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Factors Influencing Employee Productivity in Factories in Royal Group Phnom Penh Special Economic Zone

Samoeun Sun^{1*}, Sothearith Try², Sovang Long³

¹samoeunsun@westernuniversity.edu.kh, ²trysothearith@gmail.com,

³longsovang@gmail.com

¹Royal Group Phnom Penh SEZ Plc. ^{2,3}Western University, Cambodia

*Corresponding Author: Samoeun Sun

Email: samoeunsun@westernuniversity.edu.kh

ABSTRACT

Employee productivity plays a critical role in determining organizational success, influencing profitability, efficiency, and global competitiveness. This research investigates the determinants of employee productivity in factories within the Royal Group Phnom Penh Special Economic Zone (RGPPSEZ), focusing on welfare facilities, wages and benefits, working conditions, training and development, and employee motivation across 20 factories. A quantitative research design involved gathering data from 600 workers through structured questionnaires. The data was analyzed using Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) to examine the relationships between independent variables: welfare facilities, wages and benefits, working conditions, training and development, and employee motivation and the dependent variable: employee productivity. The findings indicated that welfare facilities and training and development significantly impacted employee motivation, which in turn positively affected productivity. Interestingly, wages and benefits and working conditions showed no significant impact on motivation while the relationship between training and development and employee productivity was deemed insignificant. These insights highlight the importance of prioritizing welfare facilities and robust training programs to enhance employee motivation and productivity within the RGPPSEZ context.

Keywords: *Motivation, Productivity, Training, Wages, Welfare*

INTRODUCTION

Developing human capital is crucial for economies like Cambodia, where consistent investment in workforce knowledge, skills, and abilities is essential for growth. Improved workforce skills enhance productivity, leading to better economic results. Despite its importance, Cambodia ranks low in human capital development, at 92nd among 130 countries (Samans et al., 2017). Thus, prioritizing human capital development is vital for the nation's long-term progress.

The Cambodian government has initiated educational reforms and vocational training programs, such as the Technical and Vocational Education and Training (TVET) program, which aims to equip youth with skills that boost employability and productivity (Khorn, 2023). Additionally, reforms improving the investment environment, including the introduction of Special Economic Zones (SEZs), have been implemented to attract foreign investment and create approximately 68,000 local jobs (Warr & Menon, 2016). As Cambodia's labor-intensive sectors expand, employee productivity becomes a key driver of profitability, efficiency, and global competitiveness.

Employee productivity significantly impacts a company's ability to achieve its goals, as noted by Amin & Syafaruddin (2021), and is crucial for surviving rapid environmental changes (Dieppe, 2021). Effective productivity relies on efficient systems that minimize costs (Kaydos, 2020). Hamja et al. (2019) highlight the direct correlation between employee productivity and a company's bottom line, ultimately affecting production output, product quality, and profitability. Enhancing employee productivity is imperative for competitiveness, requiring sufficient skills and a work ethic that enables companies to achieve goals more efficiently.

Factors influencing employee productivity include welfare facilities, wages, working conditions, training, and motivation. Therefore, this research aims to investigate the impact of these factors on employee productivity in 20 factories within the Royal Group Phnom Penh Special Economic Zone in Cambodia.

LITERATURE REVIEW

Classical Approach (Scientific Management Theory)

The classical management approach is hierarchically structured, where a single leader drives decision-making, primarily assuming that workers are motivated by financial incentives to enhance productivity (Taylor, 1947, as cited in Ailabouni et al. (2009). Taylor's principles suggest that optimized work processes benefit both management and employees by linking pay to output, thus enhancing overall productivity.

Human Relations Approach

Mayo (2004) proposed that employee productivity is significantly influenced by social relationships and job satisfaction. His experiments revealed that personal

attention and a supportive environment enhanced productivity more effectively than monetary rewards alone. This approach highlights the importance of addressing the social and psychological needs of employees, suggesting that by fostering a positive workplace where individuals feel valued, organizations can boost productivity in a mutually beneficial manner.

Theory X and Theory Y

According to McGregor (1960), Theory X and Theory Y provide two contrasting perspectives on employee behavior in the workplace. Theory X assumes that employees generally dislike their work, require close supervision, and are primarily motivated by basic needs such as job security, often showing little interest in personal development or increased responsibilities. In contrast, Theory Y posits that employees can find fulfilment in their work, are capable of self-management, and are eager to take on responsibilities and solve problems creatively. While Theory X views employees as inherently lazy and difficult to motivate, Theory Y highlights their potential for engagement and growth, suggesting that employees are motivated by social connections, self-esteem, and opportunities for self-improvement.

Maslow's Hierarchy of Needs

Maslow's (1958) Hierarchy of Needs highlights the importance of meeting employees' basic needs for enhancing workplace productivity. When employees face poor working conditions or job insecurity, their focus and productivity suffer. Conversely, a safe and supportive environment fosters motivation and productivity. Additionally, opportunities for professional growth address higher-level needs, further increasing employee engagement and output.

Welfare Facilities

Employee welfare, defined as the facilities provided to workers including the recreation areas, restrooms, and canteen and additional services that contribute to employee's well-being (Nanjundeswaraswamy et al., 2019), is crucial for employee productivity. Rwigema (2022) defines welfare as a comprehensive measure of overall health that includes physical, mental, emotional, and moral dimensions (Odeku & Odeku, 2015). Effective welfare initiatives, such as free medical services and quality housing, play a crucial role in enhancing employee satisfaction and productivity, as emphasized by Olumuyiwaakinrole et al. (2015) as cited in Alam et al. (2020). Gyamfi et al. (2021) further highlight that welfare facilities significantly impact employee performance in the construction industry, demonstrating that a supportive work environment fosters increased morale, efficiency, and commitment—key drivers of organizational success (Choudhary, 2017; Gopalakrishnan & Brindha, 2017). This connection underscores the assertion made by Abdul-Ghani et al. (2019) that poor implementation of welfare facilities leads to negative outcomes, which can hinder motivation and productivity among

employees at construction sites in Iraq. By prioritizing employee well-being, organizations can cultivate loyalty and job satisfaction, both of which are fundamental for creating a more productive workforce (Padmini, 2016). Happy employees exhibit higher motivation levels, which not only underscores the importance of fostering a positive work atmosphere but is also supported by Irfan et al. (2024), who note that welfare facilities enhance job satisfaction and boost motivation and performance. Furthermore, Choudhary (2017) adds that welfare measures can sustain high morale and retention rates, often without needing monetary incentives. Studies by Muruu (2016), as cited in Alam et al. (2020) and Hassan et al. (2020) also demonstrate that welfare programs considerably enhance employee motivation across various contexts, encouraging companies to implement such initiatives to foster a motivated and productive workforce.

Wages and Benefits

Wages are the compensation employees receive for their services, encompassing various forms such as basic pay, overtime, and bonuses (*Work and Wages*, 2023). They play a vital role as external motivators for productivity (M. N. Alam et al., 2020). Beyond wages, benefits like retirement plans and health insurance contribute significantly to employee well-being. Furthermore, the factors impacting employee motivation could be salary, bonus, and welfare. This indicates that employees are primarily motivated by financial incentives such as salary and bonuses, as well as supportive benefits and welfare programs. In simpler terms, offering competitive wages and benefits is crucial in keeping employees motivated.

Working Conditions

The International Labour Organization defines working conditions as various factors that affect employees, such as the work environment, hours worked, and company policies (*Working Conditions*, 2021). These elements all play a role in employee well-being, safety, and productivity. A positive work environment fosters safety and job satisfaction, enhancing employee effectiveness (Chukwuemeka Idoko et al., 2020). Asraf et al. (2023) highlight that elements like cleanliness, lighting, and equipment availability significantly impact job performance. A comfortable work environment helps build positive relationships and increases productivity, while a negative one can hinder performance (Siregar et al., 2020). Thang & Nghi (2022) stress that a safe and organized work environment boosts employee motivation, while Lestari & Wulansari (2024) found a clear link between improved work conditions and increased motivation among employees.

Training and Development

Training refers to a planned initiative by a company to improve employees' skills, knowledge and competencies for specific tasks or overall performance improvement (Noe, 2017). In contrast, development provides broader learning experiences that promote overall growth, including knowledge and attitudes

beneficial for advanced roles (Salah, 2016). While training focuses on current tasks and requires limited work experience, development prepares employees for future job readiness, often involving voluntary participation from those with more experience. According to Khan et al. (2016) and Thab et al. (2022) in Som et al. (2024), a lack of knowledge and skills can reduce employee motivation, but this can be improved through training. Thab et al. (2022) found that trained employees perform their jobs more efficiently than untrained ones, while Khan et al. (2016) showed that proper training increases job satisfaction and enhances employee performance. Both training and development enhance human capital, increase productivity, and offer a competitive advantage (Al Qasimi, 2021; Ganesh & Indradevi, 2015). Training equips employees with essential job-related skills, boosting their confidence and effectiveness (Noe, 2017). Furthermore, these initiatives foster alignment with company goals and significantly impact employee motivation (Hammond & Churchill, 2018; Hanaysha & Hussain, 2018). Effective training programs not only enhance performance (Güllü, 2016) but also motivate employees to put in greater effort. Amin & Syafaruddin (2021) highlight that enhanced technical skills through training lead to improved productivity. Additionally, Salah (2016) demonstrate that tailored training and development programs can unleash employees' potential, resulting in long-term organizational benefits, including heightened productivity and quality.

Employee Motivation

A motive is defined as a need or desire that drives action (Webster's New Collegiate Dictionary). Motivation, as described by Asraf et al. (2023), is the power that inspires enthusiasm for work and influences behavior. Sugiarti (2024) defines work motivation as an inner drive shaped by intrinsic factors, like personal satisfaction, and extrinsic factors, such as pay and recognition. Putra & Mujati (2022) emphasize that motivation, based on individual needs and goals, is crucial for effective human resource management, while Marlapa & Mulyana (2020) highlight its role in enhancing productivity. Hanaysha & Hussain (2018) explain that motivation encourages specific behaviors to achieve tasks. Lestari & Wulansari (2024) found a direct correlation between work motivation and productivity; fulfilling employee needs can boost enthusiasm and output. Studies show that motivated employees demonstrate higher performance and productivity (Ajalie, 2017; Dina & Olowosoke, 2018; Olusadum & Anulika, 2018). Ultimately, understanding employee motivation is essential for organizational success (Rodriguez, 2015).

Employee Productivity

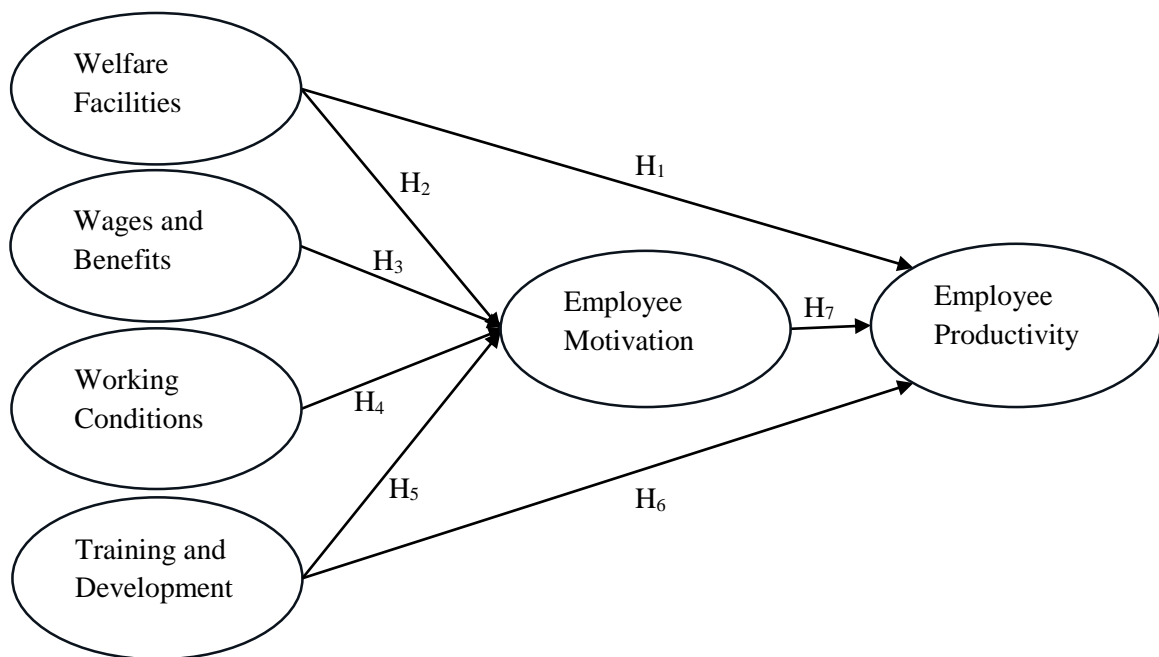
Employee productivity, as defined by Saha & Mozumder (2015) in M. Alam & Alias (2018), is the relationship between input (resources used) and output (goods produced). Unlike "production," which focuses solely on output, productivity

emphasizes efficient resource utilization. Islam & Adnan (2016) highlight that productivity involves doing tasks correctly and timely, requiring both efficiency and effectiveness. Zhuwao (2017) and Makhdoomi & Nika (2018) in Makudza et al. (2020) describe employee productivity as a multifaceted concept linked to an employee's ability to add value to an organization. Additionally, Prasetyo et al. (2021) define productivity as the efficient use of resources to achieve objectives, ultimately resulting in cost savings.

Research Framework

This study introduces a conceptual framework (Figure 1) to examine how welfare facilities, wages and benefits, working conditions, training and development, and motivation affect employee productivity in RGPPSEZ factories. It incorporates Management Theories, Theories X and Y, Maslow’s Hierarchy of Needs, and relevant empirical research, particularly theoretical frameworks from Alam et al. (2020); Hanaysha & Hussain (2018); Salah (2016); Thang & Nghi (2022). By integrating these frameworks, the study seeks to deepen the understanding of the key factors influencing employee productivity within RGPPSEZ factories.

Figure 1. Proposed Conceptual Framework



Source: Developed by Researchers

RESEARCH METHODOLOGY

This study utilized a descriptive research design, as outlined by Hair (2007), to investigate the impact of welfare facilities, wages and benefits, working conditions, employee training and development, and motivation on employee productivity in 20 factories located within RGPPSEZ, Cambodia. A quantitative approach, utilizing standardized instruments for data collection via surveys, was adopted for analyzing numerical data (Chaipoopirutana, 2018; Polonsky & Waller, 2019). The target population consisted of employees, from entry-level to managerial positions, in selected factories that met specific criteria. A multi-stage sampling process, including stratified random and purposive sampling, was used to select 600 participants to ensure representativeness. The research utilized a structured questionnaire divided into three sections: screening, assessment of variables related to employee motivation and productivity, and demographic information collection. A five-point Likert scale was employed to evaluate respondents' levels of agreement on various factors impacting productivity. After data collection, the information was analyzed using IBM SPSS Statistics Version 25 and IBM SPSS Amos Version 23 software.

RESULT AND DISCUSSION

Research Result

Table 1 summarized the demographic characteristics of 600 respondents in the research study. Of the respondents, 62.67% were female and 37.33% were male. The largest age group (55.2%) was between 21 and 30 years old, while only 4.0% were 20 or younger. Most respondents (66.7%) were married, 28.7% were single, and a small number were divorced (1.5%) or widowed (3.1%). Geographically, 35% were from Sangkat Kantok, with other respondents from various locations. All participants were Cambodian nationals. Educationally, nearly half (48.67%) completed grades 6-9, while only 5.5% attended university or higher. Hobbies varied, with 56% selecting "Other," and popular activities included cooking (22%) and reading (14%). Most respondents (92.8%) reported a monthly income between USD 200 and USD 400, with minimal representation in higher income brackets.

Table 1. Demographic Characteristics of Respondents

Demographic Profile	Category (n=600)	Frequency	Percentage %
Gender	Male	224	37.3
	Female	376	62.7
Age	20 years old or less	24	4.0
	21-30	331	55.2
	31-40	187	31.2

	41 and above	58	9.6
	Single	172	28.7
Marriage Status	Married	400	66.7
	Windowed	19	3.1
	Divorced	9	1.5
	Kantok	210	35.0
Living Location	Pleung Chesrotes	90	15.0
	Boeng Thom	116	19.3
	Others	184	30.7
Nationality	Cambodian	600	100.0
Educational Level	Grade 1-5	79	13.2
	Grade 6-9	292	48.7
	Grade 10-12	190	31.7
	University and above	33	5.5
	Others	6	1.0
Hobbies	Reading books	86	14.3
	Shopping	50	8.3
	Cooking	130	21.7
	Others	334	55.7
Monthly Income	Between USD200–USD400	557	92.8
	>USD400–USD800	42	7.0
	>USD800	1	0.2

Source: Processed Data by Researchers

The criterion for assessing the strength of association using Cronbach's alpha, as outlined by Hair (2007), categorizes alpha coefficients into five ranges: poor (< 0.6), moderate (0.6 to < 0.7), good (0.7 to < 0.8), very good (0.8 to < 0.9), and excellent (≥ 0.9). Table 2 displayed the alpha test results for various constructs in the study. WF achieved a Cronbach's Alpha of 0.845, indicating very good strength, while WB scored 0.862, also reflecting very good strength. WC had a Cronbach's Alpha of 0.860, demonstrating very good strength. TD recorded a Cronbach's Alpha of 0.772, signifying good strength. EM attained a Cronbach's Alpha of 0.874, indicating very good strength, and EP had a Cronbach's Alpha of 0.854, also showing very good strength. In conclusion, all six constructs in this study had a coefficient alpha exceeding 0.6, confirming that the research instrument was sufficiently reliable for measuring these constructs.

Table 2. The Value of Reliability Analysis of Each Construct

Construct	Number of Items	Cronbach's Alpha Coefficient	Strength of Association
Welfare Facilities (WF)	6	0.845	Very good
Wage and Benefits (WB)	8	0.862	Very good
Working Conditions (WC)	8	0.860	Very good
Training and Development (TD)	5	0.772	Good
Employee Motivation (EM)	8	0.874	Very good
Employee Productivity (EP)	6	0.854	Very good

Source: Processed Data by Researchers

To test convergent and discriminant validity of the scales, Confirmatory Factor Analysis (CFA) was conducted. Table 3 displayed the factor loadings, t-value, composite reliabilities (CRs), and average variance extracted (AVE). The CFA results showed that all items in each variable were significant and demonstrated good discriminant validity. According to guidelines from Hair et al. (2006), the factor loadings for each item were all above 0.50. Additionally, all constructs had AVEs ranging from 0.40 to 0.50. Although some constructs had AVEs below the recommended level of 0.50, Fornell & Larcker (1981) indicated that as long as the CR was above 0.6, the convergent validity of the constructs was still considered adequate and acceptable.

Table 3. Confirmatory Factor Analysis (CFA), Composite Reliability (CR) and Average Variance Extracted (AVE)

Variables	Items	Factor Loading	t-value	CR	AVE
Welfare Facilities	WF1	0.74	17.861	0.84	0.47
	WF2	0.65	17.905		
	WF3	0.70	19.135		
	WF4	0.70	18.858		
	WF5	0.59	14.081		
	WF6	0.72			
Wages and Benefits	WB1	0.60	12.062	0.838	0.40
	WB2	0.72	13.228		
	WB3	0.68	12.68		
	WB4	0.68	12.574		
	WB5	0.66	12.08		
	WB6	0.52	11.912		
	WB7	0.61	16.808		
	WB8	0.54			
Working Conditions	WC1	0.55	14.864	0.862	0.47
	WC2	0.65	16.943		
	WC3	0.65	15.131		

	WC4	0.74	16.772		
	WC5	0.73	17.261		
	WC6	0.77	17.561		
	WC8	0.71			
	TD1	0.60	15.17		
Training and Development	TD2	0.58	15.465	0.788	0.42
	TD3	0.61	15.951		
	TD4	0.71	18.702		
	TD5	0.75			
	EM1	0.68	16.278		
Employee Motivation	EM2	0.68	13.907	0.876	0.50
	EM3	0.60	16.217		
	EM4	0.70	18.988		
	EM5	0.70	20.366		
	EM6	0.70	21.672		
	EM7	0.69	20.001		
	EM8	0.73			
	EP1	0.56	13.103		
Employee Productivity	EP2	0.66	12.961	0.851	0.49
	EP3	0.78	16.794		
	EP4	0.70	17.519		
	EP5	0.72	16.279		
	EP6	0.76			

Source: Processed Data by Researchers

Fornell & Larcker (1981) and Hair et al. (2017) indicate that strong discriminant validity is present since the average variance extracted (AVE) exceeds the squared inter-construct correlation. Table 4 showed that the values for discriminant validity were greater than all inter-construct correlations, providing strong evidence in support of discriminant validity.

Table 4. Discriminant Validity

Constructs	WF	WB	WC	TD	EM	EP
WF	0.984					
WB	0.869	0.829				
WC	0.636	0.754	0.888			
TD	0.650	0.634	0.767	0.855		
EM	0.585	0.546	0.585	0.742	0.785	
EP	0.666	0.666	0.588	0.598	0.691	0.100

Source: The diagonally listed value is the AVE square roots of the variables

The results from Table 5 and Figure 2 indicated that training and development had a significant direct effect of 0.599 on employee motivation, followed by welfare

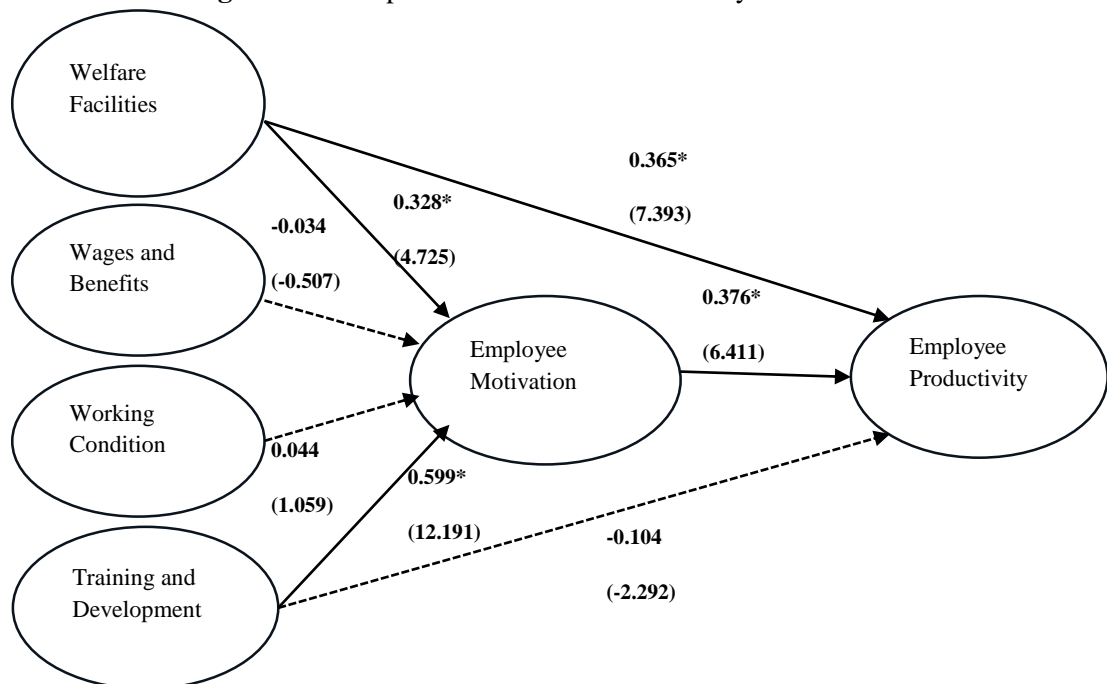
facilities at 0.328. Wages and benefits, as well as working conditions, had negligible effects of -0.034 and 0.044, respectively, with no indirect effects observed. Training and development emerged as the most influential factor on employee motivation. For employee productivity, welfare facilities and employee motivation had significant direct effects of 0.365 and 0.376, respectively, while wages and benefits and working conditions showed no direct effects. Indirect effects were -0.013 and 0.017. Overall, training and development significantly impacted employee motivation, which in turn strongly influenced employee productivity.

Table 5. Direct (DE), Indirect (IE), and Total Effects (TE) of Relationships

Independent Variables	Dependent Variables							
	Employee Motivation (EM)				Employee Productivity (EP)			
	DE	IE	TE	R ²	DE	IE	TE	R ²
WF	0.328*	-	0.328*		0.365*	0.123	0.489	
WB	-0.034	-	-0.034		-	-0.013	-0.013	
WC	0.044	-	0.044	0.466	-	0.017	0.017	0.332
TD	0.599*	-	0.599*		-0.104	0.225	0.122	
EM	-	-	-		0.376*	-	0.376*	

Source: Processed Data by Researchers

Figure 2. Conceptual Framework of Reliability Statistics



Source: Processed Data by Researchers

Note: Solid line reports the Standardized Coefficient with * as $p < 0.05$, and t-Value in Parentheses. Dash line reports Not Significant

Table 6 indicated that four out of seven hypotheses (H₁, H₂, H₅, and H₇) were supported while three (H₃, H₄, and H₆) were not significant.

Table 6. Conceptual Framework of Reliability Statistics

Hypothesis	Path	Standardized Coefficient (β)	t-Value	P	Test Result
H ₁	WF → EP	0.365	7.393	***	Supported
H ₂	WF → EM	0.328	4.725	***	Supported
H ₃	WB → EM	-0.034	-0.507	0.612	Not supported
H ₄	WC → EM	0.044	1.059	0.290	Not supported
H ₅	TD → EM	0.599	12.191	***	Supported
H ₆	TD → EP	-0.104	-2.292	0.022	Not supported
H ₇	EM → EP	0.376	6.411	***	Supported

Source: Processed Data by Researchers

Research Discussion

The research model combined Management Theories, Theory X and Theory Y (McGregor, 1960), and Maslow's Hierarchy of Needs (1958), a foundational motivational theory. It incorporated empirical studies on factors affecting employee productivity and theoretical frameworks addressing the relationships among welfare facilities, wages and benefits, working conditions, training and development, and work motivation (M. N. Alam et al., 2020; Hanaysha & Hussain, 2018; Salah, 2016; Thang & Nghi, 2022). This comprehensive approach helped understand the key drivers of employee productivity in RGPPSEZ factories. The model was analysed using the SEM technique.

In the research, WF showed a significant positive effect on EP with a standardized coefficient (β) of 0.365 and p-value of 0.000, indicating that enhanced welfare facilities in RGPPSEZ lead to increased productivity. These findings aligned with prior studies (Beloor et al., 2020; Jayashree et al., 2023; Liang et al., 2023; Rahman & Tahseen, 2023; Shiroma & Jayatilake, 2021; Ufoaroh et al., 2019; Vadnala & Buela, 2018).

H₁: Welfare facilities (WF) had a significant effect on employee productivity (EP)

WF had a significant effect on EM, with a standardized coefficient of 0.328 and a p-value of 0.000, indicating that enhanced welfare offerings effectively boost motivation. This finding was consistent with the results of several prior studies (Choudhary, 2017; Hassan et al., 2020; Irfan et al., 2024; Muruu, 2016; Nusrat & Solaiman, 2016).

H₂: Welfare facilities (WF) had a significant effect on employee motivation (EM)

WB did not have a significant effect on EM, with a standardized coefficient (β) of -0.034 and a p-value of 0.612. This was consistent with the findings of Pinto (2011), which indicated minimal impact of wages on motivation, and Catrin et al. (2023).

H₃: Wages and Benefits (WB) did not have a significant effect on employee motivation (EM)

WC had no significant effect on EM, with a standardized coefficient (β) of 0.044 and a p-value of 0.290, This was consistent with Polas et al. (2021), who found that while working conditions could enhance motivation, the interactions between managers and employees did not significantly impact motivation.

H₄: Working Conditions (WC) did not have a significant effect on employee motivation (EM)

TD had a significant effect on EM, with a standardized coefficient (β) of 0.599 and a p-value of 0.000, consistent with many findings from (Güllü, 2016; Hammond & Churchill, 2018; Hanaysha & Hussain, 2018; Jeni et al., 2021; Khan et al., 2016; Zubairi & Khan, 2018).

H₅: Training and Development (TD) had a significant effect on employee motivation (EM)

TD did not have a significant effect on EP, with a standardized coefficient (β) of -0.104 and a p-value of 0.022. This was consistent with the study of Azeem et al. (2024), revealing why many training and development programs fail to significantly enhance productivity.

H₆: Training and Development (TD) did not have a significant effect on employee productivity (EP)

EM had a significant effect on EP, with a standardized coefficient (β) of 0.376 and p-value of 0.000. This was consistent with numerous studies highlighting the significant impact of employee motivation on productivity (A. et al., 2021; Ajalie, 2017; Azizah et al., 2023; Dina & Olowosoke, 2018; Hairo & Martono, 2019; Hassan et al., 2020; Idris et al., 2017; Lestari & Wulansari, 2024; Marlapa & Mulyana, 2020; Mubarrok et al., 2024; Nimusima & Tumwine, 2017; Ningsih, 2018; Olusadum & Anulika, 2018; Rodriguez, 2015; Suhardi et al., 2023; Tentama et al., 2019; Theng & Robin, 2023).

H₇: Employee Motivation (EM) had a significant effect on employee productivity (EP)

CONCLUSION

This study explored the factors affecting employee productivity in RGPPSEZ, revealing a strong relationship between welfare facilities and productivity, as well as motivation. These findings emphasized the need for factories to enhance welfare provisions, such as healthcare and recreational amenities, to create a valued work environment that boosts productivity. Wages and benefits were found to have a minimal impact on motivation, suggesting they are seen as basic expectations rather than motivators. Similarly, working conditions had an insignificant effect on motivation. In contrast, training and development emerged as crucial for motivating employees but did not directly influence productivity, indicating potential gaps in training implementation. The research confirmed a significant link between employee motivation and productivity, highlighting that motivated employees are more productive. Therefore, factories should invest in welfare facilities and training programs to foster a productive culture. In conclusion, prioritizing employee welfare, motivation, and targeted training can significantly enhance productivity. Factories in RGPPSEZ should implement strategies that balance monetary incentives with substantial investments in employee well-being and professional development to achieve sustainable success.

The research findings emphasized the practical application of management and motivational theories, particularly McGregor's Theory X and Theory Y and Maslow's Hierarchy of Needs, in boosting employee productivity in RGPPSEZ factories. Integrating these theories with empirical evidence revealed essential factors influencing productivity and offered actionable management recommendations. The study highlighted the advantages of a Theory Y approach, suggesting that employees are intrinsically motivated and perform better when engaged in meaningful work. Enhanced welfare facilities were shown to significantly improve productivity by creating a positive work environment, while a strict Theory X approach, focused on control and monetary rewards, may not effectively motivate employees. Furthermore, the findings illustrated how welfare facilities meet employees' basic and psychological needs, supporting the idea that improvements in healthcare, housing, and recreational amenities lead to better job satisfaction and support higher-level needs. Prior research reinforced the importance of investing in comprehensive welfare programs to create a supportive workplace. Additionally, training and development proved vital for motivation, though their direct impact on productivity was limited, depending on their relevance to employees' roles and factory goals. The study also found that while wages and benefits met basic expectations, they did not significantly boost employee motivation, aligning with Herzberg's Two-Factor Theory, which suggests these factors primarily serve to prevent dissatisfaction rather than actively motivating employees.

LIMITATIONS

Although the necessary precautions and measures have been taken by the researcher, there are still limitations to this research. Firstly, it focused only on employees with at least three months of work experience, which may not represent the entire workforce; future studies should include office, middle, and top management for a comprehensive view. Secondly, the study's focus on factories within RGPPSEZ limits the applicability of the findings to other special economic zones in Cambodia, suggesting the need for broader research across different regions. Additionally, the scope was narrow, only addressing factors like welfare facilities, wages and benefits, working conditions, training and development and employee motivation, while overlooking influences such as management practices or cultural factors. Finally, the research relied solely on quantitative data, which may miss the complexities of employee experience; a mixed-methods approach combining qualitative insights would provide a deeper understanding of productivity influences. Overall, these limitations highlight the need for a more holistic approach to understanding employee welfare, motivation, and training within RGPPSEZ factories to enhance employee productivity.

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