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DEPARTMENT OF COMMERCE**

**THE EFFECT OF WORKING ATMOSPHERE ON
EMPLOYEE PRODUCTIVITY IN GOOD BROTHERS
GROUP OF COMPANIES LIMITED IN YANGON**

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**THE EFFECT OF WORKING ATMOSPHERE ON EMPLOYEE
PRODUCTIVITY IN GOOD BROTHERS GROUP OF
COMPANIES LIMITED IN YANGON**

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ABSTRACT

The objectives of the study were to explore the employee perception on working atmosphere of Good Brothers Groups of Companies Limited in Yangon and to analyze the effect of the working atmosphere on the employee productivity of Good Brothers Group of companies limited in Yangon. In this study, primary data was collected from 256 employees out of total population 742 employees from Good Brothers Group of Companies Limited in Yangon using structured questionnaire with Five Point Likert Scale to measure the effect of working atmosphere on employees' productivity. Secondary data was acquired from documents of the company, relevant books, articles, journals and internet websites. It was found that physical, psychological, social and administrative working atmosphere were statistically significant to productivity of employees in Good Brothers Group of Companies Limited in Yangon. Physical working atmosphere, social working atmosphere and administrative working atmosphere were significant positive effect on employee's productivity and psychological working atmosphere had significant negative effect on the employee's productivity. Among them, the social working atmosphere of employees was the most significant factor for Good Brothers Group of Companies Limited in Yangon. However, not only the physical working atmosphere but also the psychological working atmosphere, social working atmosphere and administrative working atmosphere should be focused by the company.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CBO	Chief Business Officer
CEO	Chief Executives Officer
CFO	Chief Finance Officer
CHRO	Chief Human Resource Officer
CSR	Corporate Social Responsibility
GBS	Good Brother Group of Companies Limited
MMK	Myanmar Kyat

CHAPTER I

INTRODUCTION

Today, people have more job opportunities, and they also become hard-working as the countries become modernized. Most organization, managers and executives and officers will be faced with various challenges. The area of management is one of the challenges that mean the efficient and effective use of resources to achieve organizational goals and specifications. Nowadays, people are spending most of the percentage of their time in their working atmosphere.

For these reasons, the working atmosphere in the companies, factories, organizations and corporations becomes important factor for the people. The directors, executives and managers are thinking the factor that is to create the good working atmosphere for themselves and for their employees. The development of higher and greater working atmosphere involves an understanding of how the working atmosphere affects manner and how manner itself influences success in the working atmosphere (Armstrong & Murlis, 2007). Nowadays, business enterprises are facing with new challenges that are to create working atmosphere to attract, maintain and get motivation to their employees.

A good working atmosphere can give the happiness to the employees. A good working atmosphere improves employees' self-confidence and inspires greater employees' productivity. Some business has the nature of taking risks and it is need to make right decision. In other hand, the productivity is boosting when they eliminate stress and worry in their work. Happy employees are more willing to provide and support to their co-workers.

Besides, they have more innovation and creativity than others. And then, bad working atmosphere can create unhealthy employee, stressful employee, unhappy employee, employee retention and low productivity of employee of enterprises, etc. Therefore, the working atmosphere circumstance can have an impact on for each enterprise and employees. In Myanmar, agriculture is the life-blood of the country's economy. About fifty-eight percent of gross domestic products of the Myanmar are obtained from the agricultural sector. Myanmar was once the biggest exporter of rice in Asia. Approximately sixty percent of total area of country's cultivated land area is used for the agricultural sector and then, nearly seventy percent of the population is the

workers in agricultural sector. The government formulates various policies and laws and regulations for the agricultural sector and gives supporting for the farmers.

Since the last centuries, people had used new technologies in agriculture sector. Modernized machines for farms are used by the farmers for their farms to be greater developed. However, Myanmar has no longer made well manufacturing of modernized farm machines yet. There are various types of agricultural machines and equipment such as tractor, power tiller, cultivating roller boat, paddy thresher, and combine harvester, etc therefore, the part of the agricultural products and services distribution companies is very important for the country because they provide new technologies, modernized farm machines and equipment to the farmers in Myanmar. To be effective usage of agricultural products by farmers depends on whom working in these companies. One of the influencing factors on employee productivity can be considered as working atmosphere. This study states how the working atmosphere effects on the employee productivity of Good Brothers Group of Companies Limited distributing agricultural machines products and services in Yangon.

1.1 Rationale of the Study

Every business enterprise is structured with people. The efforts of people are vital for each business, enterprise and corporation Humans are influenced by certain activities around working atmosphere and their behavior and habits (Manu, 2015). In working atmospheres, worker use about fifty percent of their lives, which in addition to their performances significantly affect their state of mind, skill, and behavior (Sundstrom, 1994). The working atmosphere can be defined as the place where people work which implies environment around the individuals. The working atmosphere contains well-designed, secure physical space, correct equipment and environment friendly conservation to enhance productivity (Hay Group, 2007). Well-designed and coordinated office and coordinated office and working surroundings allow crucial changes in how persons sense about their works (Manu, 2016).

Today, most organizations are seeing humans or employees as assets of the organizations rather than costs. The employees have illness that causes for stress and their productivity and commitment tend to reduce, and they are likely to be absence if they have the negative perception on their working atmosphere. Every organization and company wants to fulfill their organizational goals and organizational objectives.

Companies consider that the important factor in an effort to improve work productivity is the comfortable working atmosphere. A suitable working atmosphere let the employee to do their job optimally and supports a sense of security.

Good Brothers Group of Companies Limited is the company that distributes machines for the agricultural mechanization products and services to the farmer in Myanmar. Moreover, Good Brothers Group of Companies Limited makes insurance and loan to the farmers. Therefore, Good Brothers Group of Companies Limited is a company that is giving many supports to the farmer in Myanmar. Efficient and effective productivity of employees from this company have the impact on the farmers' productivity in agricultural firms in Myanmar. As Myanmar is an agricultural country, the increased quality production of agricultural products is directly contributed to the citizens. This study will provide better understanding of the relationship between working atmosphere and employee's productivity in Good Brothers Group of Companies Limited. In a more perspective view, the outcome of the research would be used to alert the management of company of employees' level of satisfaction or dissatisfaction with reference to specific working atmosphere. In addition, for similar studies in the future, this study will serves as background information.

1.2 Objectives of the Study

The objectives of the study are as follows:

- (1) To explore the employee perception on working atmosphere of Good Brothers Group of Companies Limited in Yangon, and
- (2) To analyze the effect of the working atmosphere on the employees' productivity of Good Brothers Group of Companies Limited in Yangon.

1.3 Scope and Method of the Study

This study stated the effect of working atmosphere on employee productivity. This thesis made widespread use of both primary data as well as secondary data and the sample of 256 employees was once chosen from 742 total employees from Good Brothers Group of Companies limited in Yangon in accordance to the Yamane method. With the assistance sample random sampling method, the sample of 256 employees was accrued and primary data were collected from staffs by preparing questionnaire survey with Five Point Likert scale. To obtain the secondary data, reports and documents of the company, relevant text books, journals and articles from internet websites were

used. In this analysis, there were three portions of survey questionnaire. First part included demographic factors of the respondents and second part includes the employee perception on working atmosphere of the company. Third, the remaining part deals with the productivity of employee. To achieve the study objectives, Pearson Correlation analysis and Regression analysis are used with help of the statistical tools.

1.4 Organization of the Study

This study is prepared using five chapters. Chapter (I) offers an introduction to research problem, the rationale of the study, scope and method that was used in this thesis, and objectives of the study. Literature review of the study is shown in Chapter II and Chapter (III) describes working atmosphere of the Good Brothers Group of Companies Limited in Yangon. Chapter (IV) reveals the results of analysis on the effect of working atmosphere on employee's productivity in Good Brothers Group of Companies Limited in Yangon. Chapter (V) is composed with not only findings and discussions, but also suggestions and recommendation as well as needs for further study.

CHAPTER II

LITERATURE REVIEW

This section includes the concept of working atmosphere, employee productivity, empirical studies and the conceptual framework of the study.

2.1 Concept of Working Atmosphere

Heath (2006) cited the largest purpose of all the enterprise is to enlarge their productivity, for reducing their value of production and making excessive profits. In business dictionary, working atmosphere is a place where task is completed. When pertaining to a vicinity of workforce, the working atmosphere involves the physical geographic region and the immediate surroundings of the workplace area. Typically entails other elements bearing on to the location of employment, such as the first-class of the air, noise level, and extra perks and benefits of employment such as free infant care or limitless coffee, or enough parking.

Working atmosphere is also concerned with the exterior factors to the commercial enterprise which the workplace serves, the industry or different activities within which the business lies, the customized and legal guidelines of the organization which they operate (Ebenezer (2017)). Working atmosphere is a mixture of many factors, which when come collectively form the surroundings of an organization. These factors involves goal setting, workplace incentives, described processes, performance feedback, role congruity, mentoring, useful resource availability and supervisor support. Therefore, in order to attain better effects from the employees, it turns into very vital that they ought to be supplied with acceptable working surroundings factors.

The working atmosphere can be defined as the atmosphere in which human works that constitutes market condition, physical setting, culture and job profiles and culture. (Briner, 2000) referred to that working environment can be concept as the surroundings in which humans work and encompasses the physical putting, traits of job itself. It additionally encompassed broader organizational elements and even components of the external organizational setting. It is potential that working atmosphere is the sum of the interrelationship that exists amongst the employees and

the employers and the environment in which the employees work which consists of the technical, the human and the organizational objectives.

The working atmosphere is an arranged area which is provided by the company in order to achieve its goal (Al-Amri, 2010). An arranged area can be described as the layout of a work space which suits the nature of the job or task that is to be performed. It can have an office layout with cubicles, desks, chairs and cabinets or just a work table with a wall fitted with all types of hand tools which suits a workshop. An atmosphere is the immediate surroundings of a user which is manipulated for their existence or use. Working atmosphere is the surrounding for the employee to do a given task (Ajala, 2012).

Several attempts have been made to put the different types in an organized way, as seen with the Holland Codes proposed by John Holland (2015), a psychologist with an interest in matching people with work environments that suit their personalities. According to the John Holland approach, the type of working atmosphere was looked at the nature of the work done. There are six specific atmospheres primarily based on Holland approach.

Unrealistic working atmosphere, work is more hands on. Investigative working atmosphere includes a high priority on thinking and theoretical discussions. Enterprising atmosphere includes more self-initiative to innovate and start the project. Social working atmosphere is type of working atmosphere that describes a high degree of interaction as seen in teaching, customer services such as teacher, doctors and counselors etc. (Dwyer et al., 1991). Conventional work environment uses set protocols and routines such as data basing customer information. And then, artistic working atmosphere improve creativity and the production of work of art.

Working atmosphere used to be stated in phrases of physical and behavioral elements (Leblebici, D., 2012). Physical elements of atmosphere are comfort degree and workplace layout. The elements blanketed in the comfort degree are ventilation, synthetic lighting, heating, herbal lighting, décor, cleanliness, standard comfort, physical security such as the area of informal meeting, the area of formal meeting, quiet areas, privacy, etc. The remaining one is behavioral working atmosphere which consists of social, interaction, work interaction, innovative atmosphere, and standard atmosphere, role relative to colleagues, function relative equipment, normal workplace layout and refreshments.

In the study of Ebenezer (2017), working atmosphere is classified into external work environment and internal working atmosphere. Exterior working atmosphere as an end result of elements such as custom and legal guidelines of the community inside which the commercial enterprise operates, climate condition, insurance policies and so forth backyard the working atmosphere (Molokwu, 1993). Exterior working atmosphere are exhaustively mentioned as underneath the following surroundings public, policy context, etc. Internal working atmosphere is viewed as the surroundings such as matters worried with operation and working atmosphere as building, furniture, layout, the physical prerequisites underneath which worker operate (Kochan, 1980).

Working atmosphere is classified into physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative working atmosphere Manu (2016). In this study, there are four types of working atmosphere. They are physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative working atmosphere.

The observable variables in the workplace, such as office location, layout and design, etc., are included in physical working atmosphere. Psychological working atmosphere includes the factors concerned with the feeling of employees. The social working atmosphere also consists of communication, relationship with co-worker, relationship with manager and culture. The last one which is administrative working atmosphere comprises leadership style, goal setting, performance feedback, remuneration and reward, training and development.

2.1.1 Physical Working Atmosphere

Concerns about conditions in different types of working atmosphere may be an issue for some job seekers with worries about their ability to thrive in physically demanding or boring working atmosphere (Salin, 2003). The physical working atmosphere factors contribute to the practical and aesthetic aspect, the décor and architecture of the working atmosphere, which eventually help enhance the experience of the employees (Nanzushi, 2015). In the study of Johannsdottir, T., & Hansen, R. (2017) concluded that the individual productivity presumably is affected by the physical working atmosphere.

(1) Office Site

Molokwu (1993) stated that when an workplace is located in a properly place, it will help to set off the working condition of worker in a good way, such decreasing cost of services, reduction of pollution, it create more healthy existence for workers, larger room for expansion, low insurance rate. Johson (1970) revealed that work surroundings will improve higher when its site is favorable for workforce such as get admission to desirable restaurant, proper transportation service and appropriate retail outlets etc.

(2) Office Design and Layout

The open-plan office is one of the office designs that businesses have been introducing today, as this eliminates expenses and is more comfortable than cell offices (Kamarulzaman, 2011). Office design allows workers to work a certain way by designing their work station in a certain way. The organization reacts to the business strategy of the company while ensuring that its workers have what they need to do jobs. (Al-ANZI, 2009). In order to lower building and equipment costs, the concept at the back of open-plan offices is to supply an atmosphere that will enhance work productivity and promote collaboration. In open-plan offices, crowding and lack of privacy are probable to emerge and will inevitably result in worker frustration and bad reactions.

Several studies recommend that open-plan workplaces are regularly associated with lowered work satisfaction, absenteeism and lowered motivation (Kamarulzaman, 2011). The company's professional physical structure is critical to optimizing employee efficiency. Today, working environment encourages new ways of working and flexible working environment that shows ease of contact and interpersonal access compared to fully enclosed private offices, and this transition to open plan office has improved the efficiency of workers in parallel with closed office. (Becker, 2002).

Working atmosphere design is a somewhat faddish phenomenon, in part because there is little evidence on what specific factors affect a knowledge worker's productivity, and how these factors are connected (Davenport, 2005). Today most office buildings are designed with air conditioning systems, so the temperature level in one room can remain constant all the time. The design of the working surroundings is a instead faddish phenomenon, in section due to the fact there is little evidence of what

specific elements impact the productivity of an worker and how these elements are related (Davenport, 2005). Most workplace structures these days are built with air conditioning system, so that the amount of temperature in one room will stay constant all the time.

Bad layout and overcrowding do not contribute to optimization, but only raise the risk of injury or injuries such as tripping or hitting objects (Thiruchelvan, 2017). Work spaces can be designed to achieve particular performance results, one space can be explicitly designed to boost efficiency, and another space can be designed for the purpose of innovation (Waber et al., 2014). This notion has also acted as a motivation for businesses to excessively redesign the physical working environment to enhance efficiency and productivity.

(i) Temperature

Healthy room temperature will increase productivity and decreases employee tension, as it performs a major function in the working climate. The positive temperature shows how warm or cold the climate really makes people feel (Aamodt, 2004). High temperatures can have an impact on the effectivity and productiveness of employees, especially the duties needed for cognitive, bodily and perceptual duties (Badayai, 2012). Chandrasekar (2011) mentioned that excessive temperatures can have a direct impact and contribute to heat stress and warmness exhaustion. In determining proper temperature levels, certain variables should be considered; for example, obese workers would work better with low temperature levels, while the opposite is true for slim employees.

In addition, Sehgal (2012) explained that a higher temperature could be better for a thin individual. This research also explained potential temperature effects and examined the productivity influence of three different indoor temperatures (17°C, 21°C and 28°C). This research showed that in both the coolest and warmest of these climates, workers feel somewhat uncomfortable that they are less mobile. In both the coolest and warmest of these climates, this study found that employees feel slightly uncomfortable, that they are much less motivated and that their workload is extra difficult, with a consequent productivity shift.

(ii) Ventilation

Air flow is also important as it can prevent inhalation of insufficient air by individuals. And then, in the workplace, smoking has to be illegal. In order to ensure that the air is well circulated, some small offices still use electric fans (Roelofsen, P. 2002). The air in the working environment, especially its components, may play a significant role in relation to work actions, specifically job performance. Indoor air quality is very important for health, comfort, and productivity among employees, as indicated by Ossama, Gamal & Amal (2006). Indoor levels of pollution far surpass open air levels, and employees can spend up to 90 percent of their time alone indoors most of the time. Radon, asbestos, inorganic carbon, environmental cigarette smoke, organic matter, biological and non-ionizing radiation is the most likely harmful indoor air contaminants. Critical irritation and feelings of unwillingness may be induced by other contaminants such as odors and dust that can contribute to a decline in efficiency and job results. (In 2006, Ossama, Gamal & Amal).

(iii) Cleanliness

Betts (1975) emphasized on the impact of proper cleanliness of the working atmosphere due to the fact that cleanliness does not solely come from the groundwork for a healthy body and thought, but also an integral contribution to employees' improved efficiency. Duckett (2003) proposed that a team of workers may be most unhappy if their working atmosphere is unclean. This research similarly stated that positive cushions have been sparkling and clean, stains and soiled carpets be removed. This study went on to say that it is an eye-sore to see files and different substances scattered right here and there in the office. This study counseled that the employee should be made to recognize the necessity and the want to maintain an orderly office.

(iv) Lighting

Sufficient lighting is one of the elements influencing the productivity of a person. Natural light is additionally desirable, sufficient as it indicated an 18 percent increase in productivity by way of offering a working atmosphere with a sufficient day lighting gadget (Ajala, 2012). This study by Mills, Tomkins, & Schlangen (2007) referred to the effect of lighting fixtures on task overall performance as nicely as

improving the mood, alertness, and strength which sums up to productivity. This study also claimed that indoor lighting is the requirement for a visible resource when there is an absence or inadequate exterior lighting fixtures which impair visibility to perform a task. Johnson (1970) mentioned that low output and low satisfaction can cause because of improper lighting fixtures in the office. This study said that any lighting system can cause longer enhance employees' ability to see their take a look at very in the office. There has a negative effect on the pastime mind-set and morale of employees.

Ossama (2006) said that the improper light impacts workers' concentration and mind-set closer to their work and makes them suffer from eye pressure and fatigue. Adequate lighting stimulates people to do the work successfully. The workplace ship and railway premises act of 1963 cited that ample and appropriate light either natural or synthetic must be made reachable in the office (Onibon, 1974). Non-visual receptors in the retina of the eye from nerve pathways that at once influence our biological clock, the part of our brains that controls and moderates sleep and weakness, at once affecting our level of alertness (Shruti Sehgal, 2012). Denyer (1974) mentioned that lousy lights device causes eye stress and fatigue to employees. The last result of a test carried out in the Bureau of Internal Revenue in Washinton, USA gives the advice that the productiveness in the office will increase through five percentages as a last result of the introduction of a greater lighting system. This finding stated that a top model is critical for the pleasure of industrial job and its essential high-quality and safety.

(v) Color

In addition, personality to the physical working atmosphere, color serves as a beneficial device as the impact on human behavior, decision making, and health, etc. whether it is on aware or unconscious degree (Jalil et al., 2012). It can affect employee mood, motivation, satisfaction, productiveness and performance. Color act as a subtle stimulation with an important have an effect on and is influencing human's lives physically, physiologically, psychologically and sociologically. Colors in the working environment can not directly impacts on person's mind via have an impact on arousal and weariness (Stone, 2001). Interior coloration impacts employee productiveness in the working atmosphere. The elements like job satisfaction, task performance, productivity and temper intact with one of a kind indoors color. The researcher observed that topics that worked in mild colored offices such as white, beige, yellow or

grey made greater blunders than these in work areas with darker colors. red, blue, green or crimson called Ddrk color working environment are performing higher than office which is light color offices (RiosVelasco, 2009).

(vi) Fixtures and Fittings

Management and executive-level have to have know-how concerned about office furniture and then executive-level should have to know the effect of office furniture. Office furnishing plays a necessary position in performance, but it's not constantly handy to get right. Behind the physical appearance of furniture is their have an impact on comfort, posture, support, and movement, all of which have an impact on performance and productiveness in the place of work (Naharuddin and Sadegi,2013). Employees spend a sizable quantity of time sat at their desks, and the chair they're sitting on can substantially have an effect on their overall performance for a wide variety of reasons. Furniture affects fitness and wellbeing, each of which finally affects productivity and performance too. Back pains, neck strains, and other musculoskeletal disorders are a distraction that many companies can't manage to pay for their personnel to have.

An excellent office chair will provide sufficient guide to all areas of the body, facilitating motion even as supporting to stop musculoskeletal disorders. Ultimately, accurate workplace fixtures can increase worker overall performance and productivity with the aid of allowing humans to listen on their duties without distraction. An awful chair or a not-wide-enough desk can restrict the ability of personnel to be top performers in a delicate however powerful way. The result of deciding on flawed office furniture may additionally be carried out for a long time, as it is often difficult discarding the pre-owned furniture, which is typically bought alternatively than leased or rented. The executives reflect on consideration on choosing appropriate furniture in the working atmosphere as an important thing to pay more interest to make certain that the ergonomic in the atmosphere is excellent maintained.

While ergonomic surroundings are necessary in growing employee productivity, adjustable workplace furnishings such as desks and chairs, which can support employees in generating their work is recommended, to enable the work with ease at some stage in the day (Burke, 2000). Furniture and fitting such as a desk and chair that is being used at our respective place of job the place we spend hours utilizing

it whilst performing our work. Long hours spent in the workplace utilizing this furnishings can motive physique ache in quick time period and additionally serve harm such as nerve or bone harm in the long run if not treated or corrected in the early nation (Thiruchel, 2017). According to Naharuddin& Sadegi (2013), it is highlighted that ergonomic in working atmosphere have to be carried out in order to keep away from occupational hazards. This implementation is to help the personnel from now not having nerve harm in the long term. The suitable working surroundings with appropriate furnishings and furnishing need to be supplied by means of the worker and it is their responsibility to make certain all personnel are now not exposed to any hazard and would not have any kind of damage due to occupational hazard. This will now not lead to soreness and lack of productivity in the place of job due to the fact employees would fee difficult to work (Chandrasekar, 2011).

2.1.2 Psychological Working Atmosphere

The psychological working atmosphere is the working surrounding that pertains to or offers with or affects the mind mainly as a feature of feelings or emotions (Forcier, 2001). Besides the physical factors in working atmosphere, the psychological working atmosphere has an effect on worker productivity. The emotion or feeling of people can have an effect on their behavior, attitudes, and performance, and productivity. The psychological working atmosphere is the working surrounding that pertains to or deals with or impacts the thought specifically as a feature of awareness, feeling, or motivation.

(i) Emotion

Boateng, I. A., & Agyei, A. (2013) said that emotions are temporarily feelings that are shaped particularly from a recognized occurrence. In the business world, feelings can have a large influence on the average morale, productivity, and job performance of employees. Emotion is described as "any non permanent evaluation, intentional, affective, psychological state, inclusive of happiness, disgust, sadness, and other feelings" (Colman, 2016). Research has proven that companies are infused with emotion, which can be used to mobilize assets and create effective electricity that can lead to a greater productive job performance (Linley et al., 2010. Retrieved from Mikkelsen & Laudal, 2016). These nice emotions are a precondition for a company to

be able to function. To be capable to make feelings grow to be positive, the organization focusing on people, their well-being, and how to get people into a high quality country of thought (Mikkelsen & Laudal, 2016). Organizations often tend to focal point on the poor aspects of humans, like their weaknesses and vulnerabilities (Luthans, 2002). This is despite that positive emotion being identified as essential in theories of the behavior of the organization and it has been concluded that there is a high-quality relationship between employee's emotion and job performance. There has also been installed some validity to declare that employees that are happy and confident are more productive at work (Luthans, 2002).

(ii) Stress

Stress is the psychological nation that outcomes when the sources of person are now not sufficient to cope with the demands and pressures of the situation. Stress is unpleasant emotions that involves feelings of tension, nervousness and worry which is believed to be one of the principal through personnel in a corporation in a day by day basis. Research suggests that stress negatively have an effect on an employee's health and as a consequence, the employee's absenteeism increases (Stafyla, Kaltsidou, & Spyridis, 2013). There are two types of factors of stress which is recognized as the exterior stressor and inner stressor. The external stressor relates to the condition of working area, duration of work, work load or even change in the working surroundings whereby inside stressor is related to the personal stress aspect which includes social and biological factors, job satisfaction level, work-life balance, productivity and additionally job performance level. Stress can weaken the success of goals, each for individuals and for corporation (Michie, 2002).

Stress can additionally be related to private existence which leads to terrible penalties to each folks and additionally businesses (Shubendra S&Athar, 2016).It also referred to that occupational stress is the ride where worker feels unpleasant thoughts such as frustration, depression, anger, anxiety, and many other negative feelings which are not good. The predominant source of stress in the place of work is like working long hours in the workplace which does now not allow the employee to have a honest share of a work-life stability and lack of ability to keep up with the evolving technologies, variant in the demand of the customers and also unable to meet time limits mainly when it is unrealistic (O.Longenecker, Connie J., & Joseph A., 1999).

(iii) Happiness

Andrew Oswald, Eugenio Proto & Daniel Sgroi (2015) found that happier personnel were 12 percentages more productive than employees who weren't. Increased productivity affects directly on revenues and the bottom line, therefore making enterprise extra competitive. Happy places of work lead to emotionally stable employees, who in turn grow to be engaged employees, and they in flip are usually, the most productive employees. Unencumbered by using bad emotions, they are free to express, and extra importantly, to innovate. Happiness is a chimera in the most working environment because of the constant strain to perform, preserve up with peers, galvanize bosses, and impervious the next raise.

In this study, three different patterns of the experiment have been performed had been randomly selected individuals, who have been made happier variety of interventions, exhibited around 12% higher tiers of productivity. The research additionally determined that lower happiness tiers decreased productivity, main the researchers to conclude there's a causal hyperlink between happiness and productivity. This is studied with the aid of Andrew Oswald, Eugenio Proto, and Daniel Sgroi at Warwick University. seven-hundred Participants took part in exceptional experiments, which have to elevate their happiness level. For the participants, who have been in a group, the happiness degree acquired artificially raised, via for instance short comedy clips, had an up to 12% accelerated productiveness level. Besides, they locate that the upward jostle in productivity level can be defined with the aid of the willingness of inserting increased effort into the work if they are happier. Though the ability level, with which the task is done does no longer change.

2.1.3 Social Working Atmosphere

One essential element that can affect worker productiveness is the social working atmosphere. Research carried out by way of Chandraseker (2011), revealed that creating a social working atmosphere to make employees productive is necessary to amplify the gain for the organization. Social working atmosphere performed an essential function in the manufacturing procedure and working surroundings takes by way of personnel or personnel in all stages of management in order to amplify labor productiveness employees.

(i) Communication

Communication is fantastically practical for work takes place frequently in the workplace. Principle of the least collaborative effort, humans base their conversations on as little combined effort as possible. According to (Kraut et al., 1990), casual verbal exchange is pretty valued for collaboration at company is making an attempt distinct technique to make bigger the possibility of casual interactions between co-workers. Communication is the key to convey humans collectively in one region to make it a workplace. Organizational conversation is the key to get worried in higher relationships inside an organization, transmitting information, cooperating with every other, perception and coordinate the work, enhancing communication climate and learning, and consequently to make bigger basic place of work satisfaction and an individual's satisfaction concerned with job.

Effective working atmosphere communication is the key to the cultivation of success and professionalism (Canadian Centre for Communication, 2003). An organization that communicates during the working environment in a nice manner is extra likely to avoid troubles with completing the each day techniques and much less likely to have a problem with the flawed occurrence and will generate better morale and a greater high quality attitude toward work. When employees talk efficiently with each other, productivity will amplify because positive communication capacity has complained and extra work getting accomplished (Quilan, 2001). It removes confusion and wasted time that would have been in any other case spent on clarification or argument (Fleming & Larder, 1999). It makes the workplace more enjoyable, less anxiety among co-workers which in turn ability a high quality attitude in the direction of work and multiplied productiveness (Makin, 2006).

(ii) Relationship with Co-worker

The relationship of people and their co-workers describes the affiliation that exists between personnel of equal levels on the hierarchy in a corporation barring any form of authority over one every other. Workers who enjoy outstanding assist from their co-workers are highly industrious and find their place of business friendly. Cummins (2010) referred to that people who have a first rate affiliation with their fellow humans are commonly affluent and very productive in the management core even when their jobs are very stressful. The potential of a co-worker's resource is very vital in

minimizing stress. Mayo, Sanchez, Pastor, and Rodriguez (2012) desirable agreed that co-worker aid is indispensable in assisting productiveness in the working atmosphere. Although the relationship that exists amongst co-workers, as accurate as managers in relation to support, has seldom been considered, the type of relationships an employee has in terms of resource from his co-workers has a very strong have an have an impact on his universal performance and productiveness tiers (Schaubroeck, Cotton & Jennings, 2005).

A rational clarification of relations that exist amongst employees be it fine or strictly expert has an influence on the stage of effectiveness and effectively of a worker which are elements of productivity. For instance people who revel in guide from fellow workers also have private relationship outdoor of work and bond more with their co-workers tend to admire the place of business and consequently function relatively nicely and fantastically productive in their work as adversarial to these with lesser support. Employees have a sense of belonging when they can without difficulty request help from colleagues in the completion of superb jobs, which promotes concord (Mitchell & Ambrose, 2007).

The excellent relationships of people and their co-workers are very quality in enterprise. This can be done thru equipped social features aimed at promoting the bond between individuals of the workforce. The existence of excellent relationships between people and their colleagues create satisfaction (Altinoz et al., 2012). Such a relationship of people and co-workers creates room for flexibility in work scheduling division of workload amongst others. Co-worker interplay performs a big part in determining the behavior of employees as regards productivity stages on the job. Workers who pressure pleasure in working with fellow people are motivated past private elements and are frequently engaged with their job (Robbins, 2004). Consequently, workers who relate better and experience in working with their co-worker specially when engaged in team work are pretty productive. Such people have a tendency to be greater dedicated and stimulated as antagonistic to their equals who lack such relationships with their co-workers. That is to say they operate greater effectively with the success of the agency in idea (Hobbier & Brass, 2006).

(iii) Relationship with Managers

The relation of manager and worker is one of the necessary elements for every organization. Workers who revel in spleen did aid from their managers are diligent and discover their place of work friendly. As workers are very important for the organization, managers should have cordial relationship with their workers based on have faith and mutual understanding to achieve high productivity stages from them. Therefore, managers need to make that deliberate and well- structured initiatives are utilized through their groups to construct strong relation to organizational workforce. Enterprises and managers have a responsibility to cater for the needs of their staff and this can be accomplished through making sure that employees are concerned in selection making processes, acquire comments in terms of criticism as properly as savings for their behavior and performances as nicely as experience personal or pleasant relationships as a substitute than strictly professional relationships with their managers (Sinha & Gajai, 2013).

The people in management and executive level who relate with their staff that can boot effectiveness, efficiency, and productivity ranges of people because when managers take the time to construct and enhance family members as nicely as information employees because when managers take time to construct and improve members of the family as well as guide employees in their roles, they will produce extra best work. Furthermore, it is splendid for all agencies to have an appropriate and nice employee relationship management to promote non-public worker interactions with fellow people and their managers.

If the organization has an excellent relationship with managers and staff, the organization can be more achieve the aid of excessive morale, merchandising commitment, and confidence (Bajaj, 2013). Therefore, it is needed to be more emphasis on stability performance, development of employees for enhancing an organization's aggressive edge growth. The relationship between the executives, supervisors and managers and employees also a primary factor to be satisfied to employees (Spector, 2008).

Employees who need to make excellent relationships with their managers as the most vital factor of the relationship with administration (SHRM, 2014). When the relationship with managers is cordial, with the manager's understanding, communicating effectively, and supplying universal comments when necessary, giving

an awful lot interest to staff, wellbeing, and non-public issues, the employee's stages is probably to be higher (Lumely, 2011).

(iv) Organizational Culture

Organizational Culture is a system of shared beliefs about what is important, what behaviors are important, and about feelings and relationships internally and externally (Purcell et al., 2003). Thus, the tradition of an company acquaints employees with the firm's history as properly as modern-day techniques or operations that information employees on predicted and typical future organizational behaviors and norms.

Bullach et al., (2012) stated that the effects of organizational subculture can be summarized as: understanding the way of life of an enterprise approves employees to recognize each the organization's history and present day methods of operations. Secondly, business enterprise lifestyle can foster dedication to the organization's philosophy and values. Thirdly, organizational through its norms, serves as control mechanism to channel behaviors towards desired behaviors and lastly, sure kinds of organizational cultures might also be associated directly to higher effectiveness and performance than others.

2.1.4 Administrative Working Atmosphere

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(i) Management and Leadership Style

The development and modifications made by means of individuals and crew are related with the presence of a leader. Every manager makes use of a specific management style which has a massive have an effect on worker morale. Consequently,

the productivity of staff and employee's overall performance will be affected by the morale of workers. Storey (2004) confirmed that transformational management fashion which is composed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective management styles. These aspects of transformational management grant excessive overall performance and affect fairly on employee pride.

Pragmatic Leadership nonetheless occurs, stressing the leadership of equality between leaders and subordinates. All participants of the organization have equal and identical la, information, and perspective, and the function of the chief is facilitating the formation of the corporation (Duckett & Macfarlane, 2003). Successful management is consequently very imperative for the effectiveness of any organization and worker performance. Leadership style affects a variety of elements such as job satisfaction, performance, productivity, turnover intention, and stress and so contributes to organizational success. Managers want consequently to undertake gorgeous leadership conduct in order to improve employee productivity in the organization.

(ii) Remuneration / Reward

Remuneration to employee sought to be considered as a sturdy control mechanism. Remuneration strategies can make a contribution to the commitment, flexibility, and pleasant of team of workers inside the enterprise (Kessler, Shapiro & Purcell, 1999). Stuurman & Walsh (2014) examined the most significant elements of remuneration and employee performance. Rewards can be economic and non-financial (Luthans, 2000) and they can be utilized positively to enhance the productiveness of employees. Rewards can additionally be intrinsic or extrinsic. Intrinsic rewards are inherent in the job itself along with what the employee enjoys as a result of correctly finishing a task or attaining his projects. Extrinsic rewards on the different hand are external to the project of the job, like pay, work condition, fringe benefits, security, and contract of service.

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(iii) Training and Development

Training of all workers, either transient or everlasting leads to larger commitment and reduced turnover. The funding in worker coaching and development has considerable benefits for a corporation as well as personnel (Cannon-Bowers & Salas, 2001). Training is the prepared way in which companies furnish improvement and beautify the nice of new and existing employees. The systematic method that can gain and increase knowledge of individual employee, team or group and business, enterprise and company, etc is defined by training (Goldstein & Ford, 2002) in Khawaja & Nadeem (2013). Thus it is the sequence of things to do embark upon with the aid of a corporation that leads to information or skills acquisition for growing functions.

In the case of improvement of productivity of people, trainable is the valuable factor. It does no longer solely decorate personnel resourcefully, however also presents them with a possibility to truly research their jobs and perform more competently. This can amplify not solely employee's productivity however additionally organizations' productivity. One of the factors affecting the productivity of employee is training by the pointed out many research studies. Training can be seen as the device that is one of the most pervasive methods to enlarge the productiveness of men and women and help the achievement of organizational objectives (Galanou, 2009).

Singh & Mohanty (2012) also pointed that the emphasis on coaching employee for decision making, problem-solving, interpersonal relation and teamwork has really beneficial have an effect on the improvement of organization, as properly as impacting on employees' performance. Employees' behavior and their working competencies which consequences into employees more advantage on performance of workers and positive adjustments are affected by training (Satterfield & Hughes, 2007).

Training can be used as the most fantastic way of motivating and retaining human resource in any organization (Hutchings, 2009). However, the most appropriate

purpose of each and every business enterprise is to generate excessive income and maximize income and a quintessential device to realize this is an environment friendly and high quality workforce. Thus, personnel are solely efficient and wonderful if the gorgeous coaching and improvement is supplied for such and consequently main to productivity.

Development refers to things to do main to the acquisition of new know-how or competencies for purpose of growing. Every organization needs to support their employees to develop their career path, knowledge and abilities. Employee improvement is gaining an increasingly integral and strategic vital in companies in the con temporary enterprise environment (Leskiw, 2007). Thus, business enterprise more invest in continuous development of employees for maintaining staffs to achieve the business competitive advantages (Nadeem, 2013). Development appears to limit the turnover charge of personnel (Deckop et al., 2006). Thus development opportunities do not solely decrease absenteeism, however it will increase employee's dedication and delight that helps minimize turnover (Al-Amri, 2010).

(iii) Goal Setting

Goal setting is important device to entice the staff motivation. There are two necessary functions of desires in organizations ate to information the conduct of men and women and to inspire them to perform at greater stages of effectiveness (Richards, 1987). Specific desires are greater fantastic than generalized dreams that hard desires lead to higher productivity than do effortless dreams as long as dreams are normal (Erez et al., 1985) and that frequent, relevant feedback is important for aim setting effectiveness (Lathan & Yuki, 2002). Effective goals these with the above traits are probable to promote a larger frequency of the work fashion behaviors. They help generate commitment both to the desires and to the corporation which results in people doing more than they are required to do (Morrisey, 1997).

When managing teams or groups and individual person, goal setting can be seen as important role. Individual person and group's expectation and overall performance of employee are linked to each other at once. To construct a high performing team, managers need to grant clear and difficult dreams to their direct reports. Goals must be used as the basis of employee overall performance to promote commitment and

accountability among employees. Achieving desires inside the cut-off date create boosts the morale of teams and individuals.

Setting goal strikes organizations forward, and they provide employees the roadmap to success. Goals maintain personnel in charge for the work that they do and motivate them to give their best. Goals also inform personnel which tasks to prioritize. To build a excessive performing team, managers focus on placing goals, developing motion plans, and managing deadlines. If everybody is aware the significance of goals setting in the working atmosphere, then no time is wasted, and personnel become more focused on their tasks. The end result is better productiveness and a multiplied backside line for the company.

(iv) Performance Feedback

Successful business frequently relies upon on its employees. If they are fairly inspired to prevail and are productive in their tasks, the organization has a higher chance of attaining its goals. Managers and business leaders need to grant optimistic feedback to personnel on their overall performance so that they recognize where they stand and which areas they want to improve. Performance appraisals have a wide variety of tremendous outcomes on personnel and the entire business. Performance remarks are an information change intended and battle decision technique between the worker and supervisor. Performance feedback needs to be ongoing meaning changes are made primarily based on the facts exchanged between a supervisor and a team member because it can be defined as communication process. While the supervisor offers his or her comments and requirements the employee enables to supply his or her comments involving his or her requirements. Although this system is formal, it could be managed informally through gaining nearer family members for the two sides. With job description in the business, the position of employees is considered according to the formal way.

Performance appraisals assist personnel work efficiently. Businesses can make bigger their productivity by using creating comparison systems and using them on a normal basis, supplying positive feedback and providing aggressive rewards. The key is to maintain performance value determinations regularly and make them section of the organization culture. Employees have to have a say in their assessment and supply their very own remarks to the business enterprise as section of the process. Using ideas

and perception from personnel can assist the enterprise construct more effective and productive processes and systems. Performance value determinations help create meaningful communication between employees and managers or business owners that might also no longer occur otherwise. Performance appraisal is a commitment to make time for these types of conversations to advantage each employees and the business. (Ahmed, 2020).

2.2 Employee Productivity

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency, effectiveness and capability of a worker or groups of workers (Gummesson, 1998). In other words; it means the optimal utilization of workforce, power, talent and skills of the human resources. Investment in building, equipment, technology, processes and procedures are insignificant unless the people who use and apply them are performing, since a business cannot exist without people. It is easier to measure the return on these investments than it is easier to measure the productivity of people as this is hardest thing to measure (Bhattacharya, 2002). Effective productivity can be said people can generate with least effort (Rolloos, 1997) Productivity is related to working atmosphere which in turn related to absenteeism, retention, the adoption of new methods and technologies. According to the suggestion of Mathis & John (2003), productivity can be measure with the quantity and quality that can influence work done bearing in mind the cost of capital used. Productivity is also defined by (Sutermeister, 1976) as production, quality considered and output per employee. Dorgan (1994) said productivity as the improve functionality and organizational efficiency that constitutes quality.

The productivity of employee is an evaluation of the efficiency and effectiveness, and functionality of an employee or companies of workers (Gummesson, 1998). In other words, it capacity the most desirable usage of workforce and power and talent, and skills of the human resources. Investment in building and equipment and technology as well as processes is insignificant unless the human beings who use and observe them are performing considering the fact that a business cannot exist without people. It is less complicated to measure the return on these investments than it is easier to measure the productivity of human beings as this is the hardest factor to measure (Bhattacharya, 2002). Rolloos (1997) stated that employee's productivity as that which

human being how many produce with their least effort. The ratio to measure how organizations will transfer enter assets is called productivity. Productivity is related to the working ecosystem which in turn associated to absenteeism, retention, the adoption of new strategies and technologies. All these matters are related to how human beings are trained, prompted are usually treated within the machine (Hamilton, 2007). Mathis & John (2003) cautioned that productiveness refers to a measure of the quantity and fine of work finished bearing in thinking the fee of capital used. Productivity is additionally described with the aid of (Sutermeister, 1976) as output per worker hour, pleasant considered.

Productivity is referred to the correlation between enter furnished and the output generated by means of a manufacturing or service system. Thus productivity is described as the environment friendly use of assets such as labor, land, capital, material, energy, and statistics in the production of various items and offerings (Prokopenko, 1987). Accomplishing greater with the same amount of assets or accomplishing greater output in terms of volume and first-rate for the same enter additionally depicts higher productivity (Prokopenko, 1987). Therefore, the use of a range of techniques that center of attention on employee satisfaction, health, and morale by companies may want to be used to tackle issues on productivity in order to keep excessive work productiveness (Corporate Leadership Council, 2003). Moreover, productivity can be defined as the relationship between consequences and the time takes to accomplish them. Then again, employee productivity depends on the quantity of time a man or woman is physically present and the diploma to which that person is "mentally present" at a job or functioning successfully whilst current at a job (Corporate Leadership Council, 2003).

In some matters, productiveness is measured taking into account typical performance enchantment when there are fewer absences, fewer personnel go away early and fewer breaks, commitment, satisfaction and turnover (Atmaja et al., 2018). In fact, productiveness loss and reduce again day are penalties of absenteeism (Aaronson et al., 2000). Any attempt at lowering manageable productivity loss from absence has to be offset in opposition to the feasible productiveness loss from presenteeism. The persona is not passive; he or she makes aware preference of whether or not or no longer to attend work (Chatterji & Tilley, 2002). Low stages of job delight can have a negative impact on the way a man or woman carries out responsibilities and their productiveness in the workplace. Therefore, the degrees of job pleasure are barring lengthen correlated

to the employee's productiveness (Heckman & Oldham, 1976). The immoderate turnover costs are related with the heavy transaction fee of shedding human capital inventory as nicely as hiring and transaction costs, which can have a huge, have an impact on a company's productivity. Turnover would exhibit up that it is the nature of work with excessive stress and fluctuation in desires that are the root reason of high turnover. Turnover may also affect the efficiency and effectiveness of workers (Judge et al., 2001). The commitment used to be described as a mind-set that develops from a manner called identification, which takes area when one experiences something, someone, or some idea as an extension of oneself. Committed personnel are prompted and productive and involving a quintessential role in corporations for their survival and it is competing in the rapidly changing world (L. Fink ,1992).

Measurement inside corporate environments accompanied the subculture of Taylor and Principles of Scientific Management, which called for breaking down jobs into discreet behaviors or assignment elements, segmented and built-in optimally to limit the time required to perform the typical pastime (Brand, 2009). In recent year, evident in literature is the theme of know-how work productivity, which was once first described by way of Drucker (1999), the rise in the productivity of manual work was one of the key events of the 20thcentury whilst knowledge employee productiveness is the most vital venture for management in the 21st Century (Drucker, 1999). An exceptional attribute of information work productivity is that its end result is frequently to a massive extent intangible, partly reflecting the unstructured and innovative factors of know-how work itself. Thus, the usual productiveness dimension approach which is based totally on the physical fantastic of output is of no use to knowledge work organization (Dogramaci & Adam, 1985). The productiveness of the know-how employees is not principally based totally on the volume of output. Knowledge employee productiveness requires that the know-how people both viewed and handled as an asset as a substitute than a cost. It requires that understanding workers desire to work for the company in preference to all other possibilities (Drucker, 1999).

Since then, the researcher, Drucker (1999) described the knowledge employees as people who used their understanding in order to produce products or services. In fact, any kind of knowledge may want to be gained through informal training resources, such as experience, previous acquaintance, non-public knowledge, organizational expertise and extrinsic knowledge. Therefore, knowledge worker is described as the character

that makes use of knowledge in order to operate their duties. In measuring Knowledge work productivity, great is regarded as the essence of the output. This capacity that to determine the volume of work that has been carried out as it is with guide work, fine has to be obtained: not minimum excellent however most appropriate pleasant if not maximum first-class (Drucker, 1999).

2.3 Empirical Studies

Chandrasekar (2011) additionally concluded that unsafe and unhealthy working ecosystem in phrases of bad ventilation; inappropriate lighting, immoderate noise etc. In a survey of 31 bank branches, Hameed and Amjad (2009) noted that at ease and ergonomic office design has the impact on employee motivation and this improved their overall performance substantially. Based on these findings and literature review, it was once discovered that most researches on working ecosystem and productiveness have been centered on earnings oriented agencies and not lots center of attention have been placed on government organizations, it used to be towards this historical past that this study sought to analyze the impact of working atmosphere on employee's productiveness in government agency (Abdul, 2014).

People who jobs are located in inconvenient and unhealthy conditions may end up with decreasing their overall performance and high absenteeism and turnover. There are many businesses in which employees come upon with working conditions hassle associated to environmental and bodily factors. Pech &Slade (2006) argued that the worker disengagement is growing and it becomes extra essential to make working ecosystem that positively have an effect on workforce. Accordingly, to Pech &Slade (2006), the center of attention is on signs of disengagement such as distraction, lack of interest, bad choices and excessive absence rather than the root causes. The more increase the quality of working atmosphere, the more reduce complaints and absenteeism while increasing productivity (Roelofsen, 2002).

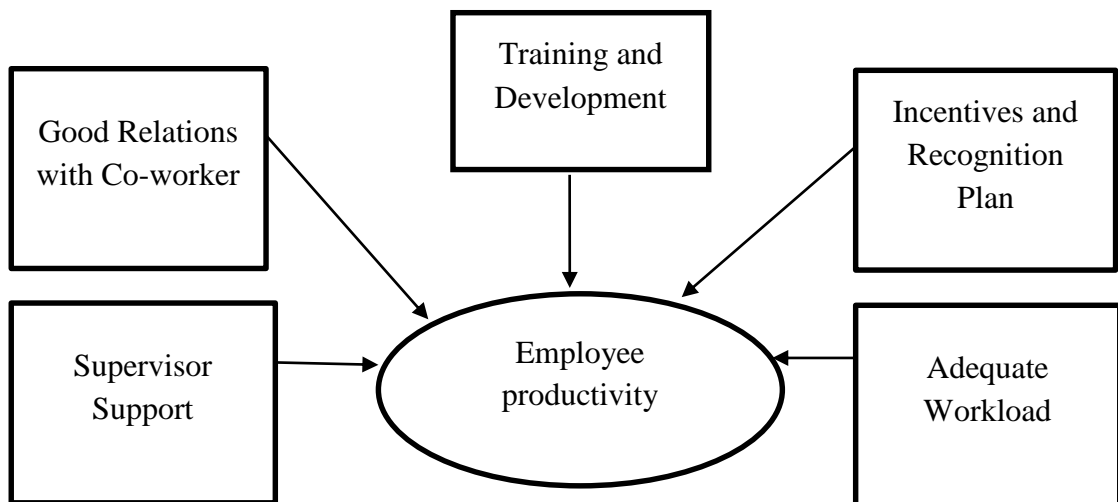
There are very confined numbers of employees, in each organization, whose requirements can be fulfilled definitely by way of presenting them with monetary benefits. They choose healthy working environment the place they can work in harmony with their group contributors and their supervisors (Heath, 2006). Therefore, it can be concluded that working surroundings consists of these material and abstract factors, which ease the working of a worker in an organizational set up. These elements

provide the personnel with a set of motivating elements, which help them in growing their efficiency to perform higher and increase their productivity. Absence of these elements may additionally result in worker dissatisfaction, which may additionally lead to low productivity, absenteeism,

Jones (2010) stated, that in all the organizations employees are subjected to distinctive sorts of threats to their health and safety. These threats rely on the nature of work that an employee undertakes. There are certain hazards, which exist in all sort of organizations, if applicable security measures are now not taken. Certain areas where dangers are sure to occur, if security measures are not in place, are: – chemical hazards, assignment design, environmental hazards, notebook design, gear etc. Apart from these risks many different physical hazards associated to temperature, light, ventilation etc. can additionally show up if suitable precautions are no longer taken. Certain administrative center prerequisites and body of workers practices may additionally also create certain kind of psychological hazards to the personnel (Jones, 2010).

The research paper on the effect of the working atmosphere on the productivity of workers in banks and insurance plan agencies in Pakistan was once analyzed by Abdual (2014). The goals of the paper are (1) to develop an understanding the importance of working environment, (2) to describe developing factors that impact on the productivity of employees (3) To explain finding for consistence described showed framework. This result concluded that working environment variables are positive significant on the productivity of staffs in the Banks and Insurance companies.

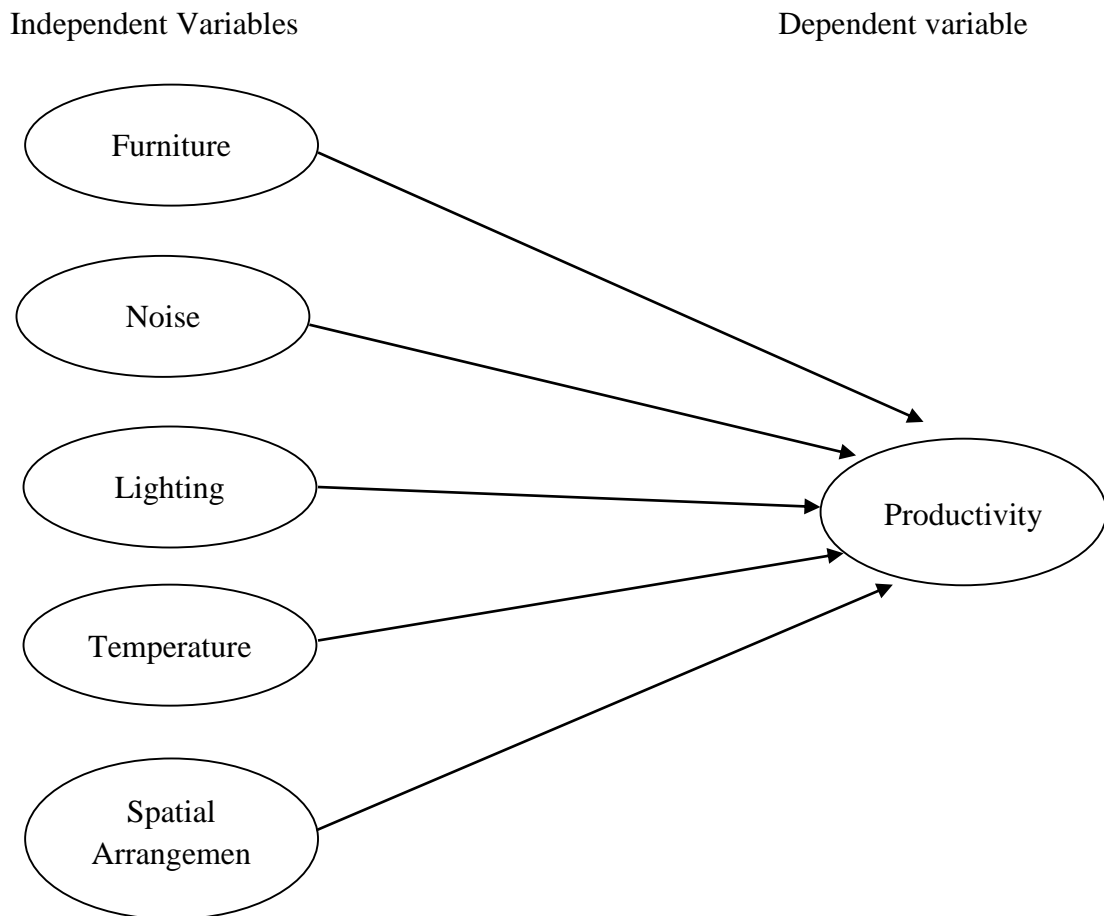
Figure (2.1) Impact of Working Environment on Employee Productivity



Source: Abdul Ghafoor Awan, 2015

The topic of relationship between working environment and employee productivity is done by Shruti Sehgal (2012). The three purpose of research are (1) to decide the effect of working environment on employees' productivity, (2) to analyze the affect of workplace layout on employees' performance and (3) To assess the impact of employees' fitness on their job performance.

Figure (2.2) Relationship Between Work Environment and Employee productivity

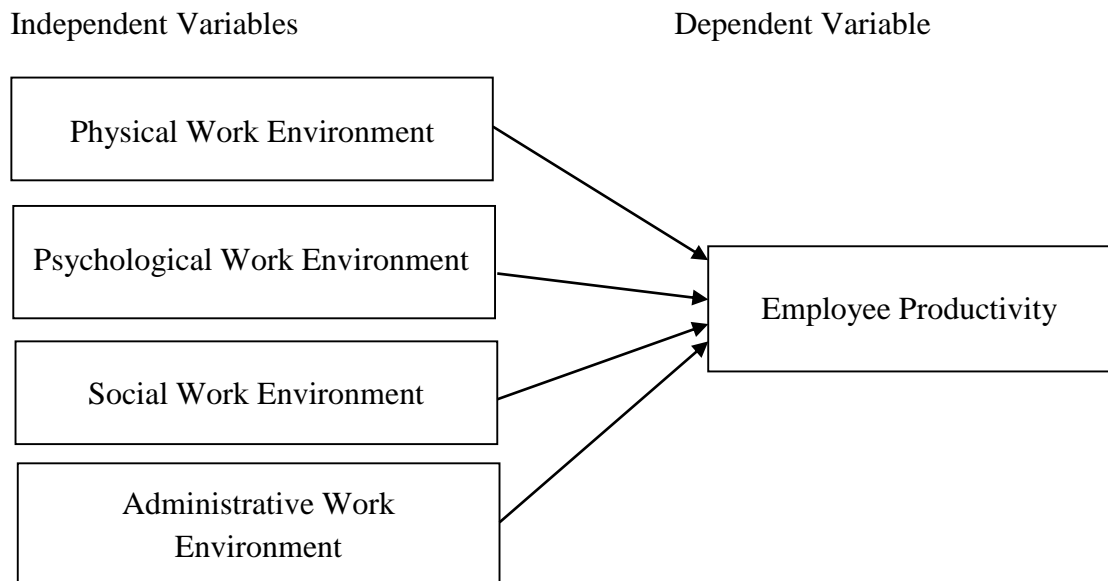


Source: Shruti Sehgal (2012)

This study published nine out of ten accepted that a workspace great impacts the employee's mind-set and will increase their productivity. The end result of this survey confirmed that nine out of ten believed that a workspace pleasant impacts the mind-set of employees and will increase their productivity.

Manu (2015) analyzed the influence of working atmosphere on the productivity of in governmental organizations. The three objectives of the study are (1) to examine the work environment of Obuasi Municipal Assembly, (2) to assess the productivity of workers of Obuasi Municipal Assembly and (3) to determine the effect of work environment on productivity of employees of Obuasi Municipal Assembly. The conceptual framework that was included in this research is illustrated with following figure.

Figure (2.3) The Effect of Work Environment on Employee Productivity in Government Organization

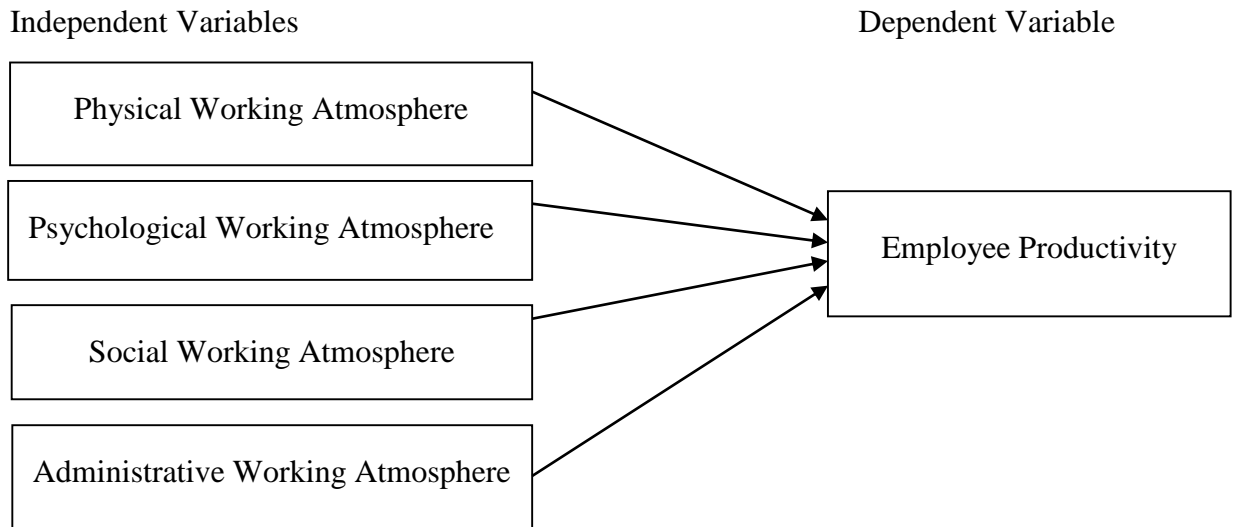


Source: Christian Addai Manu (2015)

According to the discovering of the study, each and every of the elements that outline work environment was once as soon as statistically large to productivity of the Municipal Assembly. However, the social work surroundings of workforce of Obuasi Municipal Assembly was once as soon as the most conducive work environment at Obuasi Municipal Assembly and psychological working environment of Obuasi Municipal Assembly was once as soon as least conducive. In the end, work surroundings at Obuasi Municipal Assembly statistically substantial to the productiveness of personnel at Municipal Assembly.

2.4 Conceptual Framework of the Study

Based on the previous empirical studies, the present study proposed the following model to analyze the effect of working atmosphere on employee productivity.



Source: Adopted from Christian Addai Manu (2015)

The conceptual framework of this study is adopted from Christian Assai Manu (2015). The world is turning into modernized and the usage times of human beings are more in their jobs. The organization, corporations, businesses enterprise and company should be focus on working atmosphere. Because of the employees are more educated in this modernized century, employees are more educated. The companies need to focus not only on physical factors in the working atmosphere but also on other factors. This study analyzed how to affect the physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative working atmosphere on employee's productivity in Good Brothers Group of Companies Limited in Yangon. The study will provide to executives and management level to understand which working atmosphere is most important for the company to increase the employee's productivity in the company. The results are expected to provide the significant and useful benefits for the business organizations to increase employee productivity and to gain the advantages through this employee's productivity.

CHAPTER III

WORKING ATMOSPHERE OF GOOD BROTHERS GROUP OF COMPANIES LIMITED IN YANGON

3.1 Profile of Good Brothers Group of Companies Limited

Good Brothers Group of Companies Limited used to be founded in 1991 via five brothers from Mandalay, partnering to contain what had formerly been a casual family commercial enterprise of agriculture machinery. Since its institution three a long time ago, Good Brothers Group of Companies Limited has especially focused its efforts in handing over excessive nice agriculture related merchandise and services to its customers and stakeholders. GBS has been a family name amongst the state farmers due to the shut and win-win relationship it shares with its customers and stakeholders. GBS is the Myanmar's only proper Agricultural Solutions Provider serving the farmers and the rural neighborhood through supplying a entire farming answer for their needs. This is feasible due to the fact of its strong collaboration between its 13 subsidiaries, working as one cohesive organization with extra than 30 branch places of work in the course of the use with about 1,800 employees.

Being an association believer in innovation, the company is relentless in its pursuit of upgrades in the services and technology of its products. It is rather committed to its promise of being the market leader that is straightforward and instrumental in the modernization of Myanmar's agriculture landscape. The company's vertically built-in enterprise model permits for comfort and competitive pricing, which benefits customers and communities alike. GBS is aware that the key to increase the following day lies in helping farmers prevail today. Good Brothers' Corporation stands sturdy and proud, assisting our countrymen and farmers' lives prosper and taking section in making Myanmar upward jostles and thrives.

Victoria's King International Company Limited (VSK) is a subsidiary of GBS was once headquartered as a sales distribution company of households' merchandise such as electronics and pumps etc. VSK primarily distributes standard digital manufacturer Midea Electronic products on 27th August 1998. On 28th May 2010, three Swallows Construction Co., Ltd was once established. The company contributed in the development and building of the metropolis collaboration with the Yangon City Development Committee. And then, on 24th November 2010 United Agriculture

Products Processing and Trading Co., Ltd (UAPPT) was once mounted as a subsidiary of Good Brothers' Co., Ltd in Ayeyarwaddy Division, Nyaung Tone Township. UAPPT carried out the business things to do as Rice Mill and exporting to the distant places market. Yangon Wuling Diesel Engine Co., Ltd is a joint challenge of Good Brothers' Co., Ltd, Changzhou Wujin Wuling Diesel Engine Co., Ltd and Yunnan Xintianli Machinery Co., Ltd, placed in Ywar Thar Gyi.

Kubota used to be hooked up as the authorized distribution organization of Kubota Agricultural Machinery Brand in Myanmar on 11th September 2015. 12th On twelfth October 2015, Good Brothers' Microfinancing Co., Ltd used to be mounted to supply the most important of the farming and agriculture sectors of the farmers in Myanmar. In 2016, MFI has obtained the registration from Union Financial Analysis Department as License No. 0240/2016. Moreover, on 6th November 2016, Good Brothers' Agriculture Service Public Co., Ltd (ASP) was shaped with 268 shareholders.

ASP has acquired professional registration of Myanmar Investment Commission. Now, ASP is presenting offerings whereby landscaping, pouching, planting and harvesting. Moreover, Good Brothers Chemical Company Limited used to be installed with the cause of supplying the agriculture chemical products for farming in Myanmar. Three Circles is the chemical merchandise produced by way of Yuntianhua Co., Ltd and now, GBC is distributing from Shwe Crop Nutrients Co., Ltd which is joint mission of Good Brothers' Co., Ltd and Yuntianhua Co., Ltd. Now, GBC is broadly offering variety of seeds, crops, fertilizers, pesticides for farmers at some stage in the entire on 11th July 2016.

(a) The Mission of the Company

The mission of the company is to be a key partner in the modernization of the agricultural industry in modern Myanmar by contributing products and services that drive the farmers' economy growth which is one of the main pillars of a country's growth.

(b) The Vision of the Company

The vision of the company is a trust worthy and reliable market leader providing 360° agricultural solutions to customers and stakeholders.

(c) Core Values of the Company

Core Values of the company is termed as you will receive branded service you expect from a market leader and we go the extra mile for our customers is the core value of the company at Good Brothers Group of companies Limited.

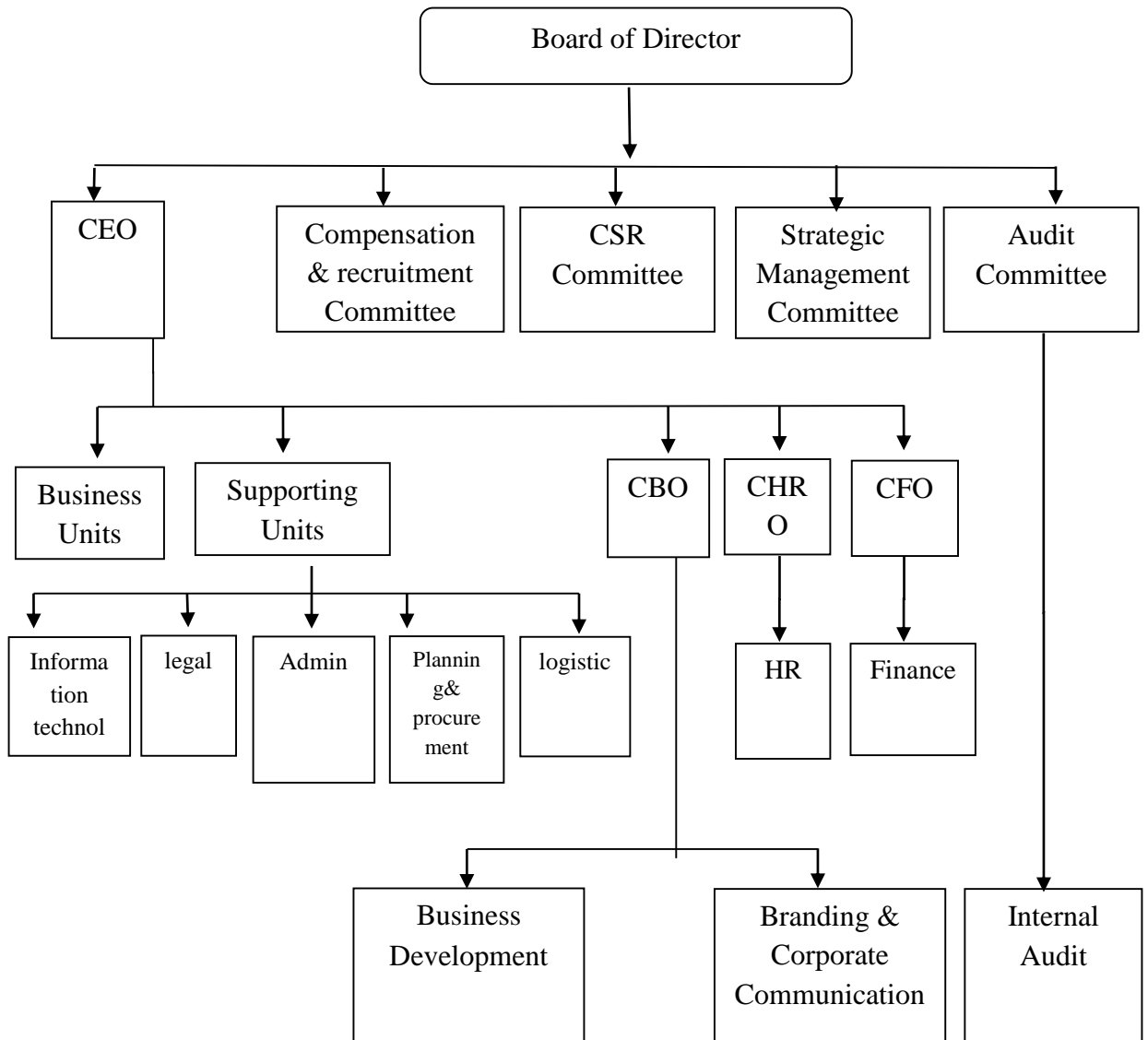
3.2 Organizational Structure of the Good Brothers Group of Companies Limited

Good Brother Group of companies is composed with twelve companies. There are about 1800 total employees in the whole group of companies over the country and there are 657 employees in Yangon. The five brothers are Board of Directors are the five brothers and the five boards of directors manage and direct to Chief Executive Officer, Compensation and recruitment Committee, CSR Committee, Strategic Management Committee and Audit Committee. Chief Executive Officer makes management and direction to business units, supporting units, Chief Business Officer, Chief Human Resource Officer and Chief Finance Officer. Business units are subsidiary companies that are grouped in the GBS. Good Brothers Group of Companies is composed with twelve subsidiary companies. They are (1) Good Brother's Company Limited, (2) GBS Micro-finance Company Limited,(3) Kubota Company Limited, (4) Zoomlion Company Limited (5) Yangon Wuling Diesel Engine Company Limited, (6) GBS Hardware Mart Company Limited, (7) GBS Chemical Company Limited, (8) GBS machinery Company Limited, (9) United Agricultural Products Processing & Trading Company Limited,(10) GBS Agricultural services Public Company Limited, (11) VSK International Company Limited and (12) Power Winner Company Limited.

Supporting units constitutes procurement, information and technology, legalization, logistic, planning and administration. The department of Business development and branding and the department of corporation department are authorized by Chief Business Officer. Business development department is responsible for of developing growth the plan of the business and strategies of the business, administration and retaining existing customer relationship, increasing customer base, writing the proposals of business and negotiating with stakeholders and figuring out and mapping enterprise strengths and client need. Branding and Cooperation are accountable to analyze company positioning and client insights, assist shape and communicate vision and mission, translate company elements into plans and go-to-market strategies. Chief

Finance Officer is responsible for direction and administration of accounting and finance. The internal auditors are directed and managed by authorized audit committee.

Figure 3.1 Organizational Structure of Good Brothers Group of Companies Limited



Source: Good Brothers Group of Companies Limited

3.3 Working Atmosphere of the Good Brothers Group of Companies Limited in Yangon

Good Brothers Group of Companies Limited fulfill their organizational goals and organizational objectives. In order to increase the work productivity of its employees to fulfill their organizational goal, the company provides the comfortable working atmosphere by considering the important. A comfortable working atmosphere allows the employee to work optimally and provides a sense of security. Therefore, Good Brothers Group of Companies Limited always tries to provide a good and comfortable working atmosphere for their employees. In this study, employee perception on working atmosphere provided by Good Brothers Group of Companies Limited is tested by mean value with structured questioner.

3.3.1 Physical Working Atmosphere of the Good Brothers Group of Companies Limited in Yangon

The buildings of the companies are well-designed. The head office of the company is located in Hlaing Tharyar Township and it was built with two floors. The office site is near the restaurants, mini-marts, shopping centers, hospitals, clinics and bus-stops. In the GBS Group of Companies, the executives and managers are always emphasis to provide requisite equipment to employees to perform their duties. The companies recruit cleaners and the employees also keep being clean their working atmosphere. The companies provide employees with suitable and good furniture such as comfort chair and desks. Moreover, the companies prohibited smoking in the area of companies. And then, the air conditioners are equipped in the companies and the employees can adjust the temperature level to fit with them. Good quality light bulbs are installed to provide adequate lighting to employees. If the lighting system breaks down, it will be repaired immediately by authorized person. There are emergency exists to safe in the case of fire emergencies. Departments are not arranged with separated rooms in the companies and employees are a little crowded. The company provides proper rest room for employees to use during the break time.

Table (3.1) Employee Perception on Physical Working Atmosphere

No	Statement	Mean Value
1	Well-designed offices and workspaces	3.9609
2	Requisite equipment to perform duties	4.0430
3	Good cleanliness level at the company	4.1563
4	Suitable and comfortable furniture	4.1602
5	Adequate ventilation	3.9727
6	Enough lighting system	4.2227
7	Sufficient safety measures in case of fire emergencies	3.9336
8	Providing personal protective equipment for work	3.8008
9	Air conditions and temperature level	4.1523
10	No overcrowding in the company	2.4805
11	Proper rest room in the company	3.1328
	Overall Mean	3.8196

Source: Survey data (2020)

The highest mean (4.2227) is adequate lighting and this means that the argument of enough lighting is highly agreed upon by employees and then the mean value of the result showed that the employees get enough lighting system in the company. The lowest mean value is 2.4805 on the statement of not overcrowding in the company factor. The employees disagree that their workplace is not overcrowding. The outcomes showed that workers are crowded in their working atmosphere. According to the data, the employees are perspective that their work spaces and offices are well-designed, they are provided requisite equipment to perform duties, they have suitable and conform furniture, there is adequate ventilation in their working atmosphere, they work under proper air conditions and temperature level. In addition, personal protective equipments are provided to staffs for work.

3.3.2 Psychological Working Atmosphere of the GBS Group of Companies Limited in Yangon

The basic salary of the company is about 2 lakhs MMK. Moreover, GBS provided apartments for employee and lunch. These costs are deducted from their

salary. According to the responses of the employees in the GBS Group of Companies, they have the different feelings in their working atmosphere concerned with their jobs. Not only do workers think their salary level is perfect but they still don't believe their salary level is not good. Therefore, each employee feels one thing from different sides. Moreover, they have the feeling that their performance match with their salary. Sometimes, they don't feel their performance does not match with their salary. Sometime, the employees think that they are comfortable, safe and healthy for working in this company but they don't think sometimes. In addition, the working atmosphere is associated with their employers; workers have both feeling of satisfaction and frustration. Thus, the employees think that there is excessive noise in their working atmosphere but sometime there isn't.

Table (3.2) Employee Perception on Psychological Working Atmosphere

No	Statement	Mean Value
1	Feeling satisfied the level of salary here	3.0937
2	Feeling that my salaries matches with my performance	3.1836
3	Feeling of safety workplace in terms of vulnerability to accident.	3.8750
4	Feeling of employees concerned with comfortable, safe and health in the company.	3.7656
5	Feeling of Employee Satisfaction	3.8711
6	Excessive noise in the company.	2.4258
7	Stress concerned with jobs in the company	3.5391
	Overall Mean	3.3934

Source: Survey data (2020)

By viewing the above Table 3.2, statement of Feeling of safety workplace in terms of vulnerability to accident has the highest mean value of 3.8750 and excessive noise gets the lowest mean value of 2.4258. The result of the factor means the employees are safe for working in the company and they feel that they are not vulnerable to accident. Moreover, the company does not encounter unnecessary noise. According to the result employee agree on the statement of feeling of safety workplace

in terms of vulnerability to accident and they disagree on the statement of excessive noise.

3.3.3 Social Working Atmosphere of the Good Brothers Group of Companies Limited in Yangon

The relationship with co-workers in the companies is good. The employees are usually trust and open and honest each other in the department. In addition, team members collaborate with mutual respect and appreciate feedback each other and find solution based on common insight, wisdom and imagination. The employees in the companies are friendly with their co-workers. Not only team member in the department but also each department in the companies are friendly and have good relationship. They obey their manager decisions and they are dutiful for their jobs that are directed by the managers. Although the employees cannot involve in decision making, they can advice to their manager the necessary things concerned with the jobs and company. There are the jobs that are connected with each department in the company. There is good and open communication in the company concerned with connection for the job.

Table (3.3) Employee Perception on Social Working Atmosphere

No	Statement	Mean Value
1	Friendly and good relationship with co-workers	4.2305
2	Friendly and good relationship manager	4.0156
3	Effective communication	3.9297
4	Involving in decision making	3.5352
5	Balance with work and family	3.4922
6	Very rigid chains of command	3.3477
7	Autonomy to perform the duty	3.3555
8	Very good team culture here	3.9727
9	Applying new skills and ideas that they have.	3.5938
	Overall Mean Value	3.7192

Source: Survey data (2020)

Table described the employee perception on social working atmosphere of GBS group of companies. The employees were of the opinion that the main sub-work-environment (elements of work environment) that helps the company to create conducive social work environment was when co-workers of the employee have good relationship with them and they are friendly. This was justified with the highest mean of 4.2305 in the social work environment category. According to the result, the argument of the good co-worker relationship is highly accepted by employees. However, they asserted that they have very rigid chains of command which affect their social work environment moderate. This was proven with the least mean of 3.3477. According to this finding, the employees are neither disagree nor agree on the statement of very rigid chains of command.

3.3.4 Administrative Working Atmosphere of the Good Brothers Group of Companies

The Good Brother's Group of Companies practices performance appraisal system to the employees of the company. The performance of staff is accessed by suitable managers of each department. And then, the relative department executives reported to the company's HR executive. Good Brothers Group of Companies Limited accesses their employee's performance no more than once a year and provides bonus, promotion, leave, etc. at the end of budget year according to the performance evaluation results. Therefore, many opportunities are obtained by the employees in the Good Brother Group of Companies Limited. How much they get the incentives depends on them. Organizational goals and objectives are only considered by the level of executives. Work processes are documented by the executives and managers form each department. These are rigid and employees can't vary these work process when there is need to do so. In the GBS group of companies, the employees from each department are given training alternatively. Not only training is given to the employees but also the executives and managers are given job training in the GBS Group of Companies. The executives, managers and employees are given training by the professionals in related fields such as marketing, accounting, auditing, operation, human resource management, etc. Moreover, Good Brothers Group of Companies Limited trains new employees in coaching and new employees on job training. Staffs who are working in Good Brothers

Group of Companies Limited have the opportunities for their career growth. Moreover, GBS Groups of Companies practices career changing process for employees.

Table (3.4) Employee perception on Administrative Working Atmosphere

No	Statement	Mean Value
1	Performance Feedback	3.8789
2	Opportunity for promotion	4.0977
3	Performance appraisal system	4.2578
4	Having all the skills required to perform their responsibilities	4.3633
5	Career development opportunities	4.0000
6	Involving in goal setting	4.1016
7	Rigid Work processes	4.1328
8	Giving Training	4.2734
9	Incentives	4.1172
10	Coaching or on the job training	4.0313
11	Satisfaction for working in the company	4.1250
	Overall Mean Value	3.7734

Source: Survey data (2020)

This table shows the employee perception on Administrative working atmosphere. The respondents were of the conviction that the administrative working atmosphere in GBS group of companies was conducive because all people working in the company had all the skills required to perform their responsibilities and that there was giving training for the employees. The highest average was 4.3633. The employees agreed on the statements of having all the skills required to perform their responsibilities and giving training. The lowest mean value is 3.2617 is on the statement of rigid work processes. The employees in the company had the positive perception on administrative working atmosphere because of they are strongly agree and agree on the statement of their performance feedback and their appraisal system and their opportunities for promotion and career development as well as job training.

CHAPTER IV

ANALYSIS ON THE EFFECT OF WORKING ATMOSPHERE ON EMPLOYEE PRODUCTIVITY OF GOOD BROTHERS GROUP OF COMPANIES LIMITED IN YANGON

This chapter is concerned with the demographic characteristics of respondents, responding the results of the survey that includes exploration of perception on working atmosphere of Good Brothers Group of Companies limited and analysis of working atmosphere on employee productivity in Good Brothers Group of Companies Limited in Yangon. In this study, for analyzing the effect of working atmosphere on employees' productivity, descriptive statistics and correlation analysis method and regression analysis method were applied.

4.1 Research Design

Qualitative and quantitative analysis approaches were used in this thesis and respondents are the employees who are from the Good Brothers Group of Company limited in Yangon. The population of the study comprised all the employee of Good Brothers Group of Companies limited in Yangon and then the sample size of the population of 742 employee is 256 employees according to the Yammane' method as well as the method of simple random sampling was used for this research to select the respondents.

The major research collection technique for the primary data was carried out through survey questionnaire to the employees of GBS group of companies limited. The administered questionnaires for employees was used to measure working atmosphere including Five Point Likert Scale and employees' productivity questionnaires include Five-Point Likert Scale. The secondary data was gathered from the documents of the GBS group of companies limited, journals, periodicals, textbooks, websites, etc. Correlation and regression analysis are also used to analyze the effect of working atmosphere on employees' productivity in Good Brothers Group of Companies Limited in Yangon.

4.2 Demographic Characteristics of the Respondents

This section presents the demographic characteristics of the respondents such as gender, age levels, levels of education, position and experience of the respondents who are employees form GBS Group of Companies Limited in Yangon.

Table (4.1) Demographic Characteristics of Respondents

No	Personal Information	No of Respondents	Percentage (%)
1	Gender		
	Male	99	38.7
	Female	157	61.3
	Total	256	100.0
2	Age		
	Under 20 years	4	1.6
	Between 20 and 30 years	192	75.0
	Between 31 and 40 years	45	17.6
	Between 41 and 50 years	13	5.1
	Between 51 and 60 years	2	0.8
Total	256	100.0	
3	Education Level		
	Higher Education	13	5.1
	Diploma	9	3.5
	Graduated	196	76.6
	Post-Graduated	38	14.8
Total	256	100.0	
4	Position		
	Senior Staff	102	39.8
	Junior Staff	79	30.7
	Management Level	75	29.5
Total	256	100	

No	Personal Information	No of Respondents	Percentage (%)
5	Marital Status		
	Single	202	79.9
	Marriage	52	20.8
	Others	2	0.8
	Total	256	100.0
6	Departments		
	Marketing Department	50	19.5
	Accounting Department	38	14.8
	HR Department	12	4.7
	Others Departments	156	60.9
	Total	256	100.0
7	Working Experience		
	Under 1 year	38	14.8
	1 - 3 years	105	41.0
	3 - 6 years	65	25.4
	6 - 9 years	36	14.1
	9 - 12 years	12	4.7
	Total	256	100.0

Source: Survey data (2020)

From above Table, as opposed to male, the main responses come from females. The majority of respondents are between the age of between 20 years and 30 years old and at least within these age level, employee who are 51 – 60 years old as shown in the Table. When surveying about working atmosphere and employee productivity in GBS group of companies, education level is classified into four categories. They are higher education level, diploma level, graduated degree and post graduated degree. According to the result, 5.1% of employees are higher education level; 9% are diploma; 76.6% are graduated and 14.8% of respondents are post graduated. Therefore, the majority respondent staffs in the GBS group of companies have the graduated level of education.

Position level influence upon respondents in a way and three categories are used in this study to classify the position level; they are junior staff, senior staff and

management levels. The employees from Good Brothers Group of Companies Limited in Yangon who are the position of senior staffs are more response to the survey and the management level are the least respondents. Martial Status is divided into three groups as single group and marriage group as well as other. According to the data, 78.9 % of the respondents are single and 20.3% are employees who are marriage. Marital status is divided into three groups and the last one which is not single or marriage employees are 0.8 percent. The department of the respondents is composed with fours. Employees from marketing department of Good Brothers Group of Companies limited in Yangon responded 19.5 % and accounting department is 14.8 percent. The 4.7 percent of the employees who are from HR department of GBS responded and 60.9 % of employee of GBS group of companies limited responded from other departments. The working experience of the employees is categorized into five groups: under one year, 1-3 years, 3 - 6 years and 9 - 12 years. The majority of employees in the GBS respondents had between 1 and 3 years experience and as percentage 41.0 %. 14.8 percentages of respondents also had experience less one year and 25.4 percent had experience of 3 - 6 years experience. Moreover, the respondents who have working experience between 6 and 9 years responded 14.1 % and the employees in GBS Group of Companies Limited who are between 9 and 12 years work experience were 4.7 percent.

4.3 Assessment of Reliability

To assess the reliability, the variables included physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative working atmosphere and employees' productivity. Internal accuracy is a part of research's reliability, which is requirement for valid action to be taken (Saunders et al., 2012). The alpha of Cronbach is a reliability coefficient that shows how well items objects are positively correlated to each other in a group (Sekaran, 2003). A widely accepted matter is that the alpha value of Cronbach 0.6-0.7 indicates acceptable reliability, 0.8 - 0.95 points out good reliability and 0.95 and higher are not always desirable, as this suggestion indicates that items may additionally be totally redundant.

Table 4.2 Analyzing the Reliability Statistics

Item	No of Item	Cronbach's Alpha
Physical Working atmosphere	11	0.797
Psychological Working atmosphere	7	0.702
Social Working atmosphere	9	0.814
Administrative Working atmosphere	10	0.809
Employees' Productivity	12	0.900

Source: Survey data (2020)

4.4 Analyzing on the Effect of Working Atmosphere on Employee Productivity

In this section, the effect of working atmosphere on employee productivity in Good Brothers Group of Companies was analyzed.

(1) Correlation between working atmosphere and employee productivity

A numerical indicator of any form of correlation meaning the statistical relationship between two variables and it is called correlation coefficient. In the range from -1 to $+1$, where -1 points the perfect negative correlation and $+1$ indicates perfect positive correlation can be assumed coefficient correlation.

Table 4.3 Correlation between working atmosphere and employee productivity

Types of Working atmosphere	Pearson Correlation Coefficient	P-Value
Physical Working atmosphere	0.470 ^{**}	0.000
Psychological Working atmosphere	0.337 ^{**}	0.000
Social Working Atmosphere	0.614 ^{**}	0.000
Administrative Working Atmosphere	0.561 ^{**}	0.000

Source: Survey Data (2020)

Note; ** and * indicate 1% and 5% significance level, respectively

Table describes the relationship between working atmosphere and employees' productivity. According to this Table, the correlation between physical working

atmosphere and employee's productivity is at 0.470 and significant at 1% level, meaning fairly positive relationship between physical working atmosphere and employees' productivity as a result. The correlation between psychological working atmosphere and employee productivity is 0.337 significant at 1% level, meaning there is weak positive relationship between psychological working atmosphere and employee productivity. At 1 percent significant level, the pearson correlation coefficient of social working atmosphere and the productivity of employee is 0.614 and then this means that there is highly strongly positive effect of social working atmosphere on the productivity of employees. At last, the correlation administrative working atmosphere is 0.561 significant at 1% level, meaning high fairly positive relationship between administrative working atmosphere and employee productivity. As a result, at 1 percent significant level, the independent variables (working atmosphere) are extremely correlated with independent variable (employee productivity).

(2) Regression Analysis of Working Atmosphere and Employee Productivity

To analyze the effect of working atmosphere on employees' productivity, multiple regression models are applied. In multiple regression analysis, physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative working atmosphere used as independent variables and productivity of employee was used as dependent variable.

Table 4.4 Regression Analysis of Working Atmosphere on Employee Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.630	0.201		8.098	0.000
Physical Working atmosphere	0.198***	0.058	0.212	3.436	0.001
Psychological Working atmosphere	-0.114*	0.063	-0.113	-1.818	0.070
Social Working atmosphere	0.358***	0.063	0.402	5.646	0.000
Administrative Working atmosphere	0.207**	0.066	0.225	3.149	0.002
R Square	0.434				
Adjusted R Square	0.425				
F Value	48.135				
P Value	0.000***				

Source: Survey data (2020)

Dependent Variable; Employee Productivity

Note: ***indicates 1% significance level and ** indicates 5% significance level and * indicates 10% significance level

Table shows that working atmosphere and employees' productivity of Good Brothers Group of Companies were correlated. According to the results, among social working atmosphere was the most significant factor to influence on employee productivity at 1% significant level and it had positive correlation with employee productivity and this result pointed that if the social working atmosphere is improved, the productivity of the organization will rise. This means that if there are the excellent relationship of employees and their co-worker, good relationship with managers and

effective communication, etc in the company, the productivity of the GBS increases. Administrative working atmosphere was the second significant factor to influence on productivity and it is significant at 5% significant level. A strong positive correlation exists between the administrative working atmosphere and employee's productivity. The productivity of employee will improve by time they have more opportunities for job training, employee benefits and career path, etc. The physical working atmosphere is the third significant factor at 1% significant level and productivity is correlated with physical working atmosphere. When the company creates well- design office, not overcrowding layout, proper temperature, and comfort furniture, there is positive effect on productivity. At 5 percent level of significance, the physical working atmosphere was significant. The last significant factor was psychological working atmosphere and it also had the negative correlation with the employee productivity. Psychological working atmosphere was significant at 10% significant level and this indicates that the factors included in psychological working atmosphere are reduced by the company, the employee productivity increases. If the company creates employees to less stress, to reduce unnecessary noise, the staffs in GBS are becoming more productive workers.

CHAPTER V

CONCLUSION

This chapter involves a presentation of the summary of findings from the analysis done so far. Recommendations based on the findings have been provided to improve the working atmosphere of Good Brothers Group of Companies. This analysis is concluded and the declaration of the way forward is done.

5.1 Findings and Discussions

This study was an attempt to analyze the effect of working atmosphere on employees' productivity in Good Brothers Group of Companies Limited in Yangon. There were two objectives in this study; to explore the employee perception on the types of working atmosphere of Good Brothers Group of Companies Limited in Yangon, to analyze the effect of the working atmosphere on the employee productivity of Good Brothers Group of Companies Limited in Yangon. The results found that the lighting system in the company is enough for the employees and office and workspaces are well-designed. In the company, the workplace is a little crowded in the company. These results showed that workers felt that not only they are comfort and healthy for working in the company but also they felt they are confident for working in this company.

According to the result of the study, employees from GBS group of companies are productive worker on their work by studying general factors. As a result of the good working atmosphere in the GBS group of companies, the health of the employees in the company is good and their morale is high. The employees concentrate or focus on their jobs and are very hard-working in the companies. The employee's absent rate in the company is low and employee retention is good. Besides, the employees in GBS complete their daily work timely and they are proud of being employee in this company. The workers in the GBS were really loyal to their employer. Staffs in the Good Brothers Group of Companies Limited are efficient and effective in time management. The employees in the Good Brothers Group of Companies Limited are motivated to perform their job and then these factors are leading to increase the performance of staffs. Moreover, they are satisfied with their job here.

According to regression result, physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative atmosphere were

statistically significant on employee productivity. Although physical working atmosphere, social working atmosphere and administrative working atmosphere had the positive correlation with employee productivity, psychological working atmosphere has the negative relationship with employee productivity. Among them, social working atmosphere was the most significant factor to effect on employee productivity and administrative working atmosphere is the second significant factor to influence on productivity. Physical working atmosphere was the third important factor and then the last important factor to influence on the productivity of employee was psychological working atmosphere.

5.2 Recommendations and Suggestions

According to the analysis, physical working atmosphere, psychological working atmosphere, social working atmosphere and administrative working atmosphere are significant factor for employee productivity. Among them, the social working atmosphere of the GBS group of companies was very strong relationship with the employee productivity. Since the social working atmosphere of Good Brother's group of companies was noted to focus, the company must keep an eagle eye on the social working atmosphere so that of the employees' the working life could be better to improve productivity. The psychological working atmosphere was less correlated so the management of GBS should focus on the psychological factors of the employee and to impact positively on employee's psychological wellbeing. Moreover, physical working atmosphere and administrative working atmosphere are also fairly strong relationship with employees' productivity. Therefore, the Board of Directors and other management level should focus on the physical factors and administrative factors in the working atmosphere to increase the employee's productivity. Although psychological working atmosphere is negative relationship with employee productivity, company should not ignore this. The findings of this study are valuable for the organization to provide good working atmosphere for the employee productivity in the real workplace. In addition, management levels can get insight concerned with the significant variables of working atmosphere play an important role for productivity of employee in the company. Moreover, the company should play more attention on the factor, which has negative relationship with employee productivity. If all the variables are followed by

the organization, workforce will be very happy and delight in their working atmosphere and therefore so increases productivity.

5.3 Needs for Further Study

According to the time constraint and the circumstance of Covid-19 diseases, this research was only conducted for Good Brothers Group of Companies limited in Yangon. This survey analyzes only 256 employees in GBS group of companies limited in Yangon. Because of the Corona virus disease and stay home condition, the data were collected from online survey by using Google survey form. Moreover, only four independent variables and one dependent variables were used to analyze the effect of working atmosphere on employee productivity in this thesis. In reality, there are other types of working atmosphere variables that can effect on employee productivity. Other variables concerned with working atmosphere can be analyzed for further studies asides from these four independent variables.

Nowadays, the working atmosphere becomes the peoples' second home. Employee productivity is the core element of organizational productivity and contributes to the success of company. If the productivity of organization is more increased, it is beneficial to enhance the productivity of nations and country economy. Therefore, it is need to do research in other industry sectors, business and other organization concerned with the effect of working atmosphere on employees' productivity.

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APPENDIX

STATISTIC RESULTS

Demographic Characteristics of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	99	38.7	38.7	38.7
	Female	157	61.3	61.3	100.0
	Total	256	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	4	1.6	1.6	1.6
	Between 20 and 30	192	75.0	75.0	76.6
	Between 31 and 40	45	17.6	17.6	94.1
	Between 41 and 50	13	5.1	5.1	99.2
	Between 51 and 60	2	.8	.8	100.0
	Total	256	100.0	100.0	

Marital_Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	202	78.9	78.9	78.9
	Marriage	52	20.3	20.3	99.2
	other	2	.8	.8	100.0
	Total	256	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Staff	102	39.8	39.8	39.8
	Senior Staff	53	20.7	20.7	60.5
	Management Level	101	39.5	39.5	100.0
	Total	256	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing	50	19.5	19.5	19.5
	Accounting	38	14.8	14.8	34.4
	HR	12	4.7	4.7	39.1
	Others	156	60.9	60.9	100.0
	Total	256	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Higher Education	13	5.1	5.1	5.1
	Diploma	9	3.5	3.5	8.6
	Gratuated	196	76.6	76.6	85.2
	Master	38	14.8	14.8	100.0
	Total	256	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 1 year	38	14.8	14.8	14.8
	Between 1 and 3 year	105	41.0	41.0	55.9
	Between 3 and 6 years	65	25.4	25.4	81.3
	Between 6 and 9 years	36	14.1	14.1	95.3
	Between 9 and 12 years	12	4.7	4.7	100.0
	Total	256	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Physical Working Atmosphere factor 1	256	1.00	5.00	3.9609	.80100
Physical Working Atmosphere factor 2	256	1.00	5.00	4.0430	.85984
Physical Working Atmosphere factor 3	256	1.00	5.00	4.1563	.81108
Physical Working Atmosphere factor 4	256	1.00	5.00	4.1602	.76295
Physical Working Atmosphere factor 5	256	1.00	5.00	3.9727	.89620
Physical Working Atmosphere factor 6	256	1.00	5.00	4.2227	.78792
Physical Working Atmosphere factor 7	256	1.00	5.00	3.9336	.91152
Physical Working Atmosphere factor 8	256	1.00	5.00	3.8008	.94732
Physical Working Atmosphere factor 9	256	1.00	5.00	4.1523	.88796
Physical Working Atmosphere factor 10	256	1.00	5.00	2.4805	1.23018
Physical Working Atmosphere factor 11	256	1.00	5.00	3.1328	1.24850
Psychological W A 1	256	1.00	5.00	3.0937	1.05487
Psychological W A 2	256	1.00	5.00	3.1836	1.01821
Psychological W A 3	256	1.00	5.00	3.8750	.90749
Psychological W A 4	256	1.00	5.00	3.7656	.88104
Psychological W A 5	256	1.00	5.00	3.8711	.88283
Psychological W A 6	256	1.00	5.00	2.4258	1.15230
Psychological W A 7	256	1.00	5.00	3.5391	1.02443
Social W A 1	256	1.00	5.00	4.2305	.66096
Social W A 2	256	1.00	5.00	4.0156	.72474
Social W A 3	256	1.00	5.00	3.9297	.77897
Social W A 4	256	1.00	5.00	3.5352	.98952
Social W A 5	256	1.00	5.00	3.3477	1.02529
Social W A 6	256	1.00	5.00	3.4922	1.00583
Social W A 7	256	1.00	5.00	3.3555	.96335
Social W A 8	256	1.00	5.00	3.9727	.78916
Social W A 9	256	1.00	5.00	3.5938	.96558

Administrative W A 1	256	1.00	5.00	3.8437	.75602
Administrative W A 2	256	1.00	5.00	3.5938	.95332
Administrative W A 3	256	1.00	5.00	3.7773	.88186
Administrative W A 4	256	1.00	5.00	4.0078	.68021
Administrative W A 5	256	1.00	5.00	3.9063	.83019
Administrative W A 6	256	1.00	5.00	3.3633	1.03130
Administrative W A 7	256	1.00	5.00	3.2617	.98511
Administrative W A 8	256	1.00	5.00	3.9492	.92533
Administrative W A 9	256	1.00	5.00	3.4961	.97013
Administrative W A 10	256	1.00	5.00	3.8750	.93725
Productivity 1	256	2.00	5.00	3.8789	.70083
Productivity 2	256	1.00	5.00	4.0977	.80819
Productivity 3	256	1.00	5.00	4.2578	.65375
Productivity 4	256	1.00	5.00	4.3633	.66632
Productivity 5	256	1.00	5.00	4.0000	.78215
Productivity 6	256	2.00	5.00	4.1016	.80528
Productivity 7	256	2.00	5.00	4.1328	.78587
Productivity 8	256	2.00	5.00	4.2734	.58363
Productivity 9	256	2.00	5.00	4.1172	.69869
Productivity 10	256	2.00	5.00	4.0313	.69663
Productivity 11	256	2.00	5.00	4.1250	.59409
Productivity 12	256	2.00	5.00	3.7734	.88752
Physical Working Atmosphere	256	1.82	5.00	3.8196	.53767
Psychological Working Atmosphere	256	1.29	4.57	3.3934	.49725
Social Working Atmosphere	256	1.33	5.00	3.7192	.56329
Administrative Working Atmosphere	256	1.40	5.00	3.7074	.54649
Productivity	256	1.83	5.00	4.0960	.50215
Valid N (listwise)	256				

Correlations

		PWE	PSY	SWE	AWE	PRO
PWE	Pearson Correlation	1	.572**	.516**	.512**	.470**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	256	256	256	256	256
PSY	Pearson Correlation	.572**	1	.521**	.533**	.337**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	256	256	256	256	256
SWE	Pearson Correlation	.516**	.521**	1	.717**	.614**

	Sig. (2-tailed)	.000	.000		.000	.000
	N	256	256	256	256	256
AWE	Pearson Correlation	.512**	.533**	.717**	1	.561**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	256	256	256	256	256
PRO	Pearson Correlation	.470**	.337**	.614**	.561**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	256	256	256	256	256

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

**Reliability
Statistics(PWE)**

Cronbach's Alpha	N of Items
.797	11

**Reliability
Statistics(PSY)**

Cronbach's Alpha	N of Items
.02	7

**Reliability
Statistics(SWE)**

Cronbach's Alpha	N of Items
.814	9

**Reliability
Statistics(AWE)**

Cronbach's Alpha	N of Items
.809	10

**Reliability
Statistics(PRO)**

Cronbach's Alpha	N of Items
.900	12

		Coefficients^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	1.630	.201		8.098	.000		
	PWE	.198	.058	.212	3.436	.001	.595	1.682
	PSY	-.114	.063	-.113	-1.818	.070	.581	1.721
	SWE	.358	.063	.402	5.646	.000	.445	2.246
	AWE	.207	.066	.225	3.149	.002	.441	2.268

a. Dependent Variable: PRO

Regression Analysis of Working Atmosphere on Employee Productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.425	.38075

a. Predictors: (Constant), Administrative Working atmosphere, Physical Working atmosphere, Psychological Working Atmosphere, Social Working atmosphere)

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	Regression	4	6.978	48.135	.000 ^b
Residual	Residual	251	.145		
Total	Total	255			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Administrative Working Atmosphere, Physical Working Atmosphere, Psychological Working Atmosphere, Social Working Atmosphere

QUESTIONNAIRE

Dear respondents, the purpose of the study is to explore the effect of working atmosphere on employees' productivity in Good Brothers Group of Companies Limited in Yangon. The survey is concerned with Master of Commerce conferred by Yangon University of Economics. The information is for M.Com thesis research only use and may not be used in other purpose. Please answer the following questions.

Section (A)

Demographic conditions of Employees

Gender

	Your Gender	Tick
1	Male	
2	Female	

Age

	Your Age	Tick
1	Under 20	
2	Between 20 and 30	
3	Between 31 and 40	
4	Between 41 and 50	
5	Between 51 and 60	

Education Level

	Your Education Level	Tick
1	Higher Education	
2	Diploma	
3	Graduated	
4	Master	

Position Level

	Position level	Tick
1	Junior Staff	
2	Senior Staff	
3	Management Level	

Marital Status

	Your Marital Status	Tick
1	Single	
2	Marriage	
3	other	

Department

	Your Department	Tick
1	Marketing	
2	Accounting	
3	HR	
4	Others	

Experience

	Your Experience	Tick
1	Under 1 year	
2	Between 1 and 3 years	
3	Between 3 and 6 years	
4	Between 6 and 9 years	
5	Between 9 and 12 years	

Instructions

Please indicate the extent to which you agree/ disagree by ticking the appropriate boxes below.

Section B

1= Strongly Disagree; 2= Disagree 3=Neutral 4= Agree 5= Strongly agree

To what extent do you agree or disagree to the following statement?

Proxies for Good work Brothers Group of Companies environment

To what extent do you agree or disagree to the following statement?

Proxies for Good work Brothers Group of Companies environment						
	Physical Working Atmosphere	1	2	3	4	5
1	Our offices and workspaces are well designed					
2	We have the requisite equipment to perform our duties					
3	The level of cleanliness here is good					
4	The furniture here is suitable and not comfortable					
5	There is adequate ventilation here					
6	There is enough light here					
7	There are sufficient safety measures in case of fire emergencies					
8	There is personal protective equipment for work					
9	The temperature at my workplace is proper and there are air conditions					
10	There is not always overcrowding at my workplace					
11	There is proper rest room in my work place					
	Psychological Working Atmosphere					
13	I feel the level of salary here is good					
14	I feel my performance matches with my pay					
15	I feel my workplace is safe in terms of vulnerability to accident.					
16	I feel comfortable, safe and health here					
17	I satisfied for working here					
18	There is excessive noise here					
19	I have stress for working here					

	Social Working Atmosphere					
20	My co-workers have good relationship with me and they are friendly					
21	My supervisors have good relationship with me and they are friendly.					
22	There is an effective communication in the Good Brothers group of company					
23	Over here employees are involved in decision making					
24	My work is such that I am able to balance work and family					
25	We have very rigid chains of command					
26	I have the autonomy to perform my duty					
27	We have very good team culture here					
28	We are free to apply new skills and ideas that we have					
	Administrative Working Atmosphere					
29	I always get feedback on my performance					
30	There is opportunity for promotion for employees here					
31	I like the employee appraisal system here					
32	All people working here including myself have all the skills required to perform our responsibilities					
33	There are career development opportunities here					
34	Employees are involved in goal setting					
35	Work processes are documented and rigid such that you can't vary them when there is need to do so					
36	We are given training here					
37	We have a hand in how much paid to us as incentives					
38	Coaching or on the job training is available to us to enhance our performance on the job					

Section C

To what extent do you agree or disagree to the following statements

1= Strongly Disagree; 2= Disagree 3=Neutral 4= Agree 5= Strongly agree

	Employee Productivity (Dependent variable)	1	2	3	4	5
40	The performance of the workers in the company is high					
41	The workers in the company are very much committed to their employer					
42	The workers are very hardworking					
43	The health of the employees in the company is good and their morale is high					
44	The motivation level of employee is high					
45	Workers are proud of what they do in the company					
46	There is less absenteeism in the company					
47	The employees concentrate or focus on their job					
48	The employees complete their daily work timely					
49	The employees are efficient in time management					
50	Employees stay with company for a long time before they leave					
51	I am very much satisfied with my job here					