

FUTURE OF WORK
TRANSFORMING THE WORKPLACE
FOR CAMBODIA'S YOUNG
WHITE-COLLAR-WORKERS



www.kas.de/cambodia

Robert Hör and Todd Hunkin



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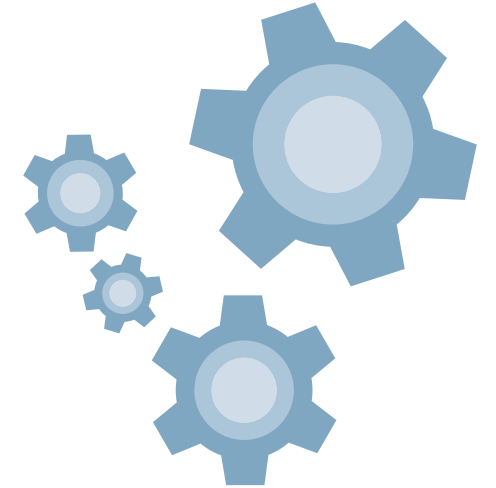
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DISCLAIMER

The opinions and ideas presented in this paper represent those of the participants of the poll. Their presentation does not entail any endorsement of these views either by Spear Insights, Konrad-Adenauer-Stiftung Cambodia, or the editors. All policy recommendations are based on the sources highlighted in this document.

ABOUT THE AUTHORS



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Robert Hör is currently program manager for digitalization at Konrad-Adenauer-Stiftung Cambodia. He is a political scientist by training and is in charge of several research projects and dialog formats between Cambodian, regional and German experts. His current research focus lies on the implementation of digitalization projects within SMEs and organizational development. Having always been fascinated by the social-political impact and potential of new technologies and what they mean for enterprise, he started studying the online M.Sc. program digital transformation and management. His major fields of study are digital strategy development, political economy and business informatics.



FOREWORD

Human beings must be the starting point in the effort to bring about social justice and democratic freedom while promoting sustainable economic activity. With the study *New Work - Transforming the Workplace for Cambodia's Young White-Collar Workers* we have gathered primary data about how young and talented white collar workers envision their future workplace. I hope that these insights on the future of work will shape a human-centered digital workplace along more inclusivity, women empowerment and better use of skills and development potentials. The complexity and multi-dimensionality of the data show that the future of work is a team effort, including policy-makers, leaders and workers.

The study examines in depth the values, perceptions and demands on working conditions of 350 white-collar workers aged 18-35. The group is significant because of the impetus it provides for shaping modern, inclusive, and people-centered approaches in the public and private sector. Furthermore, the Covid-19 pandemic has accelerated changes triggered by generational shifts, new working cultures and digital enhancement in our work space and forced us to implement events, meetings and gatherings digitally and to find new ways of organizing tasks. The goal of the study is to provide a foundation for a primary data-based dialogue as well as specific recommendations for action to leaders and policymakers. I would also like to point out five key insights:

- Training opportunities and development opportunities are the most important reasons for choosing an employer and provide significant potentials to attract talents.
- Young employees are not sufficiently involved and stimulated at the workplace, and business cultural aspects, e.g. hierarchies or blaming and shaming behavior, might hinder innovation.
- Mental health and the work-life balance can be massively elaborated and integrated to create better health and productivity of workers.

- 2-3 days' home office are attractive for the majority and work from home is seen as more free and productive. However, the digital infrastructure is poor.
- Women are not sufficiently engaged in the workplace, are less satisfied and have limited development opportunities. These are aspects to be addressed for the sake of all. In addition, there is a need of women for flexible work location and hours, mainly because of unequally divided family duties.

These and further aspects can be addressed to shape a better working environment and benefit the society in the long run. I hope that this study will inspire and be a starting point, serve its purpose of facilitating and forwarding discussion and academic debate, raising public awareness, and serve as a useful resource for interested stakeholders at all levels in Southeast Asia and beyond. Of course, I would also like to thank the staff all involved parties, who ensured the successful implementation of this publication.

I wish you, dear reader, a fruitful reading experience!

Isabel Weininger



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1. EXECUTIVE SUMMARY

In Cambodia, there has been limited research on the transformation of the workplace for the country’s young white-collar workers (WCW). To remedy this, this study was conducted to gain better knowledge and understanding of the values and perceptions of Cambodia’s young WCWs towards the future of work. The study utilized a quantitative methodology with a sample of 350 WCW respondents within the 18-35 age range. For this study, WCWs are defined to be professional, desk, managerial, or administrative workers, rather than physical workers (Almeida-Santos, Chzhen, Mumford, 2010, p.5). The ages 18-35 were selected as these are workers who, in the younger age bracket (18-24), are new to work, and in the higher age bracket (30-35), are maturing into the middle years of their working life. Thus, the sample covers those who are or will be the future workers, entrepreneurs, and trendsetters of working life in Cambodia and shape the future of work within the next 10-30 years. This is particularly salient when considering Cambodia’s relatively unique demography, i.e., approximately two-thirds of the country’s population is under the age of 30.

The research sheds light on the needs and expectations of WCW in Cambodia by addressing the following questions:

1. What values do young WCW hold dear?
2. What attracts young WCW to a workplace?
3. How do young WCW in Cambodia envision the future of work?
4. How do young WCW in Cambodia perceive their working conditions?
5. Which measures can be taken by leaders to get the most from young WCW?

In recent years, Cambodia’s economy has shifted towards skills-driven, service and professional jobs. WCWs play a pivotal role within these occupations. As of 2020, approximately 11% of Cambodia’s workers are WCWs, with most workers falling into skilled agricultural, forestry and fishery worker (30%), craft and related worker (23%) or elementary occupations¹ (12%) (National Institute of Statistics, 2020). As the Cambodian workforce grows and develops, it is anticipated that WCWs will grow and become more influential over time. However, the adaptation of the private sector, public sector and civil society in response to the combination of different generations in the workplace remains challenging due to a range of factors: Established processes, culture, hierarchies, and diverse generational attitudes.

From the results of this study, WCWs have overwhelmingly completed a higher education degree (91%). They are also able to work in many different sectors as their occupations cross all industries. The complexity of tasks undertaken, and the level of analytical thought

¹ Following the definition of the ILO, elementary occupations consist of simple as well as routine tasks and are often based on physical effort. Examples are selling goods in streets, cleaning, taking care of apartment houses and sweeping streets. (ILO, 2004)

required of WCWs varies. Typically, complexity increases with age and the level of job responsibility. Forty-five percent of entry level workers find their work repetitive. This finding provides an opportunity for companies and organisations to give more diverse and complex work to entry level workers in order to retain trained staff and improve productivity.

Whether the worker had worked in a previous professional job was correlated with their job position, with those in the higher positions more likely to have held a professional job previously. Those with these previous jobs typically had not moved between sectors as 57% had remained in the same sector between jobs. Younger and entry level WCWs are more likely to experiment and move between sectors when changing jobs. The data also shows that younger and entry level workers are more willing to move laterally or downward in responsibility or benefits when changing jobs. Furthermore, younger WCWs showed less long-term commitment to stay in a position, compared to older respondents. These results all compound the notion that younger workers are more willing to experiment in the labour market. This indicates that as workers become older, they are more inclined to settle into a job, potentially because of additional responsibilities such as having a family and children, but conceivably also there exists less inclination to explore new workplaces as they have already gained experience/specialisation. Overall, most WCWs had seen both an upwards change in position/responsibility, and remuneration/benefits when switching jobs – while noting younger workers as an outlier here.

Each respondent was asked to rank their top three criteria when it came to choosing a workplace. Having the opportunity to develop knowledge and skills and having a high salary and/or benefits were the top two criteria. Responses to this question – as discussed in detail in subsequent sections of this report – painted a clear picture: young WCWs are more interested in career progression and financial gain than they are concerned about possible hardships while working. The majority of selected criteria were related to performance and future opportunities, rather than comfort. The criteria selected the least were to have flexible hours, a friendly/enjoyable/relaxed work culture and positive relationships with colleagues.

Almost half of the respondents sought to have their work hours set by the company. Respondents working in senior positions were more interested in having the freedom to arrange their working schedules. Women also requested freedom in selecting hours more than male respondents, likely due to traditional gender roles and having to complete unpaid work at home. Among all respondents, there was a strong preference to have work set around achievement of tasks rather than set time schedules. As with flexible working hours, the higher the level of job responsibility, the more frequent workers preferred to work to the achievement of tasks rather than to set hours. WCWs would like to work remotely for a median time of 3 days per week.

In terms of the preferred workplace, there was no substantial difference between ages or gender. There were, however, differences between job responsibility levels. Middle and senior management levels have a substantially lower preference to working from home with senior managerial respondents much preferring to work in their office (92%) and at cafés (40%) in contrast to those at other levels of job responsibility.

In total, 62% of all interviewed workers felt trusted by their company/institution/supervisor to work effectively from home. This increased with each age group from a low of 52% of 18–24-year-olds to a high of 70% among 30–35-year-olds. Those in senior management positions felt more trusted than those in the lower ranks. Men, however, felt more trusted to work from home than women across most working levels. The gap here is significant as noted by the fact that male entry level workers reported more trust from their workplaces than female senior management respondents.

All respondents were asked their top three challenges regarding working remotely, 62% noted a lack of access to tools such as computers, printers and so on. Secondly, 50% of respondents pointed to either a lack of or poor internet connection. Lack of access to tools and an insufficient internet connection represents a significant issue as these were identified in another question as being among the most important criteria of a workspace.

The respondents generally agreed that remote working was beneficial for both their physical and mental health. The older age group (30-35) were much more positive about remote working than that of younger respondents, especially with regard to their ability to be more productive, meet deadlines, and work with colleagues. The data appears to show that many entry level and younger workers are uncomfortable with working remotely, likely due to the challenges they encounter with access to work tools, the internet, and trust by superiors.

Older WCWs confront more challenges in their abilities to use technology. A total of 59% of those aged 18-24 found that they could not switch off from work with new technologies compared to 74% percent of those aged 30-35. Similarly, 49% of those aged 18-24 agreed that technologies caused more stress compared to 62% of those aged 30-35. It is plausible that younger workers are more experienced and find it easier to adapt to technology as they have been raised with it. Comparatively, differences in aptitudes to technology did not follow through to job responsibility level, although it is highly correlated with age. As such, WCWs ability to use and adapt to technology is more of an issue regarding respondents' age than their level of job responsibility.

A significant percentage of WCWs view workplaces as meritocracies; 50% of respondents stated that skills/talent are the most important factors enabling someone to rise through the ranks. More than half of the respondents found that they move up through the ranks

at the 'right speed'. Women reported that it was more difficult to progress than men at the same level.

Between 33%-48% of each job responsibility level had skills that corresponded to their job or their abilities to cope with more demanding work, while more than half of each demographic felt as though they needed additional training; thus, additional training is an issue of importance at all levels of WCWs. This could also indicate a mismatch between workers' competencies and what their jobs required and possibly represents the need for further training, education, or internships to better adapt workers to their job responsibilities. It is a positive sign that when choosing workplaces WCWs are striving to improve themselves; to be consistent with these workers' preferences, workplaces should facilitate the further development of their own employees as well as a skilled and productive labour market as a whole. Training is preferred either 'on-the-job' or 'in-person' by outside consultants. A preference towards 'consultants' increased with the job responsibility level of the respondent.

At 64%, respondents reported being satisfied with their work-life balance. The percentage of workers satisfied with their work-life balance increased in line with higher job responsibility levels and among older respondents aged 30-35. Those in higher job positions put in more hours of work daily, arguably one could contend that this demographic has less of a work-life balance. It is conceivable that their higher satisfaction is due to the additional flexibility, responsibility, and remuneration provided to higher-ranking workers. Furthermore, 69% of respondents identified that they are motivated to work hard at work. There is also a correlating upwards trend between job responsibility level and motivation.

Comparing the answers to the questions between those at different employment levels, senior managers undertook additional work and activities which could lead to stress and burnout. Senior management respondents were also those most able to leave work at the same time every day, due to their having more freedom in, when, and where they work. However, they often took their work home with them, sacrificed sleep to complete work and worked during weekends; it would appear that they make these choices to enable them to leave work on time.

In total 69% of workers were satisfied with their relationships with others at their workplace, scoring at 8 of out 10 or higher. Older workers and those in higher positions tended to be more satisfied with their relationships with others at work than younger or more junior level workers. All respondents were asked to select the three most important attributes or characteristics of leadership that they desire to have at their workplace. The two most selected criteria were chosen much more frequently than the others. The most desirable attribute was that supervisors/leaders were accessible when they were needed and will listen. Second, leaders provide useful and constructive feedback.

Acting as champions of teamwork, encouraging and promoting good mental health and setting a good example of work ethic were the lowest-ranked of the attributes. This reinforces two points that have been seen throughout the results: (i) mental health, workload and ethical treatment remain low priorities to the workforce and (ii) hierarchical leadership is still expected beyond teamwork and co-learning.

Gender remains a key issue for WCWs. Male WCWs consider that they work analytically more often than females across all job levels. Women also report that they are less happy in the workplace, work longer hours, find it more difficult to rise in the ranks, have less trust from their managers, feel less secure in their jobs and have worse mental health than their male counterparts. Only at the senior management level do female workers' responses become similar to their male counterparts.

Based on the findings from this study, the authors have provided a set of actionable recommendations at both the company/organisation level and at the policy level to improve the future of work for young WCWs in Cambodia.

A list of recommendations is below. Please refer to the section at the end of the report for full details regarding each point.

- Support and empower women in the workplace through:
 - Leadership awareness and implementation training
 - Flexible working models
 - Awareness and support mechanisms
- Provide opportunities for remote working and improving workspaces by:
 - Allowing time autonomy, switching to the achievement of tasks rather than set time schedules and remote working days
 - Provide social places for exchange and co-working
- Establish continuous training opportunities for WCWs through:
 - Support for self-directed learning
 - Support for life-long learning
 - Regular exchange meetings
 - Innovative concepts like internships, staff exchanges and task diversity
 - Encouraging regular feedback loops and performance management
- Encourage ownership and empowerment of work among fresh graduates by:
 - Providing "sandboxing" and experimentation opportunities for new staff
 - Creating a pro-human culture
- Reduce stress, integrate digital hygiene, and further technology and digital literacy among workers through:
 - Setting clear rules for availability
 - Providing digital literacy and digital hygiene training to staff
- Consider appropriate corporate social responsibility that matches the company/organisation brand identity and staff values.

2. BACKGROUND

2.1 Introduction

In Cambodia, there has been limited research on the transformation of the workplace for the country's WCWs. To remedy this, this study seeks to gain greater knowledge and a better understanding of the values and perceptions of Cambodia's young WCWs towards the future of work. This quantitative study seeks to support the development of opportunities for leaders and policymakers to design a human-oriented future of work.

In recent years Cambodia's economy has shifted towards skills-driven, service and professional jobs. WCWs play a pivotal role within these jobs. WCWs are often those who are tech-savvy, merit-oriented, and highly motivated due to their access to education, new skills and globalized belief systems. As set out by the World Bank (2020), there are 9.2 million workers and over 100,000 new workers entering the labour force every year in Cambodia. The labour force is projected to continue increasing until 2044 due to the country's relatively young population (World Bank, 2019). As of 2020, approximately 11% of Cambodia's workers are WCWs, with most workers falling into skilled agricultural, forestry and fishery worker (30%), craft and related worker (23%) or elementary occupations (12%) (National Institute of Statistics, 2020). As the Cambodian workforce grows and develops, it can be expected the WCWs will grow and become more influential over time.

New generations of WCWs bring new technologies, ways of communicating, their own values, ambitions, beliefs and styles of working (Bennett et al., 2012). Organisations are aware of the benefits of having new generations and have tried to design the workplaces to both entice and keep this group of workers (Joy, 2011). However, the adaptation of the private sector, public sector and civil society in response to the combination of different generations in the workplace remains at a slower pace due to factors such as established processes, culture, hierarchies, and diverse generational attitudes. Lamm & Meeks (2009) claimed that each generation has different attitudes and expectations towards their workplace. There are also significant differences between managers and non-managers in terms of their values for their work (Murphy, Gibson & Greenwood, 2010). This reality slows down development potential and causes disappointment and pressure among both older and young generations.

Work is a fundamental pillar of society. It is a source of identity, wellbeing, and wealth. Technological achievements in combination, with other trends are drastically shaping the way we work. Openness, innovation, and creativity have become the paradigm of the post-20th-century world. Furthermore, the new generation thinks, acts, and behaves differently based on different values causing challenges to companies in the private sector, the public sector and civil society. Furthermore, studies indicate that creativity,

commitment, and innovation flourish in an environment based on trust, transparency, positive emotions as well as relationships, purpose, and engagement (Ryff, 2015; Seligman, 2011; Luthans & Youssef-Morgan, 2017).

The Royal Government of Cambodia (RGC), development partners, and civil society organizations have worked together to boost the skills and competitiveness of its growing labour force and to sustain its rapid growth in response to the major transition of the country's economy. The RGC has prioritized, in the Rectangular Strategy Phase IV (2018 to 2023), growth, employment, equity and efficiency as the main objectives for Cambodia's economic and social development planning (National Assembly, 2018). Furthermore, the Cambodia Industrial Development Policy (IDP) 2015 – 2025 emphasized a new growth strategy aimed at transforming and modernizing the structure of industry from a labour-intensive to a skill-driven model (Council of Ministers, 2015).

With the increasing importance of WCWs in the country and with little evidence to support the hypothesis raised in other contexts, this paper aims to shed much needed new light as the realities of young WCWs in Cambodia.

2.2 Research aims

Aiming to shed light on the needs and expectations of WCW in Cambodia, this study addresses the following research questions:

1. What values do young WCW hold dear?
2. What attracts young WCW to a workplace?
3. How do young WCW in Cambodia envision the future of work?
4. How do young WCW in Cambodia perceive their working conditions?
5. Which measures can be taken by leaders to get the most from young WCW?

3. METHODOLOGY

3.1 Research sample justification

The study used a quantitative survey methodology to gain knowledge on the thoughts of young Cambodian WCWs. In total 350 respondents were recruited for the survey. The term young adult within this study refers to those aged 18-35. This age group was selected as it represents a segment of workers who, among the younger age brackets are new to work; while those in the higher ages are maturing into the middle of their working lives. It covers those who have the potential to be the future workers, entrepreneurs, and trendsetters of working life in the country within the next 10-30 years. The designers of the research viewed it as appropriate to focus on this age range to further understand the differences and developments in workers' attitudes across these formative years of work. It is important to note that Cambodia, due in large part to the legacy of the genocide which occurred in the country from 1975-1979, has a very young population with approximately two-thirds of the population under 30 (UNFPA, 2015).

For this study, a WCW is defined as a worker who performs professional, desk, managerial, or administrative work. The Cambodia 2019/2020 economic census shows that there was a total of 951,000 WCWs in Cambodia at that time. Workers within the census were defined as a WCW if they were in the following occupations: manager, professional, technicians and associate professional or clerical support staff. The sample size of 350 was chosen as this gives an error margin of five percent from the total sample of 951,000. As our study is interested in youth, the total sample of WCW would be substantially less than the total of 951,000 and thus the error margin of this study is less than five percent.

| Main occupation | Women | Men | Total |
|---|---------------------|--------------|--------------|
| | Number in thousands | | |
| Armed forces | 5 | 85 | 91 |
| Manager | 36 | 64 | 101 |
| Professional | 162 | 173 | 335 |
| Technician and associate professional | 74 | 130 | 204 |
| Clerical support worker | 133 | 179 | 312 |
| Service and sales worker | 1,057 | 563 | 1,602 |
| Skilled agricultural, forestry and fishery worker | 1,433 | 1,239 | 2,672 |
| Craft and related worker | 930 | 1,082 | 2,012 |
| Plant and machine operators and assembler | 38 | 368 | 406 |
| Elementary occupation | 448 | 604 | 1,052 |
| Total | 4,318 | 4,487 | 8,805 |

| Main occupation | Women | Men | Total |
|---|-------------|------------|------------|
| | Percentages | | |
| Armed force occupation | 0.1 | 1.9 | 1.0 |
| Manager | 0.8 | 1.4 | 1.1 |
| Professional | 3.7 | 3.9 | 3.8 |
| Technician and associate professional | 1.7 | 2.9 | 2.3 |
| Clerical support worker | 3.1 | 4.0 | 3.5 |
| Service and sales worker | 24.5 | 12.5 | 18.4 |
| Skilled agricultural, forestry and fishery worker | 33.2 | 27.6 | 30.3 |
| Craft and related worker | 21.5 | 24.1 | 22.9 |
| Plant and machine operators and assembler | 0.9 | 8.2 | 4.6 |
| Elementary occupation | 10.4 | 13.5 | 11.9 |
| Total | 100 | 100 | 100 |

Employed population aged (15-64 years) by main occupation and sex, 2019/20. Number in thousands and percent. Source: Cambodia economic census 2019/2020. Pink highlight dictates those which are assumed to be WCW.

Although WCWs are present in some rural locations also, due to their work most often taking place in an office the focus of data collection for this research was on urban locations. The interviewers recruited respondents for interview in four provinces: Phnom Penh, Kampong Cham, Siem Reap and Battambang. These provinces were selected as they are the major urban areas of the country and together provide a substantial cross-section of the country's regions. Respondents were skewed heavily towards Phnom Penh as it is the major administrative centre of the country. It has a far larger urban population, more educational facilities, and places of work for WCWs than any other location within the country. The data is not analysed by location because outside of Phnom Penh the sample sizes are not large, the breakdown of respondents between locations are not directly comparable and provincial location is assumed to have less impact on the worker's perceptions than other factors such as age, job responsibility and gender.

A substantial portion of the interviewer training was assigned to teaching interviewers which occupations would be considered as WCWs and were applicable for interview. Once training on the questionnaire and fieldwork process were finished interviewers were sent out to recruit respondents and conduct interviews for the study. As WCWs constitute a relatively small portion of the workforce fully randomised sampling was not possible within time and budget constraints. As such, interviewers sampled the respondents purposively by contacting networks and workplaces, searching for applicable persons to interview. Limits were set to no more than one respondent from any workplace or household.

Some minimum quotas were placed to ensure that enough respondents of each age group, gender and job responsibility level were found so that data could be disaggregated in analysis. Due to this method of sampling, it is likely that the total sample of WCWs used is not fully representative of the average WCW in Cambodia. For example, 30% (104/350) of the sample is middle or senior managers which is likely over-represented compared to 45% (193/350) entry level workers. A limitation of the study is the inability for the results to be weighted to the actual demographics of Cambodia's WCW population. The Economic Census data on which the overall sample size of this research is based is not granular in its details on individual sectors, age, location or other criteria and little other research is available to accurately weight this study's data. However, the data for this study will be freely available for other researchers to use and weight to a more accurate representation should they be able to.

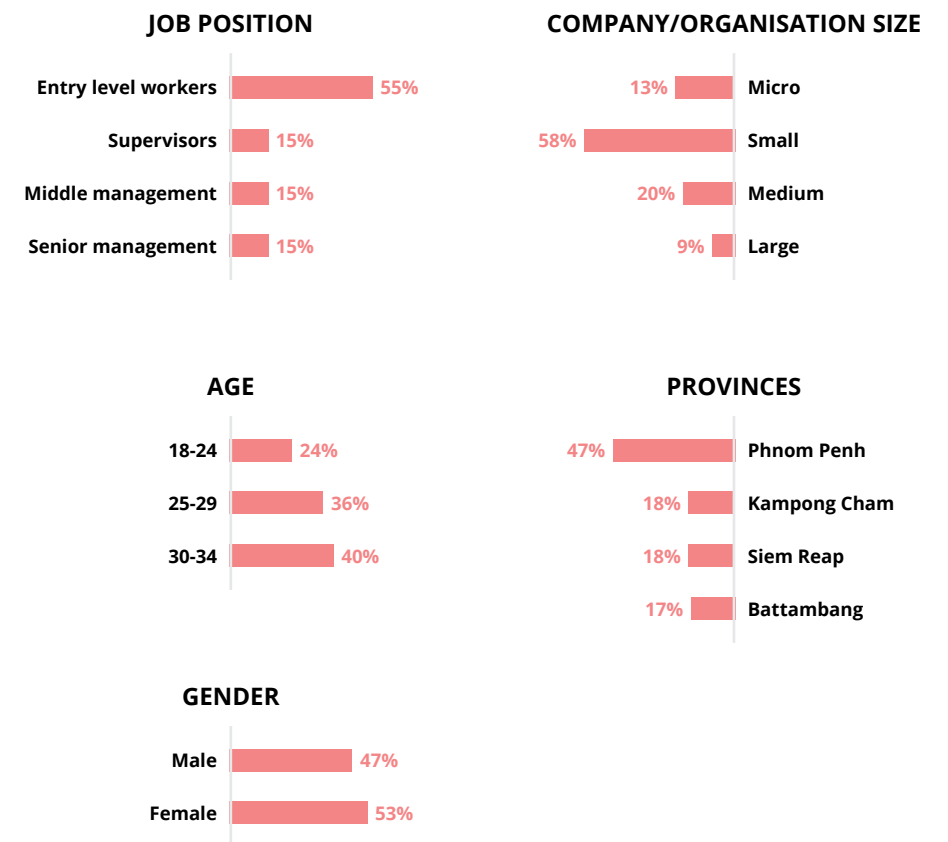
The preferred method of data collection was through in-person face-to-face (F2F) interviews. However, with COVID-19 restrictions ongoing during the fieldwork, a mixed method of both F2F and telephone interviews were conducted, especially in locations with high case numbers and among respondents who felt uncomfortable meeting in person. With concerns regarding COVID-19 from the inception of the project, the questionnaire for the survey was created with both of these methods in mind from the outset.

3.2 Sample size

A total of 350 individuals were interviewed, comprising the full primary data set. This included the following number of respondents within the following demographics:

Within this study, job position levels were defined as:

- Senior management – an owner, managing director, CEO, or another leading role.
- Middle management – a person in charge of a department, branch, or multiple managers.
- Supervisor – a person in charge of at least 1 other worker.
- Entry level staff – a person with no seniority over other workers.

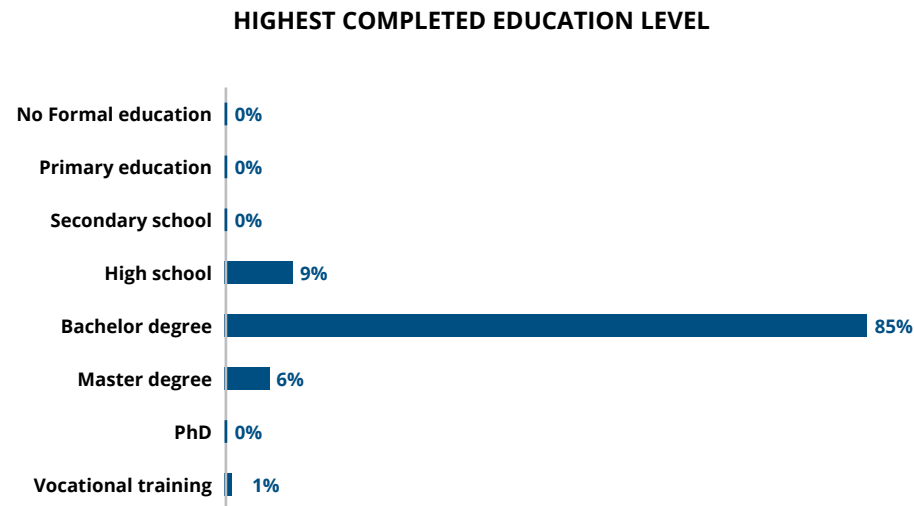


Demographics of the respondents (N=350)

4. FINDINGS

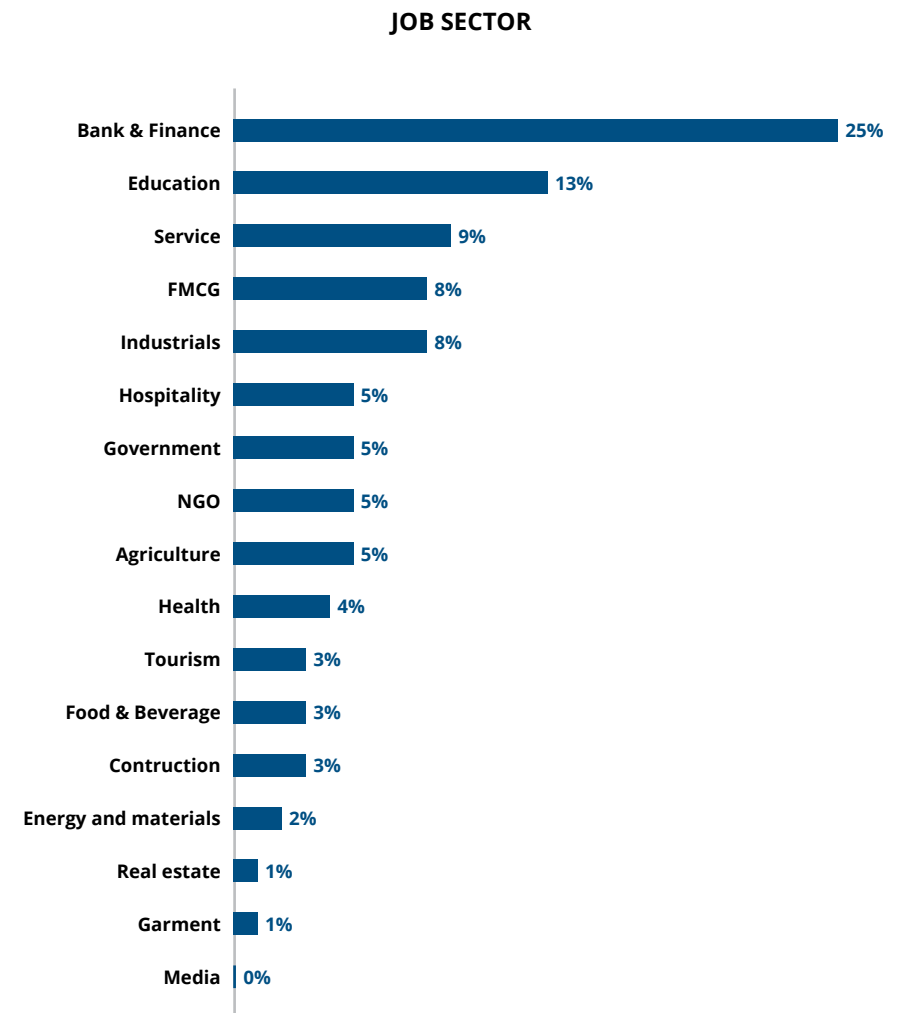
4.1 Demographic information of young WCW

Education levels of the WCW's are highly skewed towards higher education, in total 91% of the respondents (317/350) had completed some form of higher education (Bachelor, Masters or PhD degrees). Only one respondent had not completed high school.



What is your highest level of completed education? (N=350)

The industries in which the WCWs worked varied substantially. The highest represented industry within the sample was banking and finance, with 25% (89/350) of respondents. Other sectors represented include garment production, construction, and agriculture – where administrative staff, HR, managers and others were interviewed. It should be noted that due to the purposive and not fully random sampling, this may give an indication of the spread of WCWs in Cambodia but should not be understood as a valid representation of WCWs within different occupations in Cambodia.

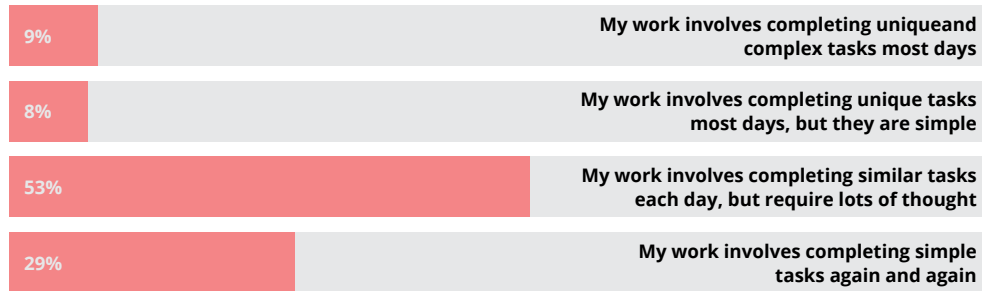


In which sector do you work? (N=350)

4.2 Job complexity

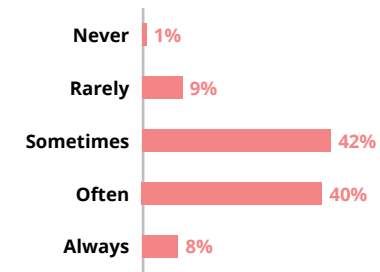
When asked how complex their tasks or duties in their current work are, 83% (289/350) saw a similarity in the tasks of their work. Most commonly, workers stated that their work involves completing similar tasks each day, but that they require significant thought (53% - 186/350). Only 9% (32/350) of respondents thought that their daily work tasks were both unique and thought-provoking. Of that 9%, these individuals were disproportionately senior management. 92% (177/193) of entry level workers thought that their work required completing similar tasks daily, with approximately half of them finding the work to be thought-provoking.

COMPLEXITY OF TASKS AT WORK



How often that your work requires you to think analytically? (N=350)

FREQUENCY OF ANALYTICAL THINKING AT WORK



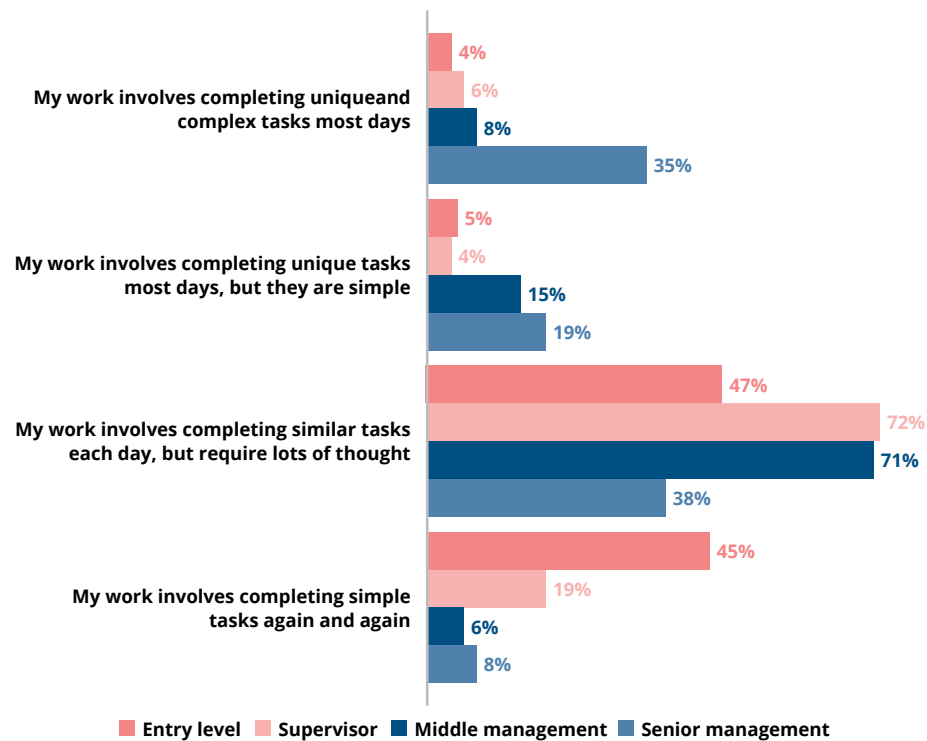
How often that your work requires you to think analytically? (N=350)

48% (167/350) of respondents reported that their tasks required them to think analytically always or often and another 42% (148/350) did sometimes. The remaining 10% (35/350) reported rarely or never thinking analytically.

Unsurprisingly those in higher positions think analytically more often than those in the lower positions. At the top, 71% (37/52) of those in senior management positions reported having to think analytically or theoretically most of or all of the time, compared to 38% (74/193) at the entry level.

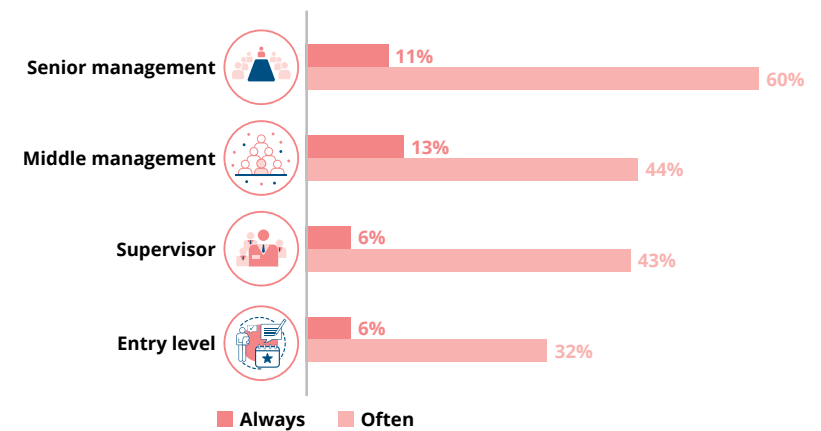
It is clear from the data that the higher the job position, the more frequently the worker's mind is put under pressure. As would be expected from this, those in the older age groups of the sample also use analytical thinking more often than those in the younger age groups. However, this is likely a correlation with job responsibility rather than a factor of age.

COMPLEXITY OF TASKS BY JOB POSITION



How often that your work requires you to think analytically? (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

FREQUENCY OF ANALYTICAL THINKING AT WORK BY JOB POSITION

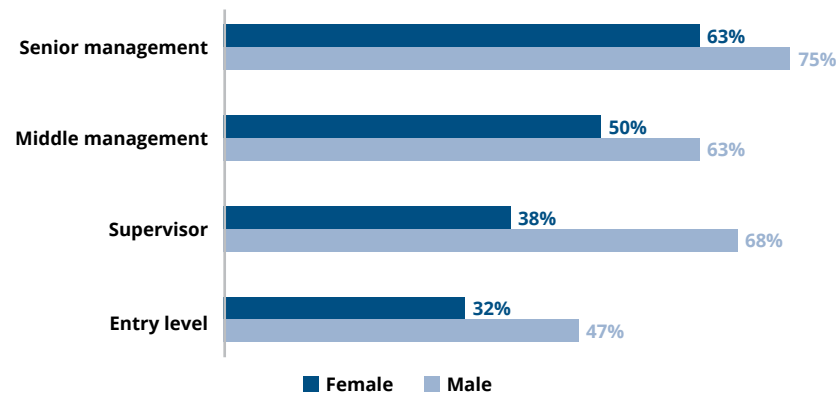


How often that your work requires you to think analytically? (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

When looking at gender there is a difference between male and female responses to the frequency of theoretical and analytical thinking. Male WCWs reported that they used analytical thinking always or often in their work 58% (97/166) of the time, compared to 38% (70/184) of the time for females. When looking more deeply at the data, it appears

that male WCWs work analytically more often than females across all job levels. There are many possible meanings of this; perhaps women are under-utilised in their positions and given more menial tasks or perhaps women identify work as being less complex than their male counterparts.

ALWAYS OR OFTEN USE ANALYTICAL THOUGHT BY GENDER AND JOB POSITION

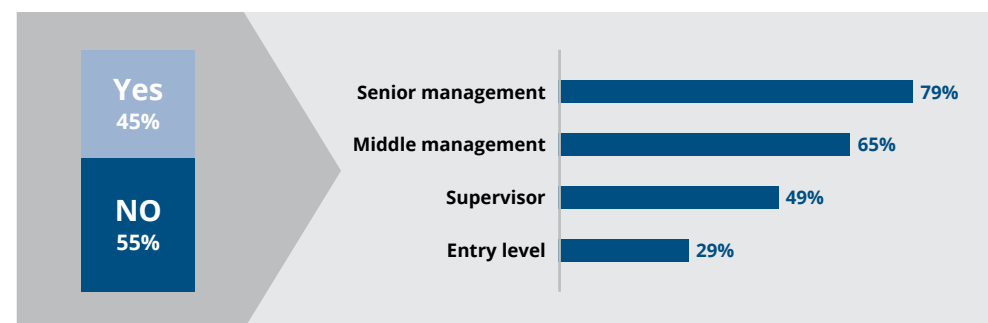


How often that your work requires you to think theoretically or analytically? (Males: N= 79 Entry level, N= 19 Supervisor, N= 32 Middle management, N=36 Senior management; Females: N=114 Entry level, N=34 Supervisor, N=20 Middle management, N=16 Senior management)

4.3 Job mobility

A total of 45% (157/350) of the respondents had worked in at least one previous professional job (the term 'professional job' was used to distinguish against those who

HAVING HAD/ NO PREVIOUS PROFESSIONAL JOBS



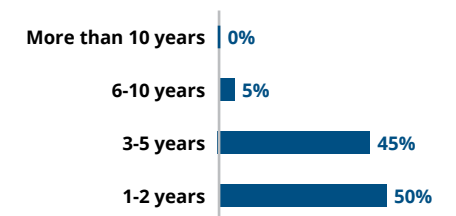
Have you had any previous professional jobs? (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

had held previous work which was undertaken to earn money rather than to further their career, perhaps to support family or pay school fees and university tuition). Whether the worker had worked in a previous professional job was correlated with their current job position, with those in the higher positions more likely to have held a previous professional job. This increased from 29% (56/193) at the entry level to 79% (41/52) at the senior management level. It was also correlated with age with 66% (93/140) of those aged 30-35 have had a previous professional job compared to 23% (19/83) of those aged 18-24.

Of those who had previous professional jobs, 50% (79/157) had worked in their previous jobs for 1-2 years while another 45% (70/157) had spent 3-5 years. Only 5% (8/157) worked for more than 5 years and none had worked more than 10 years in their previous jobs before moving to their current job.

Those with prior employment typically had not moved between sectors, 57% (89/ 157) had remained in the same sector between jobs. Younger and entry level WCWs were more likely to experiment and switch between sectors between jobs. Senior management workers stayed in the same sector 71% (29/41) of the time compared to 50% (28/56) for entry level workers and 35% (9/26) for supervisors. Similarly, 18-24-year-olds stayed in the same sector 42% (8/19) of the time compared to 66% (61/93) of 30-35-year-olds.

YEARS SPENT IN PREVIOUS JOB



How many years did you work in your previous job before moving into your current job? (N=157)

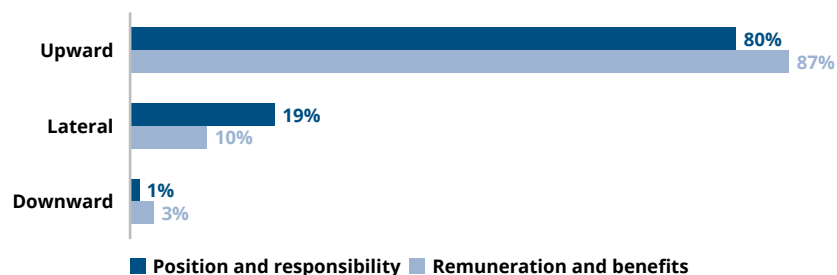
In most cases, WCWs have had both an upwards change in both position and responsibility, and remuneration and benefits when switching jobs. Overall, position/responsibility increased in 80% (126/157) of job transfers and remuneration/benefits in 87% (137/157). The data also shows that younger and entry level workers are more willing to move laterally or downward between jobs. At the senior management level, 100% (41/41) of the workers moved upwards for both position/responsibility and remuneration/benefits compared 59% (33/56) of entry level workers increasing their position/responsibility and 79% (44/56) increasing their remuneration/benefits. Similar trends were evident among older compared to younger age groups.

JOB SECTOR COMPARISON



Was your previous job in the same sector as your current job? (N=157)

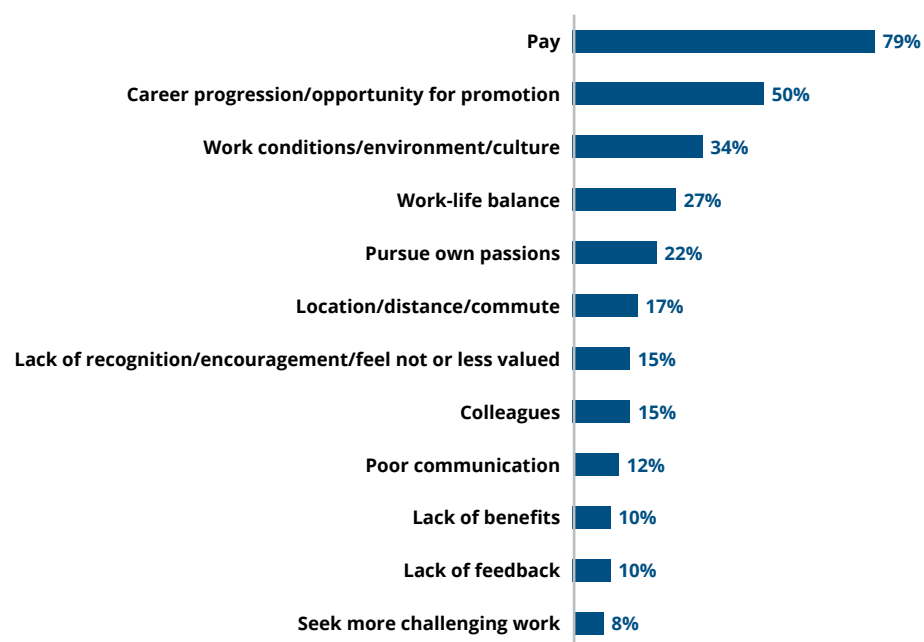
JOB MOVE IN TERMS OF POSITION/RESPONSIBILITY AND REMUNERATION/BENEFITS



Was the move upwards, lateral, or downwards in terms of position and responsibility? (N=157)

As is shown in the next section regarding workplace values, having a high salary and/or benefits and the opportunity to develop knowledge and skills were the most important criteria in choosing a workplace. The reasons to leave one job for another is consistent with these same priorities as respondents were found to change jobs most often when they were not satisfied with benefits and career progression. Pay was the primary reason for leaving a job with 79% (124/157) of responses followed by career progression/opportunity for promotion at 50% (78/157).

REASONS FOR CHANGING JOB (MULTIPLE SELECTION)



What made you change your job? (N=157)

PREFER TO WORK IN ANOTHER SECTOR

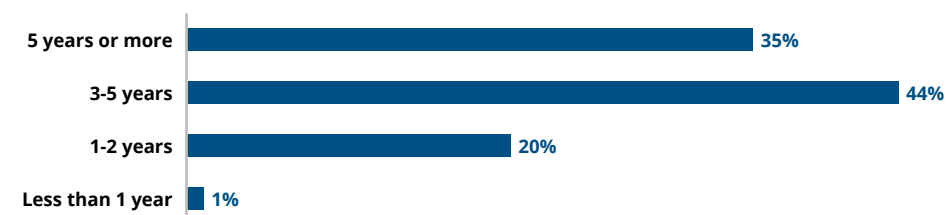


In your career, how many different sectors would you like to work in? (N=350)

When asked how long they planned to stay in their current job, only 1% (2/350) were planning to leave their current job within a year. The highest proportion of respondents wanted to work in their current job for 3-5 more years and 35% (125/350) preferred a longer time span of 5 years or more.

All respondents were asked how many sectors they would like to work in during their career, 30% (104/350) of the respondents reported that they plan to work in the same sector; 38% (134/350) reported wanting to work in one other sector; 19% (65/350) in a few more sectors; and 13% (47/150) wanted to work in many sectors. There was little difference in the responses to this question between the different demographics.

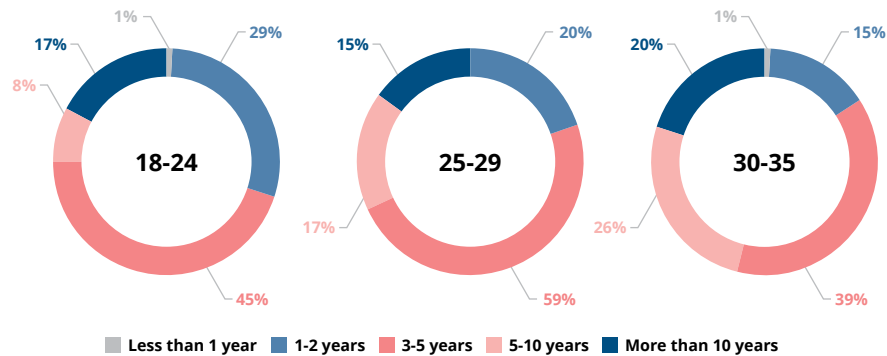
DURATION IN PLANNING TO STAY AT CURRENT JOB



How much longer do you plan to stay at your current job? (N=350)

Younger WCWs showed less long-term commitment to work in their current job compared to the older respondents. 46% (64/140) of those aged 30-35 were planning to stay in their current job for 5 years or more and only 15% (21/140) were planning to stay for less than 2 years. In comparison, 25% (21/83) of those aged 18-24 were planning to stay for more than 5 years and 30% (25/83) were planning to leave within 2 years. This could indicate that as workers become older, they are more inclined to settle into a job, potentially due to additional responsibilities such as family and children or less inclination to explore workplaces subsequent to prior experience.

DURATION IN PLANNING TO STAY AT CURRENT JOB BY AGE GROUPS

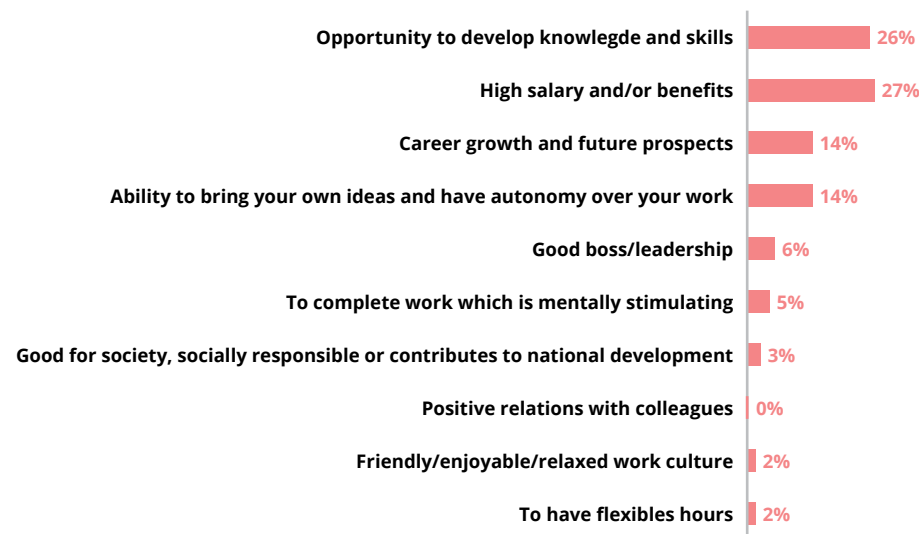


How much longer do you plan to stay at your current job? (N=83 18-24, N=127 25-29, N=140 30-35)

4.4 Workplace values

Each respondent was asked to rank their top three criteria when it comes to choosing a workplace. Having a high salary and/or benefits was the most important criteria for 27% (96/350) of the respondents. This was followed by having the opportunity to develop knowledge and skills as 26% (92/350) of respondents selected it as their most important factor; however, overall, this was selected as one of the top three factors by 61% (213/350) of respondents.

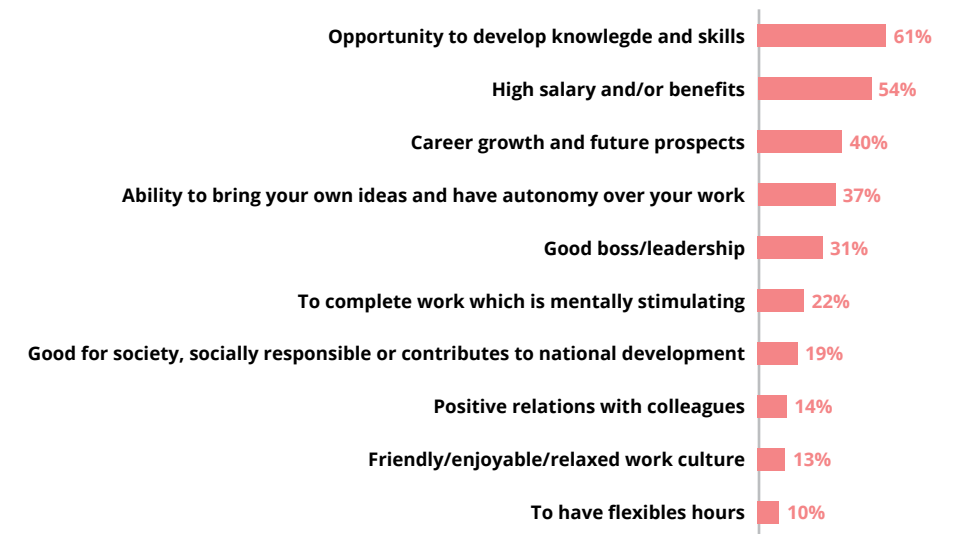
THE TOP FIRST CRITERIA IN CHOOSING A WORKPLACE



Please rank in order of importance from 1 to 3 the most important when choosing a workplace. Bars are ranked in order of most selected within the top 3 criteria. (N=350)

The results of this question paint a clear picture, i.e., that young WCWs are more interested in career progression and financial gains than they are concerned about hardship. The most selected factors are all related to performance and future opportunities rather than comfort. The bottom three selected factors, to have flexible hours, friendly/enjoyable/relaxed work culture and positive relationships with colleagues were all about comfort.

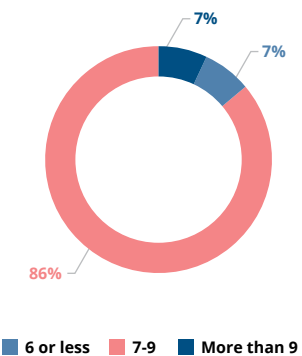
THE TOP THREE CRITERIA IN CHOOSING A WORKPLACE



Please rank in order of importance from 1 to 3 the most important when choosing a workplace. Bars are ranked in order of most selected within the top 3 criteria. (N=350)

A total of 86% (298/350) of interviewed workers spent about 7-9 hours at work each day while 7% (26/350) spent less than this and 7% (26/350) reported that they worked more than this. The percentages of WCWs did not vary much between age groups, gender or responsibility levels. The largest variation was among the senior managers whom 10% (5/52) worked more than 9 hours per day.

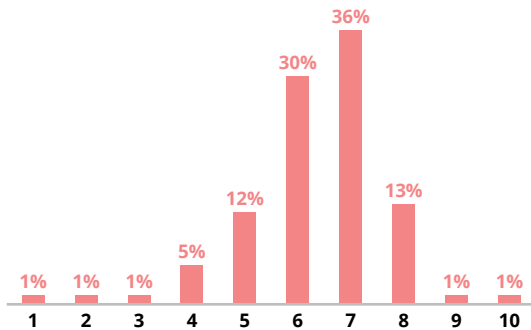
HOURS SPENT AT WORK PER DAY



How many hours do you spend at work each day? (N=350)

In terms of the length of time spent at work being productive (e.g., emails, meetings, writing, etc.) and unproductive (doing non-work e.g., chatting, social media, making drinks, etc.), 6-7 hours of productivity was recorded for 66% (231/350) of respondents. There was little difference between the

**HOW WCW SPEND THEIR TIME AT WORK:
NUMBER OF PRODUCTIVE HOURS PER DAY**



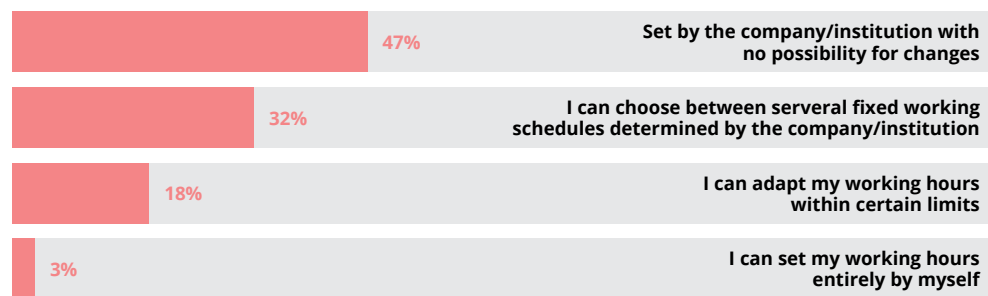
How many hours do you spend at work each day being productive? (N=350)

demographics of the respondents except among senior managers where 67% (35/52) claimed to be productive for 7 hours or more per day.

As seen in the previous ranking of workplace criteria, having flexible working hours is among the least important when choosing a workplace. Similarly, when asked about preferred working time arrangement, 47% (163/350) of all respondents preferred their time to be arranged by the company/

institution with no possibility for changes, followed by another 32% (113/350) who wanted to choose between several fixed working schedules determined by the company/institution. Only 3% (11/350) of all respondents preferred to set their working hours entirely by themselves.

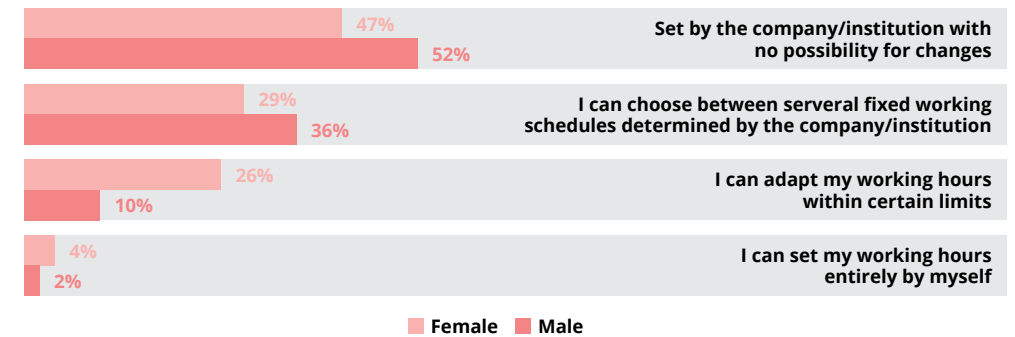
PREFERRED WORKING TIME ARRANGEMENT



Which of the following time arrangements would you prefer? (N=350)

Respondents working in more senior positions were more interested in the freedom to arrange their working schedule. At the senior management level, 10% (5/52) wanted to set their working hours entirely by themselves and 35% (18/52) wanted the company/institution arranging it for them with no possibility for changes. A gender gap is also notable here, as women requested more freedom in selecting hours than men, potentially due to traditional roles and duties at home.

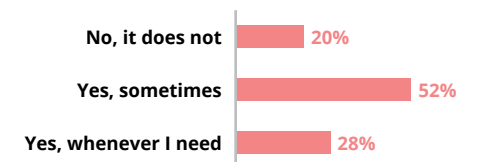
PREFERRED WORKING TIME ARRANGEMENT BY GENDER



Which of the following time arrangements would you prefer? (N=166 Males, N=184 Females)

28% (99/350) of respondents agreed that they were able to have a distraction-free work environment whenever they needed it. 52% (181/350) mentioned that they were sometimes able to have a distraction-free environment and 20% (70/350) reported that their current workplace environment did not allow them to work distraction-free. Those who were younger and in the lower positions reported that they could not have a distraction-free environment slightly more than those in the higher positions and those of older age.

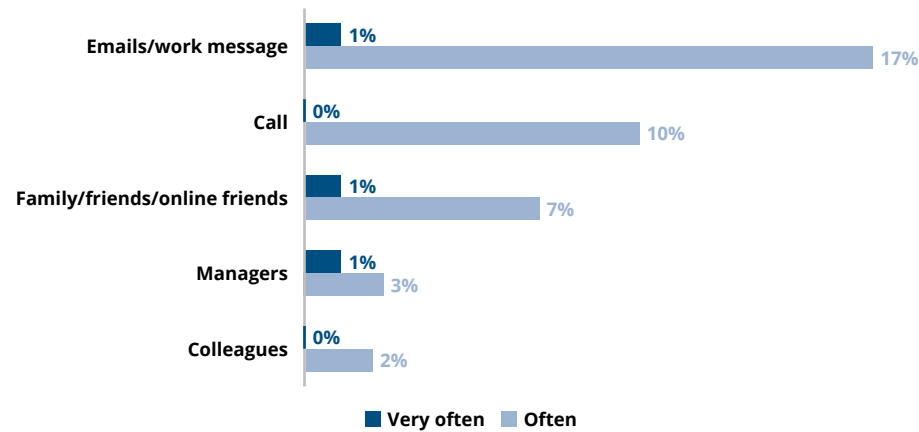
DISTRACTION-FREE WORKPLACE



Does your current work environment allow you to work distraction-free when you need to? (N=350)

The top disruptions of work tended to be email/work messages, 18% (62/350) of workers reported that these disrupted them often or very often. Colleagues and managers were the factors that least disrupted workers. Emails/work messages also disproportionately affected senior managers with 33% (17/52) claiming that these disrupted them often or very often. Managers were never reported as often or very often disrupting senior managers. All of the remaining factors had similar replies across demographics.

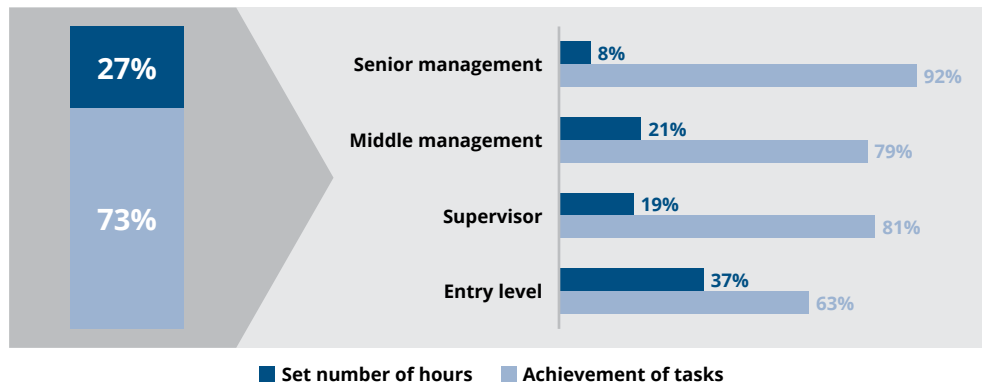
FREQUENCY OF DISRUPTION



How often are you disrupted by the following? (N=350)

73% (254/350) of respondents preferred to work based on the achievement of tasks rather than a set number of work hours. The higher their work level, the more likely that workers preferred to work to the achievement of tasks rather than set hours

WORK PREFERENCE

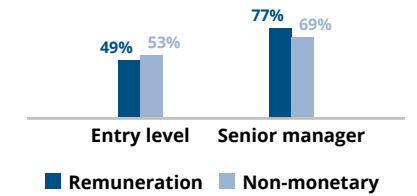


Would you prefer to work based on the achievement of tasks or set work hours? (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior Management)

4.5 Remuneration and benefits

Respondents had similar opinions of the monetary and non-monetary benefits of their work. The mean score for remuneration and the mean score for non-monetary benefits was 7.6. With a score of 8 or higher viewed as a score that the respondents are satisfied, 55% (194/350) were satisfied with their remuneration and 57% (199/350) with their non-monetary benefits. Satisfaction with the benefits increased with age and job position with 77% (40/52) of senior managers satisfied with their remuneration and 69% (36/52) satisfied with their non-monetary benefits.

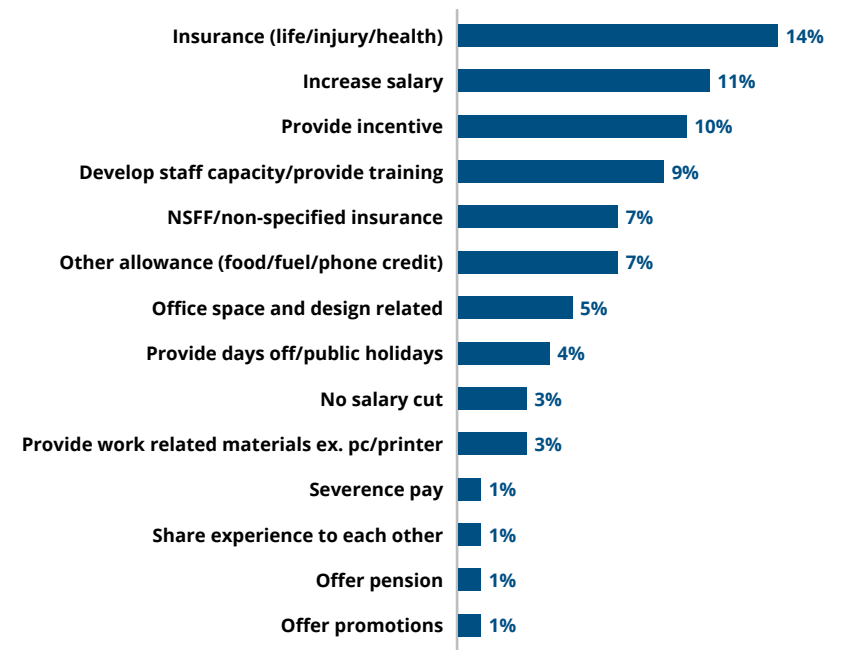
SATISFIED WITH BENEFITS BY JOB POSITION (SCORE 8 OR HIGHER)



On a scale of 1 to 10, how satisfied are you with your remuneration/ non-monetary work benefits for your work performance? 1 means not satisfied at all, 10 means completely satisfied. (N= 193 Entry level, N=52 Senior manager)

14% (49/350) of the respondents wanted insurance (both specified and non-specified) such as life, health and employment injury to be covered by their workplaces. After insurance, the respondents most wanted to receive monetary benefits such as increased pay (11% - 39/350) or other incentives for work (10% - 34/350).

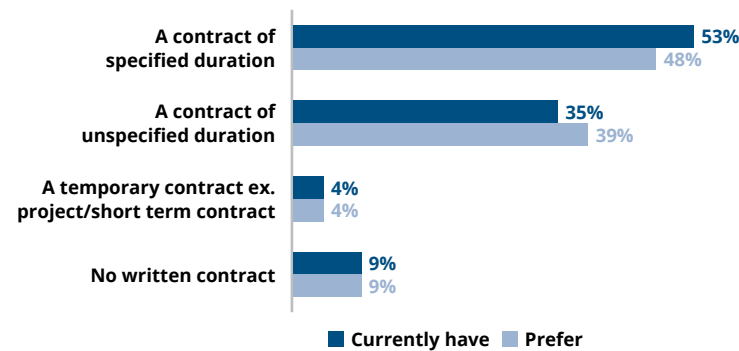
FEEDBACK FOR CHANGING/IMPROVING THE BENEFITS



How would you like the benefits you receive from your workplace to be changed/improved? (N=350)

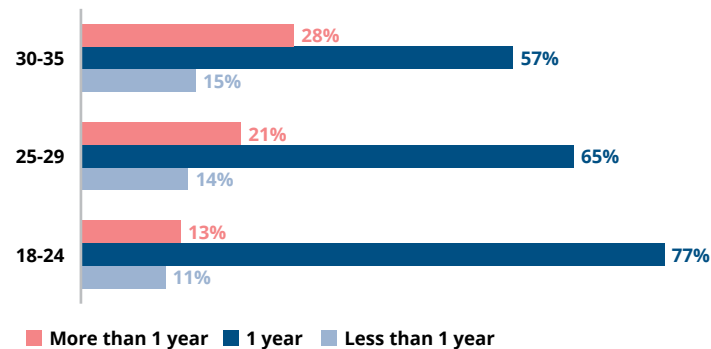
Specified durations in their employment contract was preferred by 48% (169/350) of respondents; 64% (108/169) of whom preferred 1 year in duration. This was the most popular timeframe for all demographics and did not differ substantially between the demographics, with 4% (7/169) wanting less than one year and 32% (54/169) wanting more than one year. WCWs current contract length was similar across all respondents, but older and more senior workers tended to have longer contracts with 13% (6/47) of 18–24-year-olds having a contract longer than one year compared to 21% (14/65) of 25–29-year-olds and 28% (20/72) of 30–35-year-olds.

CURRENT EMPLOYMENT CONTRACT VS PREFERRED EMPLOYMENT CONTRACT



What kind of employment contract do you have/ prefer in your current job? (N=350)

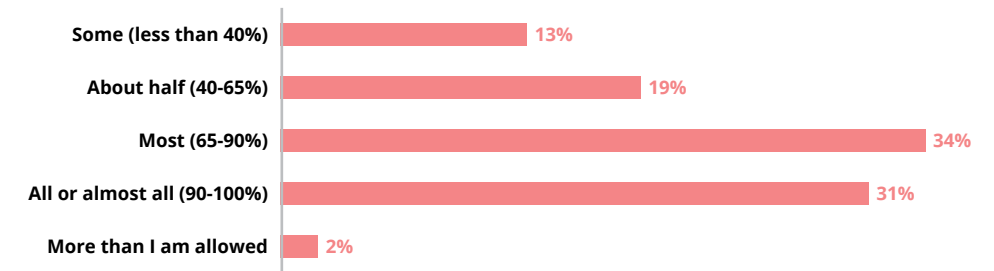
CURRENT LENGTH OF CONTRACT BY AGE



Current length of contract by age. (N=83 18-24 year olds, N=127 25-29 year olds, N=140 30-35 year olds)

In terms of annual leave, 66% (230/350) WCWs are using at least most of that time. 34% (120/350) of all respondents used most (65%-90%) of their annual leave and 31% (110/350) used all or almost all (90%-100%). There were no clear differences between the demographics use of annual leave.

PERCENTAGE OF ANNUAL LEAVE USED



How much of your annual leave do you use? (N=350)

4.6 Personal growth and training

Satisfaction with their workplace's support in helping them achieve their professional goals (a score 8 or higher) was reported by 64% (223/350) of respondents.

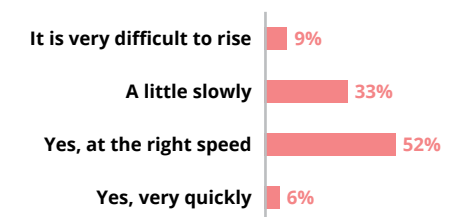
Overall, workers were quite positive about the support they received from their workplace. At the highest, 87% (304/350) of workers agreed or strongly agreed that their work would enable them to develop a professional career path. The lowest scoring, yet still relatively positive attribute was the question as to whether the workplace would support the gaining of additional skills elsewhere (e.g., training courses, sabbaticals, master's degrees, etc.) with 70% (244/350) of respondents agreeing or strongly agreeing.

52% (183/350) of the respondents felt that they could climb the professional ladder at the right speed while 33% (114/350) stated that it was "a little slow" to rise.

Respondents in the older age groups felt more positive about the speed of professional advancement; 59% (82/140) of respondents aged 30-35 identified the rise as at the right speed followed by 57% (72/127) of those in the 25-29 age group compared to only 35% (29/83) in the younger group. Respondents at the senior management level felt more positive with the speed of progression, with 19% (10/52) stating that they could rise very quickly which was more than three times the number compared to those in entry level work.

Of more concern, is that women felt as though it is far more difficult to rise through the ranks than men. When the data is

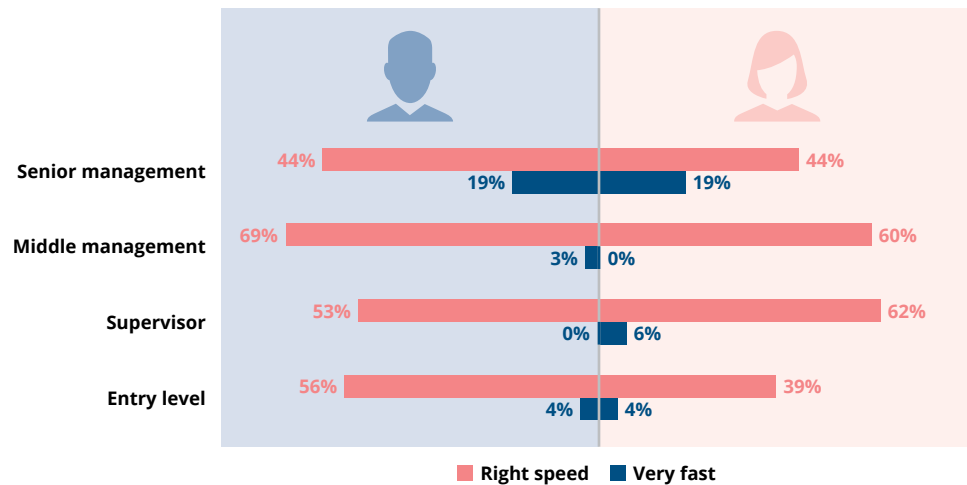
RISING ON THE LADDER/RANKS



Do you feel that you can rise on the ladder/ranks quickly? (N=350)

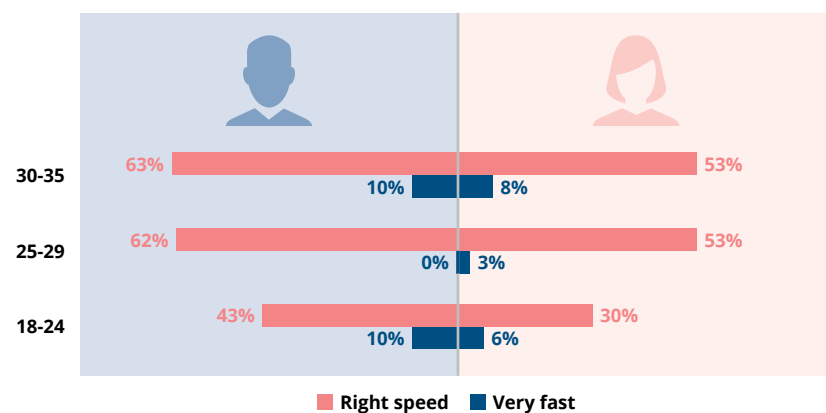
disaggregated by age and gender or job responsibility level and gender, it is clear that men are more satisfied with the speed at which they progress than women. Interestingly among women, the percentage who believe that it is very difficult to progress increases in the age group of 30-35.

ABILITY TO RISE ON THE LADDER/RANKS BY JOB POSITION & GENDER



Do you feel that you can rise on the ladder/ranks quickly? Disaggregated by job position and gender. (Males: N= 79 Entry level, N= 19 Supervisor, N= 32 Middle management, N=36 Senior management; Females: N=114 Entry level, N=34 Supervisor, N=20 Middle management, N=16 Senior management)

ABILITY TO RISE ON THE EMPLOYMENT LADDER/RANKS BY AGE & GENDER



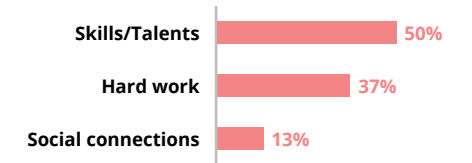
Do you feel that you can rise on the ladder/ranks quickly? Disaggregated by age and gender. (Males: N= 30 18-24 years old, N=55 25-29 years old, N=81 30-35 years old; Females: N=53 18-24 years old, N=72 25-29 years old, N=59 30-35 years old)

Around 50% (176/350) of all respondents perceived skills/talent as the most important factor to cause someone to rise through the ranks followed by hard work at 37% (131/350) and social connections as the least important of the three with 13% (43/350).

Female respondents tended to believe in skills/talent as the most important factor to climb the ladder at 54% (100/184), with male respondents at 46% (76/166).

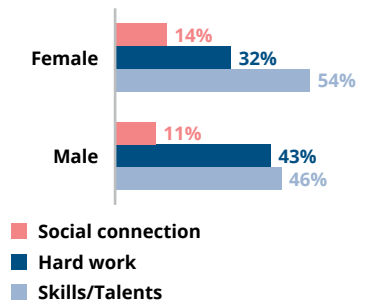
Sixty-three percent (222/350) of all respondents needed further training to cope well with their duties at work, only 8% (28/350) reported having the skills to cope with more demanding tasks. This might indicate a mismatch between workers' competencies and what their jobs required and possibly represents the need for further training, education or internships to better adjust workers to their job responsibilities. Between 33%-48% of each job responsibility level had skills that corresponded with their job or the abilities to cope with more demanding work, while more than half of each job level felt like they needed additional training, this can therefore be considered to be an issue at all levels of WCWs.

ON THE WAY TO A MERITOCRACY



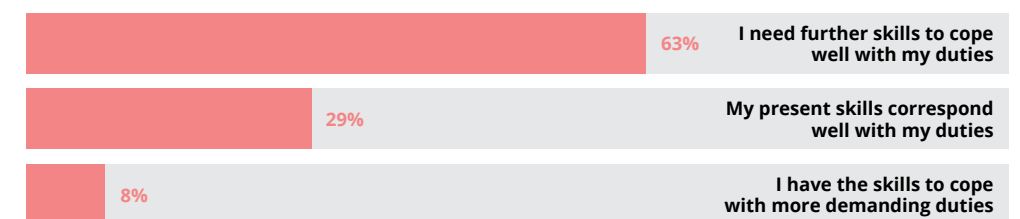
Which is the main factor which causes someone to rise through the ranks? (N=350)

THE MOST IMPORTANT FACTOR TO RISE THROUGH THE RANKS BY GENDER



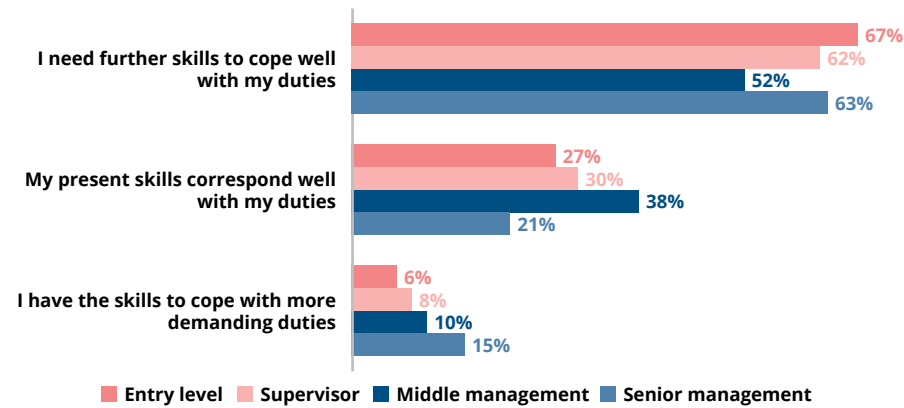
Which are the main factors which cause someone to rise through the ranks? Please rank the three factors from 1 to 3 where 1 is most important. (N=166 Male, N=184 Female)

SKILLS IN CURRENT WORK



Which of the following statements would best describe your skills in your current work? (N=350)

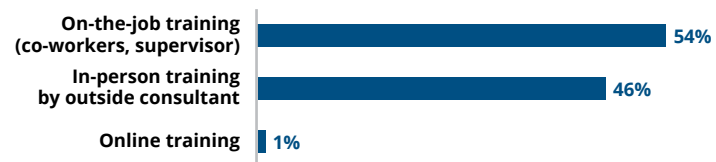
SKILLS IN CURRENT WORK BY JOB POSITION



Which of the following statements would best describe your skills in your current work? (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

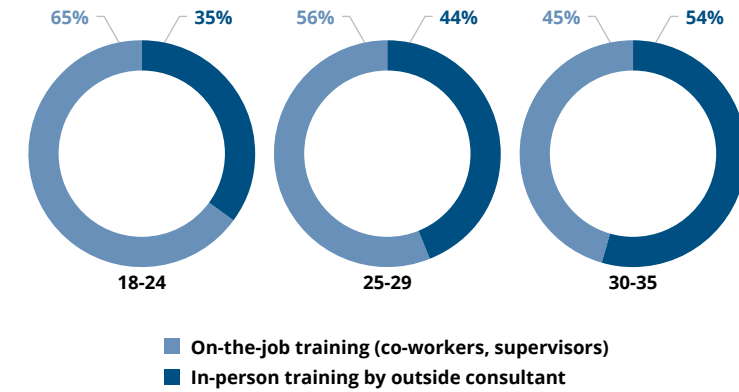
In terms of skills development, 54% (188/350) of respondents preferred on-the-job training (co-workers, supervisors) to in-person training by outside consultants 46% (160/350) and online training was preferred by only 1% (2/350) of workers. Moreover, as age increases respondents' preferences switched from on-the-job training towards in-person training by an outside consultant. Interestingly, although job position correlates strongly with age, job responsibility level does not show this same trend and thus age rather than job responsibility appears to result in a preference for external trainers.

TYPES OF TRAINING PREFERRED TO IMPROVE SKILLS



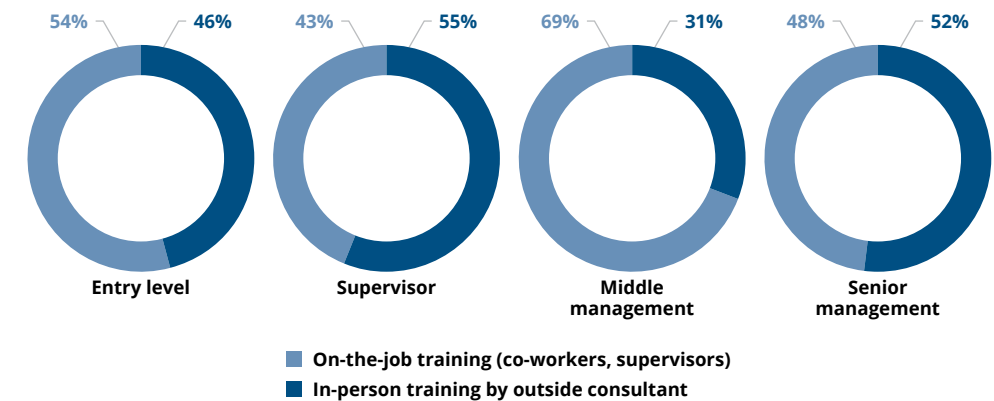
Which of the following types of training do you prefer to improve your skills? (N=350)

PREFERRED TRAINING BY AGE



Which of the following types of training do you prefer to improve your skills? (N=83 18-24, N=127 25-29, N=140 30-35)

PREFERRED TRAINING BY JOB POSITION

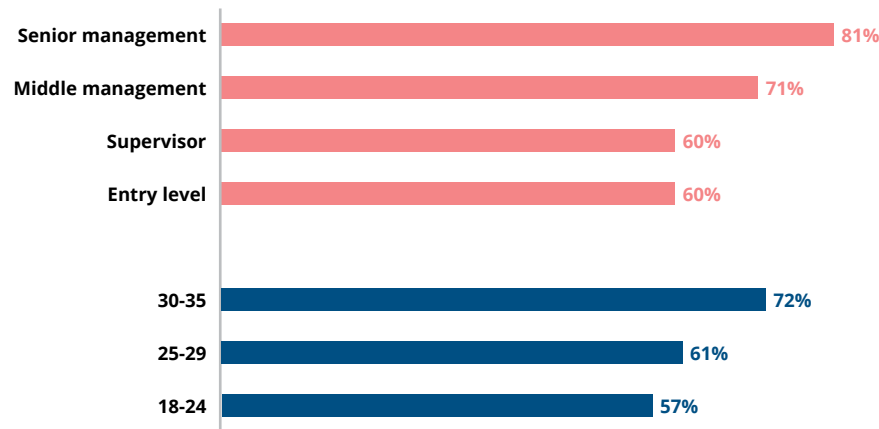


Which of the following types of training do you prefer to improve your skills? (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

4.7 Work-life balance

65% (226/350) of the respondents reported being satisfied with their work-life balance. Satisfaction with work-life balance was higher among those in higher positions and those in older age groups. As reported earlier the higher positions put in more hours of work daily so arguably have less of a work-life balance, perhaps their higher satisfaction is due to the additional flexibility and responsibility provided to higher positioned workers.

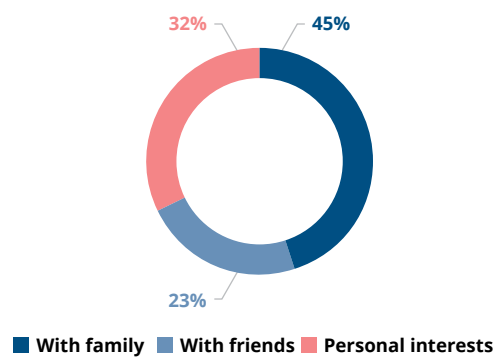
**SATISFIED WITH WORK-LIFE BALANCE (SCORE 8 OR GREATER)
BY AGE AND JOB POSITION**



Overall, how satisfied are you with your work-life balance? Percentage of respondents who scored 8 or higher by age and job responsibility. (Age: N=83 18-24, N=127 25-29, N=140 30-35; Job responsibility level: N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

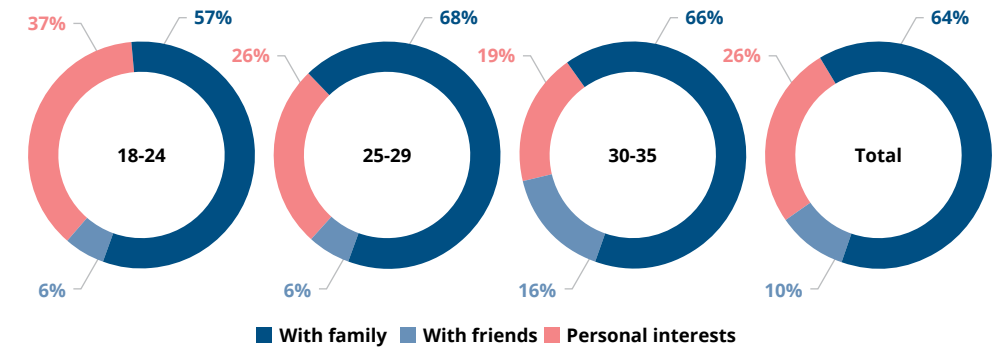
On average, respondents spend 45% of their free time with family, followed by 32% on their personal interests and 23% with friends. Although they already spend most of their time with family, with 64% (225/350) of respondents reporting it, more time with family was the preferred option for utilization of free time. As respondents get older, time to work on personal interests was noted as less important.

USE OF FREETIME



What percentage of your free time do you spend on the following? (N=350)

WISH THEY HAD MORE TIME FOR BY TOTAL & AGE



What would you most like to be able to fit more of in during the week? Split by age. (N=83 18-24, N=127 25-29, N=140 30-35)

Positively, only 1% (3/350) of respondents mentioned that their workplace did not care about their work-life balance. Otherwise, there was an almost equal split of respondents who reported that their workplace value work-life balance a little (49% - 172/350) or values it a lot (50% - 175/350).

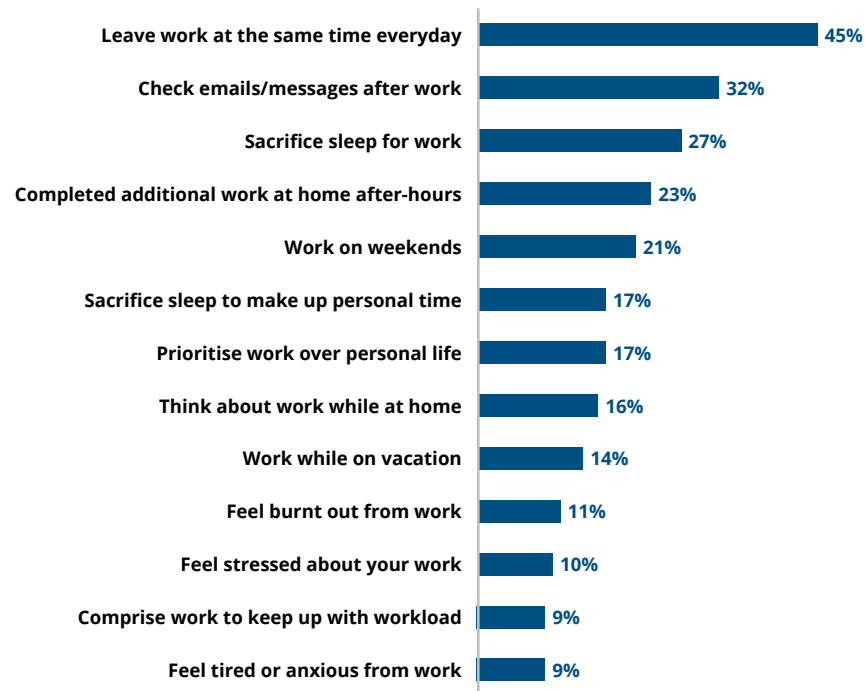
**THE IMPORTANCE OF WORK-LIFE BALANCE CONCEPT PERCEIVED
BY COMPANY/INSTITUTION**



How important does your company/institution perceive work-life balance? (N=350)

More than half of all respondents (57% - 201/350) sometimes prioritised their job over their personal and family life. Only 2% (6/350) always prioritised work over personal life while 7% (24/350) never prioritised work over their family or personal time.

PERCENTAGE OF RESPONDENTS WHO OFTEN/ALWAYS DO THE FOLLOWING:



How frequently do you...? Percentage of respondents who answered often or always. (N=350)

Comparing the answers to the questions between the different employment levels it becomes clear that the senior managers undertake additional work and activities which could lead to stress and burnout than those in the lower levels of employment. Surprisingly, senior management respondents were also those who are most able to leave work at the same time every day; this is possibly due to their ability to have more freedom in when and where they work. Senior workers often take their work home with them; sacrifice sleep to complete their work; and work on weekends - thus it would appear they make these sacrifices such that they can leave on time.

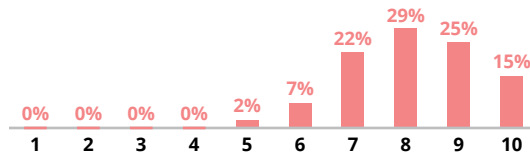
| | Entry level | Supervisor | Middle management | Senior management |
|---|-------------|------------|-------------------|-------------------|
| Feel tired or anxious from work | 6% | 11% | 6% | 21% |
| Compromise work to keep up with workload | 9% | 8% | 10% | 13% |
| Feel burnt out from work | 10% | 8% | 13% | 15% |
| Feel stressed about your work | 9% | 9% | 8% | 17% |
| Work while on vacation | 9% | 8% | 19% | 31% |
| Think about work while at home | 13% | 11% | 23% | 21% |
| Prioritise work over personal life | 14% | 17% | 19% | 25% |
| Sacrifice sleep to make up personal time | 18% | 21% | 12% | 19% |
| Work on weekends | 15% | 21% | 29% | 40% |
| Completed additional work at home after-hours | 18% | 17% | 35% | 38% |
| Sacrifice sleep for work | 24% | 21% | 29% | 42% |
| Check emails/messages after work | 21% | 49% | 38% | 46% |
| Leave work at the same time every day | 43% | 43% | 44% | 56% |

How frequently do you...? Percentage of respondents who answered often or always. (N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

4.8 Relationship with others

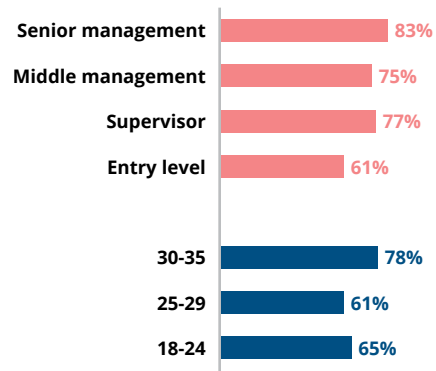
In total 69% (240/350) of workers were satisfied with their relationships with others at work, scoring it at 8 of out 10 or higher. Positively, none of the respondents reported scores under 5. Older workers and those in higher positions tended to be more satisfied with their relationships with others at work than younger or more junior level workers.

HOW SATISFIED WITH RELATIONSHIPS WITH OTHERS AT WORK



How satisfied are you with your relationship with others at work?
1 means not satisfied at all, 10 means completely satisfied? (N=350)

SATISFIED WITH RELATIONSHIPS WITH OTHERS AT WORKPLACE BY JOB POSITION AND AGE



How satisfied are you with your relationship with others at work? 1 means not satisfied at all, 10 means completely satisfied? (Age: N=83 18-24, N=127 25-29, N=140 30-35; Job responsibility level: N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

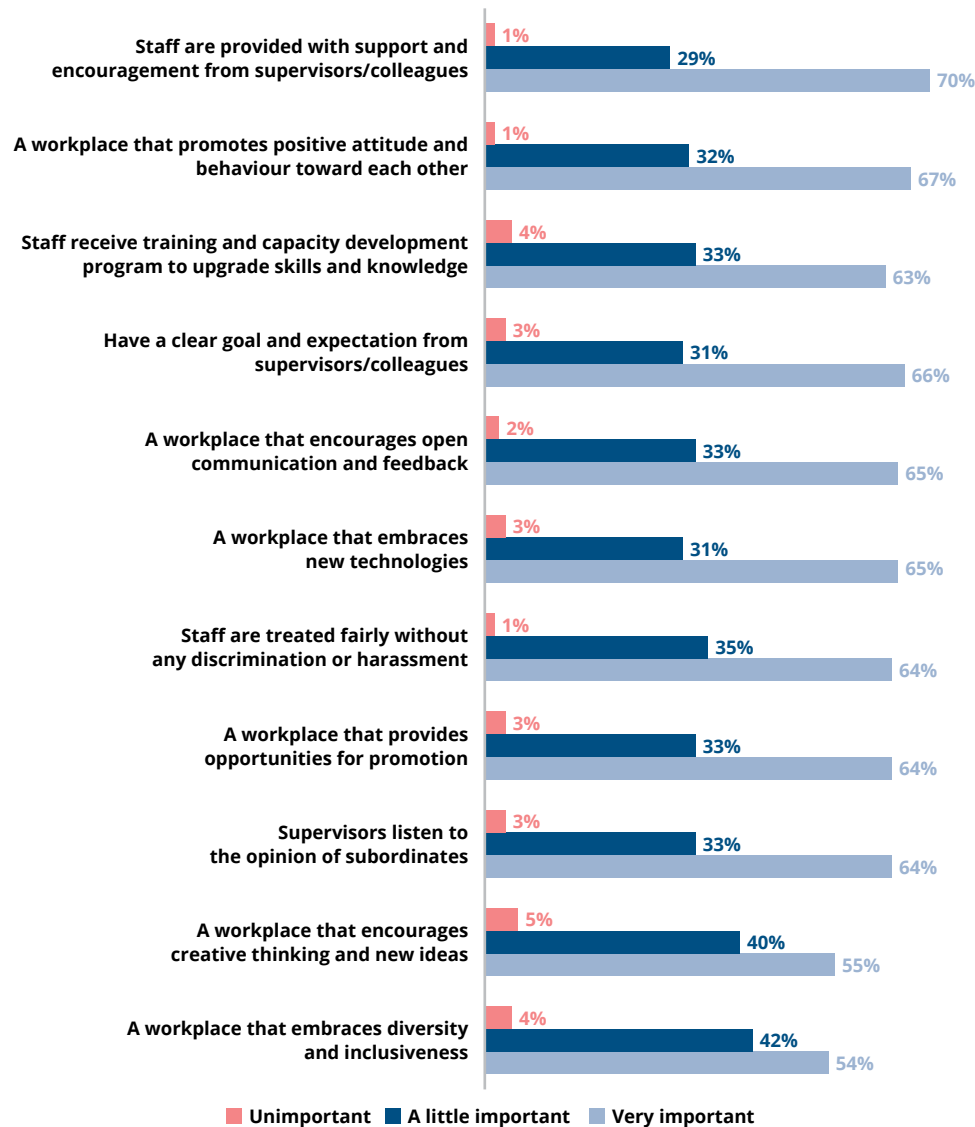
Overall, workers at all levels were positive about their relationships with colleagues. Workers in the most senior levels are, across almost all factors, the most negative about the inter-personal professional relationships. It is possible that being at the top level they are the most critical of how the company/institution is run and are more acutely aware of issues and thus more judgemental of them. Interestingly, the two points that senior managers were not the most critical of were 'superiors trust and respect their subordinates' and 'international/foreign staff trust and respect local staff.' The former is unsurprising being that these are the supervisors answering the question. For the latter, the authors suggest that perhaps the reason that senior staff view relationships with foreign staff more

positively is that they engage with them more often. All respondents interviewed for this study were Cambodians, however, foreign staff in Cambodia typically occupy senior positions within companies/organisations and could likely have limited interactions with the lower staff (who may not share a language with them) and as such foreigners may come across as non-trusting or respectful of lower-level staff.

| | Entry level | Supervisor | Middle management | Senior management |
|---|-------------|------------|-------------------|-------------------|
| I am able to express freely about my work concerns with my supervisors | 77% | 91% | 71% | 71% |
| International/foreign trust and respect local staff | 75% | 76% | 80% | 85% |
| Superior's trust and respect their subordinates | 80% | 75% | 82% | 83% |
| Able bodied people trust and respect their disabled colleagues | 86% | 91% | 77% | 62% |
| I am able to express freely about my work concerns with my colleagues | 84% | 91% | 73% | 77% |
| Older generations trust and respect the younger generations | 83% | 83% | 87% | 77% |
| I can get help and support from my supervisors when you need it | 88% | 96% | 85% | 76% |
| I feel like I have the responsibility I deserve | 89% | 92% | 87% | 75% |
| I keep in contact with my supervisors after work | 91% | 92% | 83% | 75% |
| I get encouraged to make suggestions for company/organizational improvement | 85% | 98% | 90% | 85% |
| I feel integrated in decision making | 88% | 91% | 90% | 83% |
| I can get help and support from my co-workers when need it | 90% | 96% | 92% | 83% |
| I get along with my supervisors | 92% | 100% | 87% | 81% |
| Women are treated equally to men in the workplace | 93% | 94% | 94% | 87% |
| I keep in contact with my colleagues after work | 94% | 98% | 90% | 88% |
| I get along with my colleagues | 93% | 98% | 92% | 90% |

Now thinking about your current workplace, I want you to let me know how much do you agree or disagree with the following criteria. Each criterion will be judged based on a 5 point scale from strongly disagree to strongly agree. (N=350)

IMPORTANCE OF WORKPLACE CULTURE ITEMS



How important are the following items related to workplace culture? (N=350)

The most important aspect for young WCWs is that staff are provided with support and encouragement from supervisors and colleagues, 70% (245/350) said that this was very important to them. On the other end of the spectrum, embracing diversity and inclusiveness was of least importance to the workers with 54% (190/350) finding it very important. Between job responsibility levels the respondents had a similar perspective on the ranking of each item's importance. Where they differed was in how open they were to give a higher score. Two points of interest from the results are: (i) senior managers

gave relatively less importance to staff being treated fairly without any discrimination and harassment (52% - 27/52) and (ii) the workplace encourages creative thinking and new ideas (50% - 26/52). These results are perhaps reflective of the hierarchical nature of Cambodian workplaces.

| | Entry level | Supervisor | Middle management | Senior management |
|---|-------------|------------|-------------------|-------------------|
| A workplace that embraces diversity and inclusiveness | 48% | 79% | 56% | 48% |
| A workplace that encourages creative thinking and new ideas | 50% | 75% | 60% | 50% |
| Supervisors listen to the opinion of subordinates | 61% | 72% | 71% | 58% |
| A workplace that provides opportunities for promotion | 62% | 75% | 65% | 56% |
| Staff are treated fairly without any discrimination or harassment | 62% | 79% | 67% | 52% |
| A workplace that embraces new technologies | 64% | 74% | 63% | 63% |
| A workplace that encourages open communication and feedback | 63% | 74% | 73% | 56% |
| Have a clear goal and expectation from supervisors/colleagues | 64% | 77% | 67% | 63% |
| Staff receive training and capacity development program to upgrade skills and knowledge | 61% | 72% | 69% | 58% |
| A workplace that promotes positive attitude and behaviour toward each other | 64% | 77% | 75% | 56% |
| Staff are provided with support and encouragement from supervisors/colleagues | 68% | 81% | 77% | 60% |

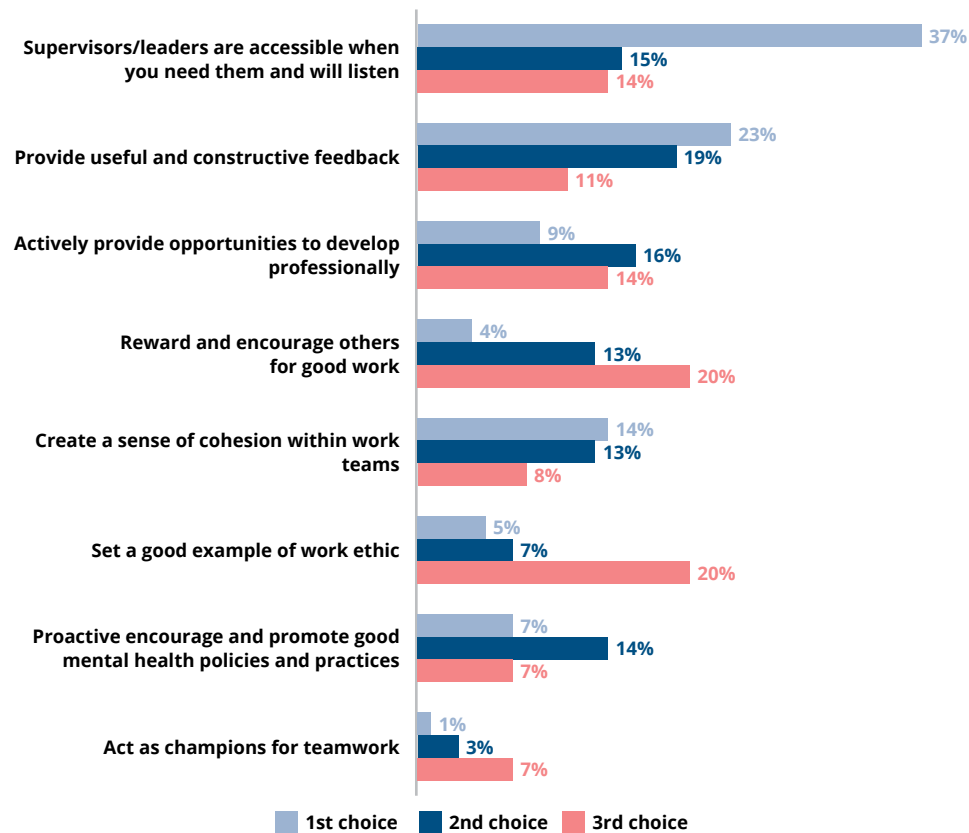
How important are the following items related to workplace culture?

Percentage of respondents who reported that each point was 'very important' to them. (N=350)

All respondents were asked to select the three most important attributes or characteristics of leadership that they desire to work with or have at their workplace. With 37% (129/350) of first choices and 66% (232/350) of respondents selecting it within their top three, supervisors/leaders being seen to be accessible when they are needed and will listen was the most desirable attribute. Leaders providing useful and constructive feedback was second with 23% (81/350) of respondents saying that it was the most important attribute and 53% (185/350) placing it within their top three.

Acting as champions of teamwork, encouraging and promoting good mental health and setting a good example of work ethic were the lowest ranked of the attributes. This reinforces two themes that have been consistent throughout the results: (i) mental health, workload and ethical treatment remain low priorities to the workforce, and (ii) hierarchical leadership is still expected beyond teamwork and co-learning.

DESIRABLE ATTRIBUTES OF LEADERSHIP

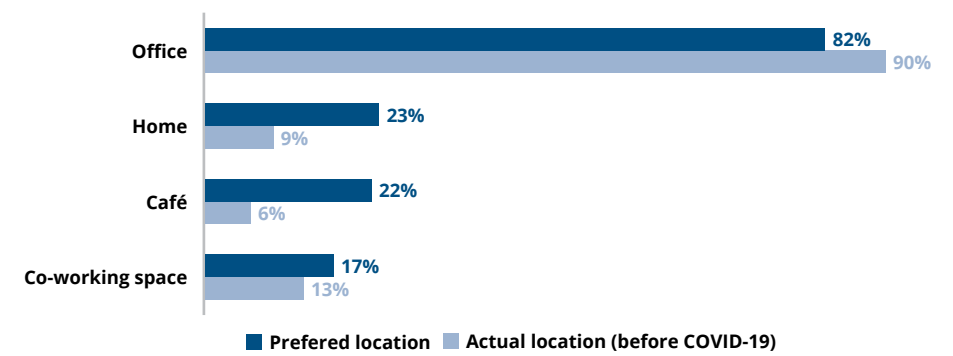


Please select the 3 most important attributes or characteristics of leadership that you desire to work with or have at your workplace? (N=350)

4.9 Work environment

Ninety percent (315/350) of WCWs work at least in part from the office with 75% (263/350) working exclusively from the office. There was little difference across the different demographic groups. In terms of preferences, the office is still the main location workers would like to work; however, there is a slight decrease in those who would like to work from the office, down to 82% (287/350) of WCWs. Home, café and co-working spaces are all more preferred as work location options in comparison to workers current ability so to do.

LOCATION OF WORK



In your current job, where are you working from (normal working routine before Covid-19)? (N=350)
Where would you prefer to work? (N=350)

In terms of the preferred workplace, there was no substantial difference between ages or gender, however, there were differences between job responsibility levels. Middle and senior management levels have a substantially lower preference to working at home. Also of note is that senior management positions much prefer to work in their office (92% - 48/52) and at cafés (40% - 21/52) than those at other levels of responsibility; 29% (15/52) of senior managers would like to split their time between the office and cafés.

| | Entry level | Supervisor | Middle management | Senior management |
|------------------|-------------|------------|-------------------|-------------------|
| Office | 78% | 85% | 83% | 92% |
| Home | 26% | 28% | 15% | 13% |
| Café | 20% | 13% | 19% | 40% |
| Co-working space | 18% | 26% | 10% | 13% |

Where would you prefer to work?
(N=193 Entry level, N=53 Supervisor, N=52 Middle management, N=52 Senior management)

Only 13% (47/350) of respondents answered that they would not like to work any days remotely. The median number of days WCWs would like to work remotely for was 3 days a week and the mean was 2.8 days a week. There were no discernible differences between the different demographics of the respondents.



The respondents generally agreed that remote working was good for both their physical (70% - 246/350) and mental (67% - 233/350) health. The statements agreed with the least were that remote working allowed the respondents to focus/concentrate more (58% - 203/350) and become more productive (59% - 205/350) – although these figures are still relatively high.

PERCENTAGE OF RESPONDENTS WHO AGREE/STRONGLY AGREE WITH STATEMENTS ON REMOTE WORKING



To what extent do you agree or disagree with the following statements about remote working? (N=350)

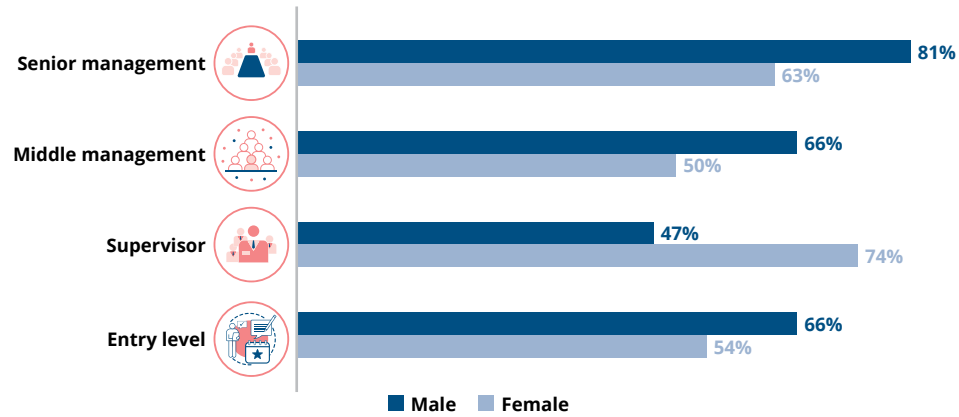
There were no clear differences in opinion across gender and job responsibility levels, however, there were contrasting opinions across age groups. In particular, the older age group of 30–35-year-olds were much more positive about remote working than that of the younger two groups, especially with regard to their ability to be more productive, to meet deadlines, and to work with colleagues.

| | 18-24 | 25-29 | 30-35 |
|--|-------|-------|-------|
| I am able to focus/concentrate more | 54% | 59% | 59% |
| I am more productive | 49% | 51% | 71% |
| It is easier for me to meet deadlines | 47% | 58% | 70% |
| It helps me to have a better work-life balance | 51% | 64% | 65% |
| I can be flexible with my work schedule | 52% | 64% | 64% |
| It has less distractions | 52% | 66% | 64% |
| I produce better work | 52% | 65% | 66% |
| I am happier | 59% | 61% | 68% |
| I can continue to work well with my colleagues | 55% | 65% | 74% |
| I can take better care of my mental health | 65% | 62% | 71% |
| I can take better care of my physical health | 71% | 67% | 73% |

To what extent do you agree or disagree with the following statements about remote working. Split by age. (N=83 18-24, N=127 25-29, N=140 30-35)

62% (218/350) of respondents felt trusted by their company/institution/supervisor to work from home. This increased with each age group from a low of 52% (43/83) of 18–24-year-olds to a high of 70% (98/140) among 30–35-year-olds. Looking at job responsibility levels there was not much difference, except, those in senior management positions who felt more trusted than those in the lower levels. Men, however, felt more trusted to work at home than women across most working levels, so much so that the male entry level workers reported more trust from their workplaces than senior management women – an extremely significant finding as to gender gap challenges.

TRUSTED BY WORKPLACE TO WORK AT HOME BY POSITION & GENDER



Would you feel trusted by your company/institution/supervisor to work from home? Disaggregated by job position and gender. (Males: N=36 Senior management, N=32 Middle management, N=19 Supervisor, N= 79 Entry level; Females: N=16 Senior management, N=20 Middle management, N=34 Supervisor, N=114 Entry level)

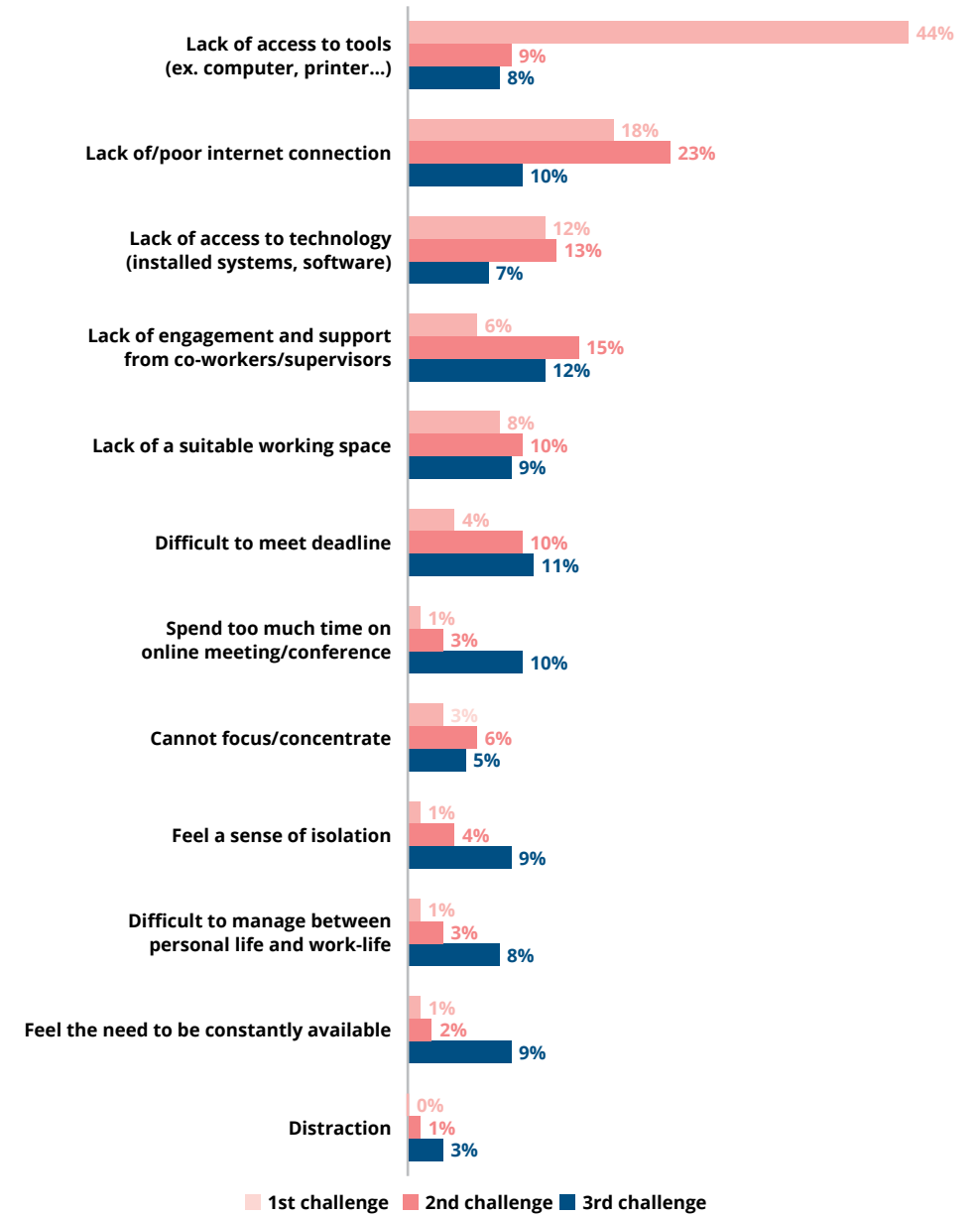
TRUSTED BY WORKPLACE TO WORK REMOTELY: AGE GROUPS



Would you feel trusted by your company/institution/supervisor to work from home? (N=83 18-24, N=127 25-29, N=140 30-35)

All respondents were asked to choose the top three challenges working remotely. In total, 62% (217/350) selected a lack of access to tools such as computers, printers and so on as one of their top three challenges. The second most selected challenge was a lack of or poor connection to the internet with 50% (175/350) of the respondents mentioning it within their top three challenges. The items related to mental health were among the least selected (i.e., feel the need to be constantly available, difficult to manage between personal life and work and, feeling a sense of isolation). The least selected option overall was that distractions were a challenge for them to work at home with only 5% (17/350) respondents selecting this as being among their top 3 challenges.

TOP 3 CHALLENGES OF WORKING FROM HOME



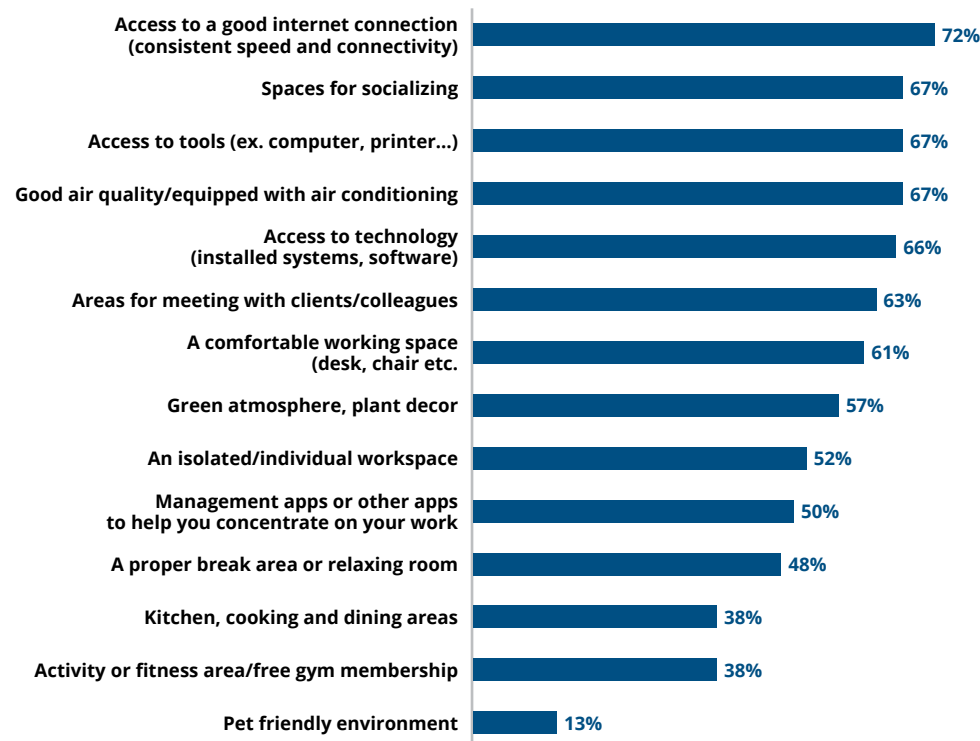
What challenges do you encounter from working remotely? Rank biggest challenges from 1 to 3. (N=350)

The respondents ranked the relative importance of various workplace criteria similarly across different demographics. With 72% (253/350) respondents thinking it to be very important - access to a good internet connection is the most highly rated criteria of all. Following this, four attributes were each rated by 66% or 67% of the respondents to

be very important. These were spaces for socialising (67% - 234/350), access to tools (67% - 235/350), good air quality/equipped with aircon (67% - 234/350), and access to technology (66% - 233/350).

At the lower end of importance were items that could be considered outside of work; a pet-friendly environment (13% - 44/350), activity or fitness area/free gym (38% - 132/350), kitchen, cooking and dining areas (38% - 134/350).

VERY IMPORTANT CRITERIA FOR WORKPLACE

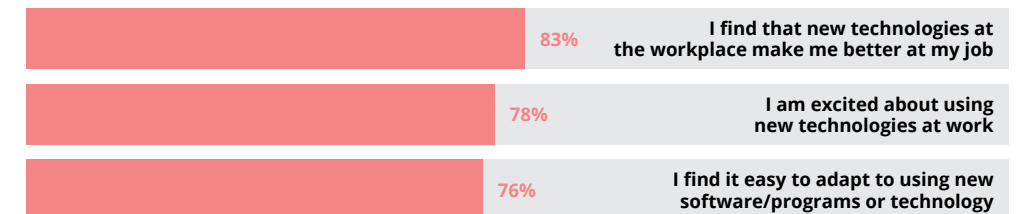


If you could design your ideal workspace environment taking into account the need for productivity, what would it be? Please rate the importance of each attribute. (N=350)

4.10 Technology

Respondents agreed that new technologies can help them while at work, 83% (291/350) think that new technologies make them better at their job and most also agree that they are excited about new technologies (78% - 273/350) and find it easy to adapt to new technologies (76% - 267/350).

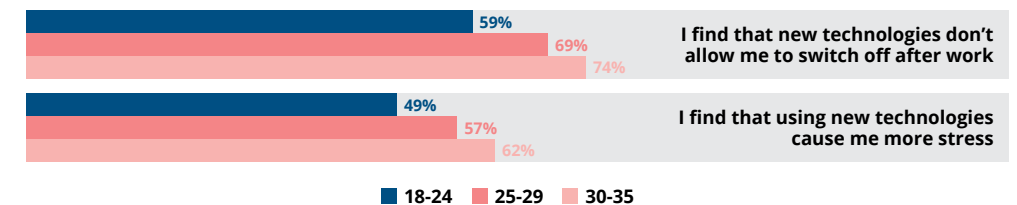
AGREE/STRONGLY AGREE WITH STATEMENTS ON TECHNOLOGY



How much do you agree or disagree with the following statements about the use of technology at work? (N=350)

However, it is clear that older WCWs have more issues with the use of technology, 59% (49/83) of those aged 18-24 found that they could not switch off from work with new technologies compared to 74% (103/140) of those aged 30-35. Similarly, 49% (41/83) of those aged 18-24 agreed that technology caused more stress compared to 62% (87/140) of those aged 30-35. Comparatively, this evidence did not follow through to job responsibility level although it highly correlates with age and as such, this is more of an issue of age than job level.

AGREE/STRONGLY AGREE WITH ISSUES CAUSED BY TECHNOLOGY BY AGE



How much do you agree or disagree with the following statements about the use of technology at work? (N=350)

4.11 Employee happiness

| | | Entry level | Supervisor | Middle Management | Senior Management |
|---------------|--------|-------------|------------|-------------------|-------------------|
| Happiness | Male | 8.2 | 8.5 | 8.1 | 8.3 |
| | Female | 7.7 | 8.2 | 8.3 | 8.1 |
| Motivation | Male | 8.1 | 8.5 | 8.0 | 8.2 |
| | Female | 7.8 | 8.1 | 8.2 | 8.3 |
| Empowered | Male | 8.1 | 8.7 | 7.9 | 8.3 |
| | Female | 7.6 | 8.0 | 7.7 | 8.3 |
| Job security | Male | 8.0 | 8.5 | 8.2 | 8.1 |
| | Female | 7.8 | 8.0 | 7.8 | 7.8 |
| Mental Health | Male | 7.6 | 7.8 | 7.6 | 7.6 |
| | Female | 7.0 | 6.9 | 7.2 | 7.7 |

On a scale of 1 to 10, how happy are you at your current work? How motivated are you to work hard at work? How empowered do you feel at work? How secure do you feel in your present job? To what extent do you think that your work affects your mental health? Disaggregated by job position and gender. (Males: N=79 Entry level, N=19 Supervisor, N=32 Middle management, N=36 Senior management; Females: N=114 Entry level, N=34 Supervisor, N=20 Middle management, N=16 Senior management)

When rating happiness at work, 69% (241/350) of respondents scored that they were happy (score 8 or above). 10% (35/350) of WCWs rated that they were unhappy with a score of 6 or lower.

Regarding gender-disaggregated data, across most job responsibility levels male respondents' more frequently report that they are happy (score of 8 or higher) than female respondents. In particular female entry level employees are the least happy with a score of only 54% (62/114). Overall, there is a slight trend upwards of happiness at work with level of seniority.

Sixty-nine percent (242/350) of respondents stated that they are motivated to work hard at work. Women in entry-level roles and supervisory levels report that they are less motivated than their male counterparts. However, in middle manager and senior manager roles, they are slightly more motivated. There is also a correlating trend upwards between job responsibility level and motivation.

When asked about how empowered they feel, 65% (229/350) reported that they were empowered with a score of 8 or higher. In most cases women felt less empowered than men, except among senior managers where their mean score was the same.

Among all respondents, 68% (238/350) feel secure in their job, providing a score of 8 or higher. Across all age groups and job responsibility levels, the respondents perceived job security remained almost the same and as such more senior workers in either age or role feel no more secure than those in lower level positions. There was a difference between men and women with men reporting a mean score of 8.0 - 8.1 and women reporting a lower mean score of approximately 7.8 - 8.1 depending on the demographic.

Fifty-three percent (187/350) of respondents reported that their work was good for their mental health with a score of 8 or higher. As with job security, there was no clear trend between age or job responsibility with which workers believed work was good for their mental health. Except for senior management positions, where women scored slightly higher than men (7.7 vs 7.6), women scored lower than men across all other ages and job responsibility levels.

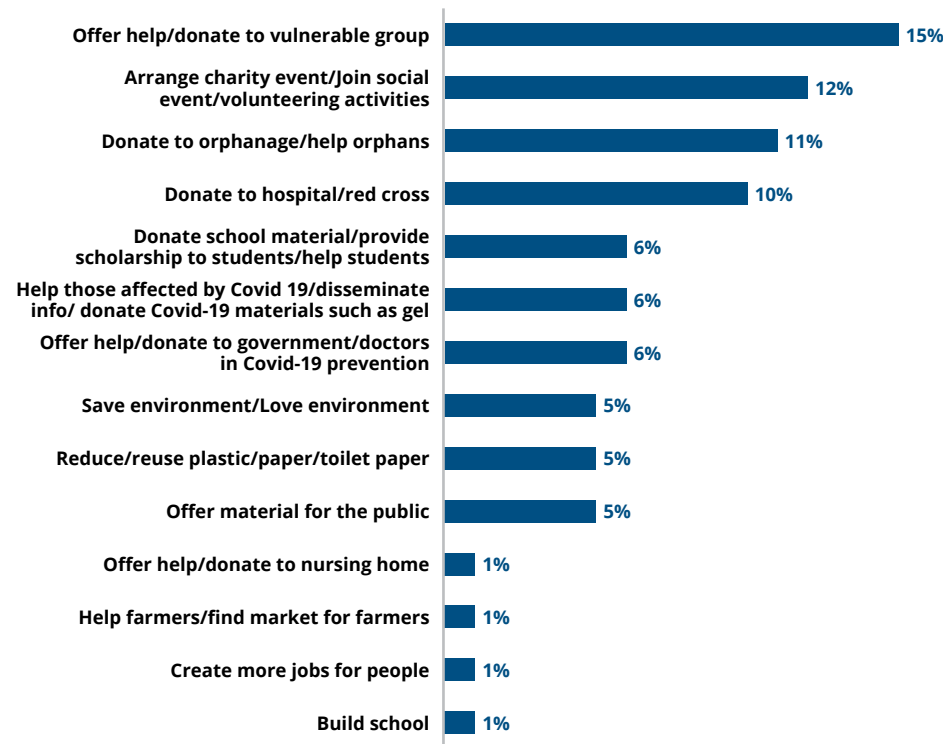
4.12 Social contribution

Sixty-six percent (232/350) of WCWs report that their companies or organisations are socially responsible (score of 8 or higher). There is no clear trend between respondent demographics as to how positively they rate their company/organisations responsibility.

Overall, 71% (247/350) of the respondents claimed that CSR was important to them (score of 8 or higher). There was a slight trend upwards across job responsibility levels going from a mean score of 8.0 among entry level workers to a mean score of 8.4 among the senior managers.

Among the proposed social contributions, the company/organisation could make the most common response was to donate money towards various social causes, for example, vulnerable groups, orphanages, hospitals and so on. Beyond the donation of money, the second most sought after contribution was to donate time to join volunteering events, for example, helping out at a charity race or conducting a litter picking event. Interestingly, none of the respondents reported gender equality within the corporate social responsibility that their workplace could undertake.

PREFERED SOCIAL CONTRIBUTIONS



How would you like your company/organization to improve its social responsibility? (N=350)

5. DISCUSSION AND RECOMMENDATIONS

5.1 Supporting women and women's empowerment in the workplace

This study provides clear and consistent evidence of a gender gap in the workforce of WCWs. Women report that they are less happy in the workplace, work longer hours, find it more difficult to rise in the ranks, have less trust from their managers, feel less secure in their jobs and have worse mental health than their male counterparts. Furthermore, they report completing less analytical work. Only at the senior manager level do the female workers report similarly to their male equals.

In order to combat this, workplaces need to take a more direct and focused method towards gender empowerment and to put into writing and practice policies that engage female workers more. Clearly, within the Cambodian context, there are significant cultural norms that need to be tackled outside of the workplace; but that is not sufficient to excuse the workplace from contributing towards the goal of gender equality, even if only out of a firm or organization's own self-interest in terms of human resources, employee satisfaction/retention, and productivity. We propose the following recommendations:

For companies:

- **Leadership awareness and implementation training:** Leaders function as important role models for followers, when it comes to values, attitudes and behaviour. Leaders can create incentive and punishment systems, establish codes of conduct and stimulate followers to emulate their gender-sensitive behaviour. The data shows that awareness of diversity and inclusion is relatively low, which supports the argument of the need of external trainers, e.g., gender experts from the Ministry of Women Affairs or experienced civil society organizations contributing to transformative change.
- **Flexible working models:** Recognizing additional unpaid tasks conducted by women, flexible working models can be integrated. Flexible working models can include a remote and office balance, e.g., 2-3 days and flexible working hours. Flexible working models can also be mixed with performance-based score cards, which allow more flexibility in times of higher and lower workloads.

For government bodies:

- **Awareness and support mechanisms:** Government bodies can provide incentives for companies implementing projects through tax credits or other incentive systems.

5.2 Workplace: provide for home office and office upgrades

Most workers still prefer to work from their office, more senior workers appreciate the flexibility that some remote working allows but with their responsibility comes the necessity of working with others. Although we see that some remote working days and the ability to work from a café in addition to an office is sought after among senior workers, we also see that offices remain preferred for almost all senior workers. Among younger workers, there is a relative perceived lack of trust from their superiors and many 'benefits' of working remotely are acknowledged less by more junior WCWs. Furthermore, key issues remain regarding internet connection, technology, and tools when working from locations outside of the company/organisation workplace. From these results, it can be surmised that work from home regulations during the COVID-19 pandemic will have caused many disruptions in WCWs' workspaces as well as those in the blue-collar sectors. We propose the following recommendations for organizations:

- **Provide flexible working hour and day models:** Providing flexible working hour and day models offers a lever for managers to increase efficiency, productivity and effectiveness. Managers can show support and trust to newer and more junior staff by providing them more tasks, methods, and time autonomy and equipping them with the correct training and materials/technology to work remotely.
- **Provide social places for exchange and co-working:** Providing a mix of co-working setups, silent work opportunities, and home office adds to the well-being of staff. Renovations can be collectively carried out or conducted by external service providers.

5.3 Skill and knowledge training

The data set out above demonstrates that young WCWs consider personal development as one of their main drivers to remain at a company. There is a mismatch between WCWs' competencies which is an issue of all levels of WCWs and further training to better adjust to the job responsibilities is very much needed. Furthermore, WCWs expect that their work will provide them with the opportunity to develop their knowledge and skills. Hence, it is important that the workplace provides staff with adequate capacity development programs either through on-the-job training or hiring external consultants. To make it effective and useful for the staff to keep reinventing and reskilling themselves, the provision of learning opportunities should be an ongoing process along with the regular assessment of staff capacity, doing so could also be beneficial for staff retention.

From the results, it is clear that online training is the least preferred method and as the workers' age and grow in their professions they increasingly prefer to receive training from external consultants. It is conceivable that as the workers stay with a company/

organisation longer and grow in their skillset they consider it more difficult to learn from their peers. It is understandable for the need for workplaces to expand their skillsets by bringing in experts from outside, in particular, for those in the higher positions of the workplace. Following recommendations are proposed for recommendations:

- **Establish continuous training opportunities for WCW:**
 - **Support self-directed learning:** Self-directed learning is based on the initiative of employees, who are aware of existing skill gaps and show their willingness to close them based on their own commitment. Leaders and managers can support their staff by providing resources through the 90/10 rule, 10% time per week to develop own talents and interests, or similar concepts.
 - **Support life-long learning:** By regularly analysing skills gaps of their own organizations and staff members, leaders and managers have the opportunity to provide tailored external or internal training programs to their team members. By generating training opportunities, e.g., in form of standardized and certified programs, organizations can extend the knowledge and skills of their staff.
 - **Regular exchange meetings,** e.g., learning lunches, program manager exchange meetings, and "failure days" provide organizational members to exchange ideas and criticisms across levels and on the same level. Reducing social and psychological barriers is key to the openness of the participants.
 - **Innovative concepts,** such as inhouse short internships or short-term staff exchanges, can provide staff members the chance to gain experience, increase their task diversity and insights from other organizations.
- **Regular feedback loops and performance management** can provide WCWs with tangible results and new arrangements for further skill and knowledge development actions.

5.4 Failure culture: Encourage ownership and empowerment of work among fresh graduates

The evidence is clear that as workers' age and job responsibility level rise so too does the happiness, ownership, motivation, and level of output of the workers themselves. Happiness, motivation, hours of productivity and more are lower among the entry level workers. Workplaces need to ensure that when hiring fresh graduates and entry-level staff, that they encourage workers to continue to learn and grow at the company/organisation. Efforts should be made to empower new members during onboarding such that they feel valued and have ownership of their work. The evidence illustrates that the higher the position the more complex the tasks become. The following recommendations

are proposed to organizations:

- **Provide sandboxing and experimentation** opportunities for new staff. This can be conducted by providing risk capital to more experienced staff or single managed no-cost projects to newly recruited staff.
- **Creating a pro-human culture:** A fundamental part of development and self-actualization is failure. A culture based on fear, blaming and shaming, unneeded hierarchies lead to a loss of development opportunities. Building up a psychological safety net, based on trust, curiosity, openness, vulnerability helps to shift to an innovative culture based on ideas.

5.5 Stress, technology, and digitalization

New technologies are both the driving force of innovation and can assist in making the workers more productive; however, it remains daunting to some. Companies/organisations need to ensure that when new technology is implemented within the workspace it is done with both enthusiasm and patience. Some workers are more technologically savvy than others and will take to innovations quicker; efforts must be placed so that workers do not fall behind when innovations are made. Furthermore, it is important for the workplace to continue to respect a work-life balance. Many of the WCWs interviewed found that new technologies do not allow them to switch off and may cause further stress and result in quicker burnout. In this area, the following recommendations are made:

- **Set clear rules for availability:** Hours of non-work should be set and, importantly, respected by colleagues and supervisors, especially as new technologies create further interconnectedness between workers.
- **Digital literacy and digital hygiene training provided to staff:** Efforts must be made to ensure staff at all levels can onboard onto new technologies efficiently.

5.6 Consider appropriate corporate social responsibility

The respondents reacted positively towards CSR both in terms of their company/organisation's efforts and also in terms of their perception of the importance of CSR. With this noted, what is not clear from the results is how workers would react in actuality if greater CSR was to be undertaken by their employer.

For instance, if the company/organisation was consistently donating money to social causes, would the workers feel positively about the company, or could it lead to resentment that the company has excess money to give away instead of providing higher levels of compensation to employees. Should a volunteering exercise occur, would it occur during

the workweek or on the weekend during the worker's time off? Would social work be compulsory for all workers or voluntary, and would senior staff also be involved? All of these possibilities and much more have to be considered for any company/organisation wishing to conduct these methods of CSR. If CSR is introduced in an ill-conceived manner it may lead to increased worker dissatisfaction instead of alleviating it. For instance, a mechanism for employees can be established, which allows staff to propose and to conduct CSR activities. Ultimately, the introduction of CSR, both in the method in which it is carried out and the extent to which it is pursued, will have to be created on an individual company/organisation basis to determine what is most appropriate, considering both the individual worker's preferences and company/organisation image. Furthermore, the workplace needs – in the context of CSR - to continue to respect a work-life balance.

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