YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF COMMERCE

THE EFFECT OF HYGIENE FACTOR ON EMPLOYEE SATISFACTION IN THE WORKING ENVIRONMENT OF ZOOLOGICAL GARDEN YANGON

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THE EFFECT OF HYGIENE FACTOR ON EMPLOYEE SATISFACTION IN THE WORKING ENVIRONMENT OF ZOOLOGICAL GARDEN YANGON

This thesis is submitted to the board of examiners in partial fulfillment of the requirements for degree of Master of Commerce (M.Com).

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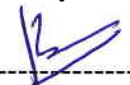Professor and Head
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ABSTRACT

The study attempts to identify the working environment provided by Htoo Zoos and Gardens Business Unit (Yangon Zoological Garden) and how it affects employee satisfaction. The objectives of the study are to identify the working environment factors of Yangon Zoological Garden and to analysis the employee satisfaction on the working environment factors of Yangon Zoological Garden. Questionnaires are used to collect data of 113 sampled employees from all departments by using simple random sampling method. This study uses the descriptive research method.

According to the finding from analysis of employee satisfaction towards working environment, there are no dissatisfaction with working environment as company supports properly working hours, job safety and security, relationship with co-worker and supervisor, facilities, work life balance, effective communication channel, health care, top management support and training and development.

Among them, working hours is found the less weakness. Therefore, company should provide flexible working hours that will enhance effective performance of employees available. Relationship with co-worker and supervisor is the influential among working environment factors. Therefore, the company need to be implemented in order to improve more and more employee satisfaction by identifying employees' needs and fulfill their needs individually.

ACKNOWLEDGEMENTS

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on the individual characteristics and job situation. Understanding also implies, employee satisfaction is an individual thing. Each individual will have the satisfaction of differing stages in accordance with the prevailing value system.

1.1   Rationale of the Study

Zoological Gardens characteristics are complex, technologically intensive and vulnerable to human error. The potential risks to employees, equipment and environment can be so devastating; therefore, all measures are taken to ensure workplace and environment safety and security. These organizations should work with their full potential to develop as much as they can with high service to satisfy the public as they are their main customers and provide revenue and profit for the organization.

Many international factors affect HRM practice within and outside the organization. Environmental factors include legal considerations, labor market, society, political parties, unions, shareholders, competition, customers, technology, the economy and unanticipated events. Working environment is a environment that is located around the employees and can affect the employee in carrying out any daily work activities. Work environment and employee satisfaction are positive relationship.

In order to achieve high service, employees have to be motivated and satisfied. For manager, employee satisfaction is the one of the basic key tools rise the efficient and effective management between the organization and employee. Sutrisno (2009) stated that job satisfaction is an attitude of employee towards work related to the work situation, cooperation among employees, remuneration in employment and matters relating to the physical and psychological factors.

Like most countries in the world, Zoological Gardens are the most important part of Myanmar. Zoological Gardens Yangon can be seen as one of the oldest Gardens known to play a central role in the economic development of country. It was established in 1901with the public donation of 240,000 kyats. Employees are living with dangerous animals. Employees feed animals. If the animals are living in a good environment and if Zoos is safe, many visitors come there. Employee also safe their workplace. It also gives many knowledge about animals for visitors. Employee have some problems to be safety from dangerous animals. What kind of education is required for a zookeeper and or what kind of training are they provided with?

Employee responsible for cleaning the animals' cages. To organizational goal, manager should carefully manage to satisfy their employee who are valuable asset.

Employees are the human resource to the organization and organizational success of failure depend on employee's satisfaction within the organization.Htoo Zoos and Gardens Business Unit (Yangon Zoological Garden) should manage working condition very well. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools and to provide adequate protective equipment. The study aims at to analyze the effect of working condition on job satisfaction.

1.2   Objectives of Study

The main objectives are

- To identify the working environment of Yangon Zoological Garden.
- To analyze the effect of employee satisfaction on working environment of Zoological Garden Yangon.

1.3   Scope and Methods of the Study

There are Four Zoological Gardens in Myanmar. They are Zoological Garden Yangon, Zoological Garden Mandalay, Zoological Garden Naypyitaw and Safari.This study only focused on Htoo Zoos and Gardens Business Unit (Zoological Garden Yangon) at Bo Min Kaung Street, Yangon. Descriptive statistics was used in this study. The study was used by both quantitative and qualitative date collection methods. This study was used primary data and secondary data.. The total population comprised of employees of 226 in Yangon Zoological Garden and sample size 113 (50% population of respondents).   Statistical Package for Social Sciences (SPSS) tools. Second data was collected from previous research paper, company's reports, internet websites and journals. Primary data will be collected from personal interviews, questionnaires.

1.4   Organization of the Study

This study is organized into five chapters. Chapter 1 involves introduction, rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter 2 includes literature review. Chapter 3 includes the

profile of the selected companies. Chapter 4 includes the analysis of the effect of employee satisfaction on working environment of Yangon Zoological Garden. Chapter 5 includes summary of the findings, conclusions and recommendations.

CHAPTER 2
THEORETICAL BACKGROUND

The study relates to the effect of working environment on employee satisfaction at Yangon Zoological Garden. The chapter consists of four sections; they are Hygiene factor, working environment, employee satisfaction, previous study and conceptual framework of this study.

2.1 Hygiene Factor

Many businesses fail to understand the importance of working environment for employee satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential. The objective of this research paper is to analyze the impact of employee satisfaction on working environment of Zoological Garden Yangon

Work has been done to understand the relationship between work environment and employee satisfaction all around the world in different contexts over the years. The study is gaining more and more importance with the passage of time because of its nature and impact on the society. The findings of a Danish study suggest that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity (Buhai, Cottini, &Nielseny, 2008).

Herzberg et al. (1959) developed motivational model for employee satisfaction and through research he found that the job-related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction but they can change dissatisfaction into no dissatisfaction or short-term motivation, whereas motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the

company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase.

Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction.

Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959).

Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work conditions variables to study the reaction of employees in hazardous work conditions with high monetary benefits and non-hazardous work conditions and low monetary benefits. The study showed that different psychosocial and work conditions variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. The supervisors' availability at time of need, ability to interlink employees, stimulate creative thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Schroffel, 1999).

Another study by Catillo & Cano (2004) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise. Bakotic & Babic (2013) found that for the workers who work under difficult working environment, working environment is an important factor for job satisfaction, so workers under difficult working environment are dissatisfied through this factor. To improve satisfaction of employees working under difficult working environment, it is necessary for the management to environment that enhances the

ability of employees to become more productive in order to increase profits for organization.

He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era. The independent variable in this research is the working environment in which the employees are working within an organization and the dependent variable is the Job satisfaction of employees. Working environment includes the working hours, job safety, job security, relationship among employees, esteem needs of employees and the influence of top management on the work of employees.

2.2   Working Environment

Magnusson (1981) and Caplan (1987) have suggested that one of the most important tasks in psychology may be to examine the individual's perceptions of the outer world in interaction with their expectations about environments. The conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees' life and health. Jobs with difficult working conditions may perform only those employees who meet specific requirements in terms of age, sex, qualifications, health, physical and mental condition and psycho-physiological and psychological capabilities. Difficult working conditions influence employees' performances. It is therefore necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures.

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job-related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu&Tanselb, 2006; Skalli, Theodossiou, &Vasileiou, 2008).

Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization.

Arnetz (1999) argue that in organizations, can be observed that mostly employees have problems with their supervisor who is not giving them the respect they deserve. Supervisors also show harsh behaviors to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance. Petterson (1998) argues that the interaction between employees within a business is crucial for accomplishing the organizational goals. Further he describes that the communication of information must be properly done in a timely manner so that the operations of the business are running smoothly. If there is a clash between co-workers then it is difficult to achieve the objectives of organization. Based on the above discussion, the objective of this paper is to determine the relationship between the working environment and employee job satisfaction.

2.2.1 Working Hours

The Working Hours Act specifies the maximum working hours per day and per week, and also overtime, rest periods between shifts and the requirement for keeping a record of working hours. Flexible working hours or an adjustment system over a longer period of time may be agreed upon comply with the Working Hours Act and the applicable collective agreement.

The way working hours are arranged can help an organization to manage its business and help worker balance their responsibilities at work and at home. Organizations have a responsibility to make sure that workers are receiving the correct amount of breaks and are not working too many hours.

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2.2.2 Job Safety & Security

The Occupational Safety and Health Administration sets general standards that apply to all industries, such as the requirement that workers be provided with safety gear and that workplaces must be protected from toxic chemicals. It also sets industry-specific standards, especially for fields that tend to be dangerous such as construction and fishing. Safety requires training, and employers are required to provide this training in a language employee understand. In addition, workers have the right to file complaints when mandated conditions aren't being met, and they must be allowed to see relevant records such as workplace injury information.

As per Yamamoto (2013) if an employee perceives they will be getting rewards for good work and their job is a secured one, the performance will automatically be better. Similarly, Zhang and Wu (2004) indicated that with Job security, an employee gets confident with the future career and they put their most efforts to achieve the objectives of the organization. So we can say job satisfaction is the most influential tool of motivation and put the employee very far off from mental tension and he gives his best to the organization, ultimately it leads to profit maximization.

2.2.3 Relationship with Co-worker and Supervisors

Friendship is a relationship between two individuals that is entered into voluntarily, develops over time, and has shared social and emotional goals. These goals may include feelings of belonging, affection, and intimacy.

Due to the great deal of time co-workers spend together, approximately many hours each week, friendships start to emerge through their shared experiences, and their desire for a built-in support system. Blended friendships are friendships that develop in the workplace and can have a positive impact on an employee's productivity. Workplace friendships lead to more cohesive work groups, more satisfied and committed employees, greater productivity, greater goal attainment, and increased positive feelings about the organization; they can make enjoyable or unenjoyable tasks more pleasant and are a factor in prevention employee turnover.

Annually the Society for Human Resource Management (SHRM) conducts the Employee Job Satisfaction and Engagement Survey which gathers data on many aspects of overall employee job satisfaction and engagement. One facet of the survey looks at relationship with management. In the last few years this area of experience in the workplace has consistently placed in the top five most important indicators of job

satisfaction. In fact, in the 2012 survey, employees rated their relationship with their immediate supervisor as more important to their job satisfaction than benefits.

The key to any relationship is communication! Listening and speaking both play a role. Supervisors who are willing and able to truly listen, without judgment, bias or preconceived notions, create the space for employees to feel secure that they can reliably share what they need to without fear of adverse reaction or results. And employees can expect to receive clear and supportive direction, feedback, insights and suggestions from their bosses.

When supervisors and employees are empowered through honest and open communication the benefits for the individuals involved directly translate into a dynamic, productive work environment with engaged employees. This type of atmosphere creates healthier and wealthier companies.

2.2.4 Welfare Facilities

For employees' well-being employee need to provide:

- toilets and hand basins, with soap and towels or a hand-dryer
- drinking water
- a place to store clothing (and somewhere to change if special clothing is worn for work)

2.2.5 Work-Life Balance

Work-Life Balance refers to the level of prioritization between personal and professional activities in an individual's life and the level to which activities related to their job are present in the home.

The ideal work-life balance is open to discussion. Freethinker Paul Krassner said that anthropologists often define happiness as having little or no differentiation between an individual's professional and personal lives. Work-Life balance is a topical issue due to the increased amount of technology that removes the importance of physical location in defining the work-life balance. Previously it was difficult or impossible to take work home and so there was a clear line between professional and personal.

The key issue in the work life balance debate is where responsibility lies for ensuring employees have a good work-life balance. The general feeling is that employers have a responsibility to the health of their employees; apart from the moral responsibility, stressed-out employees are less productive and more likely to make errors.

2.2.6 Effective communication channels

Creating effective channels of communication in the workplace requires gaining an understanding of individual employee skill sets as well as creating overall team building. Goals of achieving more effective channels of communication include focusing on positive aspects of employees, enhancing individual and team performance as well as encouraging creativity through constructively active involvement in company projects and goals.

Assume responsibility for proper communication of employer message to employees. Poor communication is often caused by not correctly conveying employer thoughts and message structure. An effective communication channel is often achieved by trying out different approaches. Once employer ascertain which approaches produce what results, group and individual morale will tend to improve. Build rapport with team members by considering employer body posture and using a respectful tone of voice. Don't rely on email or text messages, because formal and direct communication is the surest way for effective communication. This will help create an unambiguous channel and a business environment conducive to positive change.

2.2.7 Health Care

It is employer's responsibility to make sure that workplace is free of health hazards and dangerous conditions. Health care or healthcare is the maintenance or improvement of health via the prevention, diagnosis, and treatment of disease, illness, injury, and other physical and mental impairments in human beings. Healthcare is delivered by health professionals (providers or practitioners) in allied health fields. Physicians and physician associates are a part of these health professionals. Dentistry, midwifery, nursing, medicine, optometry, audiology, pharmacy, psychology, occupational therapy, physical therapy and other health professions are all part of healthcare. It includes work done in providing primary care, secondary care, and tertiary care, as well as in public health.

Access to health care may vary across countries, communities, and individuals, largely influenced by social and economic conditions as well as the health policies in place. Countries and jurisdictions have different policies and plans in relation to the personal and population-based health care goals within their societies. Healthcare systems are organizations established to meet the health needs of targeted populations. Their exact configuration varies between national and subnational

entities. In some countries and jurisdictions, health care planning is distributed among market participants, whereas in others, planning occurs more centrally among governments or other coordinating bodies. In all cases, according to the World Health Organization (WHO), a well-functioning healthcare system requires a robust financing mechanism; a well-trained and adequately paid workforce; reliable information on which to base decisions and policies; and well maintained health facilities and logistics to deliver quality medicines and technologies.

2.2.8 Top management support

Before establishing goals and policies, it is important to clearly understand where executive management stands on the issue of telework. There shouldn't be any misunderstanding about this as management's position can have a significant impact on the program. Top management may be enthusiastic and view telework as an important strategic direction for the organization, or may be suspicious of telework and only willing to give it a limited trial. Create a realistic scope for how the program will be developed that is in line with management support, and don't let personal enthusiasm (or the team's enthusiasm) for telework create unrealistic expectations that can't be met.

Consider how progress toward goals can be determined. Some changes may not be measurable for a long time (lower employee turnover, for example) and some may be difficult to measure with a great deal of accuracy (such as employee productivity). Nevertheless, having definite goals and plans in place for measuring or reviewing progress, provides focus and helps define and maintain management support.

In organizations that have a Board of Directors, the program will also need to maintain the support of the board. Board members may initially see telework as irrelevant to the organization's mission. Clear goals, a rationale for telework, and progress reports will go a long way toward gaining and maintaining support.

2.2.9 Training and Development

Training refers to ''the systematic accretion of skills, command, concepts or mindset leads to improve performance'' (Lazazzara and Bombelli 2011). Baldwin et al. (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals heaving lower pre-training motivation. Commeiras et al. (2013) point out that traineeship is continuing to grow. Training and Developmentis a subsystem of an

organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve.

Training is the act of improving one's knowledge and skill to improve his/her job performance. Training is job-oriented. It bridges the gap between what the employee has and what the job demands. Development cover not only activities/skills which improve job performance, but also those activities which bring about growth of the personality, help individuals progress towards maturity and actualization of their potential. Thus, development enables individuals to become not only good employee but better men and women also. Development relates to non-technical organization functions such as problem solving, decision-making and relating to people.

2.3   Employee Satisfaction

Employee satisfaction is a measure of how happy (satisfied) employees are with their job and working environment. Organizations should institute a culture which encourages and enforces employee satisfaction. Employees are loyal to their organizations and commitment in their work when they are satisfied with their jobs. These employees affect customer satisfaction which leads to organizational performance (Hunter and Tietyen, 1997; Spector, 1997).

2.3.1   Job Satisfaction

Job satisfaction refers to one's good or positive feeling towards his/her job. Job satisfaction improves work performance and reduces employee absenteeism and turnover. There are many aspects to job satisfaction, depending on what each individual person feels is important.

In many ways, the word 'reward' alone can mean different things to different people. In general, most definitions cover the affective feeling an employee has towards their job. This could be the job in general or their attitudes towards specific aspects of it, such as: their colleagues, pay or working conditions. In addition, the extent to which work outcomes meet or exceed expectations may determine the level of job satisfaction. However, job satisfaction is not only about howmuch an employee enjoys work. Taber and Alligerfound that when employees of an American educational institute rated how much they enjoyed individual tasks within their role,

their scores were moderately correlated to satisfaction with the **work itself, and** associated (although weakly) with global job satisfaction. Taber and **Alliger also** found that other measures (such as, level of concentration required for **the job, level of** supervision, and task importance) all had no impact on satisfaction. **This study** demonstrates that the accumulating enjoyment of work tasks added up **to overall job** satisfaction. However, the low relationship does suggest that other **factors, besides** enjoyment, contribute to how satisfied employees feel at work.

In (2011), Parvin and Kabir studied the tested factors affecting job **satisfaction** for pharmaceutical companies and described job satisfaction as how **content an** individual is with his or her job, and viewed job satisfaction is not the **same as** motivation, although clearly linked. Similarly, Pantouvakis and Bouranta **(2013)** indicated job satisfaction as a consequence of physical features and as an **antecedent** of interactive features. Wickramasinghe (2009) investigated that gender and tenure are significant in job satisfaction measurement. So here it can be said that job satisfaction is often determined by how well outcome meet or exceed expectations. For example, a good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

2.3.2 Employee Loyalty

Employee Loyalty is the extent to which the personnel are faithful to the organization, having feelings of bonding, inclusion, care, responsibility and devotion towardsits. It can also be described as the extent to which there there is a general willingness amongemployees to make an investment or personal sacrifice for the good of the organization.

Employees' loyalty towards organization is often referred as organizational loyalty of the employees. It is the most important factor that determines the effectiveness and efficiency of the organization. It is the one of the key elements that measures the compatibility between employees on one hand and the organization on the other hand, since if this compatibility increases, the organization achieves a lot of its goals and aspirations. Employees with loyalty towards organization are committed employees with a sense of belongingness towards the organization. Such employees accept the organizational goals and values and have psychological attachment to the organization. These employees identify themselves with the organization.

2.3.3   level of commitment

The description above is a very good indicator of employee commitment, but does only offer a broad description. In their article "Three component model of commitment" John Meyer and Natalie Allen discuss commitment in great detail. We can see from their insightful research that there exist three distinct types of employee commitment.

Affective commitment

Affective commitment relates to how much employees want to stay at their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations.

Normative commitment

Normative commitment relates to how much employees feel they should stay at their organization. Employees that are normatively committed generally feel that they should stay at their organizations. Normatively committed employees feel that leaving their organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving.

Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organization they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organizations.

Continuance commitment

Continuance commitment relates to how much employees feel the need to stay at their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives, and remuneration.

2.4   Pervious Study

Working environment has a positive impact on the Job satisfaction of employees. Bad working environment restrict employees to portray their capabilities and attain full potential, so it is imperative that the businesses realize the importance of good working environment. This research paper contributes towards the welfare of

society as the results create awareness about the importance of good working environment for employee job satisfaction. The study impacts upon the future performance of businesses by taking working environment more seriously within their organizations to increase the motivation and commitment level of their employees. This way their work force can achieve better results. It also ensures that the employees of the organization will have the ease of working in a relaxed and free environment without burden or pressure that would cause their performance to decline.

The progress that will be achieved in the business will directly help the economy of a country as developmental efforts will increase. In such conditions, the country will be able to handle the minor problems prevailing as it will be in a strong state to deal with them. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees. During the research certain limitations were there, such as the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted us to add more information about the importance of this topic. Another limitation was the access to data that was to be collected from various organizations. The information gathered was difficult to acquire since the employees of some organizations were hesitant to share their true opinions.

Such working environments where employees are made a part of the overall decision-making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This leads to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in a long run.

Figure (2.1) Pervious Conceptual Framework

Working Environment	Job satisfaction
• Working hours • Job Safety & Security • Relationship with Co-worker • Esteem Needs • Top Management	• Employee loyalty • Sense of ownership • Level of Commitment • Efficiency & Effectiveness • Productivity
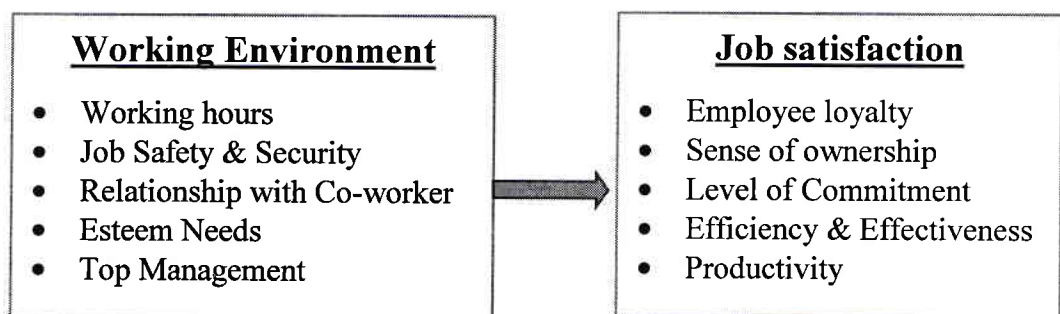
(Source; Abdul Raziq, RaheelaMaulabakhsh, 2014)

2.5   Conceptual Framework of the Study

The conceptual framework of the study is proposed in Figure (1) to explain the effect of working environment on employee satisfaction at Htoo Zoos and Garden. The framework shows that working environment effect on the employee satisfaction. Under this framework is applied to design a questionnaire in the methodology part. All the questions are related to factors including Working hours, Job Safety & Security, Relationship with Co-workers, Facilities, Supervisor, Flexible working, Work life balance, Effective communication channel, Health care, Top management support and Training & Development. There are various factors which influence employee satisfaction across industries. The most important factors which were identified are remuneration, facilities, working conditions, teamwork and nature of the work (Sousa-Poza, 2000). Training and development coupled with work-life balance, also play an important role in employee satisfaction (Burke, 2005: Amir and Shamim, 2014).

Figure (2.2) conceptual framework

Working Environment

- Working hours
- Job Safety & Security
- Relationship with Co- workers and Supervisor
- Facilities
- Work life balance
- Effective communication channel
- Health care
- Top management support
- Training & Development

Employee Satisfaction

- Job satisfaction
- Employee loyalty
- Level of Commitment
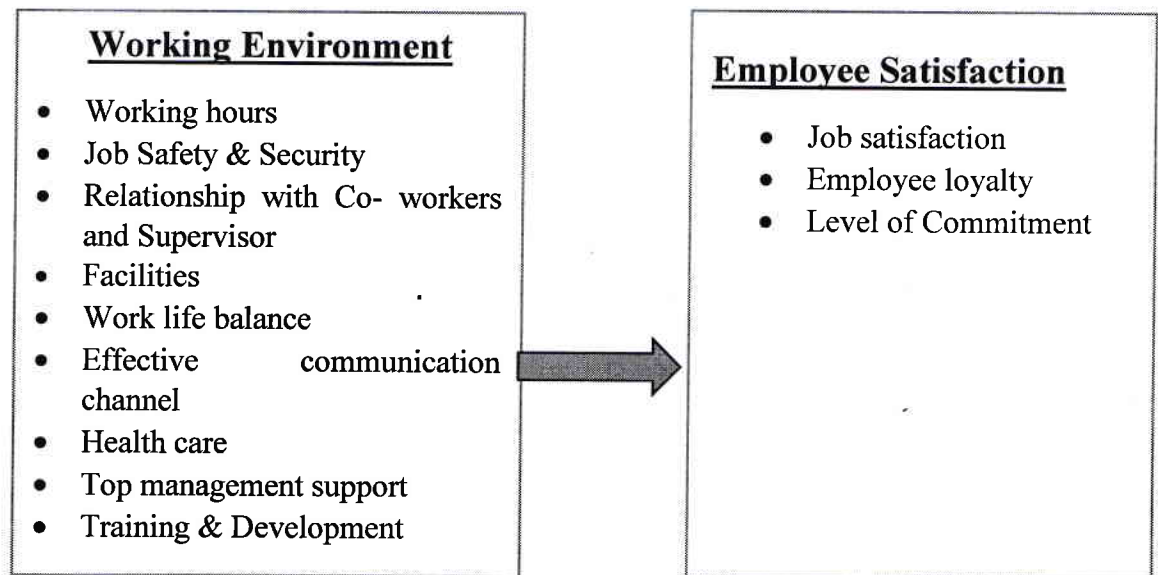
Source: Own compilation)

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CHAPTER 3
COMPANY PROFILE

The chapter includes background information and organization structure of the Htoo Zoological Gardens (Yangon). It also includes History of Zoological Garden in Myanmar, Htoo Zoos and Gardens Business Unit and Profile of Zoological Gardens (Yangon).

3.1   History of Zoological Garden in Myanmar

The first collection of wild animals in Yangon began in 1882 in connection with Phayre's Museum, then situated at the present site of the Yangon General Hospital. Funded by a public donation of 240,000 kyats(approximately US$240,000 then) construction started at the present site near the Royal Lake (Kandawgyi Lake) in 1901. The newly established 42-acre (17 ha) zoological gardens was formally opened as the Victoria Memorial Park and Zoological Gardens in honor of Queen Victoria. The major attraction at the opening was the white elephant of King Thibaw, the last king of then Burma, whom the British had exiled to India only 20 years earlier. In 1908 the Victoria Memorial Park and Zoological Gardens Act was passed giving the establishment a legal recognition.

The zoo was vandalized and looted during World War II. In 1951, the then Burmese government changed the name to "Rangoon Zoological Gardens and Parks." In 1962, the zoo's area was enlarged to the present size of 69.25 acres (28.02 ha). The enlarged compound opened doors to new attractions: a museum of natural history on 4 May 1966, an amusement park on 7 October 1997 and an aquarium on 1 October 1998. The aquarium is operated by the Department of Fisheries.

Between 2003 and 2006, the zoo underwent a MMK600M (approximately US$600K) renovation program, resulting in an increase in the number of visitors from 1.1 million in 2003-2004 and 1.8 million in 2004-2005 to 2.2 million in 2005-2006.

A large number of animals at Yangon Zoo, including elephants, monkeys, rhinos, and bears, were relocated to the Naypyidaw Zoo in February 2008.

Attractions

Land animals

The zoo has 145 species of land animals, including 8 endangered species (the tiger, the takin, Asian elephant, the Burmese large tortoise, the great hornbill, the marsh crocodile and the elf's deer). In 2000, the number of land animals in the zoo was 1203 while that in 2006 was 1100.

Group	Number of species	Number of animals
Mammals	60	610
Birds	67	425
Reptiles	18	168
Total land animals	**145**	**1203**

Flora

In 2000, the zoo had over 300 species of flora totaling over 15,000 pieces.

Group	Number of species
Tree and plants	170
Coconut and palm	19
Bamboo and grass	23
Shrub and vine	69
Seasonal Flowers	24

Museum of Natural History

The Natural History Museum, located in the southern end of the park, houses exhibits of taxidermy, specializing in rare species of Burmese fauna with explanatory charts and captions. Many of the curators are postgraduate students of zoology from the University of Yangon.

Animal Performance Shows

Various animal shows are performed on weekends and public holidays during the fall and summer seasons (November to April).

Aquarium

Opened in 1998, the aquarium is the first large scale aquarium in the country.

Amusement Park

The amusement park has a number of rides including roller coaster.

3.2 Htoo Zoos and Gardens Business Unit

Htoo Group of Companies is one of the leading companies in Myanmar. It has so any business units. Figure 3.1 illustrates the organization structure of Htoo Group of Companies (HGC).

Figure 3.1 Organization Structure of Htoo Group of Companies (HGC)

Head Office													
Chairman Office													

Vice Chairman's Office | Vice Chairman's Office | Vice Chairman's office

Board of Directors

Top Executive

Managing Director (HGC) Office

Business Development Functional Unit	Administration Functional Unit
Human Resources Functional Unit	Finance Functional Unit

Planning &Development

Corporate Affair Function al Unit

Business | Business | Business | Business | Business | Business | Business | Business | Business | Business | Business | Business | Business

Source; Htoo Group of Companies (HGC)

As shown in figure 3.1, Htoo Zoos and Gardens Business Unit is one of the business units of Htoo Group of Companies.
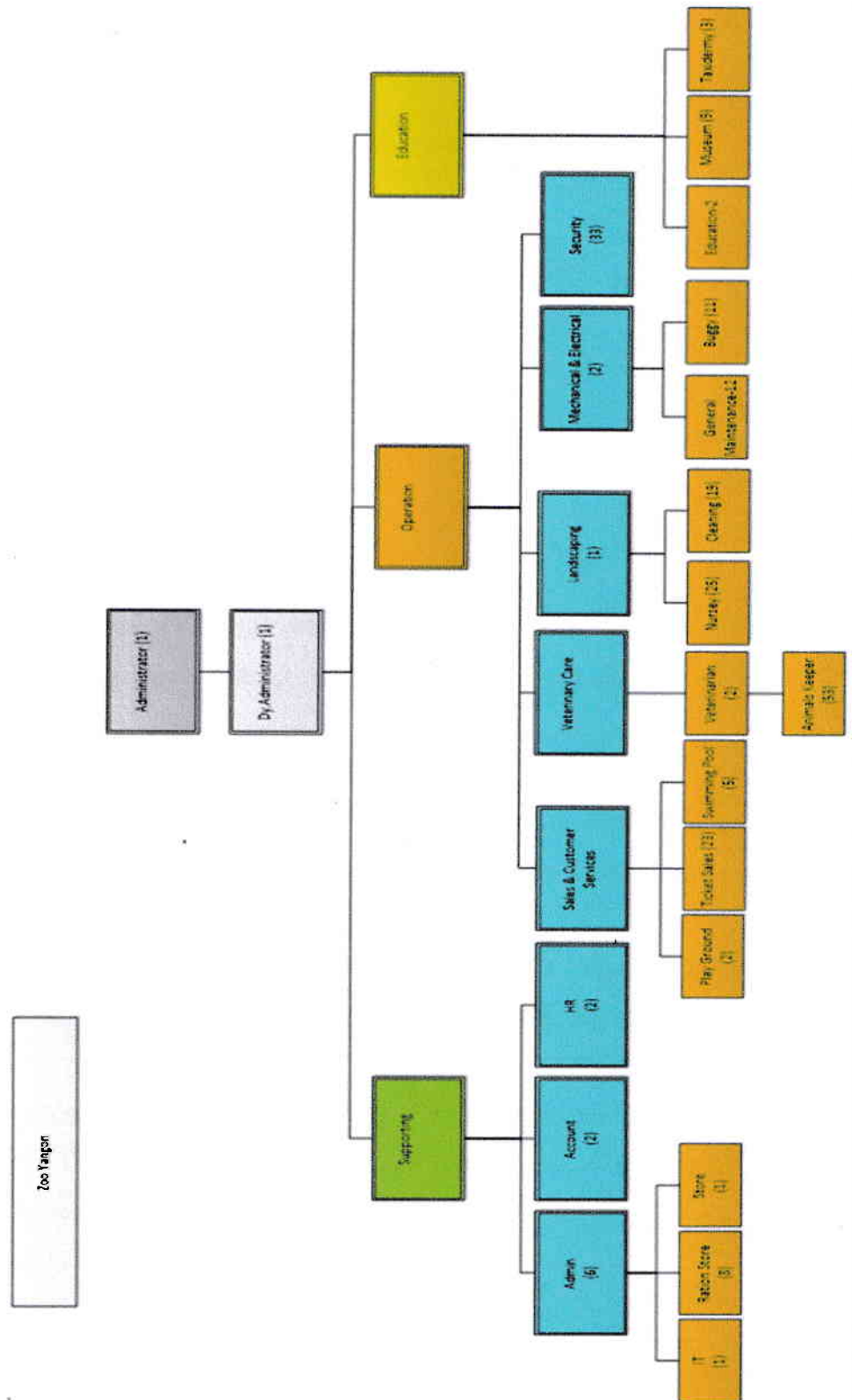
Figure 3.2 Organizational Structure of Yangon Zoological Gardens

There are 4 Zoological Gardens owned by Htoo Group of Companies illustrates in table 3.1.

Table 3.1 Zoological Gardens of HGC

Htoo Zoos and Gardens Business Unit			
Yangon Zoological Gardens	Mandalay Zoological Gardens	Naypyitaw Zoological Gardens	Safari
National Kandawgyi Gardens(PyinOoLwin)	National MuseumGardens (PyinOoLwin)	Astrology Museum (Naypyitaw)	Hlawkhar Gardens

Source: Htoo Zoos and Gardens Business Unit

Among them, Yangon Zoological Gardens are selected to measure job satisfaction.

3.2.1 Profile of Zoological Gardens (Yangon)

Zoological Gardens (Yangon) was established in 1901 with the public donation of 240000 kyats. The construction started of the present site after cleaning 60 acres of virgin land.

Before building the zoological gardens in the present site, wild animals were placed in cages and exhibited to the public at Phayre's museum in 1882, which is the present site of the Yangon General Hospital. Later the animals and birds were moved gradually to the new enclosures.

The newly established zoological gardens was named "Victoria Memorial Park in 1906, and the Natural History Museum, opened in 1966, was also established as part of the zoo.

The area of Zoological Gardens (Yangon) is 69.25 acres and the Amusement Parks was opened in 7th October 1997 in the zoo compound.

The aim of the Zoological Gardens (Yangon) are;
- Recreation for the general public.
- To assist students in zoological and botanical subjects.
- To educate the public in the field of conservation and research.

The zoo received about 1.5 million visitors annually. Covering an area of nearly 57.7 acres and lying adjacent to the Great Shwedagon Pagoda, The Zoo, with its old-fashioned animal houses and bog shady trees, draws nearly 1.4 million visitors every year.

CHAPTER 4
RESEARCH METHODOLOGY

In this chapter, analysis of survey data is presented. Analysis includes research design, demographic factors and Analysis of employee satisfaction on working environment factors.

4.1   Research Design

To implement the objectives of the study, the required data were obtained by using sample survey. A random employees of 113 employees were taken from the total number of 226 employees of Htoo Zoos and Gardens Business Unit (Zoological Gardens Yangon). Sample random sampling method is used in this study. The questionnaire consists of two main parts; the first part is concerned with demographic factors of respondents and the second part is related to the influencing factors of job satisfaction on working condition. 113 questionnaires were distributed to sampled employees. This questionnaire consists of 59 questions regarding the influencing factors of employee satisfaction on working environment.

The questionnaire is designed to explore the working environment factors of Htoo Zoos and Gardens Business Units (Zoological Gardens Yangon) based on Herzberg's Two-Factor theory. This research was used only Hygiene factors. Employee satisfaction are measured by using questionnaires for the company' working environment (working hours, job safety and security, relationship with Co-worker and Supervisor, facilities, work life balance, effective communication channel, health care, top management support and training and development). After conducting the survey, the obtained data are processed and analyzed using the SPSS Software to conduct descriptive analysis such as frequency distribution, mean and standard deviation.

4.2   Demographic Factors of Respondents

Dada collection and analysis were based on 113 employees of the individual job level in Zoological Gardens Yangon. Profile of respondents are characterized by age (year), educational level, position (Department) and working experience (service). Therefore, the situations of employee's basic characteristics are expressed in Table (4.1).

Table (4.1) Demographic Factors of Employees in Zoological Gardens Yangon

Particular		No of Employees	Percentage (%)
Age (year)	Under 21	5	4.4
	Between 21 and 30	43	38.1
	Between 31 and 40	28	24.8
	Between 41 and 50	19	16.8
	50 Over	18	15.9
	Total	113	100
Education	Under Graduate	10	8.8
	Graduated	41	36.3
	Others	62	54.9
	Total	113	100
Department (Position)	Finance	6	5.3
	HR	5	4.4
	Operation Management	18	15.9
	Others	84	74.3
	Total	113	100
Working experience (service)	Under 6 months	6	5.3
	6months to 1 years	5	4.4
	1 year to 3 years	31	27.4
	3 years to 5 years	15	13.3
	Over 5 years	56	49.6
	Total	113	100

Source; Survey data, 2018

Figure (4.1) Demographic Factors of Respondents Age

AGE (YEAR)
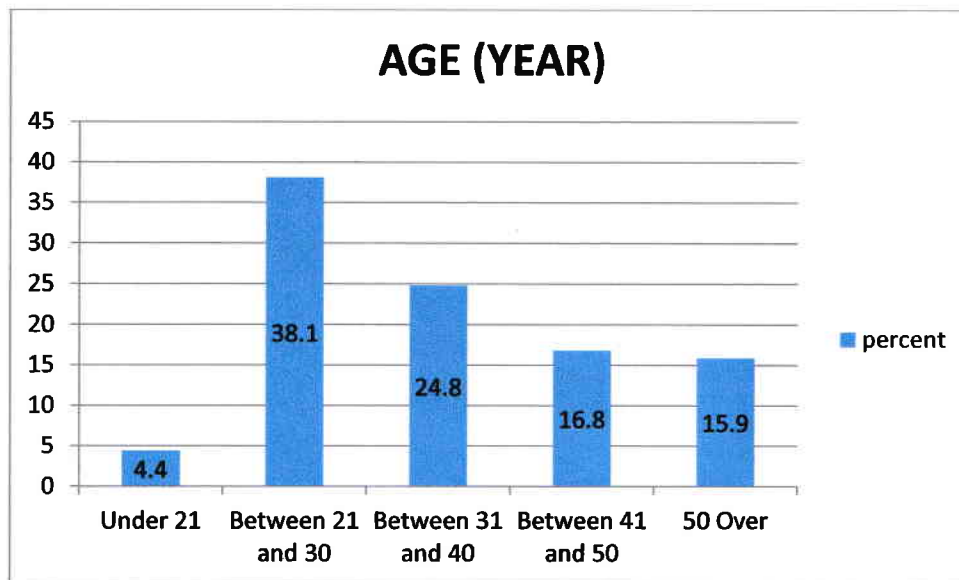
Source; Survey data, 2018

This study classifies into five groups. It is found that there are 5 employees under 21, 43 employees between 21 and 30, 28 employees between 31 and 40, 19 employees between 41 and 50 and then 18 employees above 50 years. In term of percentage, there are 4.4 percent, 38.1 percent, 24.8 percent, 16.8 percent and 15.9 percent. Therefore, employees between 21 and 30 years is the largest with 38.1 percent while employees under 21 years is the smallest with 4.4 percent.

Figure (4.2) Demographic Factors of Respondents Education
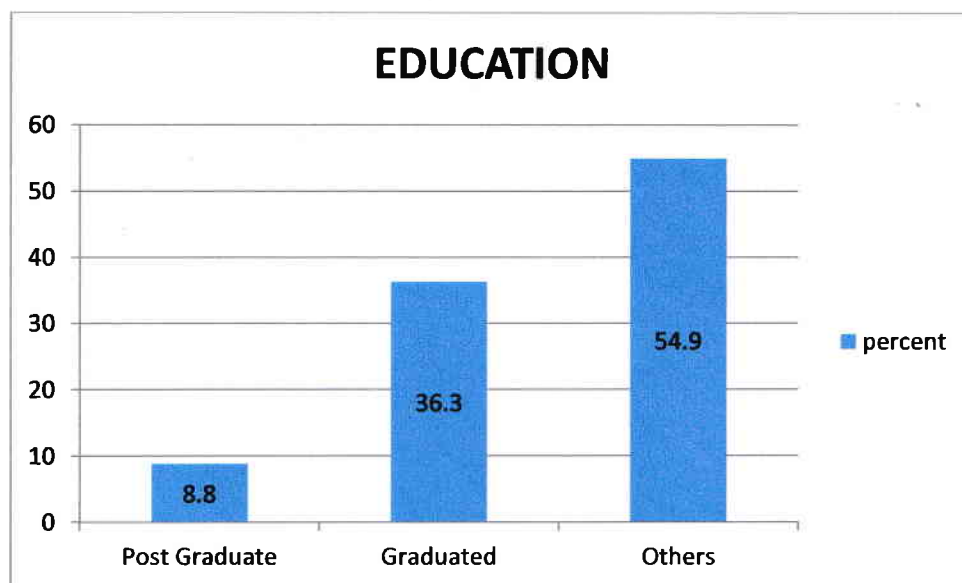
EDUCATION

Source; Survey data, 2018

Educational level of respondent is classified into three group. According to the sample, the educational conditions of respondents are 10 undergraduate employees, 41 graduate employees and 62 other employees. It is also found that there are 8.8 percent, 36.3 percent and 54.9 percent and the most of respondents are other level.

Figure (4.3) Demographic Factors of Respondents Department
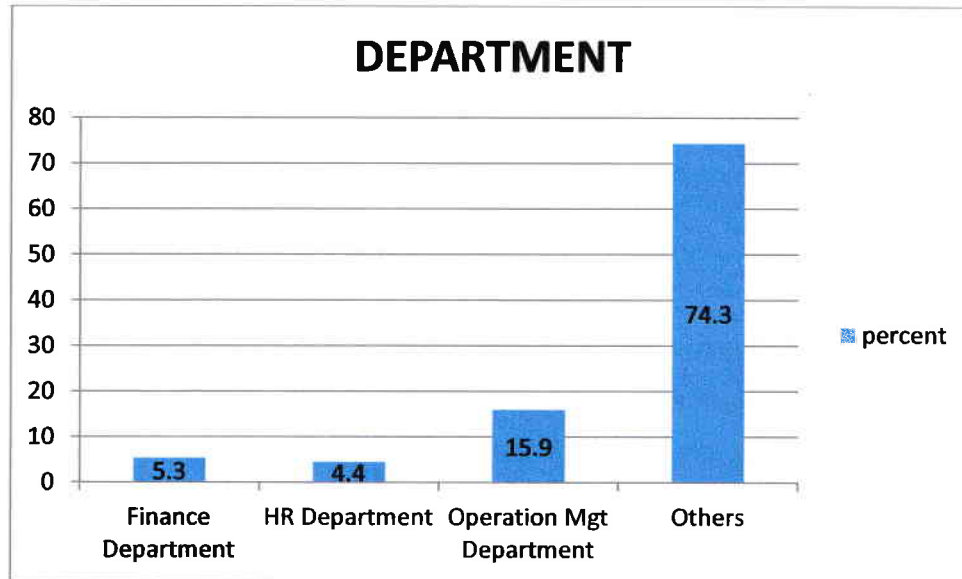
DEPARTMENT

Source; Survey data, 2018

Department of respondent is divided in to four groups. This study found that there are 6 Finance employees, 5 human resource management employees, 18 Operation management employees and 84 other department employees. In percentage of term, there are 5.3 percent, 4.4 percent, 15.9 percent and 74.3 percent. Thus, the most of respondents are other departments.

Figure (4.4) Demographic Factors of Respondents Service (working experience)
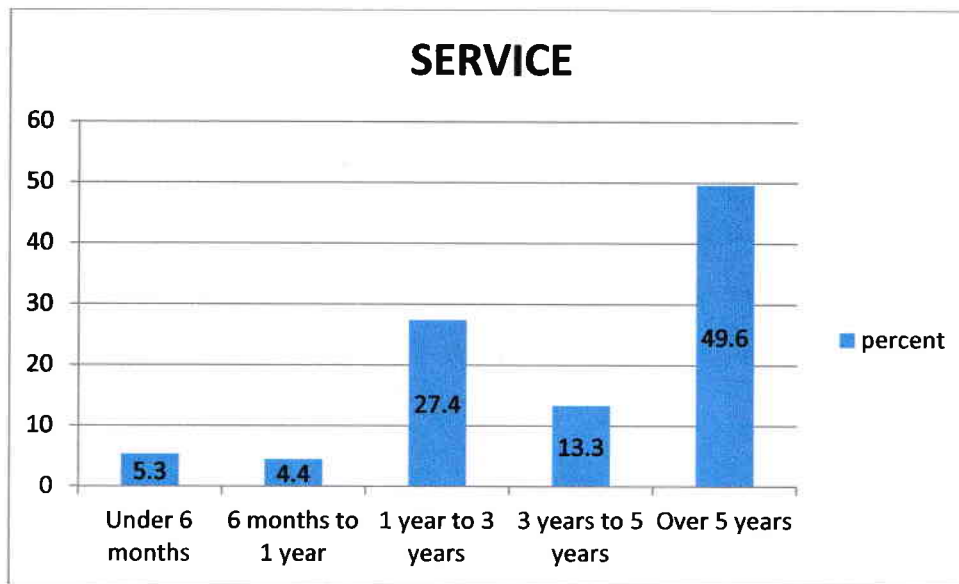
Source; Survey data, 2018

The final factor is working experience (service) and that is grouped into five. This study is found that 6 employees with working experience under 6 months, 5 employees with working experience between 6 months and 1 year, 31 employees with working experience between 1 year and 3 years, 15 employees with working experience between 3 years and 5 years and then 56 employees with working experience above 5 years. In term of percentage, there are 5.3 percent, 4.4 percent, 27.4 percent, 13.3 percent and 49.6 percent. Employees with working experience above 5 years is the largest 49.6 percent while employees with working experience between 6 months to 1 year is the smallest with 4.4 percent.

4.3 Descriptive Statistic Analysis of Employees Satisfaction on Working Environment

The Descriptive Statistic such as mean and standard deviation used in the study are also calculated and presented in Tables.

4.3.1 Employee Satisfaction on Working Environment

According to the Herzberg's Two-Factor theory, working environment includes nine dimensions namely working hours, job satety and security, relationship with Co-worker and Supervisor, facilities, work life balance, effective communication channel, health care, top management support and training and development. Employee satisfaction includes three dimensions namely job satisfaction, level of

commitment and employee loyalty. Therefore, organization must provide working environment to improve employee satisfaction within the organization.

Each factor also has its own statement that employees need to describe their satisfaction level on these statements by rating point from 1 to 5 (1=strongly satisfied, 2=satisfied, 3=neutral, 4=dissatisfied, 5=strongly dissatisfied). Therefore, each factor has been described in terms of the mean value and the standard deviation of each statement in its respective table. It can be assumed that employees will agree if mean values indicates above 3 while employees won't agree if the mean value indicates lower than 3.

Working hours

According to the prepared questionnaire in this paper, employee satisfaction on working hours are classified as the following factor, I do not have enough time to perform my job effectively, My workload is too heavy, I often have to work extra hours because of staff shortage and I don't have time to do other work due to heavy workload. The respondents were asked four questions concerning working hours of the employees. Employee satisfaction on working hours is above shown in Table (4.2).

Table (4.2) Satisfaction Level of Working Hours

Particular	Mean	Standard Deviation
I do not have enough time to perform my job effectively.	2.88	1.127
My workload is too heavy.	3.29	1.075
I often have to work extra hours because of staff shortage.	3.63	.928
I do not have time to do other work due to heavy workload.	3.51	.907
Overall Mean	3.33	

Source; Survey Data, 2018

By comparing the mean scores of working hour factors, this study found that the highest mean score is 3.63 in which I often have to work extra hours because of staff shortage while the lowest mean score is 2.88 in which I do not have enough time

to perform my job effectively. The average mean score is 3.33. For all statements of working hours, employees are prevented their dissatisfaction.

Job Safety and Security

According to the prepared questionnaire in this paper, employee satisfaction on job safety and security are classified as the following factor, I feel that the job security of my workplace is really good, I am comfortable with the arrangement for safety in the workplace, I feel good about the responsibility when employee gets accident in the workplace, My organization accepts job security as the first priority and Because of better job security system, I fell my work can create happy working environment. There are five factors to measure job safety and security. Based on these five factors, the response of 113 sample employees are shown in Table (4.3).

Table (4.3) Satisfaction level of Job Safety and Security

Particular	Mean	Standard deviation
I feel that the job security of my workplace is really good.	2.5	1.028
I am comfortable with the arrangement for safety in the workplace.	2.5	.955
I feel good about the responsibility when employee gets accident in the workplace.	2.62	1.020
My organization accepts job security as the first priority.	2.55	1.225
Because of better job security system, I fell my work can create happy working environment	2.55	.991
Overall Mean	2.54	

Source; Survey Data, 2018

By comparing the mean scores of job safety and security factor, this study found that the highest mean score is 2.62 in which I feel good about the responsibility when employee gets accident in the workplace while the lowest score is 2.5 in which , I feel that the job security of my workplace is really good and I am comfortable with the arrangement for safety in the workplace. The average mean score is 2.54.

Therefore, employees are prevented their dissatisfaction with the job safety and security factors of their work.

Relationship with Co-worker and Supervisor

According to prepared questionnaire in this paper, employee satisfaction on relationship with co-worker and supervisor are classified as the following factor; my co-workers are willing to listen to my job-related problems, my co-workers are helpful to me in getting my job dome, I have a friendly and trustful relationship with co-workers, my supervisor expect me to get better performance, my supervisor encourage me to do my best, my supervisor is friendly and my supervisor treats me fairly. There are seven factors to measure relationship with co-worker and supervisor. Based on these seven factors, the response of 113 sample employees are shown in Table (4.4).

Table (4.4) Satisfaction level of relationship with co-worker and supervisor

Particular	Mean	Standard Deviation
My co-workers are willing to listen to my job-related problems	2.09	.774
My co-workers are helpful to me in getting my job dome	2.04	.806
I have a friendly and trustful relationship with co-workers	1.89	.646
My supervisor expects me to get better performance	1.86	.610
My supervisor encourages me to do my best	1.88	.678
My supervisor is friendly	2.04	.755
My supervisor treats me fairly	2.06	.848
Overall Mean	1.98	

Source; Survey Data, 2018

By comparing the mean scores of relationship with co-worker and supervisor factors, this study found that the highest mean score is 2.09 in which my co-workers are willing to listen to my job-related problems while the lowest mean score is 1.86 in which my supervisor expects me to get better performance. The average mean score is

1.9810. Therefore, employees are prevented their dissatisfaction with the relationship with co-worker and supervisor factors of their work.

Facilities

Facilities is the fourth variable in working condition which includes the physical environment at my department is neat and tidy, the company provides suitable office place according to position (chairs, tables, shelves),the company provides good internet connection for staff, the company has adequate service (chair and table, computer and dining room),the company provides adequate vehicle for looking after animals and the company arrange trip (eg.chaungthar). There are six factors to measure facilities. Employee satisfaction on facilities is shown in Table (4.5).

Table (4.5) Satisfaction Level of Facilities

Particular	Mean	Standard Deviation
The physical environment at my department is neat and tidy	2.19	.844
The company provides suitable office place according to position (chairs, tables, shelves)	2.33	.761
The company provides good internet connection for staff,	3.07	1.201
The company has adequate service (chair and table, computer and dining room)	2.91	1.146
The company provides adequate vehicle for looking after animals	2.64	.945
The company arrange trip (eg.chaungthar)	3.64	1.119
Overall Mean	2.79	

Source; Survey Data, 2018

By comparing the mean scores of company facilities factors, this study found that the highest mean score is 3.64 in which the company arrange trip (eg.chaungthar) while the lowest mean score is 2.19 in which the physical environment at my department is neat and tidy. The average mean score is 2.79. Therefore, employees are also dissatisfaction on company facilities factors.

Work Life Balance

According to the prepared questionnaire in this paper, employee satisfaction on work life balance are classified as the following factors; I feel I have good work-life balance, I have more work than I can do well, I feel that I am able to balance my work life, I work for overtime and even on holiday and I gave quality time my family because my work do not have pressure. There are five factors to measure work life balance. Based on this five factors, the response of 113 sample employees are shows in Table (4.6).

Table (4.6) Satisfaction Level of Work Life Balance

Particular	Mean	Standard Deviation
I feel I have good work-life balance	2.41	.831
I have more work than I can do well	2.96	.990
I feel that I am able to balance my work life	2.31	.887
I work for overtime and even on holiday	3.47	1.396
I gave quality time my family because my work do not have pressure	2.85	1.079
Overall Mean	2.8	

Source; Survey Data, 2018

By comparing the mean scores of work life balance factors, this study found that the highest mean score is 3.47 in which I work for overtime and even on holiday while the lowest mean score is 2.31 in which I feel that I am able to balance my work life. The average mean score is 2.8. For all statement of work life balance, employees are prevented their dissatisfaction.

Effective Communication Channel

According to the prepared questionnaire in this paper, employee satisfaction are classified as the following factors; the company provide information to staff to carry out their responsibilities efficiently, I feel that my company' communication system is important, my company' present communication system is effective and I satisfied that my company have good communication channel when I face problem. There are four factors to measure effective communication channel. Based on these four factors, the response of 113 sample employees are shown in Table (4.7).

Table (4.7) Satisfaction Level of Effective Communication Channel

Particular	Mean	Standard Deviation
The company provide information to staff to carry out their responsibilities efficiently	2.47	.964
I feel that my company' communication system is important	2.1	.756
My company' present communication system is effective	2.71	.776
I satisfied that my company have good communication channel when I face problem	2.68	.869
Overall Mean	2.49	

Source; Survey Data, 2018

By comparing the mean scores of effective communication channel factors, this study found that the highest mean score is 2.71 in which my company' present communication system is effective while the lowest mean score is 2.1 in which I feel that my company' communication system is important. The average mean score is 2.49. Therefore, employees are prevented their dissatisfaction with effective communication channel of their work.

Health Care

According to the prepared questionnaire in this paper, employee satisfaction on health care are classified as the following factors; I feel satisfied with leave system provided by our company, I feel satisfied with compensation provided by our company, I feel satisfied with medical treatment provided by our company and I feel satisfied with the health and safety posters which are well located at workplace. There are four factors to measure health care. Employee satisfaction on health care is shown in Table (4.8).

Table (4.8) Satisfaction Level of Health Care

Particular	Mean	Standard Deviation
I feel satisfied with leave system provided by our company	2.13	.840
I feel satisfied with compensation system provided by our company	3.08	1.297
I feel satisfied with medical treatment provided by our company	3.04	1.256
I feel satisfied with the health and safety posters which are well located at workplace	3.17	1.06
Overall Mean	2.86	

Source; Survey Data, 2018

By comparing the mean scores of health care factors, this study found that the highest mean score is 3.17 in which I feel satisfied with the health and safety posters which are well located at workplace while the lowest mean score is 2.13 in which I feel satisfied with leave system provided by our company. The average mean score is 2.86. Therefore, employees are also dissatisfaction on company' health care.

Top Management Support

According to the prepared questionnaire in this paper, employee satisfaction on top management support are classified as the following factor; my manager promotes a positive work environment, I have proud to be associate with my manager, my manager usually talks about what needs to be done, my manager respects me and our team members and I satisfied that my manager value my feedback. There are five factors to measure top management support. Based on these five factors, the response of 113 sample employees are shown in Table (4.9).

Table (4.9) Satisfaction Level of Top Management Support

Particular	Mean	Standard Deviation
My manager promotes a positive work environment	2.26	.884
I have proud to be associate with my manager	2.22	.776
My manager usually talks about what needs to be done	2.27	.945
My manager respects me and our team members	2.38	.9
I satisfied that my manager value my feedback	2.69	1.275
Overall Mean	2.36	

Source; Survey Data, 2018

By comparing the mean scores of top management support factors, this study found that the highest mean score is 2.69 in which I satisfied that my manager value my feedback while the lowest mean score is 2.22 in which I have proud to be associate with my manager. The average mean score is 2.36. Therefore, employees are also dissatisfaction on top management support factors.

Training and Development

According to the prepared questionnaire in this paper, employee satisfaction on training and development are classified as the following factor; the company conducts staff development programs within the respective department, the company provide training how to use vehicle, the company provide training program for all employee and the company provide training based on business strategy. There are four factors to measure training and development factors. Based on these four factors, the response of 113 sample employees are shown in Table (4.10).

Table (4.10) Satisfaction Level on Training and Development

Particular	Mean	Standard Deviation
The company conducts staff development programs within the respective department	2.43	.905
The company provide training how to use vehicle	3.38	1.205
The company provide training program for all employee	2.22	.842
The company provide training based on business strategy	2.31	.708
Overall Mean	2.59	

Source; Survey Data, 2018

By comparing the mean score of training and development factors, this study found that the highest mean score is 3.38 which the company provide training how to use vehicle while the lowest mean score is 2.22 in which the company provide training program for all employee. The average mean score is 2.59. For all the statement of training and development, employees are prevented their dissatisfaction.

Table (4.11) Overall Satisfaction Level on working environment

Sr.No	Factors	Mean Value
1	Working hours	3.33
2	Job safety and security	2.54
3	Relationship with co-worker and supervisor	1.98
4	Facilities	2.79
5	Work life balance	2.8
6	Effective communication channel	2.49
7	Health care	2.86
8	Top management support	2.36
9	Training and development	2.59

Source; Survey Data, 2018

It is found that the overall mean scores for the eight working environment factors are lower than the midpoint of 3, indication that employees are not dissatisfied and one working environment factor is higher than the midpoint of 3, indication that employees are dissatisfied .Among the working environment factors, working hours receives 3.33, job safety and security receives 2.54, relationship with co-worker and supervisor receives 1.98, facilities receives 2.79, work life balance receives 2.8, effective communication channel receives 2.49, health care receives 2.86, top management support receives 2.36 and training and development receives 2.59. Therefore, it is found that working hours receives the highest percent score, followed by job safety and security, relationship with co-worker and supervisor, facilities, work life balance, effective communication channel, health care, top management support and training and development respectively.

4.3.2 Job satisfaction

According to the prepared questionnaire in this paper, job satisfaction are classified as the following factor; all in all, I am satisfied with my job, I find real enjoyment in my job, I am often bored with my job, I love my job, I feel that my work environment is very nice to come and I am sure that the company is attractive place to work.

Table (4.12) Job satisfaction

Particular	Mean	Standard Deviation
all in all, I am satisfied with my job	2.12	.888
I find real enjoyment in my job	2.266	.962
I am often bored with my job	3.27	1.037
I love my job	1.9	.681
I feel that my work environment is very nice to come	2.07	.753
I am sure that the company is attractive place to work.	2.22	.904
Overall Mean	2.31	

Source; Survey Data, 2018

Based on these six factors, job satisfaction is shown above in Table (4.12). By comparing the mean scores of job satisfaction, this study found that the highest mean score is 3.27 in which I am often bored with my job while the lowest mean score is 1.9 in which I love my job. The average mean score is 2.31. Therefore, the high mean score of job satisfaction scale indicate that employees are, on average, dissatisfied on their jobs.

Level of Commitment

According to the prepared questionnaire in this paper, level of commitment are classified as the following factor;I am willing to put in great effort beyond, I am proud to tell others I work at the company, I always feel as if this company's problem are my own, I do not feel a lot of emotional attachment to the company and It would take very little chance in my present circumstances to cause me to leave. Based on these five factors, Level of commitment is shown in Table (4.13).

Table (4.13) Level of Commitment

Particular	Mean	Standard Deviation
I am willing to put in great effort beyond	1.96	.767
I am proud to tell others I work at the company	2.04	.925
I always feel as if this company's problem are my own	2.25	.851
I do not feel a lot of emotional attachment to the company	2.46	.925
It would take very little chance in my present circumstances to cause me to leave	2.97	1.098
Overall Mean	2.34	

Source; Survey Data, 2018

By comparing the mean scores of level of commitment, this study found that the highest mean score is 2.97 in which It would take very little chance in my present circumstances to cause me to leave while the lowest mean score is 1.96 in which I am willing to put in great effort beyond. The average mean score is 2.34. Employee are satisfied on their jobs.

Employee loyalty

According to the prepared questionnaire in this paper, employee loyalty are classified as the following factor; too much in my life would be disrupted if I wanted to leave my company now, I would not consider leaving the university right now because I have sense of obligation to the people in it, I owe a great deal of loyalty to my company considering all it done for me and If I got another offer for a better job elsewhere I would not feel it was right to leave my company. Based on these five factors, employee loyalty is shown in Table (4.14).

Table (4.14) Employee Loyalty

Particular	Mean	Standard Deviation
Too much in my life would be disrupted if I wanted to leave my company now	2.63	1.189
I would not consider leaving the university right now because I have sense of obligation to the people in it	2.69	2.105
I owe a great deal of loyalty to my company considering all it done for me	2.31	.927
If I got another offer for a better job elsewhere I would not feel it was right to leave my company	2.7	1.194
Overall Mean	2.58	

Source; Survey Data, 2018

By comparing the mean scores of employee loyalty, this study found that the highest mean score is 2.7 in which If I got another offer for a better job elsewhere I would not feel it was right to leave my company while the lowest score is 2.31 in which I owe a great deal of loyalty to my company considering all it done for me. The average mean score is 2.58. Employee are satisfied on their jobs.

CHAPTER 5

CONCLUSION

Therefore, this chapter describes the findings and discussions of this study by applying on analyzing result, suggestions and need for further research.

5.1   Findings

To analysis the effect of working environment on employee satisfaction of Yangon Zoological Garden, the data was obtained by conducting personal interview human resource manager. Primary data was collected sampled employees by using structured questionnaires. Specifically, this study tests the research questions; whether working environment impact upon the employees satisfaction.

Hygiene factor of Herzberg's Two-Factor Theory is applied in this study. Thus, working environment consists of working hours, job safety and security, relationship with co-worker and supervisor, facilities, work life balance, effective communication channel, health care, top management support and training and development.

In working environment factors, there are four relevant statements for working hours, five relevant statement for job safety and security, seven relevant statement for relationship with co-worker and supervisor, six relevant statement for facilities, five relevant statement of work life balance, four relevant statement for effective communication channel, four relevant statement of health care, five relevant statement of top management support and four relevant statement of training and development.

In working hours, employees are most agreed that they do not have enough time to perform their job effectively while they are less agreed that they often have to work extra hours because of staff shortage.

For job safety and security factors, employees are most agreed job security of their workplace is good and safety in the workplace while they are less agreed responsibility when employee gets accident in the workplace.

For relationship with co-worker and supervisor factors, employees are most agreed that their supervisor expect to get better performance while they are less agreed that their co-worker are willing to listen to job related problems.

For facilities factors, employees are most agreed that physical environment at their department is neat and tidy while they are less agreed that the company arrange trip.

For work life balance factors, employees are most agreed balance their work life while they are less agreed that they work for overtime and even on holiday.

For effective communication channel factors, employees are most agreed company communication system is important while they are less agreed company present communication system is effective.

For health care factors, employees are most agreed satisfied with leave system provided by their company while they are less agreed satisfied with health and safety posters which are well located at workplace.

For top management support factors, employees are most agreed that they have proud to be associate with my manager while they are less agreed that they satisfied that my manager value their feedback.

For training and development factors, employees are most agreed that the company provide training program for all employee while they are less agreed that the company provide training how to use vehicle.

5.2   Suggestions

Based on the findings of the research, some relevant suggestions for management of the company can be made for the job satisfaction, organizational commitment and employee loyalty of the company. The success of the organization depends on satisfaction of employees.

Under this study, working hours are less preventing dissatisfaction among working environment factors. Concerning with staff working hours, management of Zoological Gardens Yangon should set out staff working hour policies and guidelines for their staff to support staff. To reduce some work burden on staff and to improve the efficiency and performance of the individual department, management of Zoological Garden should also consider employment of additional staff who are efficient.

Based on findings, facilities and health care are less agreed to prevent employee dissatisfaction. Most of staff complains upon weak in interest connection. Because of weak internet connection at company, management of Zoological Gardens Yangon should have plan for providing good internet connection for their staff to

perform better. Creating neat and tidy physical environment is also needed for staff. Most of staff also complains upon weak in arrange trip. Because of weak arrange trip at company, management team should have plan for providing good trip for their staff to satisfy in their workplace.

Relationship with co-worker and supervisor is the most influential among working condition factors to decrease dissatisfaction because they built co-operation and team work performance and social relationship properly between subordinates, peers and supervisor. Relationship with co-worker and supervisor is crucial for the company 'management to consider because of its great effects on job satisfaction, organizational commitment and employee loyalty.

The results of the study have shown a positive relationship between working environment and employee satisfaction. The employees working in Zoological Gardens have agreed that working condition plays a vital role in attaining job satisfaction. As the competition has increased and business environment is dynamic and challenging, so different organizations in order to operate up to their maximum potential, have to ensure that their employees are working in a conducive and friendly environment. Employees are becoming concerned about the working environment which includes working hours, job safety & security, relationship with co-worker, facilities, work life balance, effective communication channel, health care, top management support and training and development.

Moreover, it is also recommended that managers exercise putting too much emphasis and resources towards the hygiene factor (working condition) which employees decrease dissatisfaction. Therefore, it is imperative that the organizations identify the needs of their employees and satisfy them to ensure effective accomplishment of its goals and objectives. The study results suggest that the importance of hygiene factors cannot be ignored since they do have an effect on the job involvement of participants.

5.3 Need for further Research

This section will attempt to explain the requirement of the further studies. Employee satisfaction is a very critical component of performance in all the various industries. In this study, employee satisfaction is analyzed by working environment. Thus, Zoological Gardens Yangon should also study with other theories such as Maslow's Hierarchy Need of Theory, Acquired Need Theory and ERG Theory etc.

Next, a replication of this study using different methodology for data collection and analysis, with a similar population of Zoological Gardens employees, might be made.

The obvious complement to this study is to conduct employee satisfaction of Htoo Zoos and Gardens Business Unit (Yangon Zoological Gardens). Therefore, further study should focus employee satisfaction of other Zoological Gardens such as Naypyitaw Zoological Gardens, Mandalay Zoological Gardens etc.

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APPENDIX

Part A

Question 1: Age :

                (1) Under 21

                (2) 21 to 30

                (3) 31 to 40

                (4) 41 to 50

                (5) Above 50

Question 2: Education;

                (1) Under Graduate

                (2) Graduated

                (3) Master

                (4) Others

Question 3:Department;

                (1) Finance Department

                (2) Human Resource management Department

                (3) Operation Department

                (4) Others

Question 4: Service (working experience)

                (1) Under 6 months

                (2) 6 months to 1 year

                (3) 1 to 3 years

                (4) 3 to 5 years

                (5) Above 5 years

Part B:

Working Environment

Statements	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied
Working hours					
1 I do not have enough time to perform my job effectively.					
2 My workload is too heavy.					
3 I often have to work extra hours because of staff shortage.					
4 I do not have time to do other work due to heavy workload.					
Job safety and security					
1 I feel that the job security of my workplace is really good.					
2 I am comfortable with the arrangement for safety in the workplace.					
3 I feel good about the responsibility when employee gets accident in the workplace.					
4 My organization accepts job security as the first priority.					
5 Because of better job security system, I fell my work can create happy working environment					
Relationship with Co-worker and Supervisor					
1 My co-workers are willing to listen to my job-related problems					
2 My co-workers are helpful to me in getting my job dome					

3	I have a friendly and trustful relationship with co-workers					
4	My supervisor expects me to get better performance					
5	My supervisor encourages me to do my best					
6	My supervisor is friendly					
7	My supervisor treats me fairly					

Facilities						
1	The physical environment at my department is neat and tidy					
2	The company provides suitable office place according to position (chairs, tables, shelves)					
3	The company provides good internet connection for staff,					
4	The company has adequate service (chair and table, computer and dining room)					
5	The company provides adequate vehicle for looking after animals					
6	The company arrange trip (eg.chaungthar)					
Work life balance						
1	I feel I have good work-life balance					
2	I have more work than I can do well					
3	I feel that I am able to balance my work life					
4	I work for overtime and even on holiday					
5	I gave quality time my family because my work do not have pressure					
Effective communication channel						
1	The company provide information to staff to carry out their responsibilities efficiently					

2	I feel that my company' communication system is important					
3	My company' present communication system is effective					
4	I satisfied that my company have good communication channel when I face problem					
Health care						
1	I feel satisfied with leave system provided by our company					
2	I feel satisfied with compensation system provided by our company					
3	I feel satisfied with medical treatment provided by our company					
4	I feel satisfied with the health and safety posters which are well located at workplace					
Top management support						
1	My manager promotes a positive work environment					
2	I have proud to be associate with my manager					
3	My manager usually talks about what needs to be done					
4	My manager respects me and our team members					
5	I satisfied that my manager value my feedback					
Training and Development						
1	The company conducts staff development programs within the respective department					
2	The company provide training how to use vehicle					
3	The company provide training program for all employee					
4	The company provide training based on business strategy					

Job Satisfaction

Job Satisfaction						
1	all in all, I am satisfied with my job					
2	I find real enjoyment in my job					
3	I am often bored with my job					
4	I love my job					
5	I feel that my work environment is very nice to come					
6	I am sure that the company is attractive place to work.					
Organizational Commitment						
1	I am willing to put in great effort beyond					
2	I am proud to tell others I work at the company					
3	I always feel as if this company's problem are my own					
4	I do not feel a lot of emotional attachment to the company					
5	It would take very little chance in my present circumstances to cause me to leave					
Employee Loyalty						
1	Too much in my life would be disrupted if I wanted to leave my company now					
2	I would not consider leaving the university right now because I have sense of obligation to the people in it					
3	I owe a great deal of loyalty to my company considering all it done for me					
4	If I got another offer for a better job elsewhere I would not feel it was right to leave my company					

THANK FOR YOUR CORPORATION.