and the Pacific.

1.4. Objectives of Study

This study discovers the factors that motivate foreign workers to work in Phnom Penh, Cambodia. A quantitative method was used in this study to inspect the relationship between the independent variables and the dependent variable. It also understands the role of cultural and social factors, including the integration process, local social norms, and the quality of life in Cambodia, in shaping the motivations of foreign workers. The independent variables include healthcare service, the standard of living, government policy, the value of the currency, and cultural diversity. The dependent variable is the motivation to work in Phnom Penh, Cambodia. The result will show the strength of how much the independent variable affects the dependent variable. Discussion and suggestions were assumed in response to the findings.

Another objective is to evaluate how the practices and policies of Cambodian employers, including job benefits and working conditions, affect foreign workers' job satisfaction and motivation. The study will also investigate the role of cultural and social factors, such as local social norms and quality of life, in shaping these motivations. Through better policymaking, improved employment procedures, and the creation of a more alluring work environment for foreign labor, this study seeks to shed light on the motives of foreign workers in Cambodia. Comprehending these variables will aid in catering to the requirements and anticipations of overseas laborers, consequently cultivating a more resilient and efficient labor market in Cambodia. By achieving these goals, the research aims to provide a comprehensive understanding of the key drivers influencing foreign workers' migration to Phnom Penh, offering valuable insights for policymakers, employers, and stakeholders.

1.5. Scope and Limitation

This study will focus on foreign workers are employing in Phnom Penh City, Cambodia, specifically within different systems in international schools and non-governmental organizations. The research thesis will also focus only on determinant factors such as healthcare service, the standard of living, government policy, the value of currency, and cultural diversity in the workplace. In addition, the study employed only a quantitative approach and was limited to one point of data collection through the cross-sectional survey.

1.6. Significance of Study

I selected this topic because the number of foreign workers migrating to Cambodia has been steadily increasing, yet there is limited information available about what motivates them. This study can serve as a valuable resource for companies and organizations in Cambodia, as it highlights which factors have the most influence on foreign workers' motivation to work in the country. Furthermore, the research is important as it sheds light on the reasons foreign workers choose Cambodia, which could significantly impact various Cambodian businesses. It aims to foster more inclusive and efficient work environments while also contributing to improved policy-making and better practices in areas such as healthcare, the standard of living, government policy, currency value, and workplace cultural diversity.

This research thesis provides insights into the factors related to foreign workers' motivation to migrate to Cambodia. The findings could benefit organizations by emphasizing the key factors that attract foreign workers, ultimately helping to enhance productivity in the country. For future researchers, this study offers baseline information on the current factors motivating foreign workers to come to Cambodia.

For policymakers, understanding these motivations can aid in developing effective labor policies, immigration regulations, and strategies to attract and retain skilled foreign workers. For employers, the findings can help improve recruitment strategies, workplace conditions, and employee satisfaction, thereby enhancing productivity and organizational success. Additionally, the study contributes to the academic literature by addressing a gap in research on foreign labor migration in Phnom Penh, offering a localized perspective on global migration trends. Furthermore, it highlights the economic, social, and cultural impact of foreign workers on the host country, fostering greater awareness of their role in national development. Ultimately, this study serves as a resource for decision-makers and researchers aiming to support sustainable labor practices and promote a positive environment for foreign workers.

CHAPTER TWO

LITERATURE REVIEW

2.1. Literature Review

This chapter offers an overview of both the dependent and independent variables in the study. The dependent variable is the motivation of foreign workers to work in Phnom Penh, Cambodia, while the independent variables include government policy, healthcare services, currency value, standard of living, and workplace cultural diversity. These variables are supported and evidenced through a review of the literature. Additionally, the chapter covers the development of the conceptual framework and research hypotheses, concluding with a summary.

2.1.1. Motivation of foreign worker to work in Phnom Penh, Cambodia

Based on the International Labour Organization (ILO), labor migration has become a global phenomenon, with millions of workers crossing borders in search of better economic opportunities, improved living conditions, and personal growth. In Southeast Asia, the movement of workers between countries is especially significant, driven by economic disparities, political factors, and regional labor demand. This introduction explores the reasons foreign workers are motivated to leave their home countries and work abroad, focusing on both the external (economic, political) and internal (psychological, social) drivers.

For Cambodia, the motivation for foreign workers to seek employment in this country is influenced by a variety of factors, ranging from economic opportunities and favorable working conditions to lifestyle benefits and regional proximity. Cambodia's developing economy and burgeoning industries, such as manufacturing, construction, tourism, and agriculture, attract workers from neighboring countries, as well as expatriates from further afield. These motivations can be categorized into push and pull factors, where economic opportunities, employment Situation, and Industry Development and working conditions play significant roles (International Labour Organization, 2019; International Monetary Fund, 2021).

For Economic Opportunities, the availability of economic opportunities is a major draw for foreign laborers visiting Cambodia. During the last ten years, the

manufacturing, construction, and tourism sectors have propelled Cambodia's economy's rapid expansion (Henderson & Scheinman, 2022). These expanding industries draw in a lot of foreign labor, especially from neighboring countries like Vietnam, Thailand, and China, where wages are frequently competitive compared to those back home.

For employment Situation and Industry Development, foreign labor is frequently in demand in industries like construction and clothing manufacturing due to a lack of local labor. To meet the demands of quickly expanding businesses, Cambodia's industrial zones—particularly those in and around Phnom Penh and Sihanoukville—need a consistent influx of foreign labor (Ministry of Labor and Vocational Training, 2021). For foreign workers who might not meet labor standards in their home countries, Cambodia is an appealing option due to the lax labor regulations in certain sectors.

For Benefits and Working Conditions, even though there are significant differences in working conditions between industries in Cambodia, many foreign workers—especially expatriates—are drawn to the benefits provided by industries like international NGOs, tourism, and education. International workers in these fields frequently benefit from competitive pay, all-inclusive healthcare plans, and adaptable work schedules that meet global norms (United Nations, 2021). Low-wage foreign laborers in manufacturing and construction, on the other hand, might have less ideal working conditions, though they are frequently attracted by the possibility of upward mobility or the ability to send money home to their families.

2.1.2. Healthcare Service

The term "healthcare services" refers to the variety of services offered to people or groups in order to maintain, monitor, advance, or restore health. These services encompass preventive, diagnostic, therapeutic, and rehabilitative interventions aimed at enhancing the overall well-being of patients (World Health Organization, 2021).

Employers are increasingly required to provide adequate health coverage to mitigate risks like limited access to quality care and financial burdens related to treatment or repatriationquality (Norazida Ab Rahman & Sivasampu,2020).

Base on OpenDevelopment Cambodia (2020), A robust healthcare system that ensures equal access to services is vital for the well-being of any population. Both advanced and developing nations continually seek improvements in their healthcare frameworks. Cambodia, benefiting from rapid economic growth in recent decades, has made considerable strides in enhancing its healthcare infrastructure. Since the 1990s, the country has adopted significant policies and strategies to improve healthcare services for its citizens. However, despite notable advancements in public health outcomes, disparities, and systemic challenges persist. To address these, Cambodia has been actively implementing new health policies to enhance service delivery and accessibility

As Cambodia's economy grows, the country has seen an influx of foreign workers, especially in industries like construction, manufacturing, and tourism. Ensuring adequate healthcare services for this expanding workforce has become a key focus for both the Cambodian government and private healthcare providers. Initiatives to address the healthcare needs of foreign workers involve efforts from both the public and private sectors, focusing on improving access to medical services, health insurance, and occupational health and safety (Sokha & Sophal, 2020).

Healthcare Access for Foreign Workers, In Cambodia, healthcare services for foreign workers are generally provided by both state and commercial entities. There are public healthcare facilities, but because private healthcare providers offer better quality care and are less likely to require translation services, many foreign workers—especially those residing in cities—prefer them. Internationally certified services are provided by private hospitals and clinics to foreign workers and expats in major cities like Phnom Penh and Siem Reap (Henderson & Scheinman, 2022). These clinics offer specialized care and frequently have multilingual staff, which is crucial for international workers who might have trouble utilizing the public healthcare system.

Based on “ Prokas No. 449 on the establishment of the contribution rate procedures and formalities of the occupational risk and healthcare scheme payment to the National Social Security Fund for persons defined by the provisions” of the Labor Law, Foreign Workers' Health Insurance, the government of Cambodia has

implemented regulations mandating that foreign employees' employers offer health insurance. For foreign workers, health insurance is essential since it guarantees access to essential medical care without the financial strain of paying for it out of pocket. Numerous businesses provide private health insurance plans that include coverage for emergency care, hospital stays, and regular check-ups (Ministry of Labor and Vocational Training, 2021). International health insurance companies usually offer these insurance plans; they work with regional healthcare providers to give all-inclusive coverage.

However, some literature argues that access to healthcare services does not significantly motivate foreign workers to work in a host country, as their primary motivation is often economic rather than health-related. According to Ruhs and Martin (2008), foreign workers are primarily driven by the prospect of higher wages and better employment opportunities compared to their home countries. Healthcare access, while important for their overall well-being, is typically a secondary consideration in their decision to migrate.

Similarly, Wickramasekara (2011) emphasizes that foreign workers often accept jobs in countries with limited healthcare provisions because their primary goal is to maximize earnings to support their families back home. This perspective suggests that improving wages, job security, and working conditions may be more influential in attracting foreign workers than offering comprehensive healthcare services.

2.1.3. Standard of Living

The term "standard of living" refers to the degree of wealth, comfort, material possessions, and essential resources accessible to an individual or community. It is often measured by various indicators such as income, employment, class disparity, poverty rate, and access to basic services like healthcare, education, and housing (World Bank, 2023). In essence, the standard of living reflects the overall quality of life experienced by individuals.

The term "Standard of Living" encompasses various aspects of human well-being, often associated with indicators like quality of life, material wealth, and access to basic necessities. Over time, economists, social scientists, and international

organizations have expanded the concept to include social and environmental factors alongside economic indicators (Smith & Johnson, 2019).

Workers are motivated to relocate to or remain in a country based on how the living standard aligns with their personal and professional goals. Several factors contribute to this motivation: Economic Opportunities: For workers, a nation with a higher standard of living may offer greater pay and better job prospects. Workers may be drawn to nations that, in comparison to their home countries, offer better wages and benefits due to their robust economies and vibrant labor markets (Kathryn Anne Edwards, 2022).

The standard of living in Cambodia has improved over the past decades but remains relatively low compared to more developed countries. Key factors influencing the standard of living include economic growth, inflation rates, and access to basic services like healthcare and education (World Bank, 2021). According to Smith and Lee (2022), the cost of living in Cambodia is significantly lower than in neighboring countries, which can impact the attractiveness of the country to foreign workers.

However, the standard of living in a host country is not the primary motivator for foreign workers, as their migration decisions are largely influenced by financial necessity and employment opportunities. As emphasized by Castles and Miller (2009), foreign workers often prioritize earning potential over living standards, viewing migration as a strategy to improve the economic stability of their families back home rather than for personal lifestyle benefits. Similarly, Massey et al. (1993) highlight that migration decisions are frequently driven by wage differentials and labor market demand rather than the quality of housing or public services in the host country.

2.1.4. Government Policy

Government policy refers to the set of rules, regulations, and actions formulated and implemented by a government to achieve specific societal, economic, or political objectives. These policies may address various areas such as healthcare, education, the economy, the environment, and national security. Government policies are typically influenced by legislative bodies, regulatory

agencies, and public opinion, and they shape how a country or community is governed (Dye, T. R. (2016).

The Push-Pull theory, developed by Everett Lee (1966), is a widely used framework to explain migration patterns. The theory suggests that migrants are "pushed" out of their home countries by factors such as lack of employment opportunities, low wages, and poor living conditions, while they are "pulled" to destination countries by factors such as better wages, job security, and improved living standards. In the context of Cambodia, government policies aimed at improving economic opportunities, such as tax incentives for foreign investors and liberalized visa processes, act as pull factors that attract foreign workers to the country. Conversely, economic challenges or political instability in neighboring countries may serve as push factors, encouraging workers to look to Cambodia as an alternative destination for employment

Labor Laws and Employment Regulations, the Cambodian Labor Law (1997) outlines the rights and obligations of foreign workers and employers. It covers aspects such as employment contracts, working hours, and dispute resolution. Effective enforcement of these regulations ensures fair treatment and can enhance job satisfaction and motivation among foreign workers (National Assembly of Cambodia, 1997).

Work Permits and Visa Regulations, Cambodia's policies regarding work permits and visas are crucial for foreign workers. The process for obtaining these permits can affect their motivation to work in the country. Streamlined procedures and clearer guidelines can reduce bureaucratic hurdles and make Cambodia a more attractive destination for foreign talent (World Bank, 2020).

Some researchers argue that government policies are not the main reason foreign workers choose to work in a specific country. Piore (1979) explains that foreign workers are more motivated by the chance to earn higher wages and find better job opportunities, even if the country has strict immigration rules.

Moreover, Massey et al. (1993) point out that many foreign workers rely on social and economic connections, such as friends or family, to help them find work, regardless of government policies. This shows that while policies may affect

working conditions, they are not the main factor influencing foreign workers' decisions to migrate.

2.1.5. Value of Currency

The value of a currency refers to its purchasing power or worth in terms of what it can buy domestically or internationally. Currency value can be influenced by various factors, including a country's economic conditions, inflation rates, interest rates, trade balances, and political stability. It is often expressed in terms of exchange rates when compared to other currencies. The value of a currency can fluctuate in foreign exchange markets, and countries may adopt different monetary policies to stabilize or control their currency's value (Mankiw, N. G., 2021).

Human Capital Theory, proposed by Gary Becker (1964), asserts that individuals make decisions based on maximizing the returns on their investments in skills and labor. For foreign workers, the value of currency is a key consideration when deciding to migrate. A stronger currency in the destination country translates to higher wages for the same amount of work, which serves as an incentive to relocate. Foreign workers can increase their purchasing power by moving to countries where their income, converted into their home currency, provides greater value. This economic gain is a strong motivator under the Human Capital framework, which views labor as an investment that should yield the highest returns.

Currency value can significantly impact the attractiveness of a work destination. For foreign workers in Cambodia, fluctuations in currency value influence their financial stability, purchasing power, and overall job satisfaction. This review explores the relationship between currency value and foreign worker motivation in Cambodia.

For impact on Purchasing Power, the Cambodian Riel (KHR)'s value against major currencies such as the US Dollar (USD) has an impact on foreign workers' purchasing power. A lower KHR can reduce foreign workers' real income, potentially lowering their motivation (Smith & Lee, 2021).

For Salary Competitiveness, currency value influences how foreign workers perceive Cambodia's competitive salaries. A stronger KHR relative to foreign

currencies may make Cambodia less appealing if salaries do not compensate for the change (Nguyen, 2023).

Some researchers believe that the value of a country's currency is not the main reason foreign workers choose to migrate. De Haas (2010) explains that while a strong currency can make the money sent home more valuable, foreign workers are more motivated by higher wages and better job opportunities than exchange rates.

2.1.6. Cultural Diversity in the Workplace

Based on the Cambridge Dictionary, cultural diversity in the workplace refers to the presence of employees from various cultural, ethnic, racial, and national backgrounds working together within an organization. It includes differences in language, customs, beliefs, and values.

A diverse workforce introduces various perspectives, skills, and experiences that can foster creativity, innovation, and problem-solving within organizations. Encouraging cultural diversity typically involves fostering inclusive environments where individuals from different backgrounds feel respected, and valued, and have equal opportunities for growth and contribution (Garcia & Nguyen, 2021).

Social Exchange Theory, proposed by Homans (1958), suggests that individuals make decisions based on the perceived rewards and costs of their actions. In the context of cultural diversity, foreign workers may perceive the workplace environment in Cambodia as a space for personal and professional growth, especially if the workplace fosters mutual respect, inclusion, and cross-cultural interactions. Foreign workers are motivated to move to Cambodia when they believe the rewards—career advancement opportunities, enhanced interpersonal relationships, and skills development—outweigh the costs. In diverse workplaces, individuals are more likely to experience a sense of belonging and value, which is essential for long-term employment satisfaction. Cultural exchange in such environments is seen as a benefit for both local and foreign employees, encouraging collaboration and knowledge transfer.

Cultural diversity in the workplace can significantly impact the motivation of foreign workers. In Cambodia, where the workforce includes a mix of local and

international employees, understanding how cultural diversity affects foreign workers' motivation is essential for fostering a positive work environment and enhancing job satisfaction. Cultural diversity in the workplace can significantly impact the motivation and satisfaction of foreign workers. In Cambodia, a country with a diverse workforce including many foreign employees, understanding how cultural diversity influences motivation is crucial for improving employee experiences and organizational effectiveness. Cultural diversity in the workplace can lead to higher job satisfaction among foreign workers by creating a more inclusive and respectful environment. Diverse teams often contribute to greater creativity and innovation, which can enhance job satisfaction and motivation (Harrison & Klein, 2007).

Positive intercultural relationships fostered by diverse workplaces can improve communication and collaboration. This, in turn, enhances the work experience for foreign employees, making them feel more valued and motivated (Brewster, Chung, & Sparrow, 2016).

Some researchers argue that cultural diversity in the workplace is not a primary motivator for foreign workers to migrate, as their decisions are more influenced by economic and employment factors. According to Piore (1979), foreign workers often prioritize job opportunities and higher wages over workplace diversity. Their primary focus is on earning money to support their families rather than seeking culturally diverse work environments

2.2. Hypothesis Development

2.2.1. Healthcare service and motivation of foreign workers to work in Phnom Penh, Cambodia.

In Cambodia, foreign workers are able to access the benefits of healthcare services. The study has said that the healthcare service has relationship to between motivation of foreign workers to work in Phnom Penh, Cambodia. According to the International Labour Organization (ILO). (2017). Cambodian Employment and Labor Market Outlook. The benefits of healthcare services for foreign workers in Cambodia are crucial for their well-being, job satisfaction, and overall motivation to stay in the country.

Healthcare services in Cambodia have seen considerable improvement over the past two decades, though significant challenges remain. The healthcare system includes both public and private sectors, with the private sector offering higher quality care, particularly in urban areas such as Phnom Penh. In contrast, public healthcare remains underfunded and understaffed, especially in rural areas. For foreign workers, healthcare services may have a limited impact on their motivation, as factors like career advancement, financial incentives, and organizational support tend to play a more important role. Foreign workers often prioritize professional development, salary packages, and unique job opportunities over healthcare when choosing to work in Phnom Penh, Cambodia (Chan & Sok, 2020).

Company-provided Health Coverage: Many foreign workers, especially those working for multinational companies, receive private health insurance or medical packages as part of their expatriate benefits, reducing their reliance on local healthcare services and making the quality of those services less of a concern Froese, (F. J., & Peltokorpi, V. 2011).

Adaptability and Personal Preferences: Some foreign workers may be accustomed to working in regions with varying levels of healthcare infrastructure and may not consider it a primary factor in their decision-making process. They may opt for private or international healthcare solutions rather than relying on local systems (Hofstede, G. 2001).

H1: There is a significant relationship between healthcare services and the motivation of foreign workers to work in Phnom Penh, Cambodia.

2.2.2. Standard of Living and Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

The higher the perceived standard of living in Cambodia, the greater the motivation of foreign workers to relocate to and remain employed in the country. Cost of living, safety, housing, healthcare, and social amenities are key components of the standard of living that directly influence expatriates' quality of life. Foreign workers often evaluate these factors when deciding whether to move to or stay in a country (Baruch, Y., & Altman, Y. 2002). A higher standard of living, including access to quality healthcare, safe neighborhoods, good infrastructure, and recreational activities, enhances the attractiveness of Cambodia as a destination for

foreign workers (Vohra, N., & Arora, R. 2004). Conversely, a lower standard of living might deter foreign workers or reduce their long-term commitment to stay, affecting motivation and job satisfaction Suutari, (V., & Brewster, C. 2000).

By the way, the standard of living may not be a decisive factor in their decision to work in Phnom Penh, Cambodia, with other aspects such as career development, company benefits, and personal adaptability playing a larger role. Foreign workers may prioritize career opportunities, professional growth, or financial incentives over living standards when choosing to work in Phnom Penh, Cambodia. In such cases, factors like job prospects, industry demand, and personal career goals may outweigh concerns about housing, healthcare, or lifestyle (Takeuchi, R., & Chen, J. (2013).

H2: There is a significant relationship between the standard of living and the motivation of foreign workers to work in Phnom Penh, Cambodia.

2.2.3. Government Policy and Motivation of Foreign Workers to Work in Phnom Penh, Cambodia.

This hypothesis suggests that positive government policies, such as supportive immigration laws and worker protections, are key in motivating foreign workers to choose and stay in Cambodia for employment. Visa and Work Permit Regulations: Simplified visa processes, long-term work permits, and clear immigration policies can significantly enhance the motivation of foreign workers by reducing bureaucratic hurdles and creating a sense of stability (Chand, M. 2011).

Tax Benefits and Financial Incentives: Government policies offering tax breaks or reduced taxation on foreign workers' incomes can make Cambodia more attractive as a destination, boosting motivation by enhancing the financial benefits of working in the country (Froese, F. J., & Peltokorpi, V. 2013).

Labor Rights and Protections: Foreign workers are more likely to feel motivated to work in Phnom Penh, Cambodia if the government enforces strong labor laws that protect their rights, ensure fair working conditions, and offer legal recourse in case of disputes (Manning, C., & Sidorenko, A. (2007).

However, for some foreign workers in Cambodia, government policies may have minimal influence on their motivation, with corporate support, career

prospects, and personal goals being more significant factors. Focus on Professional and Personal Factors: Foreign workers may prioritize career growth, financial opportunities, or personal reasons over government policies when deciding to work in Phnom Penh, Cambodia. Factors such as job availability, salary packages, and industry demand may outweigh concerns about government regulations (Tung, R. L. 1981).

Company-provided Support: Many foreign workers are employed by multinational companies that offer comprehensive relocation support, including handling bureaucratic processes like visas and work permits, minimizing the impact of government policies on their motivation (Suutari, V., & Brewster, C. 2001).

Adaptability and Resilience: Foreign workers, especially those with experience in emerging markets, may be accustomed to navigating complex government regulations and may not consider these policies as major influences on their decision to work in a country (Harzing, A. W., & Christensen, C. 2004).

H3: There is a significant relationship between government policy and the motivation of foreign workers to work in Phnom Penh, Cambodia.

2.2.4. Value of Currency and Motivation of Foreign Workers to Work in Phnom Penh, Cambodia.

Financial Incentives: A favorable exchange rate and the stability of the Cambodian riel (KHR), particularly in relation to stronger currencies like the U.S. dollar (which is commonly used in Cambodia), can enhance foreign workers' purchasing power, savings, and remittances, motivating them to work in the country (Harzing, A.-W., & Pinnington, A. 2010).

Income Conversion and Remittances: Foreign workers often consider the ability to convert their earnings into a more valuable currency or to send remittances home. A stronger or stable local currency increases the attractiveness of working in Cambodia (Sparrow, P., Brewster, C., & Harris, H. 2004).

Economic Stability: A stable currency often reflects broader economic stability, which can make Cambodia more appealing to foreign workers. Economic instability, on the other hand, might deter workers due to concerns about inflation, reduced purchasing power, or financial uncertainty (Selmer, J. 2001).

By the way, foreign workers may be motivated by factors such as career growth, personal aspirations, and company benefits, with currency value having little to no influence on their decisions to work in Phnom Penh, Cambodia. Focus on Career Growth and Experience: Many foreign workers prioritize career advancement, professional development, or gaining international experience over currency value. These factors can outweigh concerns about exchange rates or purchasing power (Tung, R. L. (1998).

Company Compensation and Benefits: Multinational companies often compensate for currency fluctuations through comprehensive salary packages, bonuses, or allowances, making the local currency value less relevant to expatriates' motivation (Harzing, A.-W. 2001).

Personal and Lifestyle Motivations: For some foreign workers, non-monetary factors such as cultural interest, adventure, or personal goals might drive their decision to work in Phnom Penh, Cambodia, regardless of the local currency's value or stability (Adler, N. J. 2008).

H4: There is a significant relationship between the value of currency and the motivation of foreign workers to work in Phnom Penh, Cambodia.

2.2.5. Cultural Diversity in Workplaces and Motivation of Foreign Workers to Work in Phnom Penh, Cambodia.

Diversity in the workplace refers to the presence of individuals with varying characteristics, backgrounds, and perspectives within an organization. These differences can include but are not limited to race, ethnicity, gender, age, religion, disability, sexual orientation, education, and cultural background. According to Roberson (2006), workplace diversity involves recognizing and valuing these differences to create an inclusive environment where all employees feel respected and have equal opportunities to contribute and succeed. Embracing diversity in the workplace is essential for fostering innovation, improving problem-solving, and enhancing employee satisfaction, as organizations benefit from a wider range of experiences and viewpoints (Thomas, 1991).

Cultural diversity in the workplace plays a significant role in motivating foreign workers, as it offers them the chance to engage with different cultures,

enhance their skills, and enjoy a more inclusive and creative work environment. Greater cultural diversity in the workplace in Cambodia positively influences the motivation of foreign workers to relocate to and remain employed in the country. Inclusive Work Environment: A culturally diverse workplace fosters an inclusive and dynamic environment, which can enhance foreign workers' sense of belonging and job satisfaction. The opportunity to work with individuals from different cultural backgrounds may increase motivation due to a more collaborative and innovative work atmosphere (Adler, N. J., & Gundersen, A. 2008).

Learning and Development Opportunities: Foreign workers are often motivated by the chance to develop cross-cultural competencies and learn from diverse teams. Exposure to multiple perspectives can enhance personal and professional growth, making Cambodia an attractive destination for international workers (Richard, O. C. 2000).

Adaptability and Flexibility: Cultural diversity can lead to more adaptable and flexible workplace practices, accommodating different work styles and fostering creativity. This can increase foreign workers' motivation by creating a more open and dynamic working environment that is conducive to both personal and organizational success (Selmer, J., & Luring, J. 2011).

However, cultural diversity in the workplace may have little to no impact on their motivation, with career opportunities, financial benefits, and personal factors being more significant. Focus on Professional and Financial Factors: Foreign workers may prioritize career advancement, financial benefits, or specific job opportunities over workplace diversity. Motivation may stem from personal or professional goals rather than the cultural makeup of the workplace (Selmer, J. 1999).

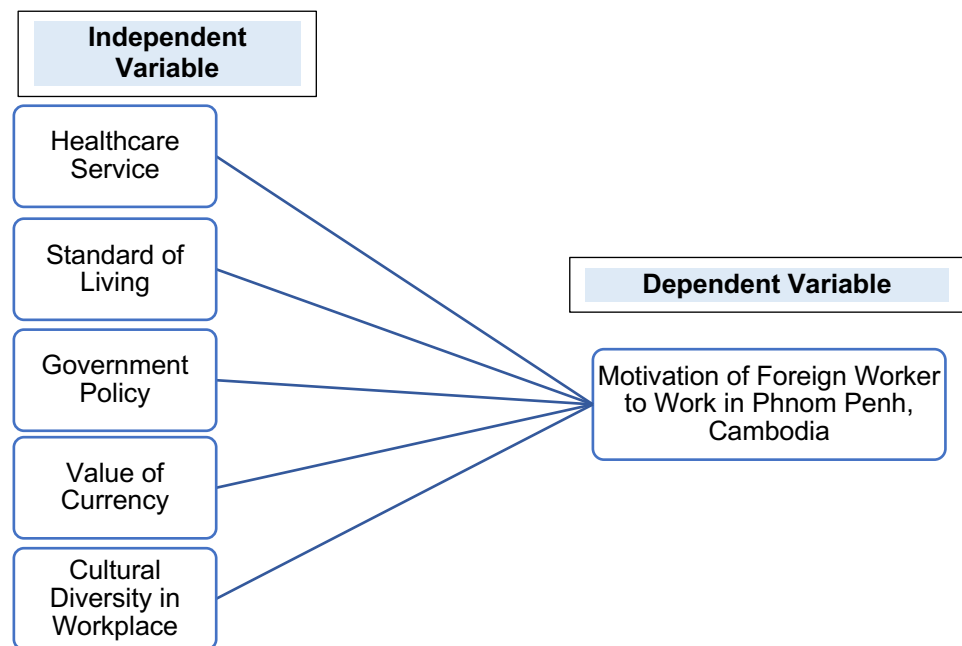
Pre-existing Cross-cultural Experience: Foreign workers, especially experienced expatriates, may already possess cross-cultural skills and may not view workplace diversity as a key factor influencing their motivation. They might be more focused on other aspects such as job responsibilities, salary, or career prospects (Tung, R. L. 1988).

Company-provided Support and Environment: Foreign workers may be more influenced by the organizational environment, compensation packages, and work-life balance offered by their employers, rather than the cultural diversity of the team (Shaffer, M. A., & Harrison, D. A. 2001).

H5: There is a significant relationship between cultural diversity in the workplace and the motivation of foreign workers to work in Phnom Penh, Cambodia.

2.3. Conceptual Farmwork

Figure 2: Proposed Theoretical Model



(Adopted from Developed based on the research objectives and research questions)

Based on the literature review and relevant theories model which has been researched by other researchers, the motivation of foreign workers to work in Phnom Penh, Cambodia was found to be influenced by five independent variables. The framework demonstrates the relationship between dependent and independent variables in detail. Moreover, the study is aimed to determine the result through our research objective, question as well as hypothesis that would help us to further emphasize all the variables.

CHAPTER THREE

METHODOLOGY

In this chapter, It will explain more about the research methodology where uses to collect relevant data. This chapter includes research design, data collecting methods, and sampling design. It also involved research instruments, construct measurements, and conclusions. Moreover, the chapter will also explain how to select the sample size and method used for data collection, the instrument used in this research, as well as the data processing and analysis.

3.1. Research design

According to Akhtar (2016), he defined that research design is a kind of conceptual blueprint based on which research is conducted or carried out. According to Sekaran U. (2005), the nature of the study can be either exploratory, descriptive, causal, or any combination of them. In order to receive better outcomes from the research result, I decide to use quantitative research. Quantitative research is practiced by primary and secondary data. It is more efficient since the questions I set in our questionnaire is fixed alternative questions. It also helps to clearly specify our dependent and independent variables of this study; hence I am able to test the hypothesis and determine the issue of causality. The research belongs to causal research because it is conducted by the cause-and-effect relationship. The aim of this causal research is to determine whether or not the variables will cause the others to be changed (Sekaran and Bougie, 2013).

3.2. Sampling Method

3.2.1. Target Population

Hair, Bush, and Ortinau (2003) define the target population as a specific group that researchers aim to study to gather relevant data or statistics. For this research, foreign workers in Cambodia are selected as the target population. According to Jeffrey Hays (2015), around three-fourths of these workers are from Indonesia. The respondents will include both part-time and full-time employees working in any organization operating in Cambodia. As per the Ministry of Labor and Vocational Training, there are currently 270,057 foreign workers from 161 different nationalities employed in various sectors across Cambodia.

The respondents will be taken from either part-time or full-time employees as long as they work in any organizations that operate in Cambodia. As reported by the Ministry of Labor and Vocational Training, Cambodia currently hosts 270,057 foreign workers from 161 different nationalities across various sectors.

3.2.2. Sampling Frame and Sampling Location

According to Zikmund et al. (2010), a sampling frame is a source from which a sample is drawn. In this study, I have narrowed the sampling frame to focus on the educational system, including inter-governmental organizations, international schools, and universities. Additionally, our research will be concentrated in the Phnom Penh area.

3.2.3. Sampling Elements

Zikmund et al. (2013) define a sampling element as an individual unit or group of units selected for a sample. In our research, the sampling element refers to foreign workers in Cambodia. The target respondents will include both part-time and full-time workers, as long as they are from other countries. The questionnaire will be distributed to a diverse group based on factors such as gender, age, education level, years of foreign workers to Cambodia, work experience, and other general demographic questions.

3.2.4. Sampling Techniques

The researchers employed a sampling technique to reduce costs and efficiently gather data from the entire population. A non-probability sampling method was chosen because the foreign worker population in Cambodia is too large, and this approach is simpler to execute compared to probability sampling. Questionnaires were distributed to foreign workers who were conveniently encountered during the study.

3.2.5. Sampling Size

The sample size refers to the number of units selected from the total data collected (Paul, 2008). A larger sample size typically increases the significance level of the hypothesis. For this survey research, Cochran's (1977) formula, as cited by Bartlett et al. (2001), was used to determine the appropriate sample size. For gathering data from all 270,057 foreigners across Cambodia would be logistically challenging and resource-intensive. Focusing on a specific, concentrated group in

Phnom Penh simplifies the research process and makes it more feasible within the constraints of time and budget. In addition, in 2020, a report by the Phnom Penh Municipal Police indicated that there were 2,416 foreign residents in Phnom Penh, making up part of the city's total population of 16,305, so it can be a sample that can provide a statistically significant representation of the foreign population in Phnom Penh. It allows for generalizations about the motivations and experiences of foreign workers in the capital while still being manageable for data collection and analysis.

$$n_0 = \frac{(t^2) \cdot (s^2)}{d^2}$$

- Population Size (N): 16,305
- Critical value (t): For a 95% confidence level, this is often 1.96
- Standard Deviation (s): 0.5
- Margin of Error (d): This is usually set as 0.05 (5%).

Formula:

$$n_0 = \frac{(1.96^2) \cdot (1.25^2)}{(5.0.035)^2} = 222$$

This calculation seems to suggest that for an infinite population, the required sample size (n₀) is 222. For the finite population of 16,305 using the finite population correction formula:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

- N: Population size (16,305)
- n₀: initial sample size (222)

Substituting the values:

$$n = \frac{196}{1 + \frac{196 - 1}{16,305}} = \frac{195}{1 + 0.01196} = \frac{195}{1.01196} = 222$$

So, the adjusted sample size for a population of 16,305 is approximately 222

The calculated sample size using the given formula is approximately **222 respondents**. This would be the required sample size for a survey with a population of 16,305 assuming a 95% confidence level, a standard deviation of 0.5, and a 5% margin of error.

Accordingly, 222 questionnaires were appropriately filled and returned. Therefore, some variation is shown between the expected and actual sample size. A total of 222 respondents' responses were collected successfully. Therefore, the response rate is sufficient to conduct the analysis.

3.3. Data Collection Methods

In this research will incorporate both primary and secondary data sources. Primary data will be gathered through questionnaires and observations of the target respondents. On the other hand, secondary data will be sourced from materials like online articles, journals, literature, reference books, and other similar resources.

3.3.1. Primary Data

Kothari (1990) defines primary data as information collected firsthand by researchers in its original form, directly related to the research problem. Primary data can be gathered through various methods, including surveys, experiments, questionnaires, and observations. In this study, I am primarily using questionnaires to collect relevant data from our target respondents. Additionally, this method is cost-effective as it can be conducted online.

3.3.2. Secondary Data

The benefit of using secondary data is that the information has already been validated by other professional researchers (Sekaran & Bougie, 2013). I collect secondary data from sources like reference books, online articles, journals, and other relevant databases. Compared to primary data, secondary data generally requires less time and cost to obtain. Online platforms such as Google Scholar, ScienceDirect, ProQuest, and SpringerOpen are used, along with other internet resources.

3.4. Data Analysis Tool

The data collected from the questionnaires was examined using both descriptive and inferential statistics with SPSS software version 26 (Statistical Package for Social Science). Descriptive statistics, including frequency distribution,

percentiles, mean, and standard deviation, enabled the researcher to analyze the selected determinant factors and their impact on job performance.

The processed data was further transformed to identify patterns and relationships between different data groups through inferential statistical analysis. SPSS was employed to analyze the primary source data.

Correlation and regression analysis are methods used to explore the relationships between two or more variables. Although these terms are often used interchangeably, their purposes differ. Both methods were applied in this study for data analysis.

3.5. Data Source and Instrument used

3.5.1. Questionnaire Design

Research instruments are referred to devices that are used to gather data through questionnaires, tests, interviews, observation, and so on (Seaman, 1991). It provides relevant information that enables the researchers to conduct the research. In our research, I am using a questionnaire as our research instrument other than interview, observation, and group focus. Based on Bulmer (2004), defined a questionnaire as a complete tool that helps the researcher to collect all the data needed such as information on respondents' social characteristics, opinions, and present as well as past behavior.

The questionnaire is used to determine the standard behavior and desired attitudes of target respondents as well as the belief and reason behind their actions toward the respective investigated topic.

The questionnaire consists of two sections which is sections A and B. Section A includes the participant characteristics such as gender, age, nationality, level of education, marital status, years of immigrating in Cambodia, years of working experience, salary per month, average working hours per day, and current position in organization., section B will be divided into 6 categories includes motivation of foreign workers to work in Phnom Penh, Cambodia, healthcare service, standard of living, government policy, value of currency, and cultural diversity in workplace. The questionnaire is in English version.

Table 1 Source Model of Construct Measurement

Motivation of foreign worker to work in Phnom Penh, Cambodia			
No	Item	Author	Modification
M1	The Feeling of security in my management position.	Louise J.,2023	I feel secure in working in Cambodia.
M2	The feeling of self-esteem a person gets from being in my management position.	Louise J.,2023	My self-esteem is being protected while working in Cambodia.
M3	The feeling of self-fulfillment a person gets being in my management position.	Louise J.,2023	My self-fulfillment is being satisfied while working in Cambodia.
M4	The feeling of worthwhile accomplishment in my management position.	Louise J.,2023	I have the feeling of worthwhile accomplishment while working in Cambodia.
M5	Good working conditions.	Hemdi et al,2005	Cambodia has good working conditions.

Healthcare Service			
No	Item	Author	Modification
H1	The general perception of the public health services in Malaysia has been mentioned as impressive.	Noh et al, 2016	Cambodia healthcare service is satisfied.
H2	Malaysia provides medical coverage to each foreign worker.	Federation Malaysian Manufacturers, 2017	Cambodian government provides healthcare assurance to foreign workers.
H3	Malaysia provides sufficient and impressive health delivery system to patients.	Malaysian Medical Association, 1999	Cambodia healthcare service is affordable.

H4	Foreign workers who earn less per month or who are manual worker can claim injury benefits.	Noh et al, 2016	Cambodia healthcare service is fair and equitable to foreign workers.
H5	The healthcare facilities are excellent and modern.	Wong et al, 2017	The healthcare facilities are excellent and modern.

Standard of Living			
No	Item	Author	Modification
S1	The Malaysian Political situation is stable.	Wong et al, 2017	The Cambodian political situation is stable.
S2	The living cost is affordable in Malaysia.	Wong et al, 2017	The living cost is affordable.
S3	The housing cost is affordable in Malaysia.	Wong et al, 2017	The housing cost is affordable.
S4	I could not find tranquility living in my original country of residence.	Wong et al, 2017	I find tranquility and stable of living in Cambodia.
S5	Malaysia is demonstrating a healthy capacity for Malaysia's labor force to absorb supply of workers.	Visioning Malaysia's Future of work: A Framework for action, 2017	Cambodia's economy is stable.

Government Policy			
No	Item	Author	Modification

G1	Malaysia's foreign policy is clear and consistent.	Anifah Aman, 2017	Cambodia's government provide opportunities to attract foreign workers.
G2	The equally deserve a good treatment as the indirectly aid our economic growth processes.	Tan Sri Dr Sulaiman Mahbob, 2018	The policy for the foreign worker in Cambodia is fair
G3	According to the current legislative and policy frameworks, all foreign worker in Malaysia is accorded equal rights as local workers.	Normanh Awang Noh et al, 2016	Foreign workers are treated as equal labor standard and basic right as local.
G4	Most law protect all levels of employee.	Employment and labour Law, 2018	Most law protect all levels of employee.
G5	The Malaysian government has approved the delayed implementation by small and medium-sized enterprises (SMEs) of new minimum wage standard for their foreign workers.	KNOMAD, 2013	Cambodia has minimum wages standard.

Value Of Currency			
No	Item	Author	Modification
V1	If the workers are proactive and upskill themselves and upskill themselves to increase their productivity, then I do not see any reason for employers to refrain from offering higher pay packages.	Ganeshwaran Kana, 2018	I can get a better job with higher pay in Cambodia compared to my own country.

V2	Form the minimum wages provided.	Trading Economics	Cambodia currency is higher than my own country.
V3	From the minimum wages provided.	Trading Economics	Cambodia is a higher income group country compare to my own country.
V4	One of the high paying job is one in building engineering and construction.	Top 10 Highest Paying Jobs in Malaysia in 2018.	I can get higher pay in Cambodia even I work for the same job as in my own country.
V5	For any overtime work carried out in excess of the normal hours of work, the employee shall be paid at a rate not less than one and half time his hourly rate of pay irrespective of the basis on which his rate of pay is fixed.	Malaysia Employment Act 1955	I am satisfied my wages with my working hours in my company.

Cultural Diversity in Workplace			
No	Item	Author	Modification
C1	Malaysia is a multilingual and cultural country.	How & et al, 2015	Cambodia is a multilingual and cultural country.
C2	The people in Malaysia can live together in a harmony lifestyle.	Evolution of foreign worker in Malaysia, 2016	The people in Cambodia can live together in a harmony lifestyle.
C3	Malaysian are helpful and kind.	CILISOS Sponsored Content, 2017	Cambodian are helpful and kind.

C4	Employers are willing to teach me some skill.	Induction Course for Foreign Workers Working in Malaysia	Employers are willing to teach me some skill.
C5	My company will allow us to attend training course to increase our knowledge even I am a foreign worker.	Induction Course for Foreign Workers Working in Malaysia	My company will allow us to attend training course to increase our knowledge even I am a foreign worker.
C6	The fact that Malaysia practices mixed religion makes it have a unique Malaysian culture.	Malaysia A Multi Racial Cultural And Religion Country History Essay, 2016	Cambodian do not have cross-cultural conflict.
C7	As the country is multicultural and multilingual, the use of various languages, which is a strength evaluation of language relative to other languages that coexist in the linguistic sphere.	How & et al, 2015	Cambodian can understand many languages so that we can communicate well.

Source: Developed for the research

3.1.1. Conclusion

In conclusion, this chapter discussed the methodology used to conduct the research design, data collection methods, sampling design, research instrument, construct measurement, data processing, and data analysis. Data that have been collected will be coded into SPSS software for analysis and analyzed in Chapter 4. This chapter will provide the concept and direction to proceed with Chapter 4 of data analysis.

3.6. Reliability of the Instrument

A research tool is considered reliable when it demonstrates consistency and stability, which leads to predictable and accurate results. The greater the consistency and stability of an instrument, the higher its reliability. A study is deemed to have high reliability if repeated measurements under the same conditions yield the same results (Kumar, 2011).

There are several methods to establish reliability. One such method is the test-retest approach, which involves measuring the same variable at one point in time and then again at a later date. High agreement between the two measurements indicates strong reliability. Another method is the split-half technique, where responses are divided into two groups, and the results are compared; high reliability is indicated by a strong correlation between the two sets of responses.

A well-known measure of reliability is Cronbach's Alpha, which assesses the internal consistency of a survey. This method evaluates the extent to which each item in an instrument correlates with all other items. A Cronbach's alpha coefficient (α) of 0.90 or above is regarded as indicating a high degree of reliability, while values between 0.70 and 0.89 are considered good, and those below 0.70 suggest questionable reliability (Olsson and Sörensen, 2011). This method was the primary approach utilized in this study.

Table 2 Rule of Thumb for Results

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 \geq \alpha \geq 0.8$	Good
$0.8 \geq \alpha \geq 0.7$	Acceptable
$0.7 \geq \alpha \geq 0.6$	Questionable
$0.6 \geq \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

Reliability Statistics	
Cronbach's Alpha	N of Items

0.892	5
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Table Reliability Analysis of the Motivation of Foreign worker to Work in Phnom Penh, Cambodia

- The dependent variable of motivation of foreign workers to work in Phnom Penh, Cambodia scored a very good value, which is 0.892 on the test

Healthcare Service

Reliability Statistics	
Cronbach's Alpha	N of Items
0.887	5

Table Reliability analysis of healthcare service

- The Cronbach's alpha coefficient of healthcare service is 0.887, which falls into a good reliability range.

Standard of Living

Reliability Statistics	
Cronbach's Alpha	N of Items
0.867	5

Table Reliability analysis of the standard of living

- The result of the standard of living in Cronbach's alpha has also shown a very good reliability range, which is 0.867.

Government Policy

Reliability Statistics	
Cronbach's Alpha	N of Items
0.878	5

Table Reliability Analysis of Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

- The variable of government policy also falls under an excellent reliability test, which is the result of 0.878.

Value of Currency

Reliability Statistics	
Cronbach's Alpha	N of Items
0.881	5

Table Reliability Analysis of Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

- For the value of currency, the result of Cronbach's alpha scores 0.881, which is a very good reliability range.

Cultural Diversity in the Workplace

Reliability Statistics	
Cronbach's Alpha	N of Items
0.920	5

Table Reliability Analysis of Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

- the result also shows that the reliability of cultural diversity in the workplace falls under a very good reliability range with Cronbach's alpha value of 0.920.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.1. Description Analysis

Descriptive analysis is a key statistical method used to summarize and describe the basic features of a dataset in a study. It provides simple summaries of the sample and the measures, which often form the foundation for more complex data analysis techniques. In the context of this study, descriptive statistics help to illustrate the central tendencies, variations, and overall patterns within the data, offering a snapshot of the participants' responses.

4.2. Demographic Characteristics of Respondents

In this survey, respondents' demographic was asked in Section A, which included respondents' gender, age, level of education, marital status, years of immigrating to Cambodia, years of working experience, basic salary per month, and average working time per day.

4.2.1. Gender

Table 3 Gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	109	49.1	49.1	49.1
	Male	113	50.9	50.9	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The demographic data for gender shows that out of the 222 respondents, there were 109 females and 113 males. The cumulative percentages show that 49.1% of the workers are female, while 50.9% are male, culminating in a total of 100%.

4.2.2. Age Range

Table 4 Age range of respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 years old and below	56	25.2	25.2	25.2
	26 - 35 years old	100	45.0	45.0	70.3
	36 - 45 years old	49	22.1	22.1	92.3
	46 - 55 years old	11	5.0	5.0	97.3
	56 years old and above	6	2.7	2.7	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The age distribution data indicates that the majority of foreign workers in Cambodia (45.0%) are between 26 and 35 years old, suggesting a workforce that is predominantly young and potentially adaptable. A considerable portion (25.2%) is aged 25 or below, while older age groups (46 and above) are less represented.

Understanding the age dynamics of foreign workers is crucial for employers and policymakers as they develop targeted strategies to support career development, retention, and job satisfaction within this demographic.

4.2.3. Educational Qualification of Respondents

Table 5 Educational Qualification of Respondents

Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	137	61.7	61.7	61.7
	Doctorate or Professional Degree	8	3.6	3.6	65.3
	High School	12	5.4	5.4	70.7
	Master Degree	65	29.3	29.3	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The data indicates that the majority of foreign workers in Cambodia (61.7%) hold a bachelor's degree, highlighting a highly educated workforce. Additionally, 29.3% possess a master's degree, indicating a considerable level of expertise and specialization. The small proportions of workers with only high school diplomas (5.4%) or with doctorate/professional degrees (3.6%) suggest that the foreign workforce is predominantly composed of individuals with higher education. Understanding the educational background of foreign workers is important for employers and policymakers as they seek to maximize the potential of this skilled labor pool and align workforce development strategies with the educational qualifications of workers.

4.2.4. Marital status of Respondents

Table 6 Marital status of Respondents

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.5	.5	.5
	Married	91	41.0	41.0	41.4
	Single	130	58.6	58.6	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The data indicates that the majority of foreign workers in Cambodia (58.6%) are single, which may suggest a greater level of flexibility in their work arrangements and lifestyle choices. Meanwhile, 41.0% are married, which could imply additional responsibilities that might influence their experiences and motivations while working abroad.

4.2.5. Years of Immigrating in Cambodia

Table 7 Years of Immigrating in Cambodia

Years of Immigrating in Cambodia					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 years	88	39.6	39.6	39.6
	Less than 1 year	46	20.7	20.7	60.4
	More than 5 years	88	39.6	39.6	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

Total participants: 222 workers, the cumulative percentage shows that 39.6% of workers have been in for 1 to 5 years, followed by an additional 20.7% who have been there for less than one year, culminating in a total of 100% with 39.6% staying for more than 5 years. This data highlights that the majority of foreign workers in Cambodia have either a medium-term (1-5 years) or long-term (more than 5 years) presence in the country. The substantial proportion of workers with more than a year of experience suggests that foreign workers may find value and motivation in their roles, contributing to their decision to remain in Cambodia for extended periods. This could inform policies aimed at supporting foreign workers, as well as initiatives to enhance their work experience and integration into Cambodian society.

4.2.6. Years of Working Experience

Table 8: Years of Working Experience

Years of Working Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 years	95	42.8	42.8	42.8
	Less than 1 year	39	17.6	17.6	60.4
	More than 5 years	88	39.6	39.6	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The cumulative data shows that 60.4% of foreign workers in Cambodia have less than 5 years of experience, with 42.8% having between 1 and 5 years and 17.6% with less than a year. Meanwhile, 39.6% of the workers have more than 5 years of experience. This suggests that the majority of foreign workers are in the early to mid-stages of their careers, which is significant for skill development and workforce integration. The substantial portion of workers with over 5 years of experience points to a stable and motivated labor force, which may reflect successful adaptation to the local work environment. These insights can help policymakers and employers in crafting strategies to further support and improve the experiences of foreign workers in Cambodia.

4.2.7. Basic Salary per Month

Table 9: Basic Salary per Month

Basic Salary per Month					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.5	.5	.5
	\$1100 - \$1500	39	17.6	17.6	18.0
	\$1600 - \$2000	29	13.1	13.1	31.1
	\$800 - \$1000	60	27.0	27.0	58.1
	Above \$2000	20	9.0	9.0	67.1
	Below \$800	73	32.9	32.9	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The cumulative percentages show that 32.9% earn below \$800, followed by 27.0% earning between \$800 and \$1000, 17.6% earning between \$1100 and \$1500, 13.1% earning between \$1600 and \$2000, and 9.0% earning above \$2000, culminating in a total of 100%.

The data reveals that a significant proportion (32.9%) of foreign workers in Cambodia earn below \$800 per month, highlighting potential issues related to

financial stability and job satisfaction. Additionally, nearly 60% of respondents earn between \$800 and \$1000, suggesting that many foreign workers may struggle to meet living costs in Cambodia. Only a small percentage (9.0%) earns above \$2000, indicating that high-paying opportunities may be limited. Understanding these salary distributions is crucial for addressing the economic needs and motivations of foreign workers and can inform policy decisions aimed at improving their financial conditions and overall job satisfaction.

4.2.8. Average Working Hours per Day

Table 10: Average Working Hours per Day

Average Working Hours per Day					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 - 8 hours	142	64.0	64.0	64.0
	Less than 6 hours	12	5.4	5.4	69.4
	More than 8 hours	68	30.6	30.6	100.0
	Total	222	100.0	100.0	

Source: Developed for the research

The cumulative percentages illustrate that 64.0% of workers are in the 6 to 8-hour category, 5.4% work less than 6 hours, and 30.6% work more than 8 hours, culminating in a total of 100%.

The data shows that the majority of foreign workers in Cambodia (64.0%) work between 6 and 8 hours per day, indicating a common standard work schedule. Meanwhile, a notable percentage (30.6%) work more than 8 hours, suggesting that some may experience longer working conditions, which could impact job satisfaction and work-life balance. Understanding the distribution of working hours is essential for policymakers and employers as they strive to create supportive work environments and promote employee well-being.

4.3. Regression Analysis

4.3.1. Central Tendencies Measurement of Construct

Table 11: Central Tendencies Measurement of Construct

Descriptive Statistics			
	N	Mean	Std. Deviation
Motivation of Foreign Workers to_ Work in Phnom Penh, Cambodia	222	3.5973	.75997
Healthcare Service	222	3.2536	.74844
Standard of Living	222	3.5128	.78632
Government Policy	222	3.4568	.68323
Value of Currency	222	3.1550	.84583
Cultural Diversity in workplace	222	3.6281	.72162
Valid N (listwise)	222		

Source: Developed for the research

The descriptive statistics for the study involving 222 foreign workers in Cambodia reveal various mean scores and standard deviations across different motivational factors. The overall motivation to work in Phnom Penh, Cambodia averaged at 3.60, indicating a generally positive sentiment among participants. Notably, cultural diversity in the workplace scored the highest mean of 3.63, suggesting it is a significant motivating factor. Conversely, the value of the currency had the lowest mean at 3.16, reflecting concerns among workers regarding economic stability. Other factors, including healthcare service (3.25), the standard of living (3.51), and government policy (3.46), showed moderate levels of motivation with corresponding standard deviations indicating reasonable consistency in the responses. Overall, the results highlight a mix of strengths and challenges faced by foreign workers in Cambodia, with cultural diversity standing out as a key positive aspect.

Table 12: Descriptive Statistics

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.227		3.360	<.001
	Healthcare Service	.234	.073	.232	3.211	.002
	Standard of Living	.158	.073	.165	2.157	.032
	Government Policy	.080	.080	.072	.998	.319
	Value of Currency	.113	.063	.126	1.788	.075
	Cultural Diversity in workplace	.244	.070	.232	3.472	<.001

Source: Developed for the research

The descriptive statistics reveal important insights into the constructs affecting the motivation of foreign workers in Cambodia. The highest mean for Cultural Diversity in the Workplace suggests that this factor plays a crucial role in motivating foreign workers, while the Value of Currency reflects a potential area of concern. Overall, the results highlight the significance of various factors, including government policy, healthcare services, and standard of living, in shaping the experiences and motivations of foreign workers in the Cambodian labor market.

4.4. Regression Analysis

4.4.1. Multiple Linea Regression Analysis

Multiple Linear Regression Analysis is a statistical technique used to understand the relationship between one dependent variable and two or more independent variables. It allows researchers to evaluate the influence of several predictors simultaneously and determine how much each contributes to explaining the variance in the dependent variable. The model generates coefficients for each independent variable, indicating the direction (positive or negative) and strength of their effects (Marczyk, DeMatteo & Festinger, 2005).

The model summary provides key statistics related to the regression analysis conducted to evaluate the influence of several predictors on the motivation of foreign workers in Cambodia.

Table 13: Multiple Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.455	.442	.56437

Source: Developed for the research

a. Predictors: (Constant), Cultural Diversity in workplace, Value of Currency, Government Policy, Healthcare Service, Standard of Living

As shown in the above table the overall bundle of five independent variables such as healthcare service, the standard of living, government policy, the value of the currency, and cultural diversity in the workplace explains the model has an R-value of 0.675, which indicates a moderately strong correlation between all five independents and the dependent variable (motivation of foreign workers). The R Square value of 0.455 indicates that approximately 45.5% of the variance in the motivation of foreign workers can be explained by independent variables in the model. The Adjusted R Square value of 0.442 suggests that when accounting for the number of predictors and sample size, about 44.2% of the variance in motivation is explained by these variables, providing a more accurate measure of the model's explanatory power after adjusting for the number of predictors.

Table 14: Multiple Regression: ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.196	5	11.439	35.914	<.001 ^b
	Residual	68.481	215	.319		
	Total	125.677	220			

Source: Developed for the research

- a. Dependent Variable: Motivation of Foreign Workers to Work in Phnom Penh, Cambodia.
- b. Predictors: (Constant), Cultural Diversity in the workplace, Value of Currency, Government Policy, Healthcare Service, Standard of Living

The ANOVA (Analysis of Variance) was conducted to assess the relationship between various predictors and the dependent variable, Motivation of Foreign Workers to Work in Phnom Penh, Cambodia. The result of $F = 35.914$ which is greater than 1 and the p-value ($< .001$) that the results are statistically significant, implying that at least one of the predictors—namely cultural diversity in the workplace, the value of the currency, government policy, healthcare service, or standard of living has a significant impact on the motivation of foreign workers.

Table 15: Multiple Regression Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.227		3.360	<.001
	Healthcare Service	.234	.073	.232	3.211	.002
	Standard of Living	.158	.073	.165	2.157	.032
	Government Policy	.080	.080	.072	.998	.319
	Value of Currency	.113	.063	.126	1.788	.075
	Cultural Diversity in workplace	.244	.070	.232	3.472	<.001

Source: Developed for the research

- a. Dependent Variable: Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

The coefficients table provides insights into the relationship between the independent variables and the dependent variable, the Motivation of Foreign

Workers to Work in Phnom Penh, Cambodia. It shows both the unstandardized and standardized coefficients, along with the statistical significance of each predictor.

The multiple regression coefficients table highlights the impact of various factors on the motivation of foreign workers in Cambodia. The unstandardized coefficients indicate the change in motivation based on each factor, while the standardized coefficients (Beta) provide a comparison of their relative effects. Healthcare Service and Cultural Diversity in the Workplace have the most significant positive impact, both with Beta values of .232 and t-values of 3.211 and 3.472, respectively, and p-values less than 0.001. The Standard of Living also significantly influences motivation with a Beta of .165 and a p-value of .032. Government Policy and Value of Currency, however, show weaker and non-significant effects, with p-values of .319 and .075, respectively. This suggests that while healthcare, standard of living, and workplace diversity are key motivational factors for foreign workers, government policies and currency value have a less pronounced impact.

The regression analysis in this study was able to find a mathematical equation that could be used to make the researcher more effective at describing, understanding, predicting, and controlling the variables. The specified regression equation takes the following form:

Mathematically Equation is $Y = \beta + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \beta_5(X_5)$

Where: Y is the dependent variable (Employees' Job Performance) and X1, X2, X3, X4 and X5 are independent variables (healthcare service, standard of living, government policy, value of currency, and cultural diversity in the workplace)

4.5. Hypothesis Testing

The hypothesis testing results assess the significance of various predictors about the dependent variable, **Motivation of Foreign Workers to Work in Phnom Penh, Cambodia**. Each predictor's impact was evaluated based on the significance levels, leading to conclusions on whether the hypotheses were supported or rejected.

Table 16: Multiple Regression Coefficients (Hypothesis Testing)

	Model	Status	Sig.
1	(Constant)		<.001
	Healthcare Service	Supported	.002
	Standard of Living	Supported	.032
	Government Policy	Rejected	.319
	Value of Currency	Rejected	.075
	Cultural Diversity in workplace	Supported	<.001

Source: Developed for the research

The hypothesis testing reveals that the Healthcare Service, hypothesis is supported by a significance of .002 which indicates a strong positive impact on the motivation of foreign workers, supporting the hypothesis that better healthcare services enhance motivation. For the Standard of Living, its significance is .032; the results suggest that improvements in the standard of living positively influence the motivation of foreign workers. Cultural diversity in the Workplace is significant that is $< .001$ that is this strong result indicates that greater cultural diversity in the workplace significantly enhances the motivation of foreign workers, thereby supporting the hypothesis.

However, Government Policy does not significantly affect motivation because of .319 of significance which indicates that government policies do not have a statistically significant effect on the motivation of foreign workers, leading to the rejection of the hypothesis. Indeed, the Value of Currency is not strong enough to support the hypothesis. These findings provide valuable insights for policymakers and organizations aiming to enhance the motivation and well-being of foreign workers in the country.

4.6. Summary of Findings

The analysis highlights several predictors that significantly influence the motivation of foreign workers in Cambodia. Notably, Healthcare Service, Standard of Living, and Cultural Diversity in the Workplace are positively associated with motivation and are statistically significant. Conversely, Government Policy does not appear to significantly impact motivation, while the Value of Currency may

have a marginal effect. These findings can inform strategies to enhance the motivation of foreign workers in Cambodia.

Table 17: Summary of Findings

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.227		3.360	<.001
	Healthcare Service	.234	.073	.232	3.211	.002
	Standard of Living	.158	.073	.165	2.157	.032
	Government Policy	.080	.080	.072	.998	.319
	Value of Currency	.113	.063	.126	1.788	.075
	Cultural Diversity in workplace	.244	.070	.232	3.472	<.001

Source: Developed for the research

- b. Dependent Variable: Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

The coefficients table provides insights into the relationship between the independent variables and the dependent variable, the Motivation of Foreign Workers to Work in Phnom Penh, Cambodia. It shows both the unstandardized and standardized coefficients, along with the statistical significance of each predictor.

Therefore, based on the result in the regression coefficient table together with the above general mathematical equation, the estimated regression model of Motivation of Foreign Workers to Work in Phnom Penh, Cambodia is presented below:

- Constant: The constant term (0.763) represents the baseline motivation score when all predictors are at zero. It is statistically significant ($p < .001$).

- H1: There is a significant relationship between healthcare services and the motivation of foreign workers to work in Phnom Penh, Cambodia.
 - Healthcare Service: The coefficient of 0.234 indicates that for each unit increase in the perceived quality of healthcare services, the motivation of foreign workers increases by 0.234, with a significance level of 0.002. This predictor has a strong positive influence on motivation.
- H2: There is a significant relationship between the standard of living and the motivation of foreign workers to work in Phnom Penh, Cambodia.
 - This independent variable shows a coefficient of 0.158, meaning improvements in the standard of living lead to an increase in motivation by 0.158 units.
- H3: There is no significant relationship between government policy and the motivation of foreign workers to work in Phnom Penh, Cambodia.
 - The coefficient is 0.080, but this predictor is not statistically significant ($p = 0.319$), suggesting that it may not have a meaningful impact on the motivation of foreign workers.
- H4: There is no significant relationship between the value of currency and the motivation of foreign workers to work in Phnom Penh, Cambodia.
 - The coefficient of 0.113 indicates a positive influence on motivation, but it is marginally significant ($p = 0.075$), suggesting a potential effect that may warrant further investigation.
- H5: There is a significant relationship between cultural diversity in workplace and the motivation of foreign workers to work in Phnom Penh, Cambodia.
 - With a coefficient of 0.244, this predictor is statistically significant ($p < .001$) and suggests that greater cultural diversity in the workplace is associated with higher motivation levels among foreign workers.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

Chapter Five will discuss the summary of statistical analysis based on Chapter 4, including the data interpretation on descriptive and inferential analysis. The chapter then continued with a discussion of the major findings, followed by the limitations and also recommendations for future research.

The following figure is the model of motivation of foreign workers to work in Phnom Penh, Cambodia found in this study.

5.1. Conclusion

Figure: Motivation of Foreign Workers to Work in Phnom Penh, Cambodia

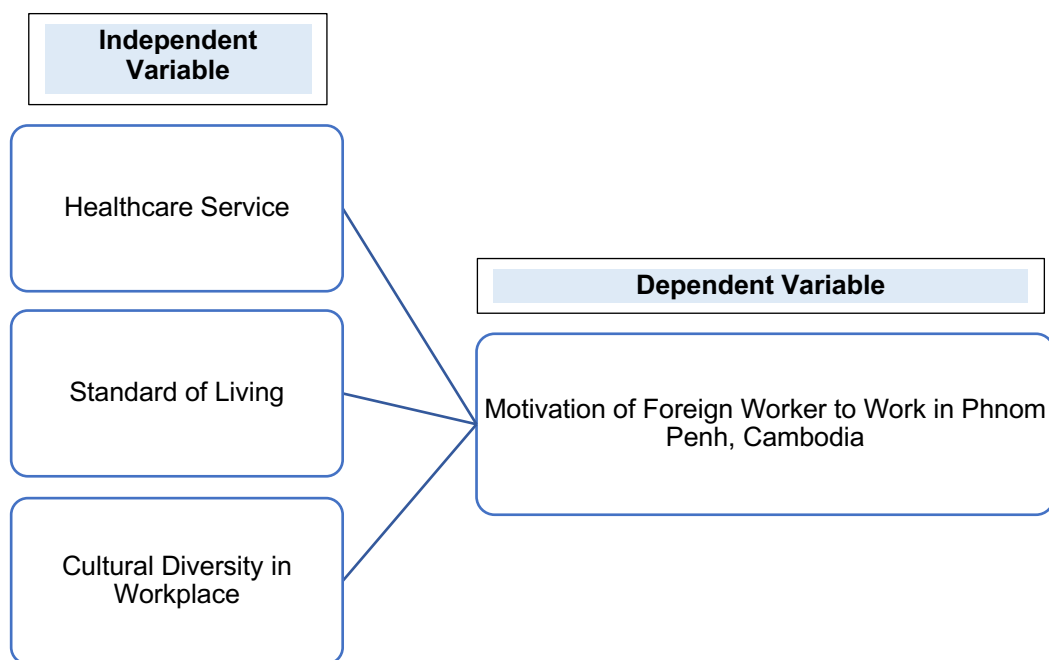


Figure 2 Motivation of Foreign Worker to Work in Phnom Penh, Cambodia

(Adopted from Developed based on the research objectives and research questions)

In conclusion, the motivation of foreign workers to work in Phnom Penh, Cambodia is significantly influenced by key factors such as Healthcare Service, Standard of Living, and Cultural Diversity in the Workplace. For healthcare

services, the findings indicate that access to quality healthcare services is a crucial factor that positively influences the motivation of foreign workers. When workers feel that their health needs are adequately addressed, their overall satisfaction and commitment to their roles tend to increase. For the standard of living, the results also suggest that improvements in the standard of living significantly enhance the motivation of foreign workers. Factors such as housing quality, safety, and access to amenities contribute to a favorable living environment, thereby increasing their motivation to work. For cultural diversity in the workplace a positive correlation was found between cultural diversity in the workplace and the motivation of foreign workers. An inclusive work environment that celebrates cultural differences fosters a sense of belonging and respect, which is vital for worker motivation and engagement.

Moreover, this study has managed to achieve the purpose of examining the motivation of foreign workers to work in Phnom Penh, Cambodia. All independent variables (healthcare service, standard of living, government policy, value of currency, and cultural diversity) were discussed, and the relationship with the dependent variable. As in the previous chapters, we have learned about the motivation of foreign workers to work in Phnom Penh, Cambodia these past few years. The literature review from Chapter 2 was done to explain the theoretical structure of this study. The analysis test has been used are Pearson Coefficient Correlation and Multiple Regression, which used to check for the variable relationship between each independent variable and dependent variable. It was indicated that there are only basic salary, healthcare service, standard of living, and cultural diversity in the workplace are significant in our study.

5.2. Recommendations

In the context of an increasingly competitive global labor market, the motivation and well-being of foreign workers in Cambodia have become essential factors for both economic growth and organizational success. As this research highlights the key drivers influencing foreign workers' decisions to relocate and work in Phnom Penh, Cambodia, it is crucial for policymakers and employers to understand and address these factors effectively.

In addition, policymakers play a vital role in creating an environment that attracts and retains skilled foreign labor. Based on the result above, to enhance the motivation of foreign workers in Cambodia, the government should implement several strategic initiatives focused on key areas such as healthcare services, the standard of living, and cultural diversity. Firstly, the government should prioritize the improvement of healthcare access by establishing comprehensive health programs tailored for foreign workers, ensuring they receive necessary medical attention and preventive care. This could include partnerships with private healthcare providers to deliver affordable services. Secondly, enhancing the standard of living is vital; the government should invest in housing projects that provide safe, affordable, and quality accommodations for foreign workers, as well as improve local infrastructure, such as transportation and recreational facilities, to create a more welcoming environment. Lastly, promoting cultural diversity is essential for fostering a sense of belonging; the government can facilitate cultural exchange programs and events that celebrate the diverse backgrounds of foreign workers while encouraging local communities to engage with and appreciate these cultures. By focusing on these areas, the government can create a supportive and motivating environment that attracts and retains foreign workers, ultimately contributing to the country's economic development and social cohesion.

On the other hand, employers also play a crucial role in enhancing the motivation of foreign workers in Cambodia, and several key initiatives can be implemented to achieve this. Firstly, providing comprehensive healthcare services is essential; employers should offer health insurance plans that cover medical expenses and preventive care, ensuring that foreign workers feel supported and valued in their roles. Additionally, creating a conducive standard of living for workers can significantly impact their motivation; employers can assist with housing arrangements or stipends to help workers secure safe and comfortable accommodations, as well as support access to local amenities that improve their quality of life. Furthermore, fostering cultural diversity in the workplace is vital for building an inclusive environment; employers should implement diversity training programs that promote understanding and respect among employees from different backgrounds, as well as celebrate cultural events that recognize and honor the diverse cultures represented within their workforce. By focusing on these initiatives,

employers can create a supportive atmosphere that not only enhances the motivation of foreign workers but also contributes to higher job satisfaction, productivity, and retention within the organization.

5.3. Suggestions for future research

This research thesis has identified several limitations. Hence, recommendations will be suggested in order to ensure the research can get a better result. We should target all genders of respondents rather than only target males. This is because this survey is research about all of the foreign workers instead of only male. Therefore, we have to search for more female respondents and also increase the sample size of respondents. A larger sample size can enhance the accuracy of our research findings.

Besides, we should plan a timeline and follow it in order to complete every part of our research. This can also ensure we have enough time to conduct more surveys to increase the accuracy and reliability of our research. We should realize that survey conducting requires a long period of time to conduct as out-target respondents are not common. We have to search and ensure the respondents have come from other countries. Therefore, we have to do the previous research earlier so that we have more time to search for more respondents to conduct more surveys.

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APPENDIX

Dear respondents,

I am a student from the National University of Management, Master of International Business (MIB). To complete my academy, I am required to conduct a thesis project within the last term. The purpose of this study is to find out the factors that motivate foreign workers to work in Phnom Penh, Cambodia. I would sincerely appreciate your time to participate in my thesis project. Kindly answer all the questions, and all responses provided are solely for the academic purpose. I kindly ask for your assistance in providing accurate and comprehensive information to help us present a representative analysis of the factors influencing employee performance. Your participation is completely voluntary, and the questionnaire is entirely anonymous.

I want to assure you that the information you provide will be treated confidentially and will only be used for academic purposes. Individual responses will not be identifiable, and the identities of respondents will not be disclosed to anyone. All collected data will be utilized solely for academic research.

Thank you in advance for your cooperation and the time you dedicate to this study.

Sincerely yours,

Korn Sotheara

QUESTIONNAIRE

Instructions:

This questionnaire consists of **TWO** sections, which are Section A and B. Kindly answer **ALL** the questions as stated below. It only takes around 5 to 10 minutes to complete. All contents and information in this questionnaire will not be disclosed and will be kept strictly **PRIVATE AND CONFIDENTIAL**.

Section A: Personal Details

Kindly tick (✓) at the appropriate answer.

1. Gender

- ☐ Female ☐
- ☐ Male ☐

2. Age

- ☐ 25 years old and below ☐
- ☐ 26 - 35 years old ☐
- ☐ 36 - 45 years old ☐
- ☐ 46 - 55 years old ☐
- ☐ 56 years old and above ☐

3. Level of Education

- ☐ High School ☐
- ☐ Bachelor Degree ☐
- ☐ Master Degree ☐
- ☐ Doctorate or Professional Degree ☐
- ☐ Other ☐

4. Marital Status

- ☐ Single ☐
- ☐ Married ☐

5. Years of Immigrating in Cambodia

- ☐ Less than 1 year ☐
- ☐ 1 - 5 years ☐
- ☐ More than 5 years ☐

6. Years of Working Experience

- ☐ Less than 1 year ☐

- 1 - 5 years ☐
- More than 5 years ☐

7. Basic Salary per Month

- Below \$800 ☐
- \$800 - \$1000 ☐
- \$1100 - \$1500 ☐
- \$1600 - \$2000 ☐
- Above \$2000 ☐

8. Average Working Hours per Day

- Less than 6 hours ☐
- 6 - 8 hours ☐
- More than 8 hours ☐

Section B

Instruction: Kindly circle the appropriate answer that can better describe you by using the rating scale. You may only tick (✓) **ONE** answer for each statement.

Response Rate		
Strongly Disagree	(SD)	1
Disagree	(D)	2
Neutral	(N)	3
Agree	(A)	4
Strongly Agree	(SA)	5

Questions related to Motivation to foreign worker to work in Phnom Penh, Cambodia						
No	Statement	(SD)	(D)	(N)	(A)	(SA)
A1	I feel secure in working in Cambodia.	1	2	3	4	5
A2	My self-esteem is being protected while working in Cambodia.	1	2	3	4	5
A3	My self-fulfillment is being satisfied while working in Cambodia.	1	2	3	4	5
A4	I have the feeling of worthwhile accomplishment while working in Cambodia.	1	2	3	4	5

A5	Cambodia has good working conditions.	1	2	3	4	5
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No	Statement	(SD)	(D)	(N)	(A)	(SA)
Questions related to Healthcare Service						
B1	Cambodia healthcare service is satisfied.	1	2	3	4	5
B2	Cambodian government provides healthcare assurance to foreign workers.	1	2	3	4	5
B3	Cambodia healthcare service is affordable.	1	2	3	4	5
B4	Cambodia healthcare service is fair and equitable to foreign workers.	1	2	3	4	5
B5	The healthcare facilities are excellent and modern.	1	2	3	4	5
Questions related to Standard of Living						
C1	The Cambodian political situation is stable.	1	2	3	4	5
C2	The living cost is affordable.	1	2	3	4	5
C3	The housing cost is affordable.	1	2	3	4	5
C4	I find tranquility and stable of living in Cambodia.	1	2	3	4	5
C5	Cambodia's economy is stable.	1	2	3	4	5
C6	I am satisfied with the income paid.	1	2	3	4	5
Questions related to Government Policy						
D1	The policy for the foreign worker in Cambodia is fair.	1	2	3	4	5
D2	Foreign workers are treated as equal labor standard and basic right as local.	1	2	3	4	5
D3	Most law protect all levels of employee.	1	2	3	4	5
D4	Cambodia has minimum wages standard.	1	2	3	4	5
D5	Cambodia's government provide opportunities to attract foreign workers.	1	2	3	4	5
Questions related to Value of Currency						
E1	I can get a better job with higher pay in Cambodia compared to my own country.	1	2	3	4	5

E2	Cambodia currency is higher than my own country.	1	2	3	4	5
E3	Cambodia is a higher income group country compare to my own country.	1	2	3	4	5
E4	I can get higher pay in Cambodia even I work for the same job as in my own country.	1	2	3	4	5
E5	I am satisfied my wages with my working hours in my company.	1	2	3	4	5
Questions related to Cultural Diversity in Workplace						
F1	Cambodia is a multilingual and cultural country.	1	2	3	4	5
F2	The people in Cambodia can live together in a harmony lifestyle.	1	2	3	4	5
F3	Cambodian are helpful and kind.	1	2	3	4	5
F4	Employers are willing to teach me some skill.	1	2	3	4	5
F5	My company will allow us to attend training course to increase our knowledge even I am a foreign worker.	1	2	3	4	5
F6	Cambodian do not have cross-cultural conflict.	1	2	3	4	5
F7	Cambodian can understand many languages so that we can communicate well.	1	2	3	4	5

Any other reasons why you prefer to work in Phnom Penh, Cambodia? below

Thank you for your time. Your participation is truly appreciated.