

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
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**THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE
PERFORMANCE IN INDUSTRIAL AND COMMERCIAL BANK OF
CHINA (ICBC), YANGON BRANCH**

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**THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE
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CHINA (ICBC), YANGON BRANCH**

A thesis submitted as a partial fulfillment towards the requirements for the degree of
Master of Banking and Finance (MBF)

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ABSTRACT

The main objective of the study is to analyze the effect of work environment factors on employee performance. The descriptive and analytical research methods are used to meet the objectives of the study. 80 percent of total employees in ICBC Bank were selected by using a sample random sampling method and were interviewed by using research questionnaires instruments for primary data. The secondary data was collected from the literature reviews. The data were analyzed by applying path and regression analysis. According to regression analysis, work environment factors of physical and work life balance positively and significantly effect on employee performance. Furthermore, work environment factors of physical and psychological work environment also positively and significantly affect on job satisfaction. The study recommends that the working conditions of employees should also be improved to motivate employees to work. Moreover, organization (ICBC Bank) should upgrade their efficiency by improving the structure of their work environment especially psychological environment with incentive and rewards for improving employee performance. The study thus recommends banking industry to improve its work environment by ensuring that it is to be comfortable and secured for its employees.

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CHAPTER I

INTRODUCTION

The effectiveness of an organization's workforce has a significant bearing on the organization's overall level of success. The level of satisfaction that workers have with their workplace has a direct bearing on their level of motivation and, as a result, their output (Heath, 2006). The atmosphere of the workplace has a considerable bearing on the amount of productivity achieved by employees. It has been stated that the working conditions of an organization have a major impact, either positively or negatively, on the performance of its employees (Chandrasekar2001). There are organizations in many parts of the world that discuss the rights of workers. The vast majority of people spend fifty percent of their lives inside, which has a substantial impact on their mental health, behaviors, abilities, and overall performance (Dorgan, 1994). It is generally believed that a more attractive working environment would result in improved outcomes as well as better productivity. The physical ambience of the office has a considerable impact on both the morale of the staff and their level of production. Increased employees of physical and emotional motivation at work are directly correlated to increased levels of worker output (Boles et al., 2004). Absenteeism is reduced and, as a result, productivity is increased in today's highly competitive and fast-paced business world when the working environment is one that is favorable to work. Chandrasekar (2011) states that the atmosphere of the workplace has a substantial impact on the overall performance of the workforce. The qualities of the working environment have a major impact, either positively or negatively, on the performance of the employees working in that context. Two-Factor Theory leads the researcher (Herzberg, 1986). Herzberg found a clear distinction between rewarding and unpleasant work employees. According to the premise, a more appealing workplace will boost employee productivity. Weiss and Cropanzano created Affective Events Theory (AET). This idea describes the link between internal factors and work-related reactions. Employee performance, organizational commitment, and job satisfaction are affected (Phua, 2012).

According to a huge number of studies conducted across a variety of firms and office complexes, job unhappiness and the physical and psychological environment play a big effect in employee productivity (Carnevale 1992). When employees are physically and mentally well, they'll be more motivated to work, which improves performance. A well-

designed workplace reduces absenteeism, which improves employee performance and boosts workplace productivity (Boles et al. 2004). ICBC opened a representative office in Myanmar in 2011, laying the groundwork for its worldwide network there. ICBC's Yangon Branch opened on September 8, 2015, making it the first Chinese-funded commercial bank in Myanmar. Deposit taking, lending, foreign exchange, issuance and administration of payment instruments, issue of commitments and guarantees, trading in money instruments for one's own account or on behalf of clients, currency forward and spot contracts, swaps and exchanges, and interest rate instruments, giving corporate advice, e-banking, worldwide cash management business, Chinese Yuan (CNY) border trade business, and issuing of commitments and guarantees are all a component of this. The Yangon Branch takes use of the Chinese-funded bank's location at a key "Belt and Road" node and long history of helping to Myanmar's economic progress. ICBC Yangon Branch employees are responsible for achieving the organization's goals, and their performance is crucial. The goal of this study is to determine if the work environment affects ICBC Yangon Branch workers' performance. This private institution in Yangon employs 100 workers. This inquiry was prompted by an issue with the physical working environment, which affects employee performance the most. This study will show the employer that the working environment affects employee performance. It's important to examine the impact of the workplace climate on ICBC workers' performance so that other banks in Myanmar can benefit.

1.1 Rationale of the Study

Human capital, or employees, is an organization's most significant asset and a key to attaining corporate goals and establishing a market edge. In addition, they boost the organization's production and profitability by using organizational resources and their own skills effectively. Positive work environment and job satisfaction are key to better individual and organizational performance. Human element and organization are interchangeable to understand the importance of a company's working environment (McGuire, 2009). The changing climate offers commercial banks several opportunities and problems. Banks must integrate physical and psychosocial settings to remain competitive (Altman,2000). A balanced office atmosphere boosts revenue and the company's reputation as an attractive place to work. This shows the organization as modern, which can attract competent employees. Architects create environments that may block, discourage, guide, promote, or improve users' activity (Gutnick, 2007). Most financial institutions are realizing that the architecture of their workplaces and the perks

they offer their employees affect their overall job performance. A productive work atmosphere is key to enhancing performance and preserving outcomes (Abdulla et al, 2010). Improving the workplace reduces errors, complaints, and missing days (Govindarajulu & Daily, 2004) Many organizations fail to recognize the importance of the working environment to employee job satisfaction, causing workplace problems. These companies aren't strong inside, thus they can't compete by launching creative items (Aiken et al, 2002). A corporation can't achieve its goals and vision without its employees. To ensure job quality, employees must meet company performance standards. To meet company standards, employees need a work environment that lets them perform freely and without hindrances. This atmosphere must maximize their potential. Financial institutions must maintain a high quality of work to remain competitive and grow. Given that bank employees are the bank's most important resource and largest expense, any initial cost calculations should consider the long-term benefits of a well-organized and user-friendly work environment (Smith, 2011). To improve working circumstances, build a performance culture that values each worker and fosters work-life balance (World at work, 2007). To reach their full potential, banks must create a work environment where employees take pleasure in their work, feel appreciated, and are fairly compensated. A productive work atmosphere is key to enhancing performance and preserving outcomes (Abdulla et al, 2010). This study examines the impact of the physical, psychological, and work-life balancing environments on employee job satisfaction and performance. Job satisfaction's role as a mediator between workplace variables and employee performance at ICBC Yangon Branch is also examined.

1.2 Objectives of the Study

The main objective of the study is work environment factors effect on employee performance. The specific objectives are shown in below.

1. To identify the work environment factors of Industrial and Commercial Bank of China, Yangon Branch.
2. To analyze the effect of work environment factors on job satisfaction and employee performance in Industrial and Commercial Bank of China, Yangon Branch.
3. To examine the mediation effect of job satisfaction on relationship between work environment factors and employee performance.

1.3 Scope and Method of the Study

Employee performance and work environment elements affecting employee happiness and performance in ICBC are the focus of this study (Yangon branch). About 80 employees (one-fourth of the company) from the ICBC Yangon branch are included in the scope of this study. This study examines the impact of ICBC's work environment on employee performance (Yangon branch). In this study, both primary and secondary data are utilized. Face-to-face and email surveys utilizing structured questions were used to measure the happiness and performance of relevant ICBC employees in order to collect primary data. The secondary data was compiled from local and worldwide survey papers, pertinent journals, published textbooks, survey reports, articles, and websites. This study employed a quantitative methodology via a questionnaire survey. Simple random sampling method used to acquire primary data.

1.4 The Organization of the Research

This investigation is broken up into five different chapters. In the first chapter, there is an introduction, a discussion of the theoretical foundation of the study, research objectives, the scope and methodology of the research, and justification for the study itself. In the second chapter, a literature review and conceptual framework are presented, both of which are based on previous research. The Yangon branch of the ICBC bank's profile and its transactions are discussed in the third chapter of this book. On the basis of a study of the results of the questionnaire and interviews with bank employees, the fourth chapter takes a look at the influence that different aspects of the work environment have on employee performance in the bank. The facts, suggestions, and the necessity for further investigation are compiled into a conclusion that is presented in the fifth chapter.

CHAPTER II

THEORETICAL BACKGROUND

This chapter discusses theories and concepts addressing the organization's work environment. In this chapter, there are eight sections. The concept of work environment is presented first, followed by the aspects that influence job satisfaction and employee performance. In conclusion, prior research and conceptual frameworks are provided.

2.1 Concept of Work Environment

Work environment is a concept that has been operationalized by analyzing the degree to which employees believe that their immediate surroundings satisfy their intrinsic, extrinsic, and social requirements, in addition to their incentive for remaining with the organization (Haynes, 2008). According to him, the atmosphere is a crucial influence in deciding the level of quality that they provide in their work as well as the quality of their performance overall. An environment at work that is appealing and supportive creates the conditions for employees to function effectively, allowing them to make the most of their knowledge, skills, and competencies, as well as the organization's available resources, in order for the organization to provide high-quality services to its clients. In light of the findings of this study, the following is an explanation of the many characteristics of the workplace. There is a possibility that a person's compatibility with the working environment will be impacted by the physical work environment. The term "ergonomic workplace" is sometimes used interchangeably with "physical workplace." In order to ensure that all of the employees are provided with ergonomic working circumstances, it is vital to do study on the workplace. The work environment is made up of a variety of intangible elements, each of which contributes to the surrounding area's spatial organization and functional capabilities. These elements are collectively referred to as the physical environment (Kohun, 2002). In addition, Evans and Cohen (1987) said that the characteristics of the work environment need to be acceptable in order for employees to be able to carry out their responsibilities without feeling pressured. They claimed that the physical component plays a big role in the creation of professional networks and partnerships in their essay. This was one of the points that was made. If improvements are made to the employees' physical work design at their place of employment, there is a five to ten percent chance that their overall performance will improve (Brill, 1992). There is a growing consensus that the psychological component of the working environment is one

of the most important challenges that present and future civilizations will need to address. They refer to interactions between the environment and working conditions, organizational conditions, work functions and substance, worker effort, and family traits (Vischer, 2008). Psychological components are complex since they involve workers, the environment, and work. Noe (2008) described employee wellness in the workplace as a manageable workload, some personal control over the job, support from colleagues and supervisors, positive work relationships, a clear function, and a sense of control or participation in workplace reforms. Individuals' interactions with their employer affect their ability to exert control over their work and their stress level (Warr, 2002). Warr (2002) defined behavioral elements that may influence bank employees' performance as the unique type and function of job satisfaction change, which is the systematic development or decline in job satisfaction over time.

Work-life balance is a collection of interactions between many parts of an employee's worked life; its pros and cons can affect several levels of employees' required duties. Work-life balance is a series of employee interactions. "Work-life balance" is when people spend enough time on work and on family, friends, and hobbies (Smith, 2010). It emphasizes the need for all employees, with or without family commitments, to create a balance between their personal and professional life (Galinsky, Bond & Friedman, 1996). The term "work-life balance" may refer to organizational assistance for the care of dependents, flexible work alternatives, family or personal leave, or any combination of these (Estes & Michael, 2005). Work life balance refers to employment practices that encourage employees to maintain a healthy equilibrium between the demands of their jobs and the obligations and pursuits of their personal lives (Armstrong, 2006). Numerous researchers are in agreement regarding the significance of maintaining a healthy work-life balance in relation to the mental health and overall sense of harmony of employees (Clark, 2000). Greater job satisfaction and more commitment to an organization are both associated with having a healthy work-life balance. Employees' role-related engagement improves as a result of the work life experiences, they have, which in turn contributes to the improvement of the organization's overall performance.

2.2 An Explanation of the Concept of Job Satisfaction

Employee happiness, morale, and motivation can all be influenced by job satisfaction, which in turn can lead to increased productivity (Mabaso & Dlamini, 2017). According to Vroom (1964), job satisfaction can be defined as an orientation of feelings that employees have toward the function that they play at work. For employees to be motivated and

encouraged to improve their performance, job satisfaction is absolutely necessary. Many individuals over the course of time have attempted to define the concept of occupational satisfaction. Hoppok and Spielgler (1938) define job satisfaction as the psychological, physiological, and environmental circumstances that motivate employees to admit to being satisfied or happy with their occupations. This definition encompasses the factors that motivate job seekers to admit to being satisfied or happy with their jobs. In addition, the influence that a wide variety of organizational circumstances have on an employee helps to highlight the significance of the role that employees play in the workplace. Work satisfaction is defined by Robbins and Coulter (2005) as an employee's general attitude toward his or her employment. [Citation needed] To put it another way, an individual who has a high level of job satisfaction tends to have a positive attitude toward the work that they do. In addition, a number of scholars have pointed out that one of the most important factors influencing job satisfaction is the extent to which actual results meet or exceed expectations. If employees feel that they have been treated unfairly and are paid less, it is likely that they would have negative attitudes about their employer, supervisors, and other employees in the workplace (Luthans, 2000). In addition, job satisfaction, as defined by Khan (2006), is determined by the extent to which an employee's expectations at work are aligned with the outcomes of those expectations. On the other hand, according to Frazier (2005), there are a few aspects that influence the job satisfaction of employees. These features include social interactions with the work group, the quality of supervision, and both extrinsic and intrinsic driving reasons. According to Clark (1997), disgruntled employees are unsure about their rights, the working circumstances are unsafe, coworkers are not cooperative, bosses do not treat them with respect, and they are not considered in decision-making, which causes them to feel detached from the business. In the current economic climate, businesses cannot afford disgruntled employees; if an employee fails to fulfill their supervisor's standards, they will be fired, resulting in greater hiring expenses. In addition, he stated that businesses cannot afford to have customers who are dissatisfied. As a result, it is beneficial for companies to provide their employees with a work environment that is flexible, in which they believe their ideas are respected, and in which they feel like an important component of the firm. Since it reflects in their work, employee morale should be high; if morale is low, employees will make fewer attempts to improve themselves as professionals.

2.3 The Performance of the Employees

According to Sultana et al. (2012), performance is defined as the fulfillment of predetermined actions to predetermined or identified standards for precision, completeness, cost, and speed. A high level of performance makes a contribution toward the achievement of organizational goals and the fulfillment of organizational duties. According to Armstrong (2006), performance can be defined as the process of establishing measurable goals. The performance of individuals is reliant not just on what they do but also on how they accomplish their goals. According to Mangkunegara (2009), performance is the consequence of the quality and volume of work that an employee has performed in connection to their obligations and the timely fulfillment of their duties. Performance also takes into account how well the employee has met their duties. According to Spector (1997), most employees overlook their work environment, which affects employee performance. Positive work environments include employee safety, job stability, great interactions with other employees, acknowledgment for good performance, reward for working effectively, and participation in company decision-making. If employees feel valued by their organization, they will have a strong sense of loyalty and ownership, he said. According to Sinha (2001), the performance of employees is dependant upon their willingness and openness to perform their employees. This is the case regardless of the type of work they do. Regarding the employee in question, Howell and Hall Merenda (1999) held contrasting viewpoints regarding their performance. Howell was aligned with the views of Greenberg and Baron when he stated that social position is the only factor that determines employee performance (2000). According to Greenberg and Baron's research, it exerts a positive influence on the relationship between one's vocation and their level of job performance. Stup (2003) identifies a variety of factors that play a role in the achievement of successful employee performance. The physical work environment, the equipment, the meaningfulness of the task, the performance objectives, the performance feedback, the incentive for a good system, the standard operating procedures, as well as knowledge, skills, and attitudes are all factors. Gonzalez (1999) characterized the significance of the work environment as a significant determinant of employee performance and a factor that aids employees in concentrating on their task. Numerous researchers have examined the effect that the work environment has on the performance or productivity of employees. Owusu (2014) came to the conclusion that the level of engagement that employee had with their work environment had a positive impact on that employee's performance. According to the findings of

Roelofsen's (2007) research on the effects of the interior environment, the indoor environment has a significant influence on job performance. Furthermore, Roelofsen found that performance can be improved by anywhere from 5 to 15% simply by making working conditions better. Arokiasamy (2013) found that elements such as salary, rewards, employment security, and work environment increase organizational commitment and a sense of belonging to the organization.

2.4 Theories Relating to the Workplace

Numerous hypotheses have been proposed to explain the relationship between the work environment and employee performance. Two theories, namely the Two-Factor Theory and the Affective Events Theory, serve as the basis for this study.

Two Factor Theory

In 1959, Frederick Herzberg presented the Two Factor Theory to the scientific community. This hypothesis, which has been examined by a great number of researchers in order to provide an explanation for the connection between the work environment and the performance of employees, will serve as the basis for this study. Herzberg recognized factors of motivation and hygiene as drivers of employee attitudes about their work and levels of performance (Robbins & Judge, 2007). His argument was that sanitary components are exterior ones that prevent any dissatisfaction among employees, whereas motivational elements are intrinsic variables that increase employee job satisfaction. The notion states that improving the conditions in which employees perform their jobs will encourage them to do so more effectively. According to Madura (2006), the study conducted by Herzberg recommended that hygiene factors such as pay and working circumstances should be adequate in order to reduce unhappiness among employees. To put it another way, hygiene components are absolutely necessary for preventing employee dissatisfaction with their employees in businesses (Mukherjee, 2009). In addition, Fallon and Zgodzinski (2008) made the observation that hygienic variables might not have a substantial impact on the improvement of job performance; yet, if these criteria are not satisfied, the performance of the employees will fall. Alternately, motivational factors or components of the substance of the job (Mukherjee, 2009) such as promotion and recognition are able to readily contribute to a larger degree of job satisfaction.

The Hypothesis of Affective Events

Howard M. Weiss and Russel Cropanzano presented the theory in 1996. (Phua, 2012). AET explains the relationship between employees' psychological impacts and their reactions to workplace stimuli that affect performance, organizational commitment, and

job satisfaction. Positive and negative emotional experiences at work might affect an employee's job satisfaction, according to the hypothesis. The influence is observed in job satisfaction, devotion, and performance. Previous research supports AET's key ideas, say Ashton-James and Ashkanasy (2005). Employees' emotive responses to workplace events influence their cognition and conduct, according to these concepts. They argue that AET can only be used for organizational events. The notion also studies how work experiences and job features affect emotional and behavioral reactions (Briner, 2000). He says events or conditions at work affect employees' well-being, which affects their performance.

2.5 Working Conditions and Overall satisfaction with the Job

Around the course of many years, researchers from all over the world have worked hard to better understand the connection that exists between a positive working environment and high levels of job satisfaction in a variety of settings. According to the results of a Danish study, a company may be able to boost its productivity by enhancing the physical qualities of its working environment (such as the temperature within the building). This could boost production (Buhai, Cottini, & Nielsen, 2008). Sell and Cleal (2011) used economic and work environment variables to model job satisfaction. The goal of the model was to investigate the reactions of employees who were exposed to hazardous working conditions in exchange for high financial rewards and those who were exposed to non-hazardous working conditions in exchange for lower financial benefits. The study found that work environment and social support directly affect job satisfaction. The study indicated that increasing awards didn't lessen employee discontent. An excellent supervisor is available when needed, can interlink employees, inspires innovative thought and employees open-mindedness, and communicates well with workers. A good boss also appreciates workers' open-mindedness. Competent and effective management led to high employee satisfaction, but poor communication led to discontent (Schroffel, 1999). According to Catillo and Cano's (2004) study on college faculty job satisfaction, interpersonal connections, recognition, and supervision boost job satisfaction. Working environments are a major determinant in job satisfaction for those in tough situations, according to Bakotic and Babic (2013). Working under tough conditions might lead to dissatisfaction with life. Pay, working hours, autonomy, organizational structure, and employee-management communication can affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). According to Arnetz (1999), most employees have a management who doesn't appreciate them. Because their supervisors behave in such a severe manner, employees may not feel as though it is safe to share their creative and useful ideas with

them. In addition to this, he argues that the upper management only allows employees to accomplish the tasks for which they were hired, rather than developing a sense of responsibility in workers by mandating that they collaborate in groups in order to reach high levels of performance.

The management of the company needs to take steps to improve the working environment in order to boost the level of job satisfaction of employees who are put through difficult circumstances. Because of this, they will have the same level of contentment as people who work under standard conditions, and as a consequence, overall productivity will increase.

2.6 The Influence of the Working Environment on the Performance of Employees

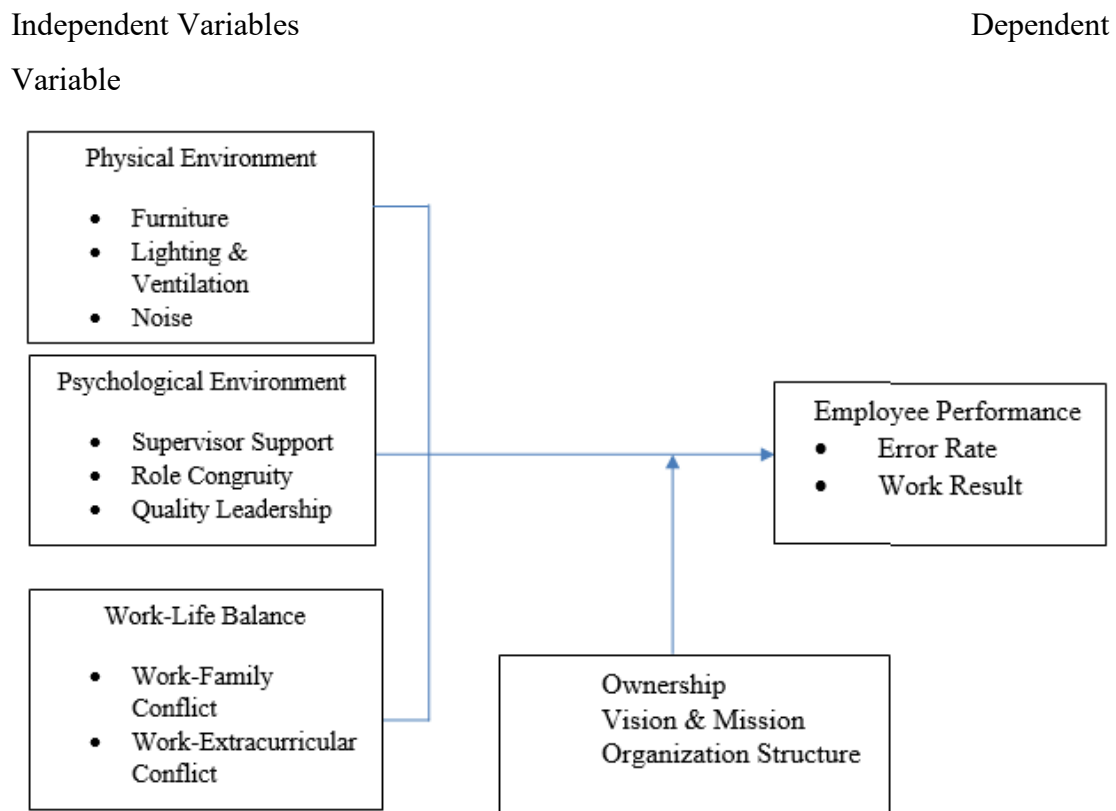
There have been many studies on how the workplace affects how well employees accomplish their jobs. Tamessek (2009) studied how satisfied employees are with their intrinsic, extrinsic, and social work environments, as well as their desire to stay with the same organization. He also studied how employees' impressions of their workplaces affect their commitment and turnover. He concluded that if employees are given supportive work environments, they will have high job satisfaction and dedication to their organization, leading to low employee turnover. Roelofsen (2002) found that enhancing the working environment reduces complaints, absenteeism, and increases productivity. Improved working conditions boost morale and output. Chevalier (2004) found that providing employees with appropriate environmental supports helps them carry out their obligations. Chandrasekar (2003) observed that office atmosphere affects employee performance. According to the findings of Ajala (2012), aspects of the working environment that greatly improve employee productivity include a well-planned layout, appropriate illumination, the lack of noise, and adequate ventilation, as well as adequate lighting. Workplace incentives were found to have a positive effect on employee performance, according to Khan et al. (2011), who conducted an investigation into the relationship between employee performance and the work environment and infrastructure in Pakistan. Hameed and Amjad (2009) discovered that employees are more motivated to work hard and considerably boost their output when the workplace design is comfortable and ergonomic. The research was based on a study of 31 bank locations. According to the findings of Aisha and colleagues' (2013) research project titled "Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance," incentives, motivation, and the working environment all have a significant impact on employee performance at an Indonesian institution. The findings of these

studies make it abundantly clear that a pleasant working environment plays an important part in significantly enhancing the overall performance of employees.

2.7 Previous Study

Samson and Waiganjo (2015) explain how work environment affects bank employees in Nakuru. The study examined how physical labor variables, psychological factors, and work-life balance affect bank employees in Nakuru. The study's population consisted of 736 non-managerial employees, and a sample of 173 respondents was acquired by stratified random sampling with probabilities proportionate to the size of the organization. Figure 2 shows the inquiry's conceptual structure. (2.1).

Figure (2.1) Effect of Workplace Environment on the Performance of Bank Employees

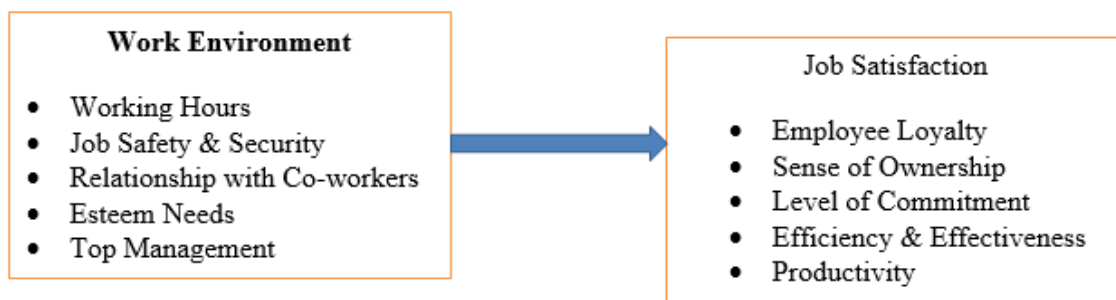


Source: Samson & Waiganjo (2015)

The employees' performance was not much affected by the physical elements, but was significantly affected by the psychosocial factors and their ability to strike a work-life balance. According to the findings, the relationship between employee performance and psychosocial characteristics was the strongest, while the relationships between employee performance and physical and psychological factors were moderate. In 2015, Abdul Raziq and Raheela Maulabakhsh discovered that the atmosphere of the workplace

has an effect on how satisfied a satisfaction is with their employment. The purpose of this study is to evaluate the effect that the work environment has on the level of job satisfaction experienced by employees. A quantitative methodology was used for the investigation. The data were collected through the use of a self-administered survey questionnaire. A survey that was carried out in the past and verified its accuracy served as the basis for the questionnaire. In the city of Quetta, Pakistan, the educational institutions, banking sector, and telecommunications industry make up the target audience. The data gathering from all 210 employees is done using a straightforward random sampling method. The conceptual structure shown in the following figure is as follows: (2.2).

Figure (2.2) Impact of Working Environment on Job Satisfaction



Source: Abdul Raziqa & Raheela Maulabakhsh, 2015

The findings indicated that there is a connection between the quality of the working environment and the level of job satisfaction experienced by workers. The research concludes with a few brief recommendations, one of which states that businesses should acknowledge the value of providing a pleasant working environment in order to maximize the satisfaction of their workforce. This study might be beneficial to society in two ways: first, by encouraging individuals to contribute more to their employment, and second, by helping individuals improve personally and professionally. As a result, it is essential for a company to find ways to inspire the employees who work for it to put in consistent effort toward accomplishing the organization's mission and vision. Idris and colleagues (2007) conducted research in Indonesian state polytechnic colleges to study the role that employee job satisfaction plays as a moderator in the relationships between employee performance, salary, and work environment. The Partial Least Squares method was used in this study to examine the data (PLS). The findings of this study indicate that monetary compensation has a minimal impact on the satisfaction to which workers enjoy their jobs and how well they accomplish their jobs. In addition, the relationship between an employee's performance and their pay cannot be mediated by their level of job satisfaction. Nevertheless, the atmosphere at work has a constructive and significant

influence on the level of performance and job satisfaction achieved by employees. The conceptual structure shown in the following figure is as follows: (2.3)

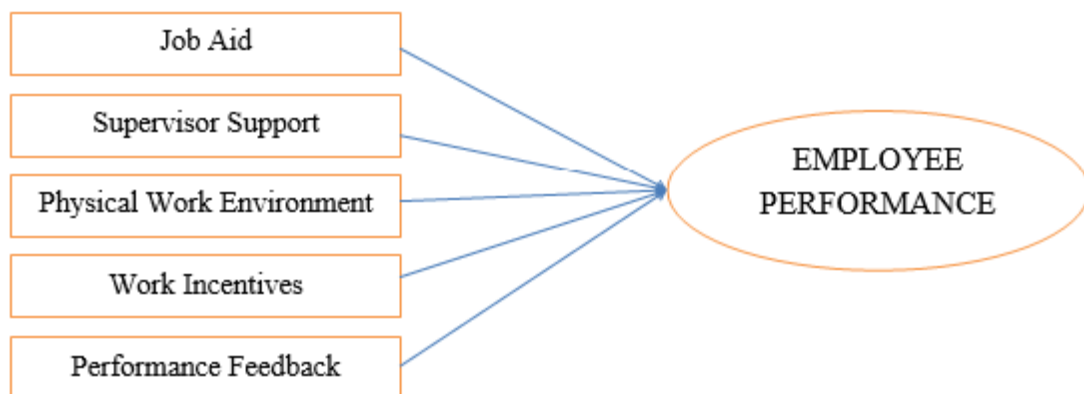
Figure (2.3) Mediating Role of Job Satisfaction on Compensation, Work Environment, and Employee Performance



Source: Idris et al (2007)

Employee satisfaction affects the workplace and their productivity. It also boosts employee performance. Job satisfaction can directly or indirectly mediate between the work environment and employee performance. Direct or indirect. Bushiri (2014) studied the Dar es Salaam Institute of Financial Management to discover if work environment affects employee performance. Figure shows argument's conceptual framework (2.4).

Figure (2.4) Impact on Work Environment and Employee Performance



Source: Bushiri, (2014)

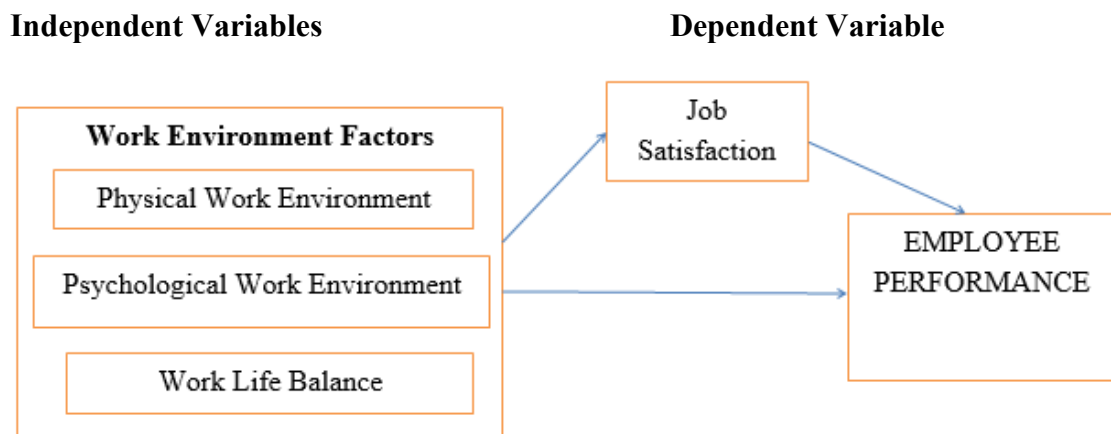
The findings of the study revealed that the members of the organization were influenced in some way by the work environment of the organization, as seen by the respondents. The analysis revealed a number of challenges for management, and the study came to the conclusion that these challenges must be addressed for employee performance to improve. The challenges that must be overcome include the adaptability of the working environment, the presence of distracting work noise, the interpersonal contact between supervisors and subordinates, the utilization of performance feedback,

the presence of job aid, and the improvement of work incentives within the organization. All of these factors are intended to motivate employees to perform their work duties.

2.8 Conceptual Framework of the Study

The conceptual framework of this study was constructed with earlier research serving as the basis for its implementation. The figure that follows provides an illustration of the conceptual framework: (2.5). Samson and Waiganjo (2015) and Bushiri (2014) both state that several aspects of the working environment have an effect on employee productivity. Muriuki (2017) also identified the aspects of the working environment that have an impact on an employee's level of satisfaction in their employment. Idris and colleagues (2007) also highlighted the function of job satisfaction as a mediator in the relationship between employee performance, salary, and the work environment. In light of the aforementioned ideas, hypotheses, and findings from previous studies concerning the influence that components of the working environment have on employee performance, the conceptual framework shown in Figure 1 has been developed as a result of this research. (2.5).

Figure (2.5) Conceptual Framework of the Study



Source: Own Compilaiton,2022

Working Definition

Work environment: The sum of the interrelationships that exist between employees and the setting in which they operate is referred to as the "work environment."

The term "**physical environment**" refers to the elements of the tangible work environment that are concerned with ergonomics. These factors include the spatial arrangement and the functionality of the workplace.

Psychological environment: Psychosocial factors at work include the work environment, job content, organizational conditions, and workers' capacities, needs, culture, and extra-job considerations. These relationships may effect health, work performance, and job satisfaction.

Work life Balance-The goal of striking a balance between one's professional responsibilities and their other interests and activities is to lessen the amount of conflict that exists between one's personal and professional lives.

Performance: A rating system that is utilized to determine an individual's capabilities and output is called performance. This is the measure of the participant's quality expectations, relative to those of his or her peers, for a number of job-related behaviors and outcomes that are examined in this study.

Job satisfaction A person is said to have job satisfaction when they feel a sense of fulfillment or delight as a result of their employment.

CHAPTER III

BACKGROUND HISTORY AND SITUATION OF ICBC BANK

This chapter is broken up into three different halves. First, a general introduction to the Industrial and Commercial Bank of China (ICBC) is presented, and then a review of the present situation at ICBC Bank and its approach to talent management is presented.

3.1 General Description of Industrial and Commercial Bank of China (ICBC)

December 1978 saw the 11th CPC Central Committee's Third Plenary Session. This meeting accelerated China's financial reforms. In September 1983, the State Council decided the People's Bank of China ("PBC") would only be the central bank and a new Industrial and Commercial Bank of China would handle particular corporate operations. This decision was reached because several financial institutions were re-established and financial service demand was growing. The Industrial and Commercial Bank of China (ICBC) was founded on January 1, 1984, establishing China's national specialized bank system. This is a milestone.

China's principal economic structure was a highly centralized planned economy prior to the reform and opening up that took place there in 1978. As a result, government funds dominated the social investment and financing system, with banks playing a secondary role in vertical capital distribution. The PBC controlled the financial and monetary system. China began restructuring and opening up its government in December 1978, during the 11th Central Committee's Third Plenary Session. The rapid development of China's economy and society, as well as the steady increase in the incomes of both urban and rural inhabitants, led to an increase in the demand for financial services as the reform and opening up policies were expanded further. The scenario called for quick reform because it ran counter to the investment and finance system that was backed and supplied by banks at the time, and the system was dominated by a single bank. Deng Xiaoping's famous 1979 remark, "Banks must fulfill the proper banking role," revealed China's efforts to rebuild its financial sector. 1979 saw the reestablishment of the Agricultural Bank of China, the Bank of China, and the People's Construction Bank of China. During this time, China International Trust and Investment Corporation was founded and urban and rural credit cooperatives increased. Despite this, a standard and orderly structure for the central bank had not been formed, leaving China's financial industry without guidance amid fierce rivalry. The People's Bank of China (PBC) continued to function in industrial and commercial lending and urban savings after the Agricultural Bank of China and the

Bank of China were reestablished. Before the Agricultural Bank of China and Bank of China were reestablished. It was often believed that the Professional Banking Commission (PBC) couldn't be neutral about money regulation because it works as both referee and athlete. Specialized banks battled for market share by granting loans, which spiraled out of control and hurt the Chinese economy's adjustment and advancement. Lack of self-discipline mechanisms and bank self-interest caused this. On September 17, 1983, the State Council gave the People's Bank of China central bank duties. This decision proposed that "the People's Bank of China shall be dedicated to exerting the function as central bank and not assume the businesses of industrial and commercial credit and savings anymore, so as to strengthen the centralized management and comprehensive balance of c." As the financial system reform was gradually deepened, this decision was made to strengthen the centralized management and comprehensive balance of c. ICBC launched on January 1, 1984. The Bank became a public business on October 28, 2005. Changed. The bank was listed on the Shanghai and Hong Kong stock exchanges on October 27, 2006.

ICBC opened the ICBC Myanmar Representative Office in 2011 to build its worldwide network in Myanmar. ICBC was one of the first nine multinational banks given permission to operate in Myanmar when the country's banking sector liberalization policy was modified in 2014-2015. HSBC, DBS, and ANZ also participated. ICBC's Yangon Branch opened on September 8, 2015, making it the first Chinese-funded commercial bank in Myanmar. ICBC Yangon's business scope includes deposit acceptance, lending, foreign exchange, issuance and administration of payment instruments, issuance of guarantees and commitments, trading in I money instruments, currency forward and spot contracts, swaps and exchanges and interest rate instruments, providing corporate advice, e-banking, global cash management business, RMB border trading business, and development. ICBC Yangon Branch will use its location at a "Belt and Road" node to its advantage. The Chinese-funded bank has been established in Myanmar for years. This edge will help the bank advance. ICBC, one of Myanmar's most influential financial institutions, will build a platform to provide financial services to "going global" enterprises in partnership with other ICBC members, correspondent banks, and government entities and corporations. This section discusses ICBC's mission, vision, and values.

Mission

1. Excellent services to clients

2. Maximum returns to shareholders
3. Real success for our people
4. Great contribution to society

Vision: Construct a world-class and contemporary financial institution with global competitiveness by following to the ideals of "delivering quality, staying true to our founding mission, being the customer's favorite, leading in innovation, security and prudence, and putting people first."

Values

Integrity Leads to Prosperity.

1. Integrity
2. Humanity
3. Prudence
4. Innovation
5. Excellence

3.3 Performance Practices of ICBC

ICBC aims to become a global leader in profitability, performance, and prestige. ICBC is pursuing a plan called "A Bank of Best Talent" to establish a work environment where all employees may work for the bank and advance their careers. The following are the distinguishing features of ICBC's approach to managing its human resources:

(I) A multi-pronged strategy for the employees' professional development and promotion. A supportive and appropriate work environment should be provided, along with a hierarchy of 21 job position levels that are separated into the following five categories: management, sales, profession, operations, and customer service. This will ensure professional fulfillment and growth.

(II) A way of managing skilled officials that is group-based, market-driven, and has a variety of components Construct a single and open platform to screen and install excellent officials based on democratic choice and open competition. Also, source the best employees from the market to fill many of the Group's top positions and support their advancement. Build a platform to source the greatest talent for the Group's top roles and promote their advancement.

(III) A method for assessing employee performance that is both outcome- and goal-focused and is based on performance reviews. Personal performance contracts, targeted evaluation management, and evaluating staff performance based on behavior and ability are used to construct a comprehensive performance assessment and management system.

The company actively encourages its employees to flourish, make contributions, and advance their careers to the extent that their skills and capabilities permit.

(IV) A mechanism for allocating cash rewards based on labour and performance. Establish a wage distribution method based on job values, such as "Salary based on position," "Compensation consistent with ability," "Bonus based on performance," and "Salary refers to market norm." Align employee pay with corporate performance.

(V) An employee benefit plan that combines the benefits that are mandated by the state with the benefits that are offered by ICBC. Establish a multidimensional and multilevel staff benefit plan in order to retain employees at ICBC. This scheme should include State statutory benefits in addition to ICBC staff benefits such as a corporate annuity, supplementary medical insurance, and an employee help program.

3.4 Aspects of the Workplace's Impact on the Environment at ICBC's Yangon Branch

As a multinational bank, ICBC recognizes the importance of fostering a healthy work environment for its employees. ICBC places a strong emphasis on a number of components of the work environment, including the physical work environment, the psychological work environment, and the work-life balance. The bank is made up of rather unassuming offices that provide their staff employees with solitude, in addition to a lobby and a reception space quiet location to concentrate. Because of the high-quality ventilation system, the environment may be enjoyed at a pleasant temperature. The bank is located in a handy part of the city and provides parking for its customers. The bank, in addition to having sufficient natural ventilation, is also equipped with an effective air conditioning system. Both natural and artificial lighting are available in sufficient quantities within the banking establishment. At ICBC, having positive relationships with one's fellow employees is essential to the development of clear and concise communication. The motivation of bank employees is increased when there is efficient communication. ICBC developed a compensation plan that offers bonuses to staff members according to their level of performance and length of service. In addition to this, ICBC fosters a healthy mental environment by providing its employees with both a rewards program and a health care system. Work-life balance is a collection of interactions between many parts of an employee's worked life; its pros and cons can affect several levels of employees' required duties. Work-life balance is a series of employee interactions. ICBC strives to strike a balance between workers' professional and personal

lives. The following elements are significant contributors to the work-life balance enjoyed by ICBC staff employees:

- Create flexible leave policies.
- Foster a healthy work environment.
- Offer flexible scheduling.
- Create a family-friendly work environment.
- Apply change management best practices

ICBC fosters a positive working environment in order to decrease employee turnover and boost overall productivity among its workforce. Respect, which encourages employee engagement and leads to outstanding performance, is the defining characteristic of a good working environment, which is advantageous to the company's bottom line.

CHAPTER IV

ANALYSIS THE EFFECT OF WORK ENVIRONMENT FACTORS ON EMPLOYEE PERFORMANCE

This chapter examines the impact that the atmosphere of the workplace has on the performance of the employees. This chapter covers the overall design of the study, as well as the demographics of the respondents, an analysis of reliability and validity, a correlation analysis, and a regression analysis.

4.1 Research Design

The study took a descriptive approach to research in order to describe the influence that various aspects of the workplace have on the performance of ICBC employees (Yangon branch). In this study, a quantitative research methodology is utilized to collect data that is measurable through the application of statistical methods. In order to accomplish the goals of this study, the appropriate data was compiled with the use of a questionnaire in the form of a survey. All ranks of ICBC branch employees in Yangon are included in this study's intended population for analysis. 105 employees are employed in the ICBC branch in Yangon (excluding drivers and security personnel). In this study, 80 employees were randomly sampled (one-fourth of the organization). A standard questionnaire was utilized to collect the needed data. The majority of the research questionnaire was divided into two sections: the first comprises demographic information about respondents, such as gender, age, and other facts. Part 2 of the poll asks about physical and psychological environments, work-life balance, employee performance, and job satisfaction. Part 2 uses five-point Likert Scale items to formalize the research purpose. 1 indicates strong disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strong agreement.

4.2 Profile Demographic of Respondents

In order to assess the components of the work environment and employee performance, this study conducts an analysis of the demographic features of 80 employees working at the ICBC's Yangon branch. The bank was provided with information regarding the goal of the study as well as an invitation to take part in the survey. This section provides responder profiles, which include gender, age, education, position, marital status, and job experience, among other relevant information.

Table (4.1) Profile of Respondents

Items	No of Respondents	Percentage
Gender		
male	36	45.0
female	44	55.0
Total	80	100.0
Age (years)		
21 to 30 years	57	71.3
31 to 40 years	19	23.8
41 to 50 years	3	3.8
above 50	1	1.3
Total	80	100.0
Position		
manager level	22	27.5
non-manager level	58	72.5
Total	80	100.0
Marital Status		
single	60	75.0
married	19	23.8
others	1	1.3
Total	80	100.0
Education		
under graduate	5	6.3
graduate	64	80.0
master	11	13.8
Total	80	100.0
Experience		
less than one year	12	15.0
one to three year	26	32.5
three to five years	10	12.5
above five years	32	40.0
Total	80	100.0
Income (kyats)		
100,000 – 500,000 kyats	48	60.0
500,001 – 1,000,000 kyats	16	20.0
above 1,000,000 kyats	16	20.0
Total	80	100.0

Source: Survey data, 2022

4.3 Validity and Reliability Test

In order to properly analyze a study, it is necessary to conduct reliability and validity tests. Following the administration of the survey, reliability and validity tests are carried out on the various policies, techniques, practices, and staff competences pertaining to training and development. Productivity and job satisfaction are also tested for reliability and validity. Employee data is tested. Criteria for evaluating the overall significance, relevance, effect, and worth of completed research have steadily replaced reliability and validity (Janice et al., 2002).

In order to properly analyze the research, the dependability test is required. The degree to which measurements are free of arbitrary mistake and, as a consequence, regularly give correct results is what we mean when we talk about reliability (Zikmund 1997). In this study, the degree of internal consistency is determined by means of the Cronbach's Alpha statistic. Cronbach's Alpha is a reliability coefficient that evaluates the degree to which several components of a collection are favorably correlated with one another (Sekaran, 2003). A rule of thumb for understanding Cronbach's alpha value for Five-Likert Questions is provided in the table below (4.2).

Table (4.2) Rule of Thumb on Cronbach's alpha

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Rule of thumb on Cronbach alpha. resarchgate.net

A CFA was performed to verify the latent component readings (Cheng, Jiang, Sun, and Wang, 2001). Experiment used CFA with varimax rotation. The Kaiser-Meyer-Oklin (KMO) number is usually 0. Near one shows compact correlation patterns, hence factor analysis will offer proper factors. Zero shows that partial correlations outweigh correlations (Akbulut,2008). In the end analysis, it was important to keep the factor loading value of each measured variable that was greater than 0.50. This was done for each variable. Cronbach's alpha and KMO were used to the data from the survey in order to evaluate the reliability and validity of the variables, as well as their internal consistency (see Table) (4.3).

Table (4.3) Reliability and Validity Test

Sr. No.	Factors	No. of items	Cronbach's Alpha	Validity (KMO)
1	Physical Work Environment	5	0.795	.785
2	Psychological Work Environment	5	0.817	.833
3	Work Life Balance	4	0.613	.652
4	Job Satisfaction	5	0.807	.713
5	Employee Performance	9	0.816	.805

Source: Survey data (2022)

According to Table (4.3), every alpha value falls between 0.61 and 0.81. Consequently, the research data for this poll are valid and trustworthy.

4.4 Analysis Descriptive of the Study

The conceptual model of the research was based on three independent variables: the physical work environment, the psychological work environment, and the balance between one's personal life and professional life at work. In addition to this, there is an additional independent variable that has an effect on the degree of performance achieved by employees as well as the satisfaction to which they are satisfied with their jobs. This section's objective is to determine the extent to which each variable's effect on the work environment variables contributes to the overall performance of ICBC staff employees (Yangon branch). The table provides an explanation of how the mean score should be understood, and you can find it there (4.4).

Table (4.4) Mean Score Interpretation

No.	Mean Score between	Interpretation
1	1.00 -1.80	Very Low
2	1.81 – 2.60	Low
3	2.61 – 3.40	Medium
4	3.41 – 4.20	High
5	4.21 – 5.00	Very High

Source: google

4.4.1 Employee Perception of Physical Work Environment

The results of the descriptive analysis of employee perceptions of the physical work environment at ICBC are shown in Table (4.5). (Yangon branch). This evaluation is predicated on five claims concerning this physical work environment.

Table (4.5) Physical Work Environment

Sr. No.	Items	Mean	Standard Deviation
1	My furniture is comfortable enough to enable me to perform my jobs without getting tired.	4.48	.763
2	My work provides an undisturbed environment without any noise that gives me alone time to perform my duties.	4.38	.700
3	I am happy with my office space and arrangement.	4.60	.628
4	A better work environment (spacious office, enough lighting etc.) will make me perform better at my job.	4.29	.732
5	Banks provide health care program during Covid pandemic period.	4.46	.693
Overall Mean		4.44	

Source: Survey data, 2022

The individual mean score on five questions on the physical work environment is displayed in Table (4.5). The lowest mean score is 4.29, and the highest mean score is 4.60, both of which are above the neutral value, indicating that the majority of employees desire a positive physical work environment. In addition, the overall mean score of 4.44 is greater than the moderate value, so it can be stated that the physical work environment is conducive to employee performance.

4.4.2 Employee Perception of Psychological Work Environment

Table (4.6) displays the results of a descriptive analysis of the psychological work environment perceptions of ICBC employees (Yangon branch). This evaluation is based on five statements concerning the psychological work environment.

Table (4.6) Psychological Work Environment

Sr. No.	Items	Mean	Standard Deviation
1	My organization provides incentives that generally support my work.	4.50	.675
2	Financial support for learning programs motivates me to perform better at work.	4.59	.630
3	Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work.	4.31	.704
4	My organization provides opportunities for promotion for high performing employees.	4.24	.733
5	My organization interest to promote employees' skills.	4.47	.693
Overall Mean		4.42	

Source: Survey data, 2022

The individual mean score for five questions about the psychological work environment is displayed in Table (4.6). The lowest mean score is 4.24, and the highest mean score is 4.50, both of which are above the neutral value, indicating that the majority of employees desire a psychologically healthy workplace. Furthermore, the overall mean score is 4.42, which is greater than the moderate value; hence, the psychological work environment is effective for employee performance.

4.4.3 Employee Perception of Work Life Balance

The results of the descriptive analysis of employee perceptions of work-life balance at ICBC are shown in Table (4.7). (Yangon branch). This evaluation is based on four claims concerning work-life balance.

Table (4.7) Work Life Balance

Sr. No.	Items	Mean	Standard Deviation
1	I am able to balance work priorities with my personal life.	4.53	.711
2	My organization provides flexi- time to be able to balance my work and personal life.	4.55	.614
3	My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.	3.77	.729
4	My organization allows work from home doing during Covid pandemic period.	3.80	.770
Overall Mean		4.29	

Source: Survey data, 2022

The individual mean score on five questions on work life balance is presented in Table (4.7). The lowest mean score is 3.77, and the highest mean score is 4.55, both of which are above the neutral value, indicating that the majority of employees desire a healthy work-life balance. In addition, the overall mean score of 4.29 is greater than the moderate value, so it can be stated that the work-life balance is beneficial for employee performance.

4.4.4 Perceptions of Job Satisfaction by Employees

Table (4.8) displays the result of the descriptive study of ICBC employee job satisfaction perceptions (Yangon branch). This evaluation is predicated on five claims regarding job satisfaction.

Table (4.8) Job Satisfaction

Sr. No.	Items	Mean	Standard Deviation
1	Satisfaction with physical working conditions.	4.60	.628
2	Satisfaction with current maintenance of the building.	4.57	.632
3	Satisfaction with rewards and incentive system.	4.60	.648
4	Satisfaction with job security in this organization	4.75	.518
5	Satisfaction with understanding personal issue in this organization.	4.66	.572
Overall Mean		4.63	

Source: Survey data, 2022

The individual mean score on five questions on job satisfaction is displayed in Table (4.8). The lowest mean score is 4.57, and the highest mean score is 4.70, both of which are above the neutral value, indicating that the majority of employees desire a positive physical work environment. Furthermore, the overall mean score is 4.63, which is the greatest mean score compared to other variables' overall mean values; hence, it can be stated that job satisfaction has a positive impact on employee performance.

4.4.5 Employee Perceptions Regarding Employee Performance

The results of the descriptive analysis of employee perceptions of ICBC employee performance are presented in Table (4.9). (Yangon branch). This study is based on nine statements regarding the performance of this individual.

Table (4.9) Employee Performance

Sr. No.	Items	Mean	Standard Deviation
1	Employees work quality has improved	4.29	.532
2	Employees ensure that quality services are provided to customers	4.64	.484
3	Our organization culture emphasizes on work quality	4.44	.570
4	Employees set personal deadlines to achieve high work quantity	4.33	.725
5	Employees focus on a single task at a time to achieve high work quantity	4.33	.497
6	Employee training focus on what employee do on daily basis	4.26	.522
7	Productivity shows how efficient the employees are for a task	4.20	.624
8	Productivity helps to determine whether a task needs more or less workers	4.49	.503
9	Employee productivity is enhanced through skills acquired	4.35	.506
Overall Mean		4.5	

Source: Survey data, 2022

According to Table (4.9), the overall mean value is 4.5, which is the second highest mean value compared to all other overall mean values. This means that the majority of respondents rated ICBC's personnel performance positively. In addition, the majority of respondents strongly agree that work environment elements influence and affect employee performance.

4.5 Correlation Analysis of the Study

Physical work environment, psychological work environment, work-life balance, job satisfaction, and employee performance are depicted in Table 4.10. The following describes the extent of the association between work environment characteristics and employee performance as determined by Pearson correlation analysis:

Table (4.10) Correlation Analysis

Sr. No.	Factors	Correlation Coefficient	P-Value (Sig.)
1	Physical work environment	0.458**	0.000
2	Psychological work environment	0.389**	0.000
3	Work Life Balance	0.494**	0.000
4	Job Satisfaction	0.378**	0.001
5	Employee Performance	1	0.000

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

Source: Survey data (2022)

Work environment characteristics and job satisfaction have a favorable correlation with employee performance, as shown in Table 4.10. The significant value at the 0.01 level was correlated (two-tailed). On the basis of these results, regression analysis was conducted.

4.6. Effect of Work Environment Factors on Employee Performance

Physical work environment, psychological work environment, and work life balance are inversely connected with employee performance (physical work environment, psychological work environment, work life balance). The table below shows the relationship between work environment aspects (physical, psychological, and work-life balance) and employee performance table (4.11).

Table (4.11) Effect of Work Environment Factors on Employee Performance

Dependent Variable: Employee Performance	Unstandardized Coefficients		Standardized Beta	t	Sig
	B	SE			
(Constant)	2.163	.441		4.907	.000
Physical Work Environment	.312**	.161	.344	1.945	.054
Psychological Work Envi:	-.121	.166	-.134	-.733	.466
Work Life Balance	.346***	.120	.370	2.889	.003
R ²				0.288	
Adjusted R ²				0.260	
F statistics				10.252***	
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively					

Source: Survey data (2022)

According to the table above, the F test value is very significant at the 1% level. R² value for the independent variables is 28.8%. According to the findings, the psychological environment of the workplace has no effect on employee performance. Nevertheless, the physical work environment and work-life balance have a considerable and favorable effect on employee performance.

4.7. Effect of Work Environment Factors on Job Satisfaction

To assess the link between work environment aspects (physical, psychological, and work life balance) and job satisfaction, job satisfaction is regressed against work environment parameters (physical work environment, psychological work environment, work life balance). The table below shows the relationship between work environment aspects (physical, psychological, and work-life balance) and job satisfaction (4.12).

Table (4.12) Effect of Work Environment Factors on Job Satisfaction

Dependent Variable: Job Satisfaction	Unstandardized Coefficients		Standardized Beta	t	Sig
	B	SE			
(Constant)	.875	.255		3.436	.001
Physical Work Environment	.358***	.093	.396	3.864	.000
Psychological Work Environment	.404***	.096	.448	4.226	.000
Work Life Balance	.088	.069	.095	1.273	.207
R ²				0.761	
Adjusted R ²				0.751	
F statistics				80.514***	
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively					

Source: Survey data (2022)

According to the table above, the F test value is very significant at the 1% level. The independent variables account for 76.1% of the R² value. According to the findings, both the physical and psychological work environments have an impact on job satisfaction. However, work-life balance has little impact on job satisfaction.

4.8. Effect of Job Satisfaction on Employee Performance

The results of the link between job satisfaction and employee performance are summarized in Table 4.13.

Table (4.13) Effect of Job Satisfaction on Employee Performance

Dependent Variable: Employee Performance	Unstandardized Coefficients		Standardized	t	Sig
	B	SE	Beta		
(Constant)	2.741	.490		5.593	.000
Job Satisfaction	.379***	.105	.378	3.604	.001
R ²	0.143				
Adjusted R ²	0.132				
F statistics	12.990***				
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively					

Source: Survey data (2022)

According to the table above, the F test value is very significant at the 1% level. The independent variables account for 14.3% of the R² value. The results indicate that job satisfaction has an effect on employee performance.

4.9. Mediation Effect of Job Satisfaction between Work Environment Factors and Employee Performance

Employee performance is inversely connected with work satisfaction when examining the relationship between these two variables. Table 4.14 shows the mediation effect of job satisfaction on the link between work environment characteristics and employee performance. Appendix-2 shows the direct and indirect mediation effects.

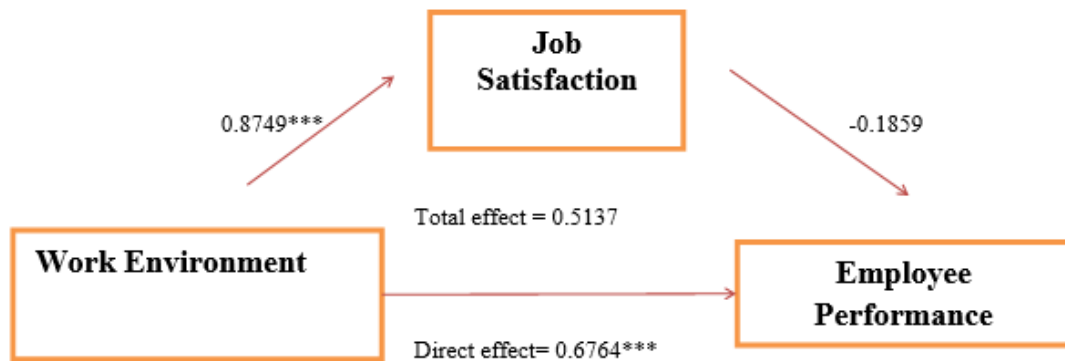
Table (4.14) Mediation Effect of Job Satisfaction on Employee Performance

Dependent Variable: Employee Performance	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	SE	Beta		
(Constant)	2.394	.469		5.101	.000
Work Environment	.676***	.194	.658	3.481	.001
Job Satisfaction	-.186	.190	-.185	-.979	.331
R ²	0.259				
Adjusted R ²	0.240				
F statistics	13.479***				
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively					

Source : Survey data (2022)

From the findings of Table (4.13), independent variable was positive and R-squared was 0.26 but satisfaction is not significant with employee performance which indicated that there is no mediation effect on employee retention at ICBC Bank.

Figure (4.14) Path Analysis on Direct, Indirect and Total Effects of Job Satisfaction on Employee Performance



Source: SPSS Output,2022

Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively

Path analysis shows that the workplace affects Job Satisfaction. Job Satisfaction doesn't affect employee performance. Job Satisfaction does not moderate the relationship between work environment and employee performance.

Table (4.15) Direct, Indirect and Total Effects of Job Satisfaction on Employee Performance

Variable	Indirect	Direct	Total Effect	Effect
Job Satisfaction	-0.1627	0.6764***	0.5137	No Mediation Effect

Source: SPSS Output,2022

Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively

According to Table (4.15), Job Satisfaction has no mediation effect on the relationship between work environment and employee performance.

CHAPTER V

CONCLUSION

This final chapter draws conclusions from the study's data analysis. This chapter discusses the findings of an inquiry into the effect that different aspects of the workplace have on the levels of performance achieved by employees at ICBC (Yangon Branch). The outcomes of the study are given in the first section of this article. The study aimed to determine the relationship between the work environment and employee performance at ICBC's Yangon Branch. The next step is to make some suggestions and recommendations after this. Following that, several suggestions for directions for future research are offered.

5.1. Finding and Discussion

This research examines how workplace factors affect ICBC workers' work performance (Yangon Branch). According to this research, the physical work environment, psychological work environment, and work life balance are important to employee performance because they motivate employees, improve their competency and development, and help employees maintain a healthy work-life balance. In the next paragraphs, the results of each target will be discussed in light of their respective repercussions.

In order to achieve the goals of the study, the initial survey will consist of eighty participants. In terms of the demographics of those who participated in this poll, the vast majority of respondents are women, and the majority of those women are between the ages of 21 and 30 and are single. When it comes to their level of education, the vast majority of respondents have attained the level of a bachelor's degree. The vast majority of respondents are employees who are not in managerial positions. In addition, the vast majority of employees have been employed by ICBC Bank for a period of at least five years.

The reliability and validity of the data that were obtained are analyzed with the help of Statistical Packages for the Social Science 23. In the final data analysis, some of the items with lower factor loadings are moved about in order to boost the dependability of the study's variables. The KMO value is used to decide which independent elements should be kept for the final analysis. Those elements must have reasonably high loadings (greater than .50) to be kept. According to survey results questionnaires, the majority of

respondents agreed or strongly agreed on five physical work environment questionnaires, five psychological questionnaires, four work life balance questionnaires, five job satisfaction questionnaires, and nine employee performance questionnaires (average above 50 percent). It shows that respondents had a positive attitude toward the many aspects of the working environment at their bank. In addition, respondents are in agreement with the notion that there is a connection between employee performance and job satisfaction due to the fact that the average mean value is higher than 3.

In addition, the F test result, which is supposed to represent the overall importance of the model, is extremely significant at the 1% level, as indicated by the regression analysis. According to the findings, a major contribution to job satisfaction was made by both the physical and psychological work surroundings, as well as the balance between work and other aspects of life.

Multiple regressions were utilized to examine the association between independent factors (physical work environment, psychological work environment, and work life balance) and the dependent variable (employee performance). According to the findings of a regression analysis, there is a positive influence of a highly significant nature on employee performance brought about by three variables that are included in the elements of the work environment. These variables include the physical work environment and the work-life balance. In spite of this, the only factors that significantly influence job satisfaction are the physical and psychological conditions of the workplace. As a consequence of this, employees at ICBC believe that the bank provides the best possible physical working environment, which has resulted in increased levels of job satisfaction and performance.

In conclusion, the mediating effect of job satisfaction does not have a positive link with the qualities of the working environment and the performance of employees. On the other hand, job satisfaction has been shown to link with workplace attributes as well as employee performance in correlation analyses. None of the variables pertaining to the working environment were found to be associated to or the root cause of job satisfaction when the regression analysis was carried out. Also explored are the direct and indirect effects of employee satisfaction on the link between workplace characteristics and employee performance (Appendix 2). The findings of the data analysis and the conclusions that were drawn from those findings lead one to the conclusion that the bank has not successfully developed client satisfaction. Despite this, the bank strives to maintain a productive working environment and high levels of staff performance.

5.2. Recommendations and Suggestions

On the basis of the study and the findings, the following suggestions have been given for ICBC's Yangon branch on the effect of various aspects of the work environment on the performance of employees:

The ICBC (Yangon branch) is going to improve working conditions in order to make sure that the environment at work is one that encourages good performance from employees. Improving working conditions in order to coax better performance out of staff members. Employees are better able to perform their responsibilities when the environment in which they work is favorable. As a direct consequence of this, they will realize their organization's goals. The performance of staff members must be given a great amount of importance in the banking industry. Given that the work environment is the key element affecting employee performance, ICBC should make every effort to guarantee that the work environment encourages employee success and should do so in a way that is conducive to employee performance. Accordingly, the research suggests that the banking company should improve its working conditions by making certain that they are more up to date, safe, and accommodating to its staff employees.

When compared to the other two criteria (work-life balance and physical health), the findings of this study reveal that psychosocial does not have an impact on employee performance at ICBC (Yangon Branch). Managers and supervisors must always consider all employees affecting employee performance. Staff employees knew their functions and obligations and participated in a variety of activities to perform their jobs. In addition, the psychological factor plays a significant part in the roles played by motivation and reward systems. As a result, ICBC had to build a system of incentives and rewards and take into consideration the psychological nature of the workplace.

The investigation of mediation reveals a favorable correlation between levels of satisfaction and levels of performance. The mediation aspect of job satisfaction, on the other hand, was found to not have a significant relationship to employee performance when subjected to regression analysis. This suggests that although employee satisfaction has increased, their performance has not improved despite the fact that it has increased. Because some employees have the misconception that job satisfaction does not have an effect on their pay or the development of their skills. It is predicted that ICBC will pay a greater emphasis on the working environment in order to increase the overall performance of its workforce. Employees at ICBC view the non-physical and physical parts of the modern work environment as having an equal amount of significance. It has been

demonstrated that the work environment can serve as a catalyst for employees to feel content with their work, which in turn allows them to contribute more effectively and efficiently to the organization's goal achievement. This is one of the ways that employee satisfaction can be increased.

5.3 Need for Additional Research

Because of limitations in both time and resources, this inquiry was conducted exclusively by ICBC (Yangon Branch). Additional study needs to be carried out all around the country if we are going to have a better grasp of the connection that exists between the performance of employees and the atmosphere of the workplace. The relevance of the work environment, as well as employee performance in general, would be brought into sharper focus if this study were repeated in different contexts, such as the public sector. In addition, it is recommended that further research be carried out to collect data from other financial industries. This is so it can be ascertained whether or not the working conditions in these other industries are analogous to those of this study and, as a result, whether or not they could benefit from it. The working conditions within commercial banks were the primary focus of this research. On the other hand, research of a similar nature can be carried out on different types of financial institutions that accept deposits as well as on SMEs.

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Survey Questionnaire for Employees

Dear Respondent,

I attached questionnaire is a part of a study of Master of Banking and Finance at Yangon University of Economics. The research title is "**Effect of Work Environment on Employee Performance in Industrial and Commercial Bank of China (ICBC), Yangon Branch**". The objective of the research is to analyze the effect of work environment factors on employee performance. I promise that your personal information will not be released to any institutions but for my dissertation utilization.

Thank you so much for your help!

PART (A)

အပိုင်း (၁)

Employee Related Information

(ဝန်ထမ်းနှင့်သက်ဆိုင်သောအချက်အလက်များ)

Make the selected point with (✓).

(မေးခွန်းများအား(✓) ခြစ်၍ဖြေဆိုပါ။)

1. Gender(ကျား/မ)

Male (ကျား)

Female (မ)

2. Age (အသက်)

Under 20 years (၂၀ နှစ်အောက်)

21 to 30 years (၂၁ မှ ၃၀ အတွင်း)

31 to 40 years (၃၁ မှ ၄၀ အတွင်း)

41 to 50 years (၄၁ မှ ၅၀ အတွင်း)

50 years and above (၅၀ နှင့်အထက်)

3. Position (ရာထူး)

Manager Level (Assistant manager & above) (လက်ထောက်မန်နေဂျာနှင့် အထက်)

Non-manager Level (Junior banking assistant to Supervisor) (အငယ်တန်းလက်ထောက် မှ ကြီးကြပ်ရေးမှူးအထိ)

4. Marital Status(အိမ်ထောင်ရေးအခြေအနေ)

Single (လူပျို / အပျို)

Married(လက်ထပ်ထားပြီး)

Other(အခြား)

5. Educational Qualification(ပညာအရည်အချင်း)

Under - Graduate (ဘွဲ့မရသေး)

Graduate (ဘွဲ့ရပြီး)

Master(မာစတာဘွဲ့ရပြီး)

PhD(ဒေါက်တာဘွဲ့ရပြီး)

6. How long have you worked for ICBC Bank? (ICBC Bank တွင်လုပ်သက်ဘယ်လောက်ရှိပြီလဲ)

Less than 1 years (၁ နှစ်အောက်)

1 year – 3 years (၁ နှစ် မှ ၃ နှစ်အထိ)

3years – 5years (၃ နှစ် မှ ၅ နှစ်အထိ)

5 years and above years (၅ နှစ်နှင့်အထက်)

7. Monthly Salary Rate (လစာ)

100,000-499,999 MMK (၁၀၀,၀၀၀ မှ ၄၉၉,၉၉၉ ကျပ်အထိ)

500,000 - 999,999 MMK (၅၀၀,၀၀၀ မှ ၉၉၉,၉၉၉ ကျပ်အထိ)

1,000,000 & above MMK (၁,၀၀၀,၀၀၀ ကျပ်နှင့် အထက်)

PART (B)

Work Environment Factors, Job Satisfaction, and Employee Performance

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are working, please indicate the degree for each statement by making a choice the scale below.

1 = strongly disagreed

2 = disagrees

3 = neutral

4 = agree

5 = strongly agreed

(1) Work Environment Factors

Physical Work Environment						
No	Statement	1	2	3	4	5
1.	My furniture is comfortable enough to enable me perform my jobs without getting tired.					
2.	My work provides an undisturbed environment without any noise that gives me alone time to perform my duties.					
3.	I am happy with my office space and arrangement.					
4.	A better work environment (spacious office, enough lighting etc.) will make me perform better at my job.					
5.	Bank provide health care program during Covid pandemic period.					
Psychological Work Environment						
No	Statement	1	2	3	4	5
1.	My organization provides incentives that generally support my work.					
2.	Financial support for learning programs motivates me to perform better at work.					
3.	Senior management gives staff a clear picture of the direction in which the organization is headed hence motivating me to work.					
4.	My organization provides opportunities for promotion for high performing employees.					
5.	My organization interest to promote employees' skills.					

Work Life Balance						
No	Statement	1	2	3	4	5
1.	I am able to balance work priorities with my personal life.					
2.	My organization provides flexi- time to be able to balance my work and personal life.					
3.	My organization recognizes the need for leave in order to give employees time off work to relax and attend also to personal issues.					
4.	My organization allows work from home doing during Covid pandemic period.					

(2) Job Satisfaction

No	Statement	1	2	3	4	5
1.	Satisfaction with physical working conditions.					
2.	Satisfaction with current maintenance of the building.					
3.	Satisfaction with rewards and incentive system.					
4.	Satisfaction with job security in this organization					
5.	Satisfaction with understanding personal issue in this organization.					

(3) Employee Performance

No	Statement	1	2	3	4	5
Work quality						
1.	Employees work quality has improved					
2.	Employees ensure that quality services are provided to customers					
3.	Our organization culture emphasizes on work quality					
Work quantity						
4.	Employees set personal deadlines to achieve high work quantity					
5.	Employees focus on a single task at a time to achieve high work quantity					
6.	Employee training focus on what employee do on daily basis					

Productivity					
7.	Productivity shows how efficient the employees are for a task				
8	Productivity helps to determine whether a task needs more or less workers				
9	Employee productivity is enhanced through skills acquired				

***** Thank You*****

Frequency Test

gender

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	<i>male</i>	36	45.0	45.0	45.0
	<i>female</i>	44	55.0	55.0	100.0
	<i>Total</i>	80	100.0	100.0	

age

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	21 to 30 years	57	71.3	71.3	71.3
	31 to 40 years	19	23.8	23.8	95.0
	41 to 50 years	3	3.8	3.8	98.8
	above 50	1	1.3	1.3	100.0
	<i>Total</i>	80	100.0	100.0	

position

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	manager level	22	27.5	27.5	27.5
	non-manager level	58	72.5	72.5	100.0
	<i>Total</i>	80	100.0	100.0	

Marital status

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	single	60	75.0	75.0	75.0
	married	19	23.8	23.8	98.8
	others	1	1.3	1.3	100.0
	<i>Total</i>	80	100.0	100.0	

education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid under graduate	5	6.3	6.3	6.3
graduate	64	80.0	80.0	86.3
master	11	13.8	13.8	100.0
Total	80	100.0	100.0	

experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than one year	12	15.0	15.0	15.0
one to three year	26	32.5	32.5	47.5
three to five years	10	12.5	12.5	60.0
above five years	32	40.0	40.0	100.0
Total	80	100.0	100.0	

salaries

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 100,000 - 500,000 kyats	48	60.0	60.0	60.0
500,001 - 1,000,000 kyats	16	20.0	20.0	80.0
above 1,000,000 kyats	16	20.0	20.0	100.0
Total	80	100.0	100.0	

Validity Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	129.814
	df	10
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.833
Bartlett's Test of Sphericity	Approx. Chi-Square	137.247
	df	10
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Bartlett's Test of Sphericity	Approx. Chi-Square	28.072
	df	3
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.713
Bartlett's Test of Sphericity	Approx. Chi-Square	148.292
	df	10
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.805
Bartlett's Test of Sphericity	Approx. Chi-Square	474.207
	df	36
	Sig.	.000

Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.795	5

Reliability Statistics

Cronbach's Alpha	N of Items
.817	5

Reliability Statistics

Cronbach's Alpha	N of Items
.613	4

Reliability Statistics

Cronbach's Alpha	N of Items
.807	5

Reliability Statistics

Cronbach's Alpha	N of Items
.876	9

Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
physical1	80	2	5	4.48	.763
physical2	80	2	5	4.38	.700
physical3	80	3	5	4.60	.628
physical4	80	3	5	4.29	.732
physical5	80	3	5	4.46	.693
Valid N (listwise)	80				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
psychological1	80	3	5	4.50	.675
psychological2	80	3	5	4.59	.630
psychological3	80	3	5	4.31	.704
psychological4	80	3	5	4.24	.733
psychological5	80	3	5	4.47	.693
Valid N (listwise)	80				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
worklifebalance1	80	3	5	4.53	.711
worklifebalance2	80	3	5	4.55	.614
worklifebalance3	80	2	5	3.77	.729
worklifebalance4	80	2	5	3.80	.770
Valid N (listwise)	80				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
jobsatisfaction1	80	3	5	4.60	.628
jobsatisfaction2	80	3	5	4.57	.632
jobsatisfaction3	80	3	5	4.60	.648
jobsatisfaction4	79	3	5	4.75	.518
jobsatisfaction5	80	3	5	4.66	.572
Valid N (listwise)	79				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EPquality1	80	3	5	4.29	.532
EPquality2	80	4	5	4.64	.484
EPquality3	80	3	5	4.44	.570
EPquantity4	80	2	5	4.33	.725
EPquantity5	80	3	5	4.33	.497
EPquantity6	80	3	5	4.26	.522
EPproductivity7	80	3	5	4.20	.624
EPproductivity8	80	4	5	4.49	.503
EPproductivity9	80	3	5	4.35	.506
Valid N (listwise)	80				

Summary Table

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
physical	80	2.60	5.00	4.4400	.52231
Psychological	80	3.00	5.00	4.4225	.52289
Work life balance	80	2.67	5.00	4.2917	.50698
Satisfaction	80	3.00	5.00	4.6325	.47248
Performance	80	3.00	5.00	4.4984	.47438
Valid N (listwise)	80				

Correlations

		physical	Psychological	Worklifebalance	Satisfaction	P
physical	Pearson Correlation	1	.831**	.609**	.826**	.458**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	80	80	80	80	80
Psychological	Pearson Correlation	.831**	1	.640**	.837**	.389**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	80	80	80	80	80
Work life balance	Pearson Correlation	.609**	.640**	1	.622**	.494**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	80	80	80	80	80
Satisfaction	Pearson Correlation	.826**	.837**	.622**	1	.378**
	Sig. (2-tailed)	.000	.000	.000		.001
	N	80	80	80	80	80
Performance	Pearson Correlation	.458**	.389**	.494**	.378**	1
	Sig. (2-tailed)	.000	.000	.000	.001	
	N	80	80	80	80	80

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

Work Environment Effect on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.537 ^a	.288	.260	.40808

a. Predictors: (Constant), Worklifebalance, physical, Psychological

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.122	3	1.707	10.252	.000 ^b
	Residual	12.656	76	.167		
	Total	17.778	79			

a. Dependent Variable: P

b. Predictors: (Constant), Worklifebalance, physical, Psychological

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.163	.441		4.907	.000
	physical	.312	.161	.344	1.945	.054
	Psychological	-.121	.166	-.134	-.733	.466
	Worklifebalance	.346	.120	.370	2.889	.003

a. Dependent Variable: P

Work Environment Effect on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.761	.751	.23566

a. Predictors: (Constant), Worklifebalance, physical, Psychological

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.415	3	4.472	80.514	.000 ^b
	Residual	4.221	76	.056		
	Total	17.635	79			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Worklifebalance, physical, Psychological

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.875	.255		3.436	.001
	physical	.358	.093	.396	3.864	.000
	Psychological	.404	.096	.448	4.226	.000
	Worklifebalance	.088	.069	.095	1.273	.207

a. Dependent Variable: Satisfaction

Job Satisfaction Effect on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378 ^a	.143	.132	.44202

a. Predictors: (Constant), Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.538	1	2.538	12.990	.001 ^b
	Residual	15.240	78	.195		
	Total	17.778	79			

a. Dependent Variable: P

b. Predictors: (Constant), Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.741	.490		5.593	.000
	Satisfaction	.379	.105	.378	3.604	.001

a. Dependent Variable: P

Mediation Effect of Job Satisfaction on Relationship between work environment and employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 ^a	.259	.240	.41353

a. Predictors: (Constant), Satisfaction, Work Environment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.610	2	2.305	13.479	.000 ^b
	Residual	13.168	77	.171		
	Total	17.778	79			

a. Dependent Variable: P

b. Predictors: (Constant), Satisfaction, Work Environment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.394	.469		5.101	.000
	Work Environment	.676	.194	.658	3.481	.001
	Satisfaction	-.186	.190	-.185	-.979	.331

a. Dependent Variable: P

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.4

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**

Model : 4
Y : P
X : WorkEnvi
M : Satisfac

Sample
Size: 80

**

OUTCOME VARIABLE:
Satisfac

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.8551	.7312	.0608	212.1374	1.0000	78.0000
.0000						

Model

	coeff	se	t	p	LLCI
ULCI					
constant	.7961	.2648	3.0062	.0036	.2689
1.3234					
WorkEnvi	.8749	.0601	14.5649	.0000	.7553
.9945					

**

OUTCOME VARIABLE:
P

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5092	.2593	.1710	13.4789	2.0000	77.0000
.0000						

Model

	coeff	se	t	p	LLCI
ULCI					
constant	2.3937	.4692	5.1012	.0000	1.4593
3.3281					

WorkEnvi	.6764	.1943	3.4809	.0008	.2895
	1.0634				
Satisfac	-.1859	.1899	-.9790	.3307	-.5641
	.1923				

***** DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.6764	.1943	3.4809	.0008	.2895	1.0634

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Satisfac	-.1627	.2079	-.5869	.2318

***** ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----