

# Commitment to Success: A Case Study of Organizational Behaviour of Cambodia National Games

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## Introduction

Cambodia National Games (Hereafter CNG) is the largest biennial multi-sports event in Cambodia and in order to organize this event, government officers from ministries were appointed to cooperate with National Olympic Committee of Cambodia to work together in Cambodia National Games Organizing Committee (Hereafter CNGOC). CNG was initiated by the Ministry of Education Youth and Sport (Hereafter MOEYS) in order to assist with professional management experience for civil servants and provide more competition chances to athletics prior the 32<sup>nd</sup> Southeast Asian Games to be held in Cambodia.

The Table 1. Summary of the Cambodia National Games

	1st National Games	2nd National Games	3rd National Games
Date	October 25th to November 05th 2016	May 24th to June 04th 2018	Postponed
Budget	USD 800,000	USD 1,500,000	
Location	Phnom Penh, Kampong Cham	Phnom Penh, Kampot, Kampong Thom, Kep	
Type of Sport	15	27	
Sport event	172	264	
Athletics	2106 (1497 male, 609 female)	3,294 (2290 male, 1004 female)	
Delegates	531	781	
Organizers	255	450	
Participants		50,000	

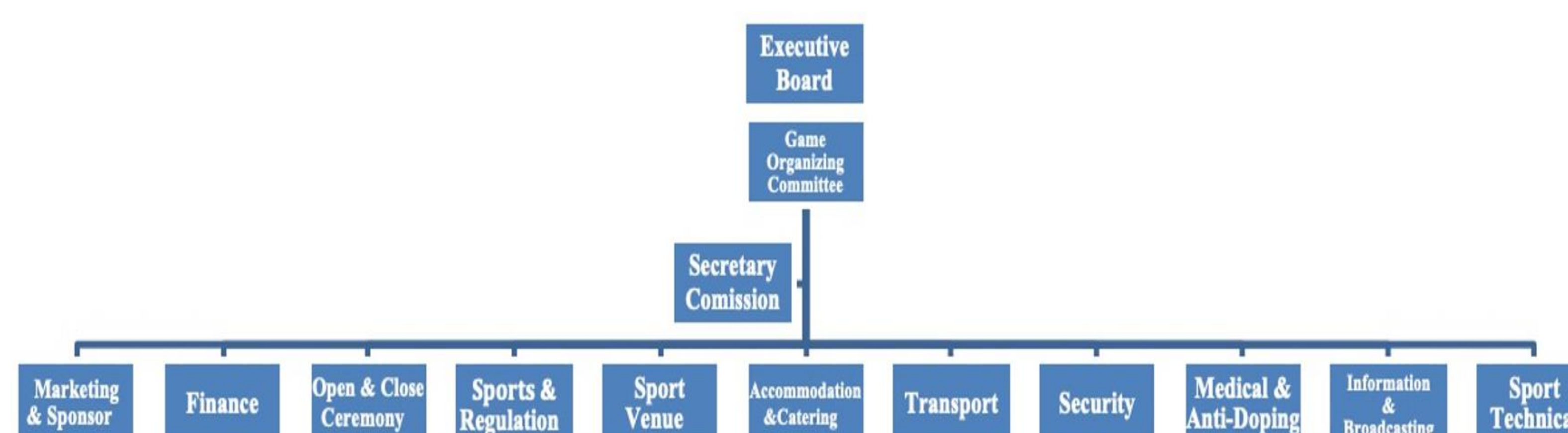


## Purpose of Study

The main point of this research is aim to study the employee perspective on working for the CNG Organizing Committee to identify which factors of Organizational Behaviour influence their working performance during their daily task for the event.

## Methods

Figure 1. Cambodia National Game organizing Structure



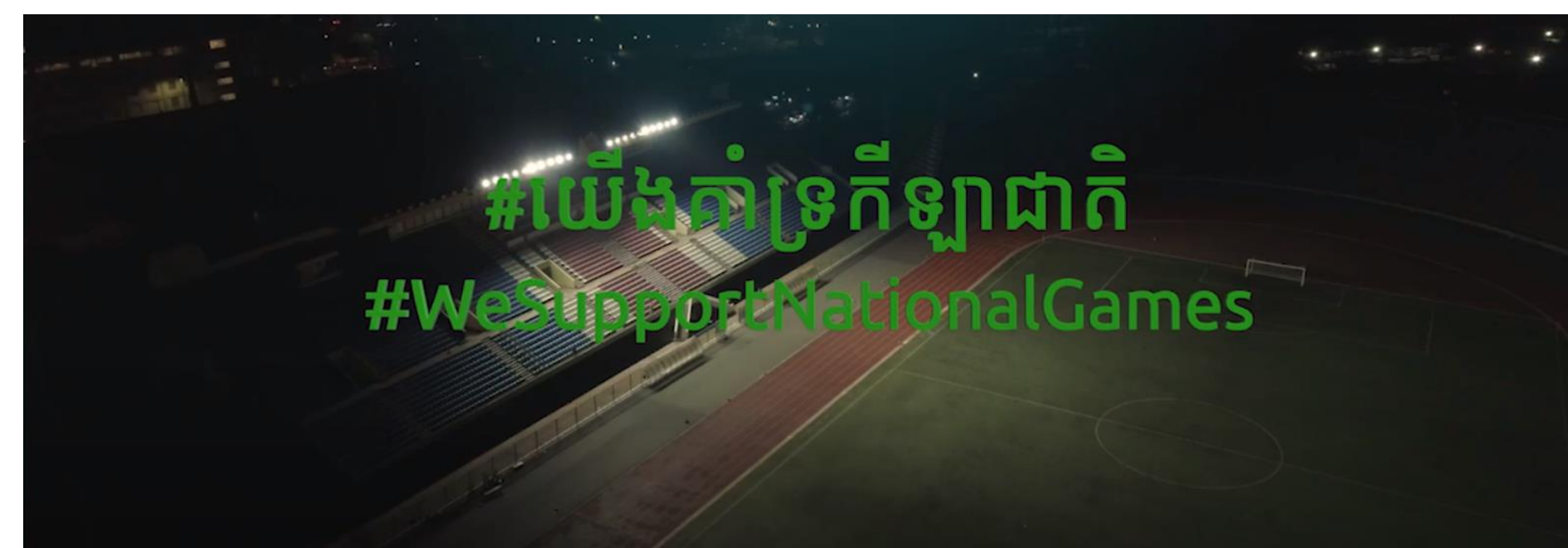
- This study contains two types of data collection:
  - Secondary data collection: Official documents from MOEYS and CNGOC, news, articles, media sources and their official websites.
  - Primary data collection: semi-structured interviews with entry level CNGOC employees who work in different departments in both 1<sup>st</sup> and 2<sup>nd</sup> CNG.

## Literature Review

- Parent (2006) said that when examining the management of a sport organization, there are three major approaches which can be used: organization theory, organizational behavior ( Hereafter OB), and strategic management. Therefore, this study will be only focusing on OB from previous studies to analyze the CNGOC.
- Soucie and Doherty (1996), study OB in sport field from 1983 to 1993 found that work environment factors include qualifications and competencies of the administrator and administrative job description, leadership traits, behavior, and power of the administrator, and personnel management issue such as recruitment and selection, task assignment, staff development were discussed. Furthermore, from their study, eight percent of the topics' outcome of job satisfaction, motivation, attitude towards roles, and stress and burnout.
- Lee (2019) mention that the ultimate concern of management is affective and behavioral outcome for individual, groups and organizational effectiveness. Lee also stress that the main consideration of process such as leader behavior, communication, and conflict resolution is positive affective and behavioral outcomes of individuals and groups and the conceptual strategy of human resource is needed to be included.
- Xing & Chalip (2009) sport mega-event organizing committees have three uniquely challenging characteristics: They grow rapidly; they are temporary; they are accountable fro event symbolism. Effects of these characteristics are examined via participant observantion and in-depth interviews with twelve lower-level employees of the Beijing Organizing Committee fo the Olympic Games two years before the Beijing Olympics.

## Expected Results

The findings of this study will evaluate which unique characteristics of working for a local multi-sport event affect entry level committee employee performance during the event. These results will contribute to the better development of human resources for the 32<sup>nd</sup> Southeast Asian (SEA Games), the next major multi-sport event to be held in Cambodia in 2023.



Reference  
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