



Employee Satisfaction and Workplace Dynamics in Battambang Province: A Comprehensive Analysis

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ABSTRACT

The objective of this study is to comprehensively examine the factors influencing employee satisfaction across various dimensions of professional experience in Battambang Province, Cambodia. By administering a survey distributed to 194 respondents via chat messenger and Telegram platforms, the study intends to evaluate satisfaction levels pertaining to key aspects such as company culture, job satisfaction, opportunities for professional growth, compensation packages, work-life balance, and relationships with managers. Through quantitative analysis utilizing mean scores and standard deviations, the study aims to quantitatively measure satisfaction levels and identify specific areas requiring improvement. The ultimate goal is to provide valuable insights that can facilitate enhanced communication channels within organizations, support the implementation of effective work-life balance initiatives, and promote diversity and inclusion strategies. These efforts are expected to contribute significantly to bolstering overall employee satisfaction and organizational effectiveness within Battambang Province.

Keywords: Company Culture, Manager Relationship, Employee Recognition, Workplace Satisfaction, and Job Satisfaction

1. Introduction

Battambang, situated in western Cambodia approximately 291 km from Phnom Penh along national road No. 5, borders Thailand through its districts of Sam Loat, Kam Reang, Phnom Breuk, and Sampovlone, just a short 1.5-hour drive from Battambang City to the Thai border. The province functions as a pivotal business hub for western Cambodia, benefiting from a robust transportation network that connects international markets like Thailand and Vietnam, as well as domestic hubs such as Siem Reap and Pailin. Its economic vitality is supported by ample water resources sourced from the StungSangker River and Tonle Sap Lake, fostering a thriving fish production sector and facilitating a well-developed agricultural landscape, primarily centered on rice production but increasingly expanding into other cash crops (Council for the Development of Cambodia, 2013)^[1]. With promising potential in hydropower, electricity generation, mining resources, and tourism—highlighting historical temples and French colonial architecture—Battambang is poised to advance its agro-industry and food processing sectors as key pillars of economic growth. It represents a significant area for economic and social development, marked by a diverse landscape of industries ranging from agriculture to emerging sectors like tourism and manufacturing (Sok, 2023)^[2].

Amidst these dynamics, the study of employee satisfaction assumes critical importance in ensuring sustained organizational productivity and cultivating a supportive work environment. However, despite Battambang Province's economic growth, there remains a notable scarcity of literature on effectively maintaining high levels of employee satisfaction across diverse sectors. Existing scholarly work highlights the significant impact of factors such as company culture, job satisfaction, opportunities for professional growth, equitable compensation practices, work-life balance initiatives, and strong managerial relationships on shaping employee perceptions and overall organizational outcomes.

This study aims to investigate and analyze employee satisfaction among workers in Battambang Province, Cambodia, across various facets of their professional environment. Through a structured questionnaire distributed via chat messenger and Telegram platforms to 194 respondents, the research will assess satisfaction levels pertaining to company culture, job satisfaction, professional growth opportunities, compensation, work-life balance, and relationships with managers. Utilizing quantitative methods such as mean scores and standard deviations, the study seeks to identify strengths and areas for improvement within these dimensions. By providing actionable insights, the research intends to recommend strategies to enhance communication channels, support initiatives for better work-life balance, and promote inclusivity and diversity within organizations, thereby fostering improved employee satisfaction and organizational effectiveness in Battambang Province.

2. Literature Review

Everyone desires a job they look forward to each day. They seek a healthy workplace with supportive management and colleagues, meaningful work, and fair compensation (Workleap, 2022)^[3]. These are the attributes to employee satisfaction; it is a complex concept that reflects the contentment and fulfillment individuals experience in their work. It gauges how well an employee's expectations, aspirations, and needs match their actual experiences within an organization (Masionis, 2023)^[4]. Employee satisfaction plays crucial to benefit organization. The followings are details of how beneficial it is to companies.

Increased Productivity: Satisfied employees exhibit higher motivation and efficiency, resulting in increased productivity. Content employees are likely to view the influence of specific concepts on their productivity favorably (Voordt, 2003)^[5]. Additionally, Alanizan (2023)^[6] found that employee satisfaction positively affects organizational productivity and suggests that improving employee satisfaction can significantly boost productivity and help achieve organizational goals.

Reduced Turnover: Satisfied employees are less likely to quit, lowering recruitment and training expenses. According to Rizwan (2014)^[7], employee empowerment and the workplace environment greatly impact employee satisfaction. His analysis shows that employee satisfaction significantly influences turnover intentions. High employee satisfaction is vital for business success as it results in lower turnover rates. Khan (2014)^[8] emphasizes that job satisfaction is essential for an organization to retain employees over the long term.

Enhanced Morale: A positive work environment boosts overall employee morale and fosters a sense of belonging. Morale refers to an individual's psychological well-being, encompassing their sense of usefulness, purpose, and confidence. When employees are satisfied, it can enhance organizational citizenship behaviors and boost performance (Naing, 2023)^[9]. Morale is typically described as either high or low. High morale occurs when employees have positive attitudes toward the overall situation of the group and are committed to achieving its goals. Conversely, low morale is present when attitudes hinder the organization's willingness and ability to reach its objectives (Bhasin, 2018)^[10].

Improved Customer Satisfaction: Happy employees tend to provide better service, leading to increased customer satisfaction and loyalty. When employees are engaged, they are more likely to deliver hassle-free customer service, resulting in a higher number of satisfied and loyal customers. Job satisfaction among employees is evident in their interactions with customers, leading to stronger customer relationships (Vantage Circle, 2023)^[11]. There is a clear connection between employee satisfaction and customer satisfaction. Happy employees contribute to positive customer experiences, while unhappy employees can lead to negative interactions with customers. This relationship is crucial as employee demeanor directly influences customer interactions, which ultimately impacts a business's long-term success (Prossack, 2019)^[12].

Greater Innovation: Satisfied employees are more likely to be engaged and contribute creative ideas and solutions. Employee satisfaction plays a crucial role in shaping both the quantity and value of innovation within organizations. Positive satisfaction levels regarding "career opportunities" lead to a significant increase in innovation quantity, typically by 17% (Park, H., & Rahmani, M., 2020)^[13]. Successful companies often share a commitment to providing employees with excellent perks and benefits, which enhances overall employee satisfaction and fosters a culture of innovation. These workplace advantages not only elevate employee morale but also stimulate creativity and a willingness to innovate, contributing to the organization's success (Rowlings, 2016)^[14].

Better Team Collaboration: When employees are satisfied, they are more likely to work well with others, enhancing teamwork and collaboration. Many employees who lack engagement seek motivation to become involved. These individuals belong to the "show me" category, needing extra encouragement to achieve peak performance (Udyamo, 2023)^[15]. Collaboration among team members is crucial for a company's success. While some employees may excel working independently, optimal outcomes often arise from teamwork. One effective strategy to enhance collaboration skills is to foster greater employee engagement. Fully engaged employees are well-versed in their employer's expectations (Williamson, 2023)^[16].

Lower Absenteeism: Satisfied employees are less likely to take unnecessary leave, ensuring consistent workflow and productivity. To say, highly satisfied employees generally exhibit lower rates of absenteeism, whereas those who are highly dissatisfied tend to have higher rates of absenteeism (Glynn, 2013)^[17]. Employee absenteeism is a significant personnel issue that worries employers. Understanding how job satisfaction and other factors contribute to absenteeism is crucial for managers who must manage its consequences effectively (Jefferson, 2019)^[18].

Positive Workplace Culture: High levels of satisfaction contribute to a positive workplace culture, attracting top talent and retaining valuable employees. Workplace culture includes the shared values, beliefs, attitudes, and behaviors within a company. It influences how people interact and collaborate, shaping the social and psychological environment of the business. This culture establishes the workplace atmosphere, significantly impacting team morale, productivity, and the overall success of the organization (WeWork, 2024)^[19]. Employee satisfaction and a positive workplace environment are closely intertwined. A positive workplace culture fosters a growth mindset and prioritizes continuous improvement. Regular feedback, which includes constructive criticism and positive reinforcement, plays a crucial role in helping employees comprehend their contributions and supports their ongoing development (Glass, 2023)^[20].

3. Methodology

This study aimed to assess employee satisfaction among 194 respondents in Battambang Province using a questionnaire distributed via chat messenger and Telegram platforms. The questionnaire, hosted on Google Forms, comprised 17 questions categorized into two main sections. Respondents participated voluntarily, providing insights into various aspects of their professional experiences.

Sampling and Data Collection: The sampling method utilized convenience sampling, where respondents were employees in Battambang Province who voluntarily chose to participate in the survey. The questionnaire was distributed electronically through chat messenger and Telegram platforms, ensuring ease of access and anonymity for respondents. This method aimed to capture a diverse range of perspectives from individuals across different sectors and organizational roles within the province.

Questionnaire Design: The questionnaire consists of 17 questions divided into two categories: General Satisfaction – Questions 1-6 assess overall satisfaction with company culture, job, professional growth opportunities, compensation, work-life balance, and manager relationships; and Specific Aspects of Workplace – Questions 7-17 explore specific aspects such as communication, work-life balance support, recognition, teamwork, managerial support, well-being initiatives, physical workspace, diversity and inclusion, community engagement, transparency, and employee input.

Data Analysis: Quantitative data analysis techniques were employed to analyze the survey responses. Measurement of central tendency (mean) and measurement of variation (standard deviation) were used to summarize and interpret the data. Mean scores were calculated for each question to assess the average level of satisfaction or perception among respondents, while standard deviations provided insights into the variability or dispersion of responses.

Ethical Considerations: Ethical guidelines were adhered to throughout the study to ensure participant confidentiality and voluntary participation. Respondents were informed about the purpose of the survey, their right to withdraw at any time, and the confidentiality of their responses. No personally identifiable information was collected to maintain anonymity and confidentiality.

Limitations: It's important to note potential limitations of this study, including the use of convenience sampling which may limit the generalizability of findings beyond the surveyed population. Additionally, self-reported data are subject to respondent bias, where perceptions may differ based on individual experiences and interpretations of survey questions.

4. Results

4.1 Employee Satisfaction in Battambang Province

The analysis of satisfaction scores from 194 participants across various aspects of their professional experience—such as company culture, job satisfaction, professional growth, compensation and benefits, work-life balance, and manager relationships—reveals notable insights into respondent satisfaction. All variables have mean scores between 3.4 and 4.2. The variance ranges from 0.3146 to 0.6131. The margin of error at a 95% confidence level varies between 0.0794 and 0.1109. Detailed descriptions of the findings for each variable are provided below.

Company Culture (Q1): In terms of satisfaction with company culture, the average score from all informants is 3.8247. The standard error of the mean is 0.0474, demonstrating the precision of this estimate. The scores exhibit a standard deviation of 0.6599, indicating the variation among respondents. The sample variance is 0.4354, providing an additional measure of dispersion. The total sum of scores is 742. With a 95% confidence level, the true mean is anticipated to lie within ± 0.0934 of the sample mean, underscoring the reliability of this estimate.

Job Satisfaction (Q2): The survey results for job satisfaction show an average score of 3.9330. The precision of this estimate is indicated by a standard error of 0.0439. The responses exhibit a standard deviation of 0.6113, reflecting the variability in satisfaction levels. The sample variance stands at 0.3737, indicating a moderate spread around the mean. The total sum of the scores is 763, based on 194 respondents. With a 95% confidence interval of ± 0.0866 , the true mean satisfaction score is expected to fall within this range, highlighting the high confidence in this estimate.

Professional Growth (Q3): For professional growth, the average satisfaction score is 4.1082, based on the responses of all participants. The standard error of the mean is 0.0403, indicating the accuracy of this estimate. The standard deviation of 0.5609 reflects a moderate variation in scores among respondents. The sample variance is 0.3146, another measure of dispersion. The total sum of scores is 797. With a 95% confidence level, the true mean is likely to fall within ± 0.0794 of the sample mean, demonstrating a high degree of reliability.

Compensation and Benefits (Q4): The average satisfaction score for compensation and benefits is 3.6031, derived from the respondents. While, the standard error of the mean is 0.0486, indicating the precision of this estimate. The scores have a standard deviation of 0.6769, showing moderate variation among respondents. The sample variance is 0.4582, providing another measure of dispersion. The total sum of the scores is 699. At a 95% confidence level, the true mean is likely to fall within ± 0.0959 of the sample mean, underscoring the reliability of this estimate.

Work-Life Balance (Q5): The satisfaction score for work-life balance averages at 3.4330, according to the 194 participants' responses. The standard error of the mean is 0.0521, reflecting the precision of this estimate. The standard deviation of 0.7257 indicates moderate variation among respondents. The sample variance is 0.5266, providing another measure of dispersion. The total sum of scores is 666. With a 95% confidence level, the true mean is expected to fall within ± 0.1028 of the sample mean, indicating a reasonable degree of reliability in this estimate.

Manager Relationship (Q6): Regarding manager relationships, the average satisfaction score is 3.7216, based on 194 participants' responses. The standard error of the mean is 0.0524, indicating the precision of this estimate. With a standard deviation of 0.7304, there is moderate variation in the scores. The sample variance is 0.5335, providing another measure of dispersion. The total sum of scores is 722. At a 95% confidence level, the true mean is likely to fall within ± 0.1034 of the sample mean, highlighting the reliability of this estimate.

The data gathered from 194 participants provides insightful metrics on various aspects of their professional experiences. The average scores, alongside measures of precision and dispersion, underscore the reliability of these estimates. Each aspect, from company culture to manager relationships, demonstrates moderate variability, offering a comprehensive view of employee satisfaction within the organization. The table below represents the findings of employees' satisfaction level in Battambang province.

Table 1: Employee Satisfaction Sampling in Battambang Province

Satisfaction with	Mean	Standard Error	Standard Deviation	Sample Variance	Sum	Count	Confidence Level (95.0%)
Q1: Company Culture	3.8247	0.0474	0.6599	0.4354	742	194	0.0934
Q2: Current Job	3.9330	0.0439	0.6113	0.3737	763	194	0.0866
Q3: Professional Growth	4.1082	0.0403	0.5609	0.3146	797	194	0.0794
Q4: Compensation and Benefits	3.6031	0.0486	0.6769	0.4582	699	194	0.0959
Q5: Work-Life Balance	3.4330	0.0521	0.7257	0.5266	666	194	0.1028
Q6: Manager Relationship	3.7216	0.0524	0.7304	0.5335	722	194	0.1034

4.2 Employees' Perception toward the Environment in Their Workplaces

The survey results offer a comprehensive view of employee perceptions across various facets of organizational culture and workplace environment. Starting with Q7, which explores open and honest communication, employees show a positive consensus with a mean score of 3.8918, indicating a supportive atmosphere for communication. Q8 reveals a similar sentiment towards work-life balance, though with slightly more variability. Recognition of effort (Q9) and positive relationships with colleagues (Q10) are highly rated, highlighting strengths in employee engagement and interpersonal dynamics. Managerial support (Q11) and prioritization of well-being (Q12) also receive positive feedback, albeit with nuances in perceived support levels. Employees generally feel safe and valued (Q13), yet perceive diversity and inclusion (Q14) as areas for improvement. Strong approval is shown for community engagement (Q15) and operational transparency (Q16), while employee input (Q17) reflects acknowledgment with varied experiences across the workforce.

The survey results for Q7, which pertains to practicing open and honest communication in the workplace, indicate a positive perception among employees. The mean score of 3.8918 out of 5 suggests that, on average, employees feel that their organization fosters an environment where open and honest communication is practiced. The relatively small standard error of 0.0476 and standard deviation of 0.6626 indicate a moderately low variability in responses, implying a consistent agreement among the employees on this matter. With a sample variance of 0.4390, it further supports the observation of a tight clustering of responses around the mean. The total sum of scores is 755, collected from 194 respondents, which offers a substantial sample size for the analysis. Additionally, the confidence level of 0.0938 reflects the precision of the mean estimate, reinforcing the reliability of these findings. Overall, the data underscores a general consensus among employees that their workplace upholds open and honest communication practices.

The survey results for Q8, which evaluates how well the workplace respects work-life balance, indicate that employees generally hold a positive view, with a mean score of 3.8711 out of 5. The standard error of 0.0526 and standard deviation of 0.7333 point to a slightly higher variability in responses compared to communication practices, as reflected by the sample variance of 0.5377. The sum of the scores is 751, derived from 194 respondents, ensuring a robust sample size. Despite the confidence level of 0.1038 indicating a relatively precise estimate of the mean, the results show some diversity in opinions, suggesting that while the overall sentiment is positive, individual experiences with work-life balance vary somewhat.

The survey results for Q9, which assesses the recognition of employees' efforts at work, reveal a generally positive perception, with a mean score of 3.8196 out of 5. This suggests that on average, employees feel their efforts are acknowledged. The standard error of 0.0508 and a standard deviation of 0.7078 indicate moderate variability in the responses, which is further supported by a sample variance of 0.5010. With a total score sum of 741 from 194 respondents, the sample size is sufficiently large to draw reliable conclusions. The confidence level of 0.1002 suggests a relatively precise mean estimate, reinforcing the reliability of the findings. While the overall sentiment is positive, the moderate variability highlights some differences in individual experiences regarding recognition at work.

The survey results for Q10, which evaluates the possession of positive working relationships with colleagues, demonstrate a highly favorable perception among employees, with the highest mean score of 4.0722 out of 5. This indicates that employees overwhelmingly feel positive about their interpersonal relationships at work. The standard error of 0.0435 and standard deviation of 0.6065 reflect the lowest variability in responses among all assessed attributes, as corroborated by a sample variance of 0.3678. The total sum of 790 from 194 respondents provides a robust dataset, and the confidence level of 0.0859 underscores the precision of the mean estimate. Overall, these findings highlight a strong consensus among employees regarding their positive working relationships with colleagues, marking it as a particularly strong aspect of the workplace environment.

The survey results for Q11, which assesses employees' perceptions of the support they receive from their managers, indicate a generally positive sentiment, with a mean score of 3.8402 out of 5. This suggests that, on average, employees feel they receive adequate support from their managers. The standard error of 0.0537 and standard deviation of 0.7482 indicate some variability in responses, which is further confirmed by a sample variance of 0.5598. The total score sum of 745 from 194 respondents ensures a robust sample size for analysis. The confidence level of 0.1060 highlights a relatively precise estimate of the mean, reinforcing the reliability of these findings. Despite the overall positive sentiment, the moderate variability in responses suggests that while many employees feel well-supported, there are differences in individual experiences regarding managerial support.

The survey results for Q12, which evaluates the prioritization of employee well-being, reveal a generally positive perception, with a mean score of 3.8144 out of 5. This suggests that, on average, employees believe their well-being is prioritized by their organization. The standard error of 0.0540 and standard deviation of 0.7526 indicate moderate variability in the responses, as further evidenced by the sample variance of 0.5664. The total sum of scores is 740, collected from 194 respondents, providing a substantial sample size for analysis. The confidence level of 0.1066 underscores the precision of the mean estimate, adding to the reliability of these findings. While the overall sentiment is positive, the moderate variability highlights some differences in individual experiences regarding the emphasis placed on employee well-being, indicating that while many feel their well-being is a priority, there are varied perceptions among the workforce.

The survey results for Q13, which assesses employees' perceptions of the safety and comfort of their workplace environment, indicate a positive sentiment with a mean score of 3.9485 out of 5. This suggests that, on average, employees feel their workplace provides a safe and comfortable space. The standard error of 0.0536 and standard deviation of 0.7463 indicate relatively low variability in responses, as supported by the sample variance of 0.5569. With a total score sum of 766 from 194 respondents, the dataset is robust for analysis. The confidence level of 0.1057 underscores the precision of the mean estimate, reinforcing the reliability of these findings. Overall, the data highlights a strong consensus among employees regarding the safety and comfort of their workplace, with minimal variation in perceptions across the workforce.

The survey results for Q14, which evaluates perceptions of diversity and inclusion in the workplace, indicate a somewhat less positive sentiment with a mean score of 3.6598 out of 5. This suggests that, on average, there is perceived room for improvement in fostering diversity and inclusion. The standard error of 0.0500 and standard deviation of 0.6962 suggest moderate variability in responses, as supported by the sample variance of 0.4847. With a total score sum of 710 from 194 respondents, the dataset is robust for analysis. The confidence level of 0.0986 indicates a relatively precise estimate of the mean, reinforcing the reliability of these findings. Overall, while there is recognition of efforts in diversity and inclusion, the data suggests that there is still work to be done to enhance perceptions in this area within the workplace.

The survey results for Q15, which assess employees' perceptions of community engagement and social responsibility in the workplace, indicate a strongly positive sentiment with a mean score of 4.0309 out of 5. This suggests that employees highly value and appreciate the organization's practices in community engagement and social responsibility. The standard error of 0.0495 and standard deviation of 0.6897 indicate relatively low variability in responses, as supported by the sample variance of 0.4757. With a total score sum of 782 from 194 respondents, the dataset is robust and representative. The confidence level of 0.0977 underscores the precision of the mean estimate, reinforcing the reliability of these findings. Overall, the data reveals a clear consensus among employees regarding the organization's positive impact and involvement in community and social responsibility initiatives.

The survey results for Q16, which evaluates employees' perceptions of transparency in the organization's operations, reveal a generally positive sentiment with a mean score of 3.7629 out of 5. This indicates that, on average, employees perceive the organization to operate with a degree of transparency. The standard error of 0.0535 and standard deviation of 0.7449 indicate moderate variability in responses, as supported by the sample variance of 0.5549. With a total score sum of 730 from 194 respondents, the dataset provides a solid foundation for analysis. The confidence level of 0.1055 reflects a reasonably precise estimate of the mean, reinforcing the reliability of these findings. Overall, while employees generally view the organization positively in terms of transparency, the variability in responses suggests that perceptions may vary across different aspects of the organization's operations.

The survey results for Q17, which assess employees' perceptions of how their inputs are valued by the organization, indicate a generally positive sentiment with a mean score of 3.7887 out of 5. This suggests that, on average, employees feel their contributions are recognized and valued. However, the standard error of 0.0562 and standard deviation of 0.7830 indicate higher variability in responses compared to other attributes, as supported by the sample variance of 0.6131. With a total score sum of 735 from 194 respondents, the dataset is robust for analysis. The confidence level of 0.1109 reflects a relatively precise estimate of the mean, reinforcing the reliability of these findings. Overall, while there is acknowledgment that employees' inputs are valued, the variability in responses highlights inconsistencies in how this perception is experienced across different parts of the organization.

In conclusion, the survey findings underscore a predominantly positive outlook among employees towards their workplace environment, with notable strengths in communication, recognition, and community engagement. Areas such as work-life balance and diversity and inclusion present opportunities for enhancement, reflecting the diverse perceptions within the organization. Overall, the robust dataset gathered from 194 respondents ensures reliability, as evidenced by low standard errors and high confidence levels across most dimensions. These insights provide a foundation for

targeted improvements and continued support in fostering a positive and inclusive workplace culture that values employee well-being and engagement. The table below summarizes the situations in the workplace of employees in Battambang province.

Table 2: Employee's Perception toward Their Workplace Environment

Employees' Perception toward the environment in their place.	Mean	Standard Error	Standard Deviation	Sample Variance	Sum	Count	Confidence Level (95.0%)
Q7: (Practicing Open and Honest Communication)	3.8918	0.0476	0.6626	0.4390	755	194	0.0938
Q8: Respecting for Work-Life Balance)	3.8711	0.0526	0.7333	0.5377	751	194	0.1038
Q9: (Recognizing Your Effort at Work)	3.8196	0.0508	0.7078	0.5010	741	194	0.1002
Q10: (Possessing Positive Working Relationship with Colleagues)	4.0722	0.0435	0.6065	0.3678	790	194	0.0859
Q11: (Receiving Enough Work Support from Manager)	3.8402	0.0537	0.7482	0.5598	745	194	0.1060
Q12: (Prioritizing Employee Well-Being)	3.8144	0.0540	0.7526	0.5664	740	194	0.1066
Q13: (Providing Safe and Comfortable Space)	3.9485	0.0536	0.7463	0.5569	766	194	0.1057
Q14: (Holding on to Diversity and Inclusion)	3.6598	0.0500	0.6962	0.4847	710	194	0.0986
Q15: (Practicing Community Engagement and Social Responsibility)	4.0309	0.0495	0.6897	0.4757	782	194	0.0977
Q16: (Having Transparency in Its Operation)	3.7629	0.0535	0.7449	0.5549	730	194	0.1055
Q17: (Valuing Employees' Inputs)	3.7887	0.0562	0.7830	0.6131	735	194	0.1109

5. Conclusion and Recommendation

5.1 Conclusion

The survey results reveal that employee satisfaction in Battambang Province shows a predominantly positive outlook across several critical facets of their work environment. Scores ranging from 3.4 to 4.2 on a 5-point scale indicate favorable perceptions among employees regarding company culture, job satisfaction, professional development opportunities, compensation and benefits, work-life balance, and relationships with managers. This suggests that while there is variation in satisfaction levels across these dimensions, the overall sentiment among employees leans towards satisfaction with their professional experiences.

Moreover, the consistency of mean scores, coupled with low standard errors and high confidence levels, enhances the reliability of these findings. Standard deviations ranging from 0.3146 to 0.6131 highlight the variability in satisfaction levels among respondents, reflecting nuanced perspectives within the workforce. These insights underscore the importance of ongoing assessment and targeted interventions to further enhance employee satisfaction and optimize organizational performance in Battambang Province.

The survey results also reveal that communication and transparency are perceived positively by employees in their workplaces. With mean scores above 3.75 for questions related to open communication (Q7) and transparency in operations (Q16), it is evident that the organization cultivates a culture where information flows freely and decisions are communicated openly. This fosters trust among employees and promotes organizational cohesion, as individuals feel informed and involved in the broader workings of the company. Such a transparent environment not only enhances job satisfaction but also encourages collaboration and innovation, as employees are more likely to contribute ideas and feedback confidently.

Moreover, the survey underscores strong recognition of employees' contributions (Q9) and positive working relationships among colleagues (Q10), scoring above 3.8 and 4.0, respectively. These high ratings indicate robust interpersonal dynamics and a supportive atmosphere within teams. Recognition of effort is crucial for morale and motivation, while positive relationships contribute to a cohesive and productive work environment. This aspect highlights the organization's commitment to fostering a culture where teamwork and mutual respect thrive, ultimately bolstering employee engagement and satisfaction.

However, despite these strengths, there are notable areas identified for improvement. Issues such as work-life balance (Q8) and diversity and inclusion (Q14) have mean scores around 3.87 and 3.66, respectively, suggesting room for enhancement. Improving work-life balance is crucial for maintaining employee well-being and preventing burnout, which can directly impact productivity and retention. Likewise, addressing diversity and inclusion concerns ensures that all employees feel valued and respected, contributing to a more equitable and harmonious workplace. These areas represent

opportunities for the organization to implement targeted initiatives and policies that promote inclusivity and support employees in achieving a healthier work-life balance, thereby further enhancing overall satisfaction and performance.

5.2 Recommendation

The survey findings from Battambang Province offer valuable insights into employee satisfaction across various dimensions of their professional experience. These insights highlight both strengths and areas for improvement within the organizational environment. Key areas of focus include communication and transparency, recognition and relationships, as well as challenges such as work-life balance and diversity and inclusion. Understanding these dynamics is crucial for employers aiming to foster a supportive and engaging workplace that enhances overall employee satisfaction and organizational performance.

For the employees:

- **Provide Constructive Feedback:** Given the moderate variability in satisfaction levels, employees are encouraged to provide constructive feedback through formal channels or employee surveys. This helps in addressing specific concerns and improving overall satisfaction.
- **Seek Professional Development Opportunities:** Despite positive feedback on professional growth, employees can actively seek out opportunities for skill development and career advancement to further enhance their satisfaction and growth within the organization.
- **Promote Work-Life Balance:** While satisfaction with work-life balance shows room for improvement, employees should prioritize setting boundaries and utilizing available resources to maintain a healthy work-life balance.

For the employers

- **Enhance Communication and Transparency:** Building on the positive perception of company culture and manager relationships, employers should focus on enhancing communication and transparency across all levels of the organization. Clear communication can help address any discrepancies in satisfaction levels.
- **Review Compensation and Benefits:** With moderate satisfaction in compensation and benefits, employers should periodically review and adjust these offerings to align with employee expectations and market standards.
- **Support Diversity and Inclusion Initiatives:** Addressing lower satisfaction levels in diversity and inclusion requires proactive measures such as implementing inclusive policies, training programs, and fostering a culture of respect and belonging.
- **Enhance Work-Life Balance Initiatives:** Invest in programs that support better work-life balance, such as flexible work arrangements and wellness programs. This can help reduce variability in perceptions and improve overall satisfaction.
- **Strengthen Diversity and Inclusion Efforts:** Implement initiatives to promote diversity and inclusion, such as training programs, diverse hiring practices, and creating a culture of respect and belonging. This will address perceptions of diversity and inclusion (Q14) and ensure a more equitable workplace.
- **Continue Fostering Communication and Recognition:** Maintain and enhance practices that support open communication (Q7) and recognition of employee efforts (Q9). Regular feedback mechanisms and rewards for achievements can further strengthen employee engagement and satisfaction.
- **Community Engagement and Well-Being:** Build on positive perceptions of community engagement (Q15) and prioritization of employee well-being (Q12). These efforts contribute to a positive workplace culture and reinforce organizational values.

In conclusion, the survey results from Battambang Province provide a roadmap for enhancing employee satisfaction and organizational effectiveness. By prioritizing constructive feedback channels, promoting professional development opportunities, and nurturing a healthy work-life balance, employees can be empowered to thrive within the organization. Employers, on the other hand, are urged to bolster communication and transparency efforts, review compensation and benefits structures, and champion diversity and inclusion initiatives. These proactive steps not only address current concerns but also pave the way for a more inclusive, supportive, and ultimately more successful workplace environment in Battambang Province.

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