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Assessing Employee Satisfaction with Working Environments in Battambang Province, Cambodia: Identifying Key Factors and Organizational Implications

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A B S T R A C T

This study investigates the relationship between employee satisfaction and their working environment in Battambang province, utilizing a quantitative research approach with a sample size of 194 participants. Through convenience and snowball sampling, data was collected via structured questionnaires administered online. The analysis employed measures of central tendency, variation, and empirical probability, alongside Pearson correlation coefficients and multiple regression analysis, to uncover significant factors influencing employee satisfaction. Key findings indicate that open and honest communication, work-life balance, diversity, and inclusion, as well as managerial support, are crucial determinants of employee satisfaction. The study highlights the need for organizations to prioritize these aspects to foster a supportive and satisfying work environment.

Keywords: Employee Satisfaction, Working Environment, Work-Life Balance, Company Culture, Professional Growth, Manager Relationship

1. Introduction

Learning organizations acknowledge a range of factors that contribute to their success (Nor, 2018)[1]. Undoubtedly, one of the most crucial factors is the value employees bring to improving organizational performance (Bari, 2022)[2]. Given that organizational performance heavily relies on workforce effectiveness, cultivating employee satisfaction becomes vital. A positive work environment, considered an extrinsic condition, can significantly enhance satisfaction for many employees (Rana, A., & Singh, K. P., 2024)[3].

According to Khmer Times, Battambang province is now home to a burgeoning business community, hosting at least 700 enterprises, including 16 operational factories (Whitehead, 2024)[4]. With increasing investments, there are growing opportunities for economic expansion and job creation. However, the level of job satisfaction among Battambang's workforce and the quality of their workplace environments remain unclear. Therefore, this study is conducted with three primary objectives: (1) to assess the job satisfaction levels of employees in Battambang province, (2) to diagnose the working conditions experienced by employees, and (3) to examine the relationship between the work environment and job satisfaction.

The study's significance lies in its ability to provide comprehensive insights into employee satisfaction, working conditions, and their impact on organizational dynamics in Battambang province. By assessing job satisfaction levels, it offers crucial understanding of workforce well-being, directly influencing productivity, retention rates, and overall organizational effectiveness. Diagnosing working conditions helps pinpoint areas for improvement, guiding policies to create safer, more supportive environments that enhance employee health, safety, and satisfaction. Additionally, examining the relationship between work environment and job satisfaction identifies key factors influencing employee happiness and motivation, vital for optimizing workforce management strategies and fostering a positive organizational culture. Ultimately, the study informs policymakers, business leaders, and stakeholders, enabling targeted efforts to enhance employee satisfaction, attract talent, and foster sustainable economic growth in Battambang.

2. Literature Review

2.1 Employee Satisfaction:

According to a study led by Professor Andrew Oswald, Dr Eugenio Proto and Dr Daniel Sgroi from the Department of Economics at the University of Warwick, it is reported that happy employees are 12% more productive than unhappy employees (Cocchi, 2023)[5]. There are at 6 main factors related to employee satisfaction: *company culture*, *job satisfaction*, *professional growth*, *manager relationship*, *compensation and benefits*, and *work-life balance*.

Company Culture: Organizational culture, according to Lunenburg (2011)[6], is the set of shared beliefs, values, and norms that influence the way staff members think, feel, and behave. Regardless of the type, or the size, of business, strong cultures improve performance through facilitating internal behavioral consistency (Lussier, A. N., & Achua, C. F., 2010)[7]. In research by Jobvite (2019) [8], a recruiting corporation in Indiana, 37% of the workers recognize the need for a strong company culture. While in another research, it is found that 35% of the workers in the U.S.A and 40% in Canada would not accept the jobs if the company culture clashes, even though it is a perfect matched job (Robert Half, 2018)[9]. More interestingly, 24% of staff who see their company culture is poor are likely to leave the job for another opportunity within a year (TINYpulse, 2018)[10].

Job Satisfaction: Based on human resource discipline, job satisfaction means the degree of pleasure or happiness individual staff feels in their job (Pelago, 2024)[11]. According to a survey by Gallup, it is found that 60% of people is found to feel emotionally detached at work, and 19% claim to be miserable (Lashbrooke, 2023)[12]. In another research, it finds that salary is one of the factor which affect the level of job satisfaction (Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M., 2020)[13].

Professional Growth: Professional growth has an impact on employee satisfaction. It empowers staff with new skills and knowledge, and leads to the improved performance and increased engagement. In a company where employees' skill directly impact service quality, providing training and skill development creates a competent and confidence workforce. It also improves clients' experience and builds up the reputation for excellence (Barreto, N., et al., 2024)[14]. "Human capital and knowledge management both are successful only when training and development is effective in the organization" (Sharma, A., Raj, R., & Kumar, M., 2023)[15].

Manager Relationship: The relationship between employees and their managers is significant to foster employee satisfaction in the workplace. For, the better relationship the employees have with their managers, the most productive and efficient the workplaces are. In accordance with the research by Barreto and Mayya (2024)[16], it is strongly recommended that organizations should put much emphasis one improving the relationship between top management and the staff. The openness in manager-staff relationship make the working environment conducive.

Compensation and Benefits: Compensation and benefits is beyond salary because it is an effort to improve welfare and satisfaction of employees for their work (Rachman, 2022)[17]. Staff who feel dissatisfied with the compensation are likely to turnover or decrease their working capital; that is, they are producing with all their potential. "Providing fair compensation and a comprehensive benefits package can show employees that they are appreciated, and in turn, boost employee morale and productivity (New City Insurance, 2021)[18].

Work-Life Balance: Work-life balance is also another factor contributing to employee satisfaction. It supports the physical and mental health of staff members. Evidently, healthier employees are more engaged, and less likely to take sick leave; they are more inclined to remain with the company (Smith, 2024)[19]. According to a study by World Economic Forum (2023)[20], it is found that 34% would quit their job because of a toxic working environment, while almost half (48%) would leave a job if it "prevented them from enjoying their life".

2.2 Positive Working Environment

To enhance efficiency, effectiveness, productivity, and employee commitment, companies must prioritize meeting their employees' needs through optimal working conditions (Raziq, A., & Maulabakhsh, R., 2015)[21]. According to Venus Gentile (2024)[22], a positive working environment is characterized by eleven key indicators. Firstly, open and honest communication fosters transparency, crucial for building a supportive workplace culture. Secondly, respecting work-life balance acknowledges employees' lives beyond work, promoting well-being and satisfaction. Thirdly, recognizing employees' efforts through bonuses, public acknowledgments, and career opportunities boosts morale and motivation. Additionally, positive relationships among colleagues, the fourth sign, create a harmonious and engaging workplace environment. Supportive leadership, the fifth sign, provides guidance and constructive feedback, enhancing teamwork and employee development. Prioritizing employee well-being, the sixth sign, involves offering stress management workshops, fitness programs, and health initiatives, promoting overall health and happiness.

Ensuring a safe and comfortable workspace, the seventh sign, is essential for employee security and productivity. Embracing diversity and inclusion, the eighth sign, respects individual differences and enriches organizational perspectives. Community engagement and social responsibility, the ninth sign, align job roles with meaningful impact beyond the workplace. Transparent operations, the tenth sign, build trust through clear communication about company health and decisions. Finally, valuing employee input, the eleventh sign, fosters engagement and ownership in the company's success, creating a supportive and fulfilling work environment.

3. Methodology

3.1 Data Collection and Analyses

The study adhered to ethical guidelines by ensuring participant anonymity; the identifiable information from informants was not collected. The scope of the study was restricted to workers within Battambang province to maintain focus and relevance. However, as the questionnaire was distributed online, and passed on to the third party; there is a possibility that individuals outside the province may have responded.

The quantitative research method involved a sample size of 194 participants, utilizing both convenience sampling and snowball sampling techniques. Initially, the survey was distributed to individuals known to the researchers, who were then encouraged to pass it on to others. Data collection utilized a

structured questionnaire with 17 variables administered via Google Forms, accessible through email, Telegram, and Messenger platforms. Participants were able to complete the questionnaire voluntarily and at their own pace.

Data analysis employed measures of central tendency (mean), measures of variation (coefficient of variation), and empirical probability (percentage) to gauge response levels across variables. Additionally, Pearson correlation coefficient, and coefficient of determination, were also used to examine relationships, specifically focusing on the correlation between working environment and employee satisfaction. Statistical analysis was conducted using the Statistical Package for the Social Sciences (SPSS). In measurement of central tendency, the mean denoted by $\bar{x}$, is the sum of the values, divided by the total number of values ($\bar{x} = \sum \mathbf{x/n}$). The coefficient of variation, denoted by CVar, is the standard deviation divided by the mean; the result is expressed as a percentage ($\mathbf{CV_{ar} = s/\bar{x}}$). Pearson correlation coefficient is computed from the sample data measures the strength and direction of a linear relationship between two quantitative variables. The symbol for the sample correlation coefficient is r. Moreover, coefficient of determination, denoted by r^2 measure of the variation of the dependent variable that is explained by the regression line and the independent variable.

3.2 Model and Description

Based on the data provided, we can model the relationship between work-life balance and various factors, including manager relationship, using a multiple regression equation. The function can be written as follows:

$$Work - life\ Balance = \boldsymbol{\beta_0} + \boldsymbol{\beta_1}.Q_1 + \boldsymbol{\beta_2}.Q_2 + \boldsymbol{\beta_3}.Q_3 + \boldsymbol{\beta_4}.Q_4 + \boldsymbol{\beta_6}.Q_6 + \boldsymbol{\varepsilon_i}$$

Where: β_0 is the intercept.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_6$ are the coefficients for each independent variable.

$\boldsymbol{\varepsilon_i}$ represents the error term.

Based on the coefficients and p-values provided in the Table, the specific function becomes:

This equation indicates how each factor contributes to work-life balance. The coefficients suggest the following:

Q_1 (Company Culture): A positive but not statistically significant relationship.

Q_2 (Current Job): A very small positive but not statistically significant relationship.

Q_3 (Professional Growth): A very small negative but not statistically significant relationship.

Q_4 (Compensation and Benefits): A positive and statistically significant relationship.

Q_6 (Manager Relationship): A positive and statistically significant relationship.

Therefore, both "Compensation and Benefits" and "Manager Relationship" have a significant positive impact on work-life balance according to the data.

Based on the model, the study find that the function shows relationship between other independent variables to the dependent variable respecting diversity and inclusion in their workplace. The function for multiple regression based on the provided data can be expressed as:

$$YD\&I = \boldsymbol{\beta_0} + \boldsymbol{\beta_7}.Q_7 + \boldsymbol{\beta_8}.Q_8 + \boldsymbol{\beta_9}.Q_9 + \boldsymbol{\beta_{10}}.Q_{10} + \boldsymbol{\beta_{11}}.Q_{11} + \boldsymbol{\beta_{12}}.Q_{12} + \boldsymbol{\beta_{13}}.Q_{13} + \boldsymbol{\beta_{15}}.Q_{15} + \boldsymbol{\beta_{16}}.Q_{16} + \boldsymbol{\beta_{17}}.Q_{17} + \boldsymbol{\varepsilon_i}$$

$Y_{D\&I} = 0.382 + 0.268*Q_7 - 0.019*Q_8 + 0.145*Q_9 - 0.036*Q_{10} + 0.030*Q_{11} + 0.203*Q_{12} + 0.232*Q_{13} + 0.017*Q_{15} + 0.009*Q_{16} - 0.002*Q_{17}$

Where: y_e represents the predicted value of the dependent variable (respecting diversity and inclusion).

$Q_7, Q_8, Q_9, Q_{10}, Q_{11}, Q_{12}, Q_{13}, Q_{15}, Q_{16}, Q_{17}$ are the independent variables (practicing open and honest communication, respecting work-life balance, recognizing employees' efforts, encouraging positive relationships between colleagues, getting support from manager, prioritizing employees' well-being, providing safe and comfortable space, engaging in community and social responsibility, practicing transparency, valuing employees' inputs) respectively. Therefore, it is evident that workplaces that do not prioritize open and honest communication among all employees discourage the practice of diversity and inclusion. In addition to communication, prioritizing employees' well-being—particularly focusing on psychological and emotional well-being— plays a crucial role. Physical well-being, on the other hand, is more directly related to providing a safe and comfortable workspace.

4. Results

4.1 The Satisfaction of Employees in Battambang

Based on the empirical probability analysis, the study's findings, depicted in the table below, outline the levels of employee satisfaction in Battambang across categories ranging from Very Dissatisfied to Very Satisfied, presented as percentages. The sampling means for each variable are especially noteworthy as they reflect distinct facets of employee satisfaction. Of particular interest are the sampling means for each variable, reflecting different aspects of employee satisfaction. Specifically, the sampling mean for company culture satisfaction stands at 3.82, while satisfaction with the current job is notably higher at 3.93. Professional growth shows a robust sampling mean of 4.11, indicating strong satisfaction in this area. Compensation and benefits yield a sampling mean of 3.60, indicating moderate satisfaction, whereas work-life balance registers a lower sampling mean of 3.43, suggesting a need

for improvement. Finally, the sampling mean for relationship with managers is 3.72, pointing to generally positive perceptions among employees in this regard. Upon analyzing the coefficient of variation (CVar) to assess the variation across each variable, the data reveals significant differences. The satisfaction with work-life balance exhibits the highest variability at 21.14%, followed by satisfaction with manager relationships at 19.63%, and satisfaction with compensation and benefits at 18.79%. Company culture satisfaction shows a variation of 17.25%, while satisfaction with the current job has a variability of 15.54%. Notably, satisfaction with professional growth demonstrates the least variability at 13.65%, making it the most consistent variable in this analysis.

Table 1 The Satisfaction of Employees

No	Variables (Satisfied with)	Level of Satisfaction					Mean	SE	Std. D	Varian	CVar (%)
		Very Dissatisfied (%)	Dissatisfied (%)	Neutral (%)	Satisfied (%)	Very Satisfied (%)					
1.	Company Culture	0	3.6	21.1	64.4	10.8	3.82	0.047	0.66	0.435	17.25
2.	Current Job	0	1.5	17.5	67.0	13.9	3.93	0.044	0.611	0.374	15.54
3.	Professional Growth	0	0.5	9.3	69.1	21.1	4.11	0.04	0.561	0.315	13.65
4.	Compensation and Benefits	0	5.7	33.5	55.7	5.2	3.60	0.049	0.677	0.458	18.79
5.	Work-Life Balance	1	7.2	42.8	45.4	3.6	3.43	0.052	0.726	0.527	21.14
6.	Manager Relationship	1	6.7	18.0	67.5	6.7	3.72	0.052	0.73	0.534	19.63

4.2 The relationship among each variable concerning employee satisfaction

The data reveals significant positive correlations among various aspects of the work environment. Notably, Company Culture shows the strongest correlations with Manager Relationship (r = 0.414), Compensation and Benefits (r = 0.377), and Current Job (r = 0.459), indicating that a positive company culture is closely associated with these factors. The Coefficient of Determination highlights that Company Culture accounts for 21.1% of the variance in employees' perceptions of their current job, 17.1% in manager relationships, and 14.2% in compensation and benefits. Similarly, the Current Job variable has meaningful correlations with Manager Relationship (r = 0.353) and Professional Growth (r = 0.399). Professional Growth, although less correlated with other factors, shows a significant relationship with Current Job (r = 0.399) and Compensation and Benefits (r = 0.237). Compensation and Benefits is also strongly correlated with Work-Life Balance (r = 0.404) and Manager Relationship (r = 0.320), emphasizing the importance of financial and non-financial rewards in the overall work experience. Finally, Work-Life Balance and Manager Relationship are positively correlated with other variables, underscoring their significance in employees' professional lives. Work-Life Balance, for instance, is highly correlated with Compensation and Benefits (r = 0.404) and Manager Relationship (r = 0.405). These relationships suggest that enhancing work-life balance and fostering positive manager relationships can significantly improve overall job satisfaction and professional growth opportunities.

Table 2 Correlation Coefficients and Regression of Determination for Employee Satisfaction

		Company Culture	Current Job	Professional Growth	Compensation and Benefits	Work-Life Balance	Manager Relationship
Q1. Company Culture	Pearson Correlation	1	0.459**	0.275**	0.377**	0.311**	0.414**
	Coefficient of Determination R^2 (%)	100	21.1	7.6	14.2	9.7	17.1
	Coefficient of Non-determination (%)	0	78.9	92.4	85.8	90.3	82.9
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	Pearson Correlation	0.459**	1	0.399**	0.374**	0.253**	0.353**

Q2. Current Job	Coefficient of Determination R^2 (%)	21.1	100	15.9	14	6.4	12.5
	Coefficient of Non-determination (%)	78.9	0	84.1	86	93.6	87.5
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
Q3. Professional Growth	Pearson Correlation	0.275**	0.399**	1	0.237**	0.126	0.150*
	Coefficient of Determination R^2 (%)	7.6	15.9	100	5.6	1.6	2.3
	Coefficient of Non-determination (%)	92.4	84.1	0	94.4	98.4	97.8
	Sig. (2-tailed)	0.000	0.000		0.001	0.080	0.037
Q4. Compensation and Benefits	Pearson Correlation	0.377**	0.374**	0.237**	1	0.404**	0.320**
	Coefficient of Determination R^2 (%)	14.2	14	5.6	100	16.3	10.2
	Coefficient of Non-determination (%)	85.8	86	94.4	0	83.7	89.8
	Sig. (2-tailed)	0.000	0.000	0.001		0.000	0.000
Q5. Work-Life Balance	Pearson Correlation	0.311**	0.253**	0.126	0.404**	1	0.405**
	Coefficient of Determination R^2 (%)	9.7	6.4	1.6	16.3	100	16.4
	Coefficient of Non-determination (%)	90.3	93.6	98.4	83.7	0	83.6
	Sig. (2-tailed)	0.000	0.000	0.080	0.000		0.000
Q6. Manager Relationship	Pearson Correlation	0.414**	0.353**	0.150*	0.320**	0.405**	1
	Coefficient of Determination R^2 (%)	17.1	12.5	2.3	10.2	16.4	100
	Coefficient of Non-determination (%)	82.9	87.5	97.8	89.8	83.6	0
	Sig. (2-tailed)	0.000	0.000	0.037	0.000	0.000	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.3 Factors Affecting Work-Life Balance of Employees in Battambang Province

According to the findings in Table 1, employee satisfaction, particularly concerning work-life balance, is notably low, with only 49% expressing satisfaction or higher (very satisfied). The mean score for work-life balance is 3.43, the lowest among all variables in the same category. Additionally, while its coefficient of variation is high at 18.79%, though it is not the highest observed. This prompts further inquiry into the factors contributing to this low assessment of work-life balance among employees. Based on the coefficient of determination, it is evident that the work-life is affected by compensation and benefits, and by the manager relationship. It is the most high that the variation in the variable manger relationship has affected the work-life balance at most 16.4%, and the variation of compensation has affected the work-life balance at most 16.3%. While the coefficients of determination with other variables are less than 10%. To prove this, the study have applied the multi regression data analysis with excel in order to figure out the cause making work-life balance low, by setting up work-life balance as a dependent variable. The others are independent. The result surely show that the two mention variables really affect the work-life balance. The p-value of compensation and benefits is only 0.00011, and the p-value of manager relationship is 0.00016, far less than $\alpha = 0.05$. While the p-value of other variables, except of intercept, are higher than $\alpha = 0.05$. More details about this information are provided in Table 4. This phenomenon may result from a mismatch between employees' hard work and the compensation and benefits

they receive. In other words, they work a lot but earn little. Alternatively, their income may be insufficient to cover their expenses, necessitating a second job or another part-time job to support their families. Additionally, they might lack a manager with good leadership skills.

Table 3: Multi Regression of Work-Life Balance

Variable	Coefficients	Stand.Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.9559	0.4198	2.2773	0.0239*	0.1279	1.7840	0.1279	1.7840
Q_1 (Company Culture)	0.0960	0.0839	1.1445	0.2539	-0.0695	0.2614	-0.0695	0.2614
Q_2 (Current Job)	0.0185	0.0921	0.2009	0.8410	-0.1631	0.2001	-0.1631	0.2001
Q_3 (Professional Growth)	-0.0151	0.0898	-0.1678	0.8669	-0.1922	0.1620	-0.1922	0.1620
Q_4 (Compensation and Benefits)	0.3006	0.0763	3.9384	0.0001***	0.1500	0.4512	0.1500	0.4512
Q_6 (Manager Relationship)	0.2730	0.0711	3.8412	0.0002***	0.1328	0.4132	0.1328	0.4132
Multiple R	0.5041							
R Square	0.2542							
Adjusted R Square	0.2343							
Standard Error	0.6350							
Observations	194							

The intercept at p-value = 0.0239 indicates that the baseline level of work-life balance, when all other factors are zero, is statistically significant. A p-value less than 0.05 suggests that the intercept itself is significant, meaning there is an inherent level of work-life balance that is not due to random variation. Moreover, the extremely low p-value of compensation and benefits (p-value = 0.0001) indicates a highly significant relationship between compensation and benefits and work-life balance. The chances that this relationship is due to random chance are extremely low (0.01%). This suggests that compensation and benefits have a strong and reliable impact on employees' work-life balance. Finally in regard to regression analysis in the p-value of manager relationship is 0.0002. Similarly, this very low p-value suggests a significant relationship between the quality of the manager-employee relationship and work-life balance. Again, the probability that this finding is due to chance is extremely low (0.02%).

4.4 Workplace Environment

The survey results provide insights into various aspects of the workplace culture and practices. Here is a detailed description: Practicing open and honest communication received a mean score of 3.89, with 67.5% of respondents agreeing and 12.9% strongly agreeing. This indicates that most employees feel communication is transparent. Encouraging positive relationships between colleagues scored the highest mean of 4.07, with 64.4% agreeing and 21.6% strongly agreeing, showing a strong sense of camaraderie and support among colleagues. Respecting work-life balance is positively perceived, with a mean score of 3.87, where 65.5% agreed and 13.9% strongly agreed. Similarly, prioritizing employees' well-being has a mean score of 3.81, with 58.2% agreeing and 14.4% strongly agreeing. These scores suggest that the organization is seen as supportive of balancing professional and personal lives and caring for employee well-being. Recognition of employees' efforts has a mean score of 3.82, with 63.4% agreeing and 11.9% strongly agreeing. Managerial support is also seen positively, with a mean score of 3.84, where 59.8% agreed and 14.9% strongly agreed. Valuing employees' inputs has a mean score of 3.79, indicating that the majority of employees feel heard and appreciated, with 59.8% agreeing and 13.4% strongly agreeing. Other aspects include providing a safe and comfortable space (mean score 3.95), engaging in community and social responsibility (mean score 4.03), and respecting diversity and inclusion (mean score 3.66). While transparency scored a mean of 3.76, it shows that 59.3% agreed and 11.9% strongly agreed. Overall, the survey highlights positive perceptions in many areas but also indicates potential for improvement in some aspects, such as diversity and inclusion and transparency.

The analysis of the coefficient of variation (CVar) indicates the extent of variability in relation to the mean of the population. Practicing open and honest communication has a CVar of 17%, indicating a moderate level of agreement or satisfaction among employees. Similarly, encouraging positive relationships between colleagues shows a moderate level of agreement or satisfaction with some consistency, reflected by a CVar of 14.9%. Engaging in community and social responsibility also suggests moderate agreement or satisfaction with a CVar of 17.1%. Respecting work-life balance has a CVar of 18.9%, suggesting slightly higher variability and less consistent employee agreement or satisfaction. Providing safe and comfortable space also has a CVar of 18.9%, indicating moderate agreement or satisfaction but with notable variability. Respecting diversity and inclusion has a CVar of 19%, showing considerable variability in employee perceptions. Getting support from managers has a CVar of 19.5%, indicating a higher level of variability and suggesting that employees' experiences with managerial support vary widely. Prioritizing employees' well-being reflects similar variability with a CVar

of 19.7%. Practicing transparency shows a high level of variability with a CVar of 19.8%, meaning employees' views on transparency vary significantly. The condition with the highest variability is valuing employees' inputs, which has a CVar of 20.7%, indicating very diverse employee opinions on this aspect. In contrast, recognizing employees' efforts stands out with a very low CVar of 1.85%, indicating a very high level of agreement or satisfaction among employees with minimal variability. Overall, the data indicates varying levels of agreement or satisfaction with different workplace conditions, with "Recognizing employees' efforts" having the highest consistency and "Valuing employees' inputs" the most variability in employee perceptions.

Table 4 Levels of Employee Agreement on Workplace Conditions

Variable		Strong Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	SE	Std.	Vari.	CVar (%)
Q7.	Practising open and honest communication	0.0	4.1	15.5	67.5	12.9	3.89	0.048	0.663	0.439	17
Q8.	Respecting work-life balance	1.0	4.1	15.5	65.5	13.9	3.87	0.053	0.733	0.538	18.9
Q9.	Recognizing employees' efforts	0.5	4.1	20.1	63.4	11.9	3.82	0.051	0.708	0.501	1.85
Q10.	Encouraging positive relationship between colleagues	0.0	0.5	13.4	64.4	21.6	4.07	0.044	0.606	0.368	14.9
Q11.	Getting support from manager	0.5	4.6	20.1	59.8	14.9	3.84	0.054	0.748	0.560	19.5
Q12.	Prioritizing employees' well-being	0.5	4.6	22.2	58.2	14.4	3.81	0.054	0.753	0.566	19.7
Q13.	Providing safe and comfortable space	0.5	1.5	22.7	53.1	22.2	3.95	0.054	0.746	0.557	18.9
Q14.	Respecting diversity and inclusion	1.0	3.6	29.9	59.3	6.2	3.66	0.050	0.696	0.485	19
Q15.	Engaging in community and social responsibility	0.0	2.6	14.4	60.3	22.7	4.03	0.050	0.690	0.476	17.1
Q16.	Practicing transparency	0.0	6.7	22.2	59.3	11.9	3.76	0.053	0.745	0.555	19.8
Q17.	Valuing employees' inputs	1.0	5.7	20.1	59.8	13.4	3.79	0.056	0.783	0.613	20.7

4.5 Interrelationships among various factors of the work environment for employees in Battambang

According to correlation analysis, the data reveals several key relationships between practicing open and honest communication and other workplace factors. Practicing open and honest communication is moderately correlated with respecting work-life balance (r = 0.536), recognizing employees' efforts (r = 0.411), and prioritizing employees' well-being (r = 0.437), indicating that fostering transparent communication can significantly contribute to these aspects of a healthy work environment. These correlations explain between 16.9% and 28.7% of the variance in these factors, highlighting the importance of communication in promoting a balanced and supportive workplace. Respecting work-life balance shows strong correlations with several other workplace dimensions, such as getting support from the manager (r = 0.586), prioritizing employees' well-being (r = 0.548), and valuing employees' inputs (r = 0.494). These correlations explain between 24.4% and 34.3% of the variance, suggesting that maintaining a balance between work and personal life can significantly enhance managerial support, employee well-being, and the perception of employees feeling valued. This reinforces the critical role of work-life balance in fostering a positive and productive work environment. Lastly, recognizing employees' efforts is highly correlated with getting support from managers (r = 0.660) and prioritizing employees' well-being (r = 0.589), explaining 43.6% and 34.7% of the variance, respectively. This indicates that when employees feel their efforts are acknowledged, they also perceive greater managerial support and prioritization of their well-being. These findings underscore the importance of recognition in building a supportive and well-being-oriented workplace, ultimately contributing to overall employee satisfaction and productivity.

Table 5 Correlation Coefficients and Regression of Determination of Each Variable of Working Environment

Variable		Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17
Q7	Pearson Correlation	1	0.536**	0.411**	0.381**	0.446**	0.437**	0.324**	0.493**	0.291**	0.483**	0.465**
	Coefficient of Determination R^2 (%)	1.000	0.287	0.169	0.145	0.199	0.191	0.105	0.243	0.085	0.233	0.216
	Coefficient of Non-determination (%)	0	0.713	0.831	0.855	0.801	0.809	0.895	0.757	0.915	0.767	0.784
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Q8	Pearson Correlation	0.536**	1	0.504**	0.289**	0.586**	0.548**	0.291**	0.401**	0.244**	0.437**	0.494**
	Coefficient of Determination R^2 (%)	0.287	1.000	0.254	0.084	0.343	0.300	0.085	0.161	0.060	0.191	0.244
	Coefficient of Non-determination (%)	0.713	0.000	0.746	0.916	0.657	0.700	0.915	0.839	0.940	0.809	0.756
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.000
Q9	Pearson Correlation	0.411**	0.504**	1	0.381**	0.660**	0.589**	0.434**	0.495**	0.203**	0.488**	0.557**
	Coefficient of Determination R^2 (%)	0.169	0.254	1.000	0.145	0.436	0.347	0.188	0.245	0.041	0.238	0.310
	Coefficient of Non-determination (%)	0.831	0.746	0.000	0.855	0.564	0.653	0.812	0.755	0.959	0.762	0.690
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.005	0.000	0.000
Q10	Pearson Correlation	0.381**	0.289**	0.381**	1	0.414**	0.359**	0.352**	0.304**	0.280**	0.405**	0.229**
	Coefficient of Determination R^2 (%)	0.145	0.084	0.145	1.000	0.171	0.129	0.124	0.092	0.078	0.164	0.052
	Coefficient of Non-determination (%)	0.855	0.916	0.855	0.000	0.829	0.871	0.876	0.908	0.922	0.836	0.948
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.001
Q11	Pearson Correlation	0.446**	0.586**	0.660**	0.414**	1	0.637**	0.468**	0.482**	0.220**	0.517**	0.632**
	Coefficient of Determination R^2 (%)	0.199	0.343	0.436	0.171	1.000	0.406	0.219	0.232	0.048	0.267	0.399

	Coefficient of Non-determination (%)	0.801	0.657	0.564	0.829	0.000	0.594	0.781	0.768	0.952	0.733	0.601
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.002	0.000	0.000
Q12	Pearson Correlation	0.437**	0.548**	0.589**	0.359**	0.637**	1	0.472**	0.541**	0.291**	0.476**	0.619**
	Coefficient of Determination R^2 (%)	0.191	0.300	0.347	0.129	0.406	1.000	0.223	0.293	0.085	0.227	0.383
	Coefficient of Non-determination (%)	0.809	0.700	0.653	0.871	0.594	0.000	0.777	0.707	0.915	0.773	0.617
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
Q13	Pearson Correlation	0.324**	0.291**	0.434**	0.352**	0.468**	0.472**	1	0.505**	0.315**	0.379**	0.442**
	Coefficient of Determination R^2 (%)	0.105	0.085	0.188	0.124	0.219	0.223	1.000	0.255	0.099	0.144	0.195
	Coefficient of Non-determination (%)	0.895	0.915	0.812	0.876	0.781	0.777	0.000	0.745	0.901	0.856	0.805
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
Q14	Pearson Correlation	0.493**	0.401**	0.495**	0.304**	0.482**	0.541**	0.505**	1	0.259**	0.403**	0.457**
	Coefficient of Determination R^2 (%)	0.243	0.161	0.245	0.092	0.232	0.293	0.255	1.000	0.067	0.162	0.209
	Coefficient of Non-determination (%)	0.757	0.839	0.755	0.908	0.768	0.707	0.745	0.000	0.933	0.838	0.791
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
Q15	Pearson Correlation	0.291**	.244**	0.203**	0.280**	0.220**	0.291**	.0315**	0.259**	1	0.337**	0.223**
	Coefficient of Determination R^2 (%)	0.085	0.060	0.041	0.078	0.048	0.085	0.099	0.067	1.000	0.114	0.050
	Coefficient of Non-determination (%)	0.915	0.940	0.959	0.922	0.952	0.915	0.901	0.933	0.000	0.886	0.950
	Sig. (2-tailed)	0.000	0.001	0.005	0.000	0.002	0.000	0.000	0.000		0.000	0.002
Q16	Pearson Correlation	0.483**	0.437**	0.488**	0.405**	0.517**	0.476**	0.379**	0.403**	0.337**	1	0.580**

	Coefficient of Determination R² (%)	0.233	0.191	0.238	0.164	0.267	0.227	0.144	0.162	0.114	1.000	0.336
	Coefficient of Non-determination (%)	0.767	0.809	0.762	0.836	0.733	0.773	0.856	0.838	0.886	0.000	0.664
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
Q17	Pearson Correlation	0.465**	0.494**	0.557**	0.229**	0.632**	0.619**	0.442**	0.457**	0.223**	0.580**	1
	Coefficient of Determination R² (%)	0.216	0.244	0.310	0.052	0.399	0.383	0.195	0.209	0.050	0.336	1.000
	Coefficient of Non-determination (%)	0.784	0.756	0.690	0.948	0.601	0.617	0.805	0.791	0.950	0.664	0.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.002	0.000	
**. Correlation is significant at the 0.01 level (2-tailed).												

4.6 Factors Affecting Agreement amongst Employees toward Their Workplace Environment Regarding to Diversity and inclusion

Based on Table 4, the empirical data reveals that only 65% of respondents agree and strongly agree that their workplaces respect diversity and inclusive practices (Q14), marking the lowest agreement rate within its category. Additionally, the mean score of 3.66 indicates another noteworthy concern, as it is also the lowest average score among all variables. Furthermore, the high variance of 19 places it among the top quartile for variance levels within the dataset.

According to Table 5, practicing open and honest communication (Q7) shows a strong relationship, with a coefficient of determination of 24.3% and a correlation coefficient of 0.493 (approximately 0.5). Another influential factor affecting agreement on respecting diversity and inclusion practices is prioritizing employees' well-being, with a correlation coefficient (r) of 0.541 and a coefficient of determination of 29.3%. Additionally, providing a safe and comfortable space exhibits a correlation coefficient of 0.505 and a coefficient of determination of 25.5%. These variables significantly impact diversity and inclusion practices in the workplace at a significance level of $\alpha = 0.05$. The study employed regression analysis using Microsoft Excel and identified several factors influencing employees who do not perceive their workplace as practicing diversity and inclusion. These factors include open and honest communication, prioritizing employees' well-being, and providing a safe and comfortable workspace. The p-values for these factors are strikingly low: 0.00045 for the first variable, 0.00825 for the second, and 0.00032 for the third, all significantly below the $\alpha = 0.05$ threshold. The table below details the multiple regression analysis related to the dependent variable of practicing diversity and inclusion. While recognizing an employee effort, regardless of the p-value is more than 0.05, it still have a significant affect to at a moderate level.

Table 6: Multi Regression of Diversity and Inclusion in the Workplace

Variable	Coef.	Stand. Err.	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.3820499	0.3380534	1.13015	0.25989	-0.284933486	1.0490	-0.285	1.049
Q7 (Practicing open and honest communication)	0.2681702	0.07508891	3.57137	0.00045***	0.120018852	0.4163	0.120	0.416
Q8 (Respecting work-life balance)	-0.0187955	0.072148208	-0.2605	0.79476	-0.161144788	0.1236	-0.161	0.124
Q9 (Recognizing employees' efforts)	0.1446574	0.077914051	1.85663	0.06497**	-0.009067975	0.2984	-0.009	0.298

Q10 (Encouraging positive relationship between colleagues)	-0.035749	0.076186805	-0.4692	0.63947	-0.186066439	0.1146	-0.186	0.115
Q11(Getting support from manager)	0.0304663	0.083036307	0.3669	0.71412	-0.13336537	0.1943	-0.133	0.194
Q12 (Prioritizing employees' well-being)	0.2029198	0.075980833	2.67067	0.00825***	0.053008756	0.3528	0.053	0.353
Q13 (Providing safe and comfortable space)	0.2315196	0.063086656	3.66987	0.00032***	0.107048908	0.3560	0.107	0.356
Q15 (Engaging in community and social responsibility)	0.0172001	0.061667499	0.27892	0.78062	-0.104470648	0.1389	-0.104	0.139
Q16 (Practicing transparency)	0.0092473	0.0704298	0.1313	0.89568	-0.129711507	0.1482	-0.130	0.148
Q17 (Valuing employees' inputs)	-0.0024806	0.074940729	-0.0331	0.97363	-0.150339549	0.1454	-0.150	0.145
Multiple R	0.6693695							
R Square	0.4480555							
Adjusted R Square	0.4178946							
Standard Error	0.5311726							
Observations	194							

The p-values with asterisks provided in Table 6 offer insight into the significance of various factors related to diversity and inclusion in the workplace. The p-value of practicing open and honest communication in the workplace is only 0.00045. It is very low and indicates a highly significant relationship between practicing open and honest communication and its impact on diversity and inclusion in the workplace. The probability that this relationship is due to random chance is extremely low (0.045%). This suggests that fostering an environment where open and honest communication is practiced is crucial for enhancing diversity and inclusion. Yet the p-value for recognizing employees' effort is a bit higher than the others with asterisks. It is 0.06497; this p-value is slightly higher than the common significance threshold of 0.05, indicating that the relationship between recognizing employees' efforts and its impact on diversity and inclusion is not statistically significant at the 5% level. There is about a 6.497% chance that this observed relationship could be due to random variation. While this factor may still be important, the evidence is not strong enough to definitively conclude its impact based on this data. On the hands, prioritizing employees' well-being has its p-value equal to 0.00825. This low p-value shows a significant relationship between prioritizing employees' well-being and its impact on diversity and inclusion. The likelihood of this relationship occurring by chance is very low (0.825%), suggesting that focusing on employees' well-being is an important factor for improving diversity and inclusion in the workplace. Finally providing a safe and comfortable space has the p-value of 0.00032. This extremely low p-value indicates a highly significant relationship between providing a safe and comfortable workspace and its impact on diversity and inclusion. The probability that this relationship is due to random chance is very low (0.032%), emphasizing the importance of a safe and comfortable environment for fostering diversity and inclusion.

5. Conclusion and Recommendation

5.1 Conclusion

This study, adhering to strict ethical guidelines to ensure participant anonymity, focused on the working environment and employee satisfaction within Battambang province. Despite efforts to restrict the sample to this geographic area, the online distribution of the questionnaire allowed for potential responses from individuals outside the province. This limitation, however, did not significantly detract from the overall relevance and focus of the research. A sample of 194 participants was selected using convenience and snowball sampling techniques. The structured questionnaire, comprising 11 variables, was distributed via various online platforms such as email, Telegram, and Messenger. Participants completed the survey voluntarily and at their own pace, ensuring a broad and diverse range of responses. Data collection and analysis were conducted using tools and statistical methods including measures of central tendency, variation, and empirical probability, alongside Pearson correlation and coefficient of determination. These methods provided a comprehensive understanding of the relationships between the working environment and employee satisfaction. The study's findings revealed notable variations in employee satisfaction across different aspects of their working environment.

Given the significant p-values for compensation and benefits, and manager relationships, the study can infer that, as the economic growth through investment and job creation increases, *ensuring that employees are well-compensated and have good benefits is crucial for maintaining a healthy work-life balance*. Employees who feel adequately rewarded are likely to experience better work-life balance, which can lead to higher job satisfaction and productivity. Moreover, the quality of relationships between employees and their managers plays a significant role in work-life balance. Positive manager relationships can provide support, reduce stress, and enhance overall job satisfaction, contributing to better work-life balance. In overall the significant

intercept suggests that even in the absence of specific factors like compensation and benefits or manager relationships, there is an inherent level of work-life balance that is meaningful. However, the specific factors greatly enhance or detract from this baseline level.

Based the discovery of the significant p-values for most variables, it can be inferred that the factors affecting diversity and inclusion in the workplace are of the following. Firstly, practicing open and honest communication is crucial for diversity and inclusion. When communication is open and honest, it helps to build trust, reduce misunderstandings, and promote a culture where diverse perspectives are valued and included. Secondly, recognizing employee's effort is generally beneficial, its slightly higher p-value indicates that it may not be as strong a driver for diversity and inclusion as the other factors, or the data might not be sufficient to establish its significance definitively. Yet, by chance of 6% or 7% it can affect diversity and inclusion practice in the workplace. Thirdly, prioritizing employees' well-being is also an important factor for enhancing diversity and inclusion. When employees feel their well-being is a priority, they are more likely to feel valued and included, which can positively impact the overall workplace culture. Lastly, providing a safe and comfortable space is highly significant for promoting diversity and inclusion. A safe and comfortable environment ensures that all employees, regardless of their background, feel secure and supported, which is essential for fostering an inclusive workplace.

Work-life balance emerged as a critical area with the lowest mean score of 3.43, prompting further investigation into the factors contributing to this dissatisfaction. Regression analysis identified key variables such as the lack of respect for work-life balance and insufficient attention to diversity and inclusion as significant contributors to lower satisfaction levels. These findings underscore the importance of addressing these areas to enhance overall employee satisfaction. The analysis also highlighted significant correlations between various workplace factors and employee satisfaction. For instance, practicing open and honest communication, prioritizing employees' well-being, and providing a safe and comfortable workspace were found to significantly impact perceptions of diversity and inclusion. These insights emphasize the need for organizations to foster transparent communication, support employee well-being, and create inclusive environments to improve overall job satisfaction. The study's results provide valuable guidance for companies aiming to enhance their work environments and, ultimately, employee satisfaction.

5.2 Recommendation

- **Enhance Communication Practices:** Organizations should prioritize open and honest communication at all levels. Regular feedback sessions, transparent decision-making processes, and clear communication channels can significantly improve employee satisfaction. Training programs aimed at developing communication skills among managers and employees can foster a more transparent and supportive work environment.

- **Prioritize Work-Life Balance:** Companies should implement policies that promote a healthy work-life balance. Flexible working hours, remote work options, and adequate leave policies are essential to support employees' personal and professional lives. Regular assessments of work-life balance through surveys and feedback mechanisms can help identify areas needing improvement and ensure that employees feel their time outside work is respected.

- **Foster Diversity and Inclusion:** Organizations must actively promote diversity and inclusion within the workplace. This includes creating and enforcing policies that prevent discrimination, offering diversity training programs, and ensuring diverse representation at all organizational levels. Establishing employee resource groups and conducting regular diversity audits can also help in creating a more inclusive work environment.

- **Support Employee Well-being:** Companies should prioritize the physical, emotional, and psychological well-being of their employees. This can be achieved by providing access to mental health resources, wellness programs, and ergonomic workspaces. Regular well-being assessments and initiatives like wellness workshops and counseling services can contribute to a healthier and more productive workforce.

- **Improve Managerial Support:** Enhancing managerial support is crucial for improving employee satisfaction. Managers should be trained in leadership skills, including empathy, active listening, and conflict resolution. Regular one-on-one meetings, mentorship programs, and leadership development workshops can help managers better support their teams and address their concerns effectively.

- **Recognize and Reward Efforts:** Recognition of employees' efforts should be a fundamental aspect of organizational culture. Implementing a structured recognition program that acknowledges both small and significant achievements can boost morale and motivation. This can include awards, public acknowledgments, bonuses, and career development opportunities.

- **Provide Adequate Compensation and Benefits:** Organizations should ensure that their compensation and benefits packages are competitive and reflective of employees' efforts. Regular reviews of salary structures, performance-based incentives, and comprehensive benefits packages can help in retaining talent and enhancing job satisfaction.

- **Promote Professional Growth:** Providing opportunities for professional development is essential for employee satisfaction. Companies should offer training programs, workshops, and educational resources that enable employees to enhance their skills and advance their careers. Clear career progression paths and support for continuous learning can significantly contribute to professional growth.

- **Engage in Community and Social Responsibility:** Encouraging employees to engage in community and social responsibility initiatives can enhance their sense of purpose and satisfaction. Organizations can support volunteer programs, community service projects, and corporate social responsibility activities that allow employees to contribute to societal well-being.

⬥ **Conduct Regular Employee Satisfaction Surveys:** Regularly assessing employee satisfaction through surveys and feedback mechanisms can help organizations identify issues and areas for improvement. This data-driven approach allows for timely interventions and continuous enhancement of the work environment based on employees' needs and preferences.

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