

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF APPLIED ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAM**

**A STUDY ON WORKING ENVIRONMENT AND EMPLOYEE
PERFORMANCE OF MYANMAR PEARL ENTERPRISE**

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EMPA-19 (17th BATCH)**

AUGUST, 2022

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A thesis submitted as a partial fulfillment towards the requirement for the degree of
Master of Public Administration (MPA)

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ABSTRACT

Working environment can reflect the quality of working performance of employee to get healthy working environment. A descriptive study is conducted by quantitative approach to identify the working environment and employee performance of Myanmar Pearl Enterprise. The data was collected from 140 employees by using census method and the data is calculated using X^2 test. The result shows that majority of the respondent agree on their physical working environment while over half of the respondents had poor social working environment. Moreover, some of the respondent had good characteristics while most of the respondents had high opportunities in training and development. But, it was found that some of the respondents had good communication in their working environment. In this study the mean score of physical work environment was highest score. The mean score of individual working performance was highest. There was an association between training and development opportunities in MPE and individual working performance assessment whereas no association was found between their work performance and other work environments. The finding of this study would be a partial fulfilment of the study of working environment and employee performance of Myanmar Pearl Enterprise.

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LIST OF ABBREVIATIONS

MPE	Myanmar Pearl Enterprise
WHO	World Health Organization
(SPSS)	Statistical Package for Social Science
YUEco	Yangon University of Economics

CHAPTER I

INTRODUCTION

Working environment is one of the most important components which influence employee performance within an organizational setting. A work environment can be identified as the place that one works, which means the milieu around a person. An employee's work environment influences their mood, drive and overall performance in an organization and providing the employees with a supportive work environment is the key to be productive. The most important thing that influences employee motivation and happiness, and how productive and efficient they can be, all goes down to their working environment. The WHO stated that "A healthy workplace provides all members of the workforce with physical, psychological, social and organizational conditions that protect and promote health and safety. It enables managers and workers to increase control over their own health and to improve it, and to become more energetic, positive and contented." Moreover the work environment has an impact on individual's ability to work safely, competently and in compliance with operational performance targets. Thus organizations must maintain a better work environment in order to achieve its highest productivity through higher performance level of the employees.

Employee performance or work performance or job performance is defined how well an individual performs a job, role, task or responsibility; may be tangible or intangible things. It is considered as the "ultimate dependent variable" in human resource management, turning its assessment into a capital issue. The measurement of performance is a process to quantify the efficiency and effectiveness of an action and it shows how well an organization is managed and whether the organization could achieve the target and values generated as promised to their stakeholders. It also covers planning and budgeting as well. Thus employee performance should be assessed in order to compete in the global market and achieve organizational goals and the organization should do more for an employee than the job requires which could lead to higher job performance.

Myanmar enriched with enormous natural assets such as ruby, jade, pearls etc. Among them, pearl is one of the vital roles in the nation's economy because this earning foreign exchange through sales of pearls at emporiums held yearly. Myanmar Pearls were very famous for its silky luster and pinkish color. In 1954, Japanese South Sea Pearl Company started culturing of pearl in Myanmar. It was on Sir Malcolm Island, now called Peal Island where the first harvest was started in 1957. They were considered as the world's finest, were the most sought after and fetched the highest prices. In 1963 Myanmar Government nationalized the company and decided to produce cultured pearl and pearl auctions was widely known for its luster and color at the Myanmar Emporium which started since 1964.

Therefore, the major concern in this study is to find out how the working environment will result in an increase work performance of the employees of Myanmar Pearl Enterprise. Factor analysis was used to identify main factors involved in the workplace and key determinants was assessed with attention to actual and desired workplace characteristics by conducting descriptive study.

1.1 Rationale of the Study

Working environment impacts immensely on employees' performance either negative or positive outcomes (Chandrasekar, 2001). The work place environment in a majority of industry is unsafe and unhealthy due to poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus productivity is decreased due to the workplace environment. It was need to create a work environment in which employees are productive is essential to increased profits for organization, corporation or small business. The relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Work performance or job performance is the degree to which an individual executes his or her role with reference to certain specified standards set by the organization (Nayyar, 1994). As work performances is a complex phenomenon it depends upon numerous factors. Numerous research studies have been conducted in

which work performance associated with a number of factors such as physical working conditions, job characteristics, training and development, communication practices and social support. However, workplace environment and performance are inter-related and they play a major role towards the performance of an employee (Malik et al, 2011, Naharuddin & Sadegi, 2013).

Myanmar pearl is one of the vital roles in the nation's economy because this earning foreign exchange through sales of pearls at emporiums held yearly. Foreign buyers from all over the world attended the emporium and bought pearls competitively. The 5th Myanmar Pearl Auction at Hong Kong in February, 2017 with amount of US \$6,103,781 (Pan-Pa-Pa-Lin, 2018). Therefore, Myanmar pearl production supported to both national and regional economy, not only job opportunities but also other incomes generating activities for local people. There are many different kinds of employees in Myanmar Pearl Enterprise (MPE). About 75% are local population from the surrounding villages as general workers and 25% are migrates as foreign experts, technicians, managers and supervisors. Skilled labors, semi-skilled labors and unskilled labors are being attached to their appropriate process. Recently MPE is facing not only increasing demand for global market but also increasing demand in labor intensive for this farm. Such factors highlighted the need for conducting research studies which find out the factors affecting in booming pearl culturing and production within the context of given work environment and culture.

In the world of competitive economy, it is imperative for any organization in order to monitor its work environment for the attainment of specific goals and creating increased productivity. In order to fulfill this gap this descriptive study found out how the working environment will result in work performance of the employees of Myanmar Pearl Enterprise and it is hoped the results of this study was useful for to create the better work environment for better work performance of the employees so that it support the earning foreign exchange of Myanmar.

1.2 Objective of the Study

The objectives of this study are:

1. To identify the Working Environment of Myanmar Pearl Enterprise
2. To examine the Employee Performance of Myanmar Pearl Enterprise

3. To study the association of working environment and employee performance of Myanmar Pearl Enterprise

1.3 Method of the Study

In this descriptive study, necessary data was collected by using structured questionnaire among the employees at Pearl Island (140 people in Pearl Island). There were three parts in this questionnaire. The first part of questionnaire was demographic data of the respondents and the second part - about the work environment was set up based on the study conducted by Malik et al (2011), comprising five dimensions namely, physical work environment, psychosocial support, job characteristics, training and development, and communication in work environment. The third part was collected about the work performance of the respondents modified by Koopmans (2015).

1.4 Scope and Limitation of the Study

The study has limited in scope since it only focuses on the working environment and Employees performance of Myanmar Pearl Enterprise only. The study mainly based on the primary data relating to the working environment of staff working at Myanmar Pearl Enterprise (Pearl Island). The Enterprise has 56 officers staff, 172 personal, 45 daily laborers and about 50% of these staff are working at the Pearl Island. Generalization of the results to other work enterprises may be limited.

1.5 Organization of the Study

This study consists of five chapters. The first Chapter mentions about the introductory chapter. The second chapter described with working environment, core elements of healthy work environment, physical work environment and employees performance, communication practices in work environment and employees performance, social supports and employees performance in work, job characteristics and employees performance, training and development effects on employees' performance, measuring employees' performance and reviews on previous studies. Then working situation of Myanmar Pearl Enterprise was described in Chapter three. Chapter four was the finding on working Environment and work performance of Myanmar Pearl Enterprise (Pearl Island). Finally, Chapter five, conclusion was represented; it was recommendations, based on the findings of the study

CHAPTER II

LITERATURE REVIEW

2.1 Working Environment

The term “working environment” is used to describe the surrounding conditions in which an employee operates. The working environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures.

The working environment can involve the social interactions at the workplace, including interactions with peers, subordinates, and managers. Generally, and within limits, employees are entitled to a working environment that is free from harassment. A hostile working environment exists when unwelcome sexual conduct interferes with an employee's job performance, or creates a hostile, intimidating, or offensive working environment.

The term “working environment” can also be associated with the physical condition of the building. Healthy work environments will be free from problems associated with sick building syndrome, which is often due to poor ventilation or off gassing of chemicals used during construction. The accumulation of molds and mildew may also lead to sick building syndrome.

According to Tripathi (2014) the “work environment” can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees’ overall performance and productivity. It is the quality of the employees’ workplace environment that most impacts on their level of motivation subsequently performance. “Work Environment” can be thought of simply as the environment in which people work (Briner, 2000) as such; it is a very broad category that encompasses the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity). He adds that it also encompasses broader organizational features (e.g.

culture, history) and even aspects of the external organizational setting (e.g. local labor market conditions, industry sector, work life balance).

2.2 Core Elements of Healthy Work Environment

A workplace can be considered healthy if three key elements are addressed in an integrated manner. These three elements are:

1. Occupational Health and Safety
2. Health Promotion
3. Organizational Health

2.2.1 Occupational Health and Safety

A healthy physical environment is one that fosters and supports a safe and healthy workplace with policies, programs and activities such as:

- a) Ensuring worksites are clean and safe
- b) Assessing the potential for bullying and violence in the workplace, with strategies
- c) To address such risks
- d) Ensuring that hazard controls are clearly defined, documented, and understood
- e) Providing alternatives for employees who have health-related restrictions
- f) Ensuring accessibility to any protective equipment
- g) Ergonomics (proper equipment design and fit)
- h) Establishing effective health and safety committees

2.2.2 Health Promotion

Organizations that believe in the importance of employee well-being go beyond just providing information on health and wellness. They support skill development and behavior change to meet employee needs in areas such as:

- a. Nutrition
- b. Physical activity
- c. Tobacco/alcohol/drug use
- d. Mental health

2.2.3 Organizational Health

The culture of an organization is created, reinforced, and sustained by the quality of its human relationships and communications and has an important influence on mental and physical health. Examples of healthy organizational initiatives include:

- a. a sensible workload and pace
- b. employee feedback and recognition
- c. respecting the need for, and supporting employees to balance home and work responsibilities
- d. providing job training and education opportunities
- e. communications which enhance a feeling of teamwork and cooperation
- f. encouraging employee participation in decision-making and overall control of their jobs
- g. providing opportunities for employee input
- h. access to support during difficult times
- i. availability of training in conflict resolution

While generous benefits and perks may attract employees, it is the work environment and workplace culture that keeps them. Top drivers of employee retention and engagement involve:

- a. exciting work/challenge
- b. opportunities for career and personal growth
- c. relationships/working with great people
- d. supportive management/great boss
- e. management recognition of work/life balance
- f. open communication
- g. satisfying customer needs

2.3 Work Environment and Employees Performance

Physical work environment is made up of all of the elements that can affect employee's day to day productivity including when, where and how they work. The physical environment is made up of the size, layout and location of a workplace, whether work is conducted indoors or outdoors, the facilities offered in a workplace and the furnishings used while working.

It was found those employees are satisfied with reference to specific workspace features in a large number of studies related to work environment. These

features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Humphries, 2005).

In the study of Bluyseen and Colleagues, it was found that perceived comfort and health to be influenced by much more than ambient working condition exclusively (e.g., perceived indoor air quality, noise, and lighting and thermal comfort responses); rather social and personal factors were observed to be strongly related to perceived comforts and health.

Lighting and other factors like ergonomic furniture has been found to have positive influence on employee's health (Dilani, 2004) and consequently on productivity. This is so because light has a profound impact on workers physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc., suggest that these elements of the physical environment influence employee's attitudes, behaviors, satisfaction, performance and productivity (Veitch & Gifford, 1996).

Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allows staff a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking frame or be creative without much interruption (Mwbex, 2010). In the open office plan, noise existence is stressful and possesses high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000).

Noise is one of the leading causes of employee's distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress. According to Bruce (2008), study showed that workplace distractions cut employee productivity by as much as 40%, and increase errors by 27%. Also, Moloney (2011) citing Loftiness study of 2003 confirmed the importance of natural light and air (ventilation) to worker productivity. The study showed a 3-18% gain in productivity in buildings with day-lighting system.

2.4 Communication Practices in Work Environment and Employees Performance

A key to achieve organization goals is effective workplace communication (Canadian Centre for Communication, 2003). Effective manager is more likely to avoid problems with completing routine tasks, less likely to have a problem with accidental difficulties and will empower the employees to have a stronger morale and positive attitude. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done (Quilan, 2001). Moreover, good communication practices can remove confusion and free up wasted time that would have been otherwise spent on explanation or argument (Fleming & Larder, 1999). Through effective communication, workplaces become more enjoyable, less anxious among employees which in turn means positive attitude towards work and increased productivity (Taylerson, 2012).

Organizational communications involve not only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include or face to face communication between individuals, group communication among teams and organizational-level communications involves vision and mission, policies, new initiatives, and organizational Knowledge and performance. All the directions and flows of organizational communications are combined into a variety of patterns called communication networks (Ali and Haider, 2010). According to (Peponis, 2004), informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers.

Salacuse (2007) indicated that as a result of changing work environments in which employees are more educated and intelligent than past generations, leaders are now required to lead by negotiation. Specifically, he noted that in order for leaders to persuade people to follow their vision, they need to communicate effectively by appealing to the interests of the followers. Cassar, (1999) found that employee participation, which includes such things as involvement in joint decision making, has been shown to have a positive association with positive work attitudes and employee commitment.

Furthermore, it was found that correlation between communication practices and noise level which is regarded as physical work environment and consequently, the productivity of the employee. Noise has negative influence on communication, frustration levels increase while productivity decreases in relation to persistence and loudness of noise. A reason adduced for this is that spoken communication becomes progressively more difficult as noise levels increase.

2.5 Social Supports and Employees Performance

To support the organizational strategies and goals, social supports as a favorable treatment by the employers are needed to motivate their employees (Ismail et al., 2011). All organizational support dimensions are significant, but the role of social support in improving work to resolve family conflict relationship is not adequately explained in organizational support research literature (Arshadi, 2011).

In the study of Ismail et al. (2013), the findings proved that a high level of coworker support is significantly correlated with work intrusion on family conflict. These findings suggested that high level supervisors and coworkers' support in performing one's job have decreased the intrusion of work problems on employees' family lives and upgraded their abilities to decrease family conflicts.

Moreover, Social interactions enable the development of common grounds for communication, which increases communication effectiveness and enhances the ability of individuals to work together. As well, through over-layered social ties, team members establish trust that carries over into feelings of safety in sharing ideas about the work process (Katzenbach and Smith, 1994). Supportive communication is the most significant factor for the existence of an organization. The quality of organizational communication is often referred to in terms of communication climate, which can be described as 'a subjectively experienced quality of the internal environment of an organization. Effective organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity. The focus on openness in communication between senior management and employees results in improved employee productivity and engagement. Meetings with top executives and receiving social supports can help to build affinity and trust between employers and employees.

2.6 Job Characteristics and Employees Performance

To motivate employees' performance through satisfaction and commitment, incorporating job characteristics is one important way. Some studies confirmed that there are five job characteristics; skill variety, task identity, task significance, autonomy and feedback which can enhance employees' performance. Skill variety is considered as the number of various task elements that are necessary for the job fulfilment as it communicates clarity of knowledge (Pentland, 2003). Task Identity is the rate at which a particular job needs the conclusion of a whole piece of a job. Tonges (2004), indicated that, role uncertainty is associated with lack of clarity of job scope, responsibility and function of each group member, unclear task description and incoherent direction from supervisors. Task significance is explained as rate at which the integral tasks of the job are significant to the company and have a relevant effect on the job and livelihood of colleagues and those without the organization (Hirschfeld, Schmitt & Bedeian, 2002). Independence or autonomy has considerable control over parts of one's work and is the person's energy to assume responsibility of their work.

2.7 Training and Development Effects on Employees' Performance

Training and development is significant in boosting employee morale, enhancing efficiency, ensuring risk management, developing innovation and building company's image in positive way. Employees are also able to acquire or sharpen skills during training and development sessions organized by the company. Giving employees opportunities to develop their skills and careers can have positive outcomes both company and those employees. Cole (2001) summarizes benefits of trainings as below:

- 1) High morale –employees who receive training have increased confidence and motivations;
- 2) Lower cost of production –training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- 3) Lower turnover –training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;

- 4) Change management –training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;
- 5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;
- 6) Help to improve the availability and quality of staff.

2.8 Measuring Employees' Performance

The employers are seeking many ways to motivate the employee in order to increase the productivity and performance of those. There are some differences between factors that influence employee productivity and satisfaction. Factors that influence productivity of an employee include: Ability, Possession or lack of technological know-how or skill, Possession or lack of physiological drive, Managerial ability and Attitude, and Technology employed (Nwachukwu 1988).

2.8.1 Ability

The ability means that useful energy actually does equal the amount of net useful work it allows to do, so in a sense the “ability to do work” is correct after all. It is clear that people who are physically strong and better built can work better than physically weak ones. The ability can be endowed in different forms since birth and in some cases from acquire.

2.8.2 Skill

The productivity of the employee is mainly influenced by their possession of know-how skill which is acquired through experience and training. Lack of skill could be due to the lack of opportunity to acquire training because of many reasons such as financial, limitation of practical time and intellectual capabilities.

2.8.3 Physiological Drive

Some employee with low expectation and lack of drive make a minimal demand on themselves. These employees have poor competitive spirit lag behind those who are self-motivated in maintenance factors and shy away from responsibility or challenges. People with high physiological drive need less external motivation than those who are lack physiological drive.

2.8.4 Management Ability

Best management can have a keen eye for areas that could be improved and know how to approach these issues diplomatically so workers feel encouraged to make productive changes rather than discouraged by their shortcomings. To accomplish the objectives of the organization, management must not only create a favorable environment in which the employees must work but also motivate employees to greater performance.

2.8.5 Attitude

The attitude that could be observable and infectious play a critical role in affecting employee' productivity in the workforce. According to McGregor's theory X, poor attitude workers only focus on their economic circumstances and hence they have less motivation and less intrinsic rewards. Their attitude negatively affects upon other workers and their immediate circle.

2.8.6 Technology

It is undeniable that if the organization supports the employee advance technology that helps them to increase innovation and physical effort, their productivity is bound to increase. As productivity is very important for a reflection of management effectiveness and efficiency, it is important to empower the employee keep in touch with updated technology.

2.9 Reviews on Previous Studies

Bosire (2018) investigated those Effects of working environment on job satisfaction among Physicians in Public Health Sector of Nairobi County. A descriptive research design was adopted, with physicians in Nairobi being the focus. The population of interest was the physicians in Nairobi. Data was analyzed using statistical methods that is, descriptive statistics describing the correlation using Pearson correlation. By researching the relationship between the working environment and job satisfaction, it becomes evident that the county of Nairobi it becomes evident that despite the multiple unrest in the health sector, very little has been done to understand what ails the human resource for health in Nairobi County. These research findings indicate that training, engagement, job security and the physical working environment have a positive correlation with job satisfaction.

Further, the research reflects that although some efforts have been made to improve the working environment, there is dissatisfaction among the physicians in public sector of Nairobi who particularly ranked training as the most crucial factor that influenced job satisfaction.

Another study, Cynthia Nanzushi (2015) conducted that the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited and Telkom Kenya Limited based at the headquarters. The total number was 250 from Airtel, 976 from Safaricom and 400 from Telkom. The sample size included a total of 164 employees by using descriptive research design with stratified random sampling technique in selecting the employees. The study used primary data which was collected by use of semi structured questionnaire and was analysed by using descriptive statistics that included frequencies, mean scores, standard deviation and percentages. The findings revealed that employees were not satisfied with the management style and promotions in their organizations. The study recommends that mobile telecommunications firms need to set up more comprehensive reward systems, change management style to transformational leadership style that is inclusive of all employees. The working conditions of employees should also be improved to motivate employees to work. The researcher recommends further studies to be carried out across the country for a broader perspective on the relationship between employee performance and work environment.

Next study, Bushiri (2014) explored that the impact of working environment on employees' performance: the case of institute of finance management in dar es salaam region. For the purpose of this study, descriptive research design was used. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty (50) made up of twenty-five (25) senior staff and twenty-five (25) junior staff. Structured questionnaires were used for data collection. The study also revealed that employees' will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. Management should

find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

Another study, Raziq and Maulabakhsh (2015) suggested that the Impact of Working Environment on Job Satisfaction. The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated survey. The target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. The results indicate a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

An Empirical Study of Analyzing Job Productivity in Toxic Workplace Environments was conducted by Anjum, Ming, Siddiqi, and Rasool in 2018. This study aimed to determine the effects of a toxic workplace environment, which can negatively impact the job productivity of an employee. Three hundred questionnaires were randomly distributed among the staff members of seven private universities in Pakistan with a final response rate of 89%. For analysis purposes, AMOS 22 was used to study the direct and indirect effects of the toxic workplace environment on job productivity. Confirmatory Factor Analysis (CFA) was conducted to ensure the convergent and discriminant validity of the factors, while the Hayes mediation approach was used to verify the mediating role of job burnout between the four dimensions of toxic workplace environment and job productivity. A toxic workplace with multiple dimensions, such as workplace ostracism, workplace incivility, workplace harassment, and workplace bullying, was used in this study. Finally, the authors concluded that organizations need to eradicate the factors of toxic workplace environments to ensure their prosperity and success.

One of the local studies, Nilar Win Maung (2009) conducted that Pearl culturing industry and employment creation in Myeik archipelago. In this study, Myanmar pearl industry is one source that is generating income especially in terms of

foreign currencies for the country and this industry is being administered by Myanmar Pearl Enterprise (MPE). But foreign companies are now allowed to undertake pearl production in cooperation with MPE. At present, this pearl industry is making progress since the early 2000s; especially production of pearls has been increasing year by year. Pearl culturing however, needs a large number of general workers, mostly unskilled as the production process is of a different nature. It is seen that the pearl industry is giving employment opportunities to the vicinity where pearl farms are established. About 30% of the total population of approximately three thousand from three villages is now employed in this industry. Apart from this, through the establishment of a small scale industry producing import substituting raw materials for the pearl culturing business have resulted in generating employment for the training schools under the Social Welfare Department both in Yangon and Myeik.

Next study, Myat Pan Ei San (2008) stated a study in development of Myanmar Pearl enterprise. Today, Myanmar Pearl Industry becomes a burning attraction to local traders as well as foreign merchants. Most of foreign merchants are greatly interested in Myanmar Gem Emporium. Foreign earnings received from the sale for pearls contribute a lot of Myanmar economics progress to considerable amount. In this paper, the development of pearl industry has been described stage by stage with background history. The pearl production of the past, present and potential for future development have also been given with vivid accounts of actual facts. It was found that the development of pearl production has been increased due to foreign companies. Local companies gained technology, skill and knowledge from foreign companies. It is found Myanmar Pearl Enterprise has been developed, through combined efforts of the MPE and Joint-Venture Companies. Based on the findings of study, every chance of progress is open to brighter future for development of pearl culturing in Myanmar.

Another study was conducted by Pan -Pa -Pa -Lin in 2018 regarding pearl production and distribution in Myanmar. In this study, the descriptive method is used and based secondary data obtained from Myanmar pearl Enterprise, Libraries and other government departments for a period of 10 fiscal years (2007-2008 to 2016-2017). The result shows that pearl production is needed direct and indirect raw material and one pearl farm is under the supervision of MPE and with four foreign companies and seven local companies made up a total of twelve farms operation in Myanmar. Production of pearls from Myanmar Pearl Enterprise was harvested twice a

year. Among joint venture companies, Tasaki Shinju, Japanese company's island contribution percent in total production was highest percentage in all of year 2007-08 to 2016-17. There are two kind of distribution in terms of currency that Kyats and U.S Dollars. Local Sales by kyats was only for Myanmar nationalities. Emporium Sales, Special Sales, Myanmar Pearl Auction and International Myanmar Pearl Auction (Hong Kong) held by Foreign Currency, U.S Dollars and that sale were termed as Export. Myanmar South Sea pearls when the exhibition of Myanmar Pearl Auction schedule in Hong Kong. Japan, India, Asia and Hong Kong were the top exporter countries of Myanmar South Sea pearls because they were whole seller and main distributor around the world. After erased the U.S sanctions on Myanmar, MPE could penetrate not only Asian market but also Western market.

Next study, Kyaw Kyaw Soe (2015) explored a study on employees' motivation and job satisfaction toward Asian wings airways in Myanmar. This thesis is highlight to motivation and job satisfaction of Asian Wings Airways Limited. An effectiveness department or organization can be achieved by a spirit of cooperation and sense commitment and satisfaction within sphere of it influence the study was carried out with objectives are to identify which factors can rise job motivation and satisfaction and to search the level of satisfaction of the employees from Asian Wings Airways Limited. In this study, it was able to find some important factors which motivate and satisfy the employees. So it can conclude that the Asian Wings Airway Limited employees in this study satisfied on motivation at high level of satisfaction.

CHAPTER III

OVERVIEW ON WORKING SITUATION OF MYANMAR PEARL ENTERPRISE

3.1 History of Myanmar Pearl Enterprise

Initially, Myanmar pearls were produced from the sea-bed about 10-25 fathoms deep by skilled divers where they collected wild oysters containing natural pearls. However, production of cultured south sea pearl had been started since 1954. It is undeniable that pearl production increased steadily. Myanmar is the only nation which produces cultured South Sea Pearl without using Japanese seeding method. Myanmar Pearl was very famous for its luster and pinkish color. Myanmar Emporium was very active and interesting for its Pearl Auctions in which foreign buyers competitively bided for pearl lots. But in 1983 there was high mortality of oysters and production began to fall. But Myanmar Pearl Enterprise had enough amount of high quality stock and continued to control the South Sea Pearl market by selling limited amount of pearls annually while trying to cure the oyster mortality. Unfortunately there was 1988 catastrophe and MPE had to sell the stock as quickly as possible. Therefore after 1992 only low quality pearls were left at the vault and Emporium pearl auction was not interested by foreign buyers. Wild oysters in Myeik archipelago were in danger of depletion gradually and it leads to extinction of these wild oysters.

3.2 Organizational Structure of Myanmar Pearl Enterprise

MPE has two major sections; the Administrative Department and the Production Department. Two managers under a managing director and a general manager are responsible for these departments. The administration department has 5 separate sections namely the Administration itself, Sales and Distribution, Accounts, Joint-Venture and Engineering sections. These sections are under the supervision of assistant general managers. For the production side, four separate sections with three assistant general managers taking charge of the operations in Pearl Island, Mali Island, Shwe Island and one assistant general manager in the training and research

section. Altogether MPE has (56) officer staff, (172) personnel and (45) daily worker. Furthermore, Shwe Island has lent as Foreign Joint Venture Company in 2014 and Mali Island has lent as Local Joint Venture Company in 2016. There are twelve pearl farms operating in the Myeik Archipelago in Myanmar, on State-owned pearl farm, four foreign joint venture companies' farms and seven Local joint venture companies' farms.

3.3 Working Nature of Myanmar Pearl Enterprise

Myanmar enriched with enormous natural assets such as ruby, jade, pearls etc. Among them, pearl is one of the vital roles in the nation's economy because this earning foreign exchange through sales of pearls at emporiums held yearly. Myanmar pearl production can be supported to regional economy not only job opportunities but also other incomes generating activities for local people.

Myanmar pearl production is increasing by conducting joint ventures between Myanmar Pearl Enterprise and private foreign companies in the salty water of sea. Myanmar pearl culturing and production, there are four stages such as breeding oysters, maintaining oysters, seeding oysters and harvesting pearls. There are many employees in Myanmar Pearl Enterprise. About 75% are local population from the surrounding villages as general workers and 25% are migrates as foreign experts, technicians, managers and supervisors. Skilled labors, semi-skilled labors and unskilled labors are being attached to their appropriate process. For all process of Myanmar Pearl, biology and zoology knowledge are basic needs in breeding oysters and botanists and zoologist are recruited as trainee staff attached with foreign technicians to grow algae, to select brood-stock and spawning the spats.

General workers from the local areas are attached to the basic stage of putting collectors, cleaning spats and oysters supervised by an in charge in order to produce good quality pearl. Only then, Myanmar Pearl Enterprise could penetrate the abroad market such as Hong Kong. The 5th Myanmar Pearl Auction at Hong Kong in February, 2017 with amount of US \$6,103,781 (Pan-Pa-Pa-Lin, 2018). Therefore, MPE is facing not only increasing demand for global market but also increasing demand in labor intensive for this farm. Working environment can be affected in booming pearl culturing and production.

3.4 Importance of Workers in MPE

Because of the transformation in culturing method, the mortality rates of pearl bearing oysters became much lower. In previous years the mortality rate during two years of culturing period was 20 to 30 percent and now only about 5 percent. Hence, efficiency rate become higher and higher and more profit for the farmers. Skilled divers are not necessary in surface longline method and easy to expand the pearl industry. The more important transformation was human capital development. Pearl farm managers, seeding technicians, divers, hatching room workers, growing out workers, boat men and staff were trained and transformed to new culturing method. Even clerks who keep data had to be trained because without computers modern culturing method, maintaining millions of spats, thousands of baby oysters, thousands of seeded oysters, thousands of pearl bearing oysters and cleaning those oysters every month is impossible. Although natural resources are acknowledged as an input to the productive process, they are not an important feature of most economic models. Human capital plays an important role in modern growth models. Human capital refers to education and skills possessed by individuals.

3.5 Production of Myanmar Pearl Enterprise

Pearl production is needed direct and indirect raw material and one pearl farm is under the supervision of MPE and with four foreign companies and seven local companies made up a total of twelve farms operation in Myanmar. Myanmar pearl farms first produced pearls through ocean bread oyster. Myanmar pearl culturing process was first based on the auto-grafting method introduced in 1966 and then the absolute transformation of seeding methods from auto to homo-grafting began only in 2003-04. Production of pearls from Myanmar Pearl Enterprise was harvested twice a year. Among joint venture companies, Tasaki Shinju, Japanese company's island contribution percent in total production was highest percentage in all of year 2007-08 to 2016-17.

Among the South Sea pearl production countries, Indonesia was the highest production because their pearl culturing system that just like livestock and pearl farms were very close to each other. Myanmar is the lowest production among four of South Sea pearl countries because eight pearl farms could produce the pearls at that time. MPE could seed over a lakh oysters until when the technician improvement on the homo-grafting method skillfully in 2012-13 and production also seriously increased.

The huge challenges for Myanmar pearl production was hotels and tourism extend to Myeik archipelago. There are two kind of distribution in terms of currency that Kyats and U.S Dollars. Local Sales by kyats was only for Myanmar nationalities.

Emporium Sales, Special Sales, Myanmar Pearl Auction and International Myanmar Pearl Auction (Hong Kong) held by Foreign Currency, U.S Dollars and that sale were termed as Export. Myanmar South Sea pearls when the exhibition of Myanmar Pearl Auction schedule in Hong Kong. Japan, India, Asia and Hong Kong were the top exporter countries of Myanmar South Sea pearls because they were whole seller and main distributor around the world. After erased the U.S sanctions on Myanmar, MPE could penetrate not only Asian market but also Western market. So, Myanmar's first oyster hatchery was established at the laboratory of Pearl Island in 2000. In 2001, MPE introduced alternative seeding method from autograft to homograft. Although auto graft method is invented by Myanmar people, there were some weaknesses for commercial production. The weaknesses are as follow;

- (a) A technician can seed only about (100) oysters per day
- (b) Can seed only big oysters, at least three years old
- (c) Low effective rate
- (d) Higher mortality rate because of deep insertion track
- (e) Cannot use younger mantle tissue from donor oyster
- (f) Can produce only smaller pearl than homo graft method

Besides having many difficulties in transforming that method, high retention rates, low mortality rates and efficiency of local farms were achieved in 2003. Myanmar could invent oyster seeding method without lending a hand from foreigners and successfully produced South Sea Pearl for about 40 years. The same water, the same workers but with high technical (know how) and very different results could be obtained.

CHAPTER IV

SURVEY ANALYSIS

This chapter presents the findings generated by descriptive statistical analysis of the survey data. The socio-demographic characteristics of the respondents, personal habits and their suffering diseases and their responses on questions regarding awareness and practices are depicted with relevant tables and figures. Frequency and percentages are used to report and explained in the results to be able to meet the objectives of study. In this chapter, background socio-demographic characteristics, personal habits and their suffering diseases of the respondents are presented at first with descriptive statistics such as appropriate figures and tables. Then, the relationship between study variables and background socio-demographic, personal habits and suffering disease are described with chi square tests.

4.1 Survey Profile

This survey is conducted at the Pale Kyun at Myeik Archipelago in the Tanintharyi Region which is the main farms side of Myanmar Peral Enterprise that is on Sir J Malcolm Island which has stilled as State Owned Enterprise until now. It is to produce cultured pearls of highest and finest quality and to get foreign exchange earning in pearl trade in the world. In this study, the study area is Myanmar Pearl Enterprise (Pearl island office).

4.2 Survey Design

Primary data was used and it was obtained through structured questionnaire. This method allows for the all respondents from MPE to receive the same set of questions in exactly the same manner. The questionnaire had three parts: part (A) consisted of the general information about the employees. Part (B) consisted of information on Factors of Workplace Environment such as physical, social, job characteristics, training and development, and communication work environments, and Part (C) consisted of Employee Performance. Data were collected by using

structured questionnaire along with survey method. And also, the required data were collected from secondary sources by reviewing available records of this enterprise.

Data were analyzed by the Statistical Package for the Social Sciences (SPSS for Windows, version [20.0]). Descriptive statistics which includes frequencies, mean, standard deviation and percentages was applied to establish patterns and trends for easy understanding and interpretation of the findings. In data analysis, “good” was defined above the mean where as “poor” was set under the mean score for each dependent variable. Moreover, Chi-square test was also used to investigate the relationship of the dependent and independent variables. Data collected was reported using frequency tables, pie charts and bar charts.

4.3 Survey Results

4.3.1 Socio-Demographic Characteristics of Respondents from MPE

This section sought to identify the demographic characteristics of the respondents. All (140) respondents involved in this study were working at MPE during study period. In this study, Demographic profile indicates that the highest number 38 (27.15%) was accounted for the respondents who were more than 50 years of age since the respondents were divided into 7 groups. The lowest population, 10 (7.1%) was accounted for the age group less than 25 years.

Regarding the gender, total female was 67 (47.9 %) and male was 73 (52.1%) in all respondents. It was found that there was only one female in the age group between 26 and 30 years. Among 140 respondents, 96 (68%) were Barmar, 6 (4.3%) were Mon, 22 (15.7%) were Kayin, 12 (8.6%) were Rakhine and 4 (2.9%) were other nationalities as shown in the table (4.1).

In the study setting, different educational levels of employees were assigned in their respective works. The largest group 45 (32.1%) was middle school level, followed by high school level of 44 (31.4 %). Graduated was found to be 3.6% (B.Sc zoology and Marine Science). The marital status of the respondents showed that 83% of the respondents (115) were married and the rest 17% (25) were single. Regarding Native Township of the respondents, the majority of the employees was from Boke Pyin accounted for 67.9 % (95) and followed by the respondents from Yangon (12.1%) and other 20% of respondents were from the various townships of Myanmar.

Table (4.1) Socio-Demographic Characteristics of Respondents (N=140)

No.	Variable	Categories	Frequency	Percentage
1.	Age Group	> 25 Years	10	7.1
		26-30 years	11	7.9
		31-35 years	18	12.9
		36-40 years	27	19.3
		41-45 years	15	10.7
		46-50 years	21	15.0
		> 50 years	38	27.1
2.	Gender	Male	73	52.1
		Female	67	47.9
3.	Nationality	Bamar	98	70.0
		Mon	7	5.0
		Others	35	25.0
4.	Religion	Buddhist	130	92.9
		Christian	10	7.1
		Other	-	-
5.	Educational Status	Primary school	16	11.4
		Middle School	45	32.1
		High School	44	31.4
		Attending University	3	2.1
		BSc Zoology	4	2.9
		Marine Science/Bio	1	.7
		Others	27	19.3
6.	Marital status	Married	116	82.9
		Not Married	24	17.1
7.	Native township	Yangon	17	12.1
		Boke pyin	95	67.9
		Others	28	20.0

Source: Survey data, 2020

4.3.2 Work Characteristics of Respondents

Table (4.2) shows the Work Characteristics of Respondents. Most of the subjects in this study were from the department of Effective Oyster (17.9%) followed by general worker (13.6%) and Hatchery Department (12.1%). The minimum was found to be Health clinic (0.7%) and this (medical doctor) was assigned for the health care of the workers and it was amazing that there was no veterinary doctor for oysters. As designation, technician contributed to the maximum number (37.9%) with the minimum of manager (0.7%). Information on pearl enterprise was mostly gained through its workers, through friends (7.9%) and media was found to be less informative (0.7%). The reason for working at MPE was to their interest (74.3%) and easy to get job (25%). Working service in the study setting was more than ten years (73.6%), six to ten year was 17.9% and less than five years was found to be 8.6 % only.

Table (4.2) Work Characteristics of Respondents (N=140)

No.	Variable	Categories	Frequency	Percentage
1.	Department	Pearl Culturist	12	8.6
		Health Clinic	1	.7
		Seaman	7	5.0
		General worker	19	13.6
		Saibo	9	6.4
		Hatchery Department	17	12.1
		Breeding Oyster	15	10.7
		Effective Oyster	25	17.9
		Virgin Oyster	5	3.6
		Diver	11	7.9
		Office Staff	14	10.0
		Cleaning Machine Dept	5	3.6

Table (4.2) Work Characteristics of Respondents (N=140) (Continued)

No.	Variable	Categories	Frequency	Percentage
1.	Designation	Board Driver	11	7.9
		Trainee	3	2.1
		Supervisor	21	15.0
		Assistant team leader	3	2.1
		team leader	16	11.4
		Technician	53	37.9
		Assistant Manager	9	6.4
		Manager	1	.7
		Others	23	16.4
2.	Source of Information on Pearl Enterprise	Through friends	11	7.9
		Through medias	1	.7
		through universities	3	2.1
		Through workers from MPE	125	89.3
3.	Reason for working at PE	Easy to get job	35	25.0
		Good salary	1	.7
		to my interest	104	74.3
4.	Working service MPE	> 1 yr	6	4.3
		1-5 yrs	6	4.3
		6-10 years	25	17.9
		> 10 years	103	73.6
5.	This is the first job for me.	Yes	135	96.4
		No (Transfer from other Jobs)	5	3.6
6.	Salary	< 200000 kyats	77	55.0
		200001-300000 kyats	60	42.9
		300001- 400000 kyats	3	2.1
7.	Daily working hours	8 hrs /day	140	100.0

Source: Survey data, 2020

Furthermore 96% said that this is the first job for them. Concerning salary 55% got less than 200000 kyats and 42.9% got the 200001-300000 kyats per month. Daily working hour was found to be 100% in eight hours a day as show in Table (4.2).

4.3.3 Physical Working Environment of the Respondents at MPE

In this portion, the questionnaire concerned the physical working environment of the respondents at MPE. There were (10) questions for this portion by using four point Likert- type scale: 4 marks for strongly agree, 3 marks for agree, 2 marks for disagree and 1 marks for strongly disagree.

Table (4.3) Physical Working Environment of the Respondents at MPE

Q. No	Items	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	We work in a well-ventilated and well-lit place.	1	4	124	11	3.04(0.37)
2.	The workplace we work in is clean and tidy.	1	9	112	18	3.05(0.47)
3.	Our workplace is cramped and overcrowded.*	3	17	117	3	2.86(0.46)
4.	Our workplace is fully equipped to carry out our responsibilities.	6	23	98	13	2.84(0.64)
5.	We have adequate security measures are in place for emergencies. (eg lifesaving jackets)	2	7	120	11	3(0.43)
6.	We have adequate protective equipment for the body during operation.	0	9	119	12	3.02(0.39)
7.	The type of work to be done is consistent with what was agreed upon at the time of hiring.	4	124	12	140	3.06(0.33)
8.	The amount of work we have to do is reasonable.	0	3	130	7	3.03(0.27)
9.	Working hours are fair to us.	0	4	128	8	3.03(0.29)
10.	I do not often suffer physical harm from my work	6	42	87	5	2.65(0.62)

Source: Survey data, 2020

In assessing physical working environment of the workers at MPE, it was found that most workers (88.6%) agree that they are working in a well- ventilated and well-lit place. The survey found that most of the respondents have good opinion upon their physical working condition in MPE. Only 6 out of 140 respondents strongly

disagreed that their workplace was fully equipped to carry out responsibilities as shown in Table (4.3). Based on the mean score of the physical working environment (29.57), it was categorized into two groups as good (>30 of mean score) and poor (<30) physical working environment. The employees who answered that their physical working environment was good were 73 (52%) and poor were 67 (48%).

4.3.4 Social Working Environment of the Respondents at MPE

In this portion, the questionnaire concerned the social working environment of the respondents at MPE. There were (10) questions for this portion by using four point Likert- type scale: 4 marks for strongly agree, 3 marks for agree, 2 marks for disagree and 1 marks for strongly disagree.

Table (4.4) Social Working Environment of the Respondents at MPE

Q. No	Items	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	My salary does not match my job.	2	21	113	4	2.85(.463)
2.	There are educational support programs for the children of employees at the Myanmar Pearl Farm.	0	2	130	8	3.04(.265)
3.	There are funeral arrangements for employees at the Myanmar Pearl Farm.	0	2	128	10	3.06(.288)
4.	I got the staff housing provided by Myanmar Pearl Farm.	0	2	125	13	3.36(3.389)
5.	There are no free health clinics for staff at the Myanmar Pearl Farm.	5	13	111	11	2.91(.556)
6.	When an employee or family member is ill, colleagues take care of them.	0	0	133	7	3.05(.219)
7.	Meals are provided for the staff at Myanmar Pearl Farm.	3	48	85	4	2.64(.576)

**Table (4.4) Social Working Environment of the Respondents at MPE
(Continued)**

Q. No	Items	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
8.	At the Myanmar Pearl Farm, employees have the right to enjoy the benefits as they see fit.	0	3	130	7	3.24(2.463)
9.	At the Myanmar Pearl Farm, employees are entitled to an annual bonus.	12	75	50	3	2.31(.658)
10.	Employees are entitled to a pension at the Myanmar Pearl Farm.	0	1	122	17	3.11(.341)

Source: Survey data, 2020

In assessing social work environment of the workers at MPE, it was found that most workers (113) thought that their salaries and jobs were not match. The survey found that there were discrepancies among workers regarding questions about meals provided for the staff and annual bonus as shown in Table (4.4). The total social work environment score was also categorized into two groups as good (>30) and poor (<30) social working environment based on the mean (29.09). The employees who answered that their social working environment was good were 47 (34%) and poor were 93 (66%).

4.3.5 Job Characteristics of the Respondents at MPE

Regarding Job characteristics of the respondents at Myanmar Pearl Enterprise, most respondents perceived that working in MPE is really stressful and they often wanted to quit their job because of this stress as shown in table (4.5). In this portion, the questionnaire concerned the job characteristics of the respondents at MPE. There were (10) questions for this portion by using four point Likert- type scale: 4 marks for strongly agree, 3 marks for agree, 2 marks for disagree and 1 marks for strongly disagree.

Table (4.5) Job Characteristics of the Respondents at MPE

Q. No	Items	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	Employees are given the right to make their own decisions about their responsibilities.	3(2.1)	12(8.6)	121(86.4)	4(2.9)	2.90 (.437)
2.	People in the work place of Myanmar pearl farm have the right to be involved in making decisions about their business.	1(0.7)	4(2.9)	130(92.9)	5(3.6)	2.99 (.306)
3.	I often feel stress at work/ With regard to occupational stress often felt.	4(2.9)	22(15.7)	109(77.9)	5(3.6)	2.82 (.527)
4.	I often think about quitting because of stress	3(2.1)	19(13.6)	112(80.0)	6(4.3)	2.86 (.498)
5.	I have received good feedback on the work I have done.	0	7(5.0)	128(91.4)	5(3.6)	2.99 (.293)
6.	When going to work, they go back and forth in groups. (Example : Working out to sea)	0	1(0.7)	126(90.0)	13(9.3)	3.09 (.305)
7.	Our team leaders openly coordinate each other in deciding our responsibilities.	1(0.7)	1(0.7)	129(92.1)	9 (6.4)	3.04 (.314)
8.	You have to be accountable and responsible for the task you perform.	0	2(1.4)	128(91.4)	10(7.1)	3.06 (.288)
9.	We coordinate to complete our daily duties on time.	0	4(2.9)	125(89.3)	11(7.9)	3.05 (.325)
10.	If you do not complete your duties within the time limit, you will be penalized.	3(2.1)	32(22.9)	99(70.7)	6(4.3)	2.77 (.554)

Source: Survey data, 2020

Total job characteristics score was divided into two groups depending upon the mean score (29.57). It was found that 130 respondents regarded their job as poor and 10 respondents regarded as good.

4.3.6 Training and Development of the Respondents at MPE

The questionnaire concerned the training and development of the respondents at MPE. There were (10) questions for this portion by using four point Likert- type scale: 4 marks for strongly agree, 3 marks for agree, 2 marks for disagree and 1 marks for strongly disagree. According to the training and development for the workers in MPE, all respondents agreed that they had a chance to promote in MPE. They also believed that they had required qualification for their job. However, for the question about sending abroad as scholars and teachers, 32 respondents did not agreed as shown in Table (4.6).

While dividing into the total score as high and low opportunities for their training and development depending upon the mean score, it was found that 139 (99%) of the respondents regarded that there was high opportunities for training and development.

Table (4.6) Training and Development of the Respondents at MPE

Q. No	Items	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	I have a chance to be promoted in Myanmar pearl farming.	0	0	129(92.1)	11(7.9)	3.08(.27)
2.	The issues of promotion and recognition of the qualifications of the designated staff in the Myanmar pearl farming industry should be amended.	0	2(1.4)	125(89.3)	13(9.3)	3.08 (.319)

Table (4.6) Training and Development of the Respondents at MPE (Continued)

Q. No	Items	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
3.	All employees, including me, have the professional skills they should have.	0	1(0.7)	129(92.1)	10(7.1)	3.06(.274)
4.	At the Myanmar Pearl Farm, employees are usually trained before entering the workplace.	2(1.4)	46(32.9)	84(60)	8(5.7)	2.7(0.596)
5.	Refresher training is often provided to staff at the Myanmar Pearl Farm.	0	8(5.7)	128(91.4)	4(2.9)	2.97(.292)
6.	At the Myanmar Pearl Farm, the staff is sent abroad with scholars and teachers. Short-term courses are usually allowed.	3(2.1)	29(20.7)	106(45.7)	2(1.4)	2.76(.503)
7.	In Myanmar Pearl Farming, promotions are based on experience.	0	35(25)	98(70)	7(5)	2.80(.512)
8.	Qualifications for promotion in the Myanmar pearl farming industry are determined by skills.	0	9(6.4)	126(90)	5(3.60)	2.97(.316)
9.	Employees of Myanmar's pearl farming industry promotion opportunities.	0	4(2.9)	128(91.4)	8(5.7)	3.03(.292)
10.	Myanma Pearl Farm focuses on improving the education of its employees.	0	2(1.4)	132(94.3)	6(4.3)	3.03(.238)

Source: Survey data, 2020

4.3.7 Communication of the Respondents at MPE

The questionnaire concerned the communication of the respondents at MPE. There were (10) questions for this portion by using four point Likert- type scale: 4 marks for strongly agree, 3 marks for agree, 2 marks for disagree and 1 marks for

strongly disagree. Regarding Communication in MPE, most employees had good communication in their working environment. They also reported that they had balanced life between family and work as shown in Table (4.7).

Table (4.7) Communication of the Respondents at MPE

Q. No	Itemsing	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	I have a friendly relationship with my colleagues.	1(0.7)	0	125(89.3)	14(10)	3.09 (.349)
2.	I also have a friendly conversation with my superior (supervisor).	0	0	127(90.7)	13(0.3)	3.09 (.291)
3.	We have a good relationship with each other in our Myanmar pearl farming industry.	0	4(2.9)	127(90.7)	9(6.4)	3.04 (.304)
4.	I have a balance between work and family life.	0	2(1.4)	128(01.4)	10(7.1)	3.06 (.288)
5.	We work together in a team spirit.	0	1(0.7)	129(92.1)	10(7.1)	3.05 (.274)
6.	At Myanmar Pearl Farm, job information is released to employees in a timely manner.	0	2(1.4)	129(92.1)	9(6.4)	3.05 (0.27)
7.	Others in our workplace before making our own decisions You can ask for your opinion.	0	4(2.9)	126(90)	10(7.1)	3.04 (.314)
8.	I respectfully listen to my superior.	0	1(0.7)	126(90)	13(9.3)	3.09 (.305)
9.	I have a habit of asking specific questions in the workplace.	0	3(2.1)	128(91.4)	9(6.4)	3.04 (.291)
10.	There are absolutely no fights in our workplace.	0	9(6.4)	123(87.9)	8(5.7)	2.99 (.350)

Source: Survey data, 2020

The total communication score was also categorized into two groups as good (>30) and poor (<30) communication based on the mean. The employees who answered that their communication was good were 21 (15%) and poor were 119 (85%).

4.3.8 Individual Working Performance Assessment

In this portion, the questionnaire concerned the individual working performance assessment of the respondents at MPE. There were (18) questions for this portion by using five point Likert- type scale: 5 marks for seldom, 4 marks for sometimes, 3 marks for routine, 2 marks for often and 1 marks for always.

**Table (4.8) Individual Working Performance Assessment of the Respondents
(N=140)**

Q. No	Items	Seldom	Sometimes	Regularly/ as routine	Often	Always	Mean(SD)
1.	During last 3 months: I managed to plan my work so that I finished it on time.	3(2.1)	2(1.4)	50(35.7)	27(19.3)	58(41.4)	2.96 (1.014)
2.	I kept in mind the work result I needed to achieve	0	5(3.6)	21(15)	45(32.1)	69(49.3)	3.27 (.847)
3.	I was able to set priorities	0	9(6.4)	25(17.9)	29(10.7)	77(55.0)	3.24(0.97)
4.	I was able to carry out my work efficiently.	8(5.7)	15(10.7)	44(31.4)	29(20.7)	44(31.4)	2.61(1.2)
5.	I managed my time well.	0	2(1.4)	51(36.4)	24(17.1)	63(45.0)	3.05(0.94)
6.	On my own initiative, I started new task when my old tasks were completed.	5(3.6)	9(6.4)	51(36.4)	26(18.6)	49(35)	2.75(1.11)

Table (4.8) Individual Working Performance Assessment of the Respondents**(N=140) (Continued)**

Q. No	Items	Seldom	Sometimes	Regularly/ as routine	Often	Always	Mean(SD)
7.	I took on challenging tasks when they were available	8 (5.7)	9(6.4)	52(37.1)	28(20)	43(30.7)	2.64(1)
8.	I worked on keeping my job-related knowledge up-to-date	11 (7.9)	5(3.6)	53(37.9)	26(18.5)	45(32.1)	2.64(1.15)
9.	I worked on keeping my work skills up-to-date	10 (7.1)	5(3.6)	56(40)	28(20)	41(29.3)	2.64(1.2)
10.	I came up with creative solutions for new problems	24 (17.1)	20(14.3)	49(35)	30(21.4)	17(12.1)	1.97(1.24)
11	I took on extra responsibilities	21 (15)	19(13.6)	39(27.9)	42(30)	19(13.6)	2.14(1.25)
12	I continually sought new challenges in my work	12 (8.6)	20(14.3)	46(32.9)	32(22.9)	30(21.4)	2.34(1.21)
13	I actively participated in meetings and/or consultations	7(5)	6(4.3)	16(11.4)	20(16.3)	91(65)	2.2(1.14)
14	I complained about minor work-related issues at work.*	100 (71.4)	0	35(25)	3(2.1)	2(1.4)	3.65(0.67)
15	I made problems at work bigger than they were.*	124 (88.6)	12(8.6)	2(1.4)	0	2(1.4)	3.83(0.59)
16.	I focused on the negative aspects of situation at work instead of the positive aspects.*	109 (77.9)	16(11.4)	2(1.4)	1(0.7)	12(8.6)	3.49(1.17)

**Table (4.8) Individual Working Performance Assessment of the Respondents
(N=140) (Continued)**

Q. No	Items	Seldom	Sometimes	Regularly/ as routine	Often	Always	Mean(SD)
17.	I talked to colleagues about the negative aspects of my work.*	108(77.1)	28(20)	1(0.7)	1(0.7)	2(1.4)	3.71(0.66)
18.	I talked to people outside the organization about the negative aspects of my work.*	104(74.3)	32(22.9)	2(1.4)	0	2(1.4)	3.69(0.65)

Source: Survey data, 2020

Reverse Question *

The mean score individual working performance of the workers at MPE was 53.91 and maximum and minimum scores were 72 and 13 out of possible highest score 72. Furthermore, The Individual Work Performance Questionnaire (Koopmans, 2015) is an 18-item scale developed in The Netherlands to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behavior.

In assessing individual working performance of the workers, they could manage their plan of work except for some people who described that they could do for sometimes and seldom. It was also shown in table (4.8). Their individual working performance were categorized into three categories; high (72-55), medium (54-34) and low (33-13) regarding their responses.

4.3.8 Association between Working Environment and Individual Working Place Performance

When comparing physical working environment and their individual working performance assessment, it was found that the respondent who reported that physical work environment was poor although they had described acceptable level in individual working performance.

Table (4.9) Association between Physical Working Environment and Individual Working Performance

Physical Working Environment	Total	Individual Working Performance			Chi-Square (χ^2)	df	P-value
		Low	Medium	High			
Poor	67	1	34	32	1.436	2	0.488
Good	73	0	34	39			
Total	140	1	68	71			

Source: Survey data, 2020

However, there was no association between physical work environment and their individual working performance assessment as shown in table (4.9) ($\chi^2 = 1.436$; $df = 2$; p -value = 0.488). Therefore, it was assume that employees who are either poor or good physical working environment produce acceptable level of working performance individually, indicating that 32 out of 71 respondents who are working in poor physical working environment produce high level of working performance while 39 out of 71 who are working in good physical working environment produce high level of working performance.

4.3.9 Association between Social Working Environment and Individual Working Performance

Table (4.10) Association between Social Working Environment and Individual Working Performance

Social Working Environment	Total	Individual Working Performance			Chi-Square (χ^2)	df	P-value
		Low	Medium	High			
Poor	93	1	50	42	3.727	2	0.155
Good	47	0	18	29			
Total	140	1	68	71			

Source: Survey data, 2020

When analysis the social working environment and individual working performance, it was found that employees who are either poor or good social working environment produce acceptable level of working performance individually, indicating that 42 out of 71 respondents who are working in poor social working environment produce high level of working performance while 29 out of 71 who are working in good social working environment produce high level of working performance. Statically, it was found that there was no association between variables as shown in table ($\chi^2 = 3.727$; $df = 2$; p -value = 0.155). Therefore, the respondent's social working environment did not influence on individual working performance in their working setting.

4.3.10 Associations between Job Characteristics and Individual Working Performance

When analysis the job characteristics and individual working performance, it was found that employees who are either poor or good job characteristics produce acceptable level of working performance individually, indicating that 66 out of 71 respondents who are working in poor job characteristics produce high level of working performance while 5 out of 71 who are working in good job characteristics produce high level of working performance. Therefore, there was no association between job characteristics and individual workplace performance according to statistical data as shown in table (4.11) ($\chi^2 = 0.83$; $df = 2$; p -value = 0.960). It was assumed that job characteristics of the respondents did not influence on individual working performance.

Table (4.11) Association between Job Characteristics and Individual Working Performance

Job Characteristics	Total	Individual Working Performance			Chi-Square (χ^2)	df	P-value
		Low	Medium	High			
Poor	130	1	63	66	0.831	2	0.960
Good	10	0	5	5			
Total	140	1	68	71			

Source: Survey data, 2020

4.3.11 Association between Training and Development and Individual Working Performance

When comparing to training and development opportunities in MPE and individual working performance assessment, it was found that the more they regarded there were high opportunities for training and development, the more performance they could do in their work. There was an association between training and development opportunities in MPE and individual working performance assessment ($\chi^2 = 140.00$; $df = 2$; $p\text{-value} = 0.000$). It was shown in table (4.12).

Table (4.12) Association between Training and Development and Individual Working Performance

Training and Development	Total	Individual Working Performance			Chi-Square (χ^2)	df	P-value
		Low	Medium	High			
Poor	1	1	0	0	1.400	2	0.000
Good	139	0	68	71			
Total	140	1	68	71			

Source: Survey data, 2020

4.3.12 Association between Communication and Individual Working Performance

In analyzing the association between Communication of the employees in MPE and their individual working performance, it was found that there was no association between them. Many respondents could do median and high performance regardless of their communication in MPE. Data were shown in table (4.13) ($\chi^2 = 1.856$; $df = 2$; $p\text{-value} = 0.395$). In the finding of association, they had to seem poor communication in working environment but they had 63 out of 71 who are working in poor communication in working produce high level of working performance in their working setting.

Table (4.13) Association between Communication and Individual Working Performance

Communication	Total	Individual Working Performance			Chi-Square (χ^2)	df	P-value
		Low	Medium	High			
Poor	119	1	55	63	1.856	2	0.395
Good	21	0	13	8			
Total	140	1	68	71			

Source: Survey data, 2020

Overall, the survey results reported here present evidence of the study on working environment and employee performance of MPE as quantitative survey results. The findings are discussed in the next chapter and appropriate recommendations of these results for employee, policy maker and future result are also discussed.

CHAPTER V

CONCLUSION

5.1 Finding

Previously, many businesses often ignored the significance of working environment for employees work satisfaction and hence they suffered a lot of hitches in their products distribution. The organizations with poor working environment are internally weak and they could not compete with their opponents (Aiken, Clarke, & Sloane, 2002). To fulfill the standards and missions of the organization, employees with high performance need positive working environment that allow them to work freely without restriction and empower them to use their potential fully. It is undeniable that positive working environment will boost the employees performance and ultimately improve their productivity (Bushiri, 2014).

Many employers, aware on current trend in economic industry are trying to improve productivity of the employee by supporting positive working environment. For this reason, workers in Myanmar Pearl Industry are surveyed their perspectives upon their working environment and individual performances because culturing a pearl is mainly depend upon human intervention and care. Total 140 respondents from different departments in Myanmar Pearl Enterprise are included in this study.

According to the result, gender distribution is nearly the same as female respondents are 67 and male counterparts are 73. The reason which higher number of male workers is the nature of the work included board drivers, divers, seamen and Pearl culture men. It was found that gender differences are not related to the individual work place performance. It is not congruent with the study conducted by Bodla (2008) from Institute of Information Technology in Pakistan. His study was finding the relationship between gender differences and perceptions of organizational politics and work performance. The researcher concluded that female employees have different perception of their roles and women at a higher level of the workplace reported more stress, lower levels of job satisfaction, organizational commitment, and job involvement than did male employees who perceived a low level of organizational

politics. However, in this study only one male worker who works as a board driver had low individual working performance.

Regarding with the age group of the respondents, although age is one of the most commonly diversified demographic variables observed among the workforce of many organizations, the result showed that there is no relationship with individual working performance of the workers in MPE. The Pearl Enterprise hired with no discrimination in nationalities of the workers. According to the findings, 115 respondents were married and they also reported that their marital status did not affect their work performance. In those respondents, many employees are Bamar, Kayin and Mon and this will be because of the familiarity with the Pearl culturing, since their native towns are mostly coastal region. It is seen that the pearl industry is giving employment opportunities to the vicinity where pearl farms are established.

Regard to educational level and designation of the employees in MPE, it was found that most of the employees could get suitable designation allied with their educational level. However, some technicians could not complete high school education and it can be concluded that if the employees have enough experiences with Pearl culturing, they have a chance to get promotion. It is congruent with their responses about promotion in the working environment.

In 140 respondents, only 3% of those earned Myanmar Kyat 3 to 4 Lakhs. Since 2018, Minimum Wages in Myanmar is 4800 MMK/day and 150,000 MMK /month. The median salary is 134,000 MMK per month, which means that half (50%) of the population are earning less than 134,000 MMK while the other half are earning more than 134,000 MMK(Salary explorer, 2021). It was found that working service of the employees and salary were related in this enterprise. Employees who earn more than 300,000 per month had more than 6 year service in MPE.

As mentioned in literature, one of many challenges for employers is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. Employers sometimes fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors.

In physical work environment, respondents were asked whether their workplace is in a well ventilated, clean, tidy and well-lit area or not. Nearly all participants responded that their physical work environment was in a good condition. They also confirmed that they have adequate protective equipment for the body during operation and they do not often suffer physical harm from their work except for 48 respondents who did not agree the statement. It means that the workers in MPE got careful attention for their health and safety from their superiors. Although this study did not found association between their physical work environment and individual working performance, most employees reported that they were working positive physical work environment and hence they had high performance in their work.

Concerned with social work environment, the respondents had to answer 10 questions associated with their social factors including salary, educational support programs, and other supports such as funeral arrangement, housing, free health clinics, and meals provision during working hours, bonus and pension. Many other responses except from bonus and meal provision were agreed all employees. There were discrepancies among employees whether they got bonus or not and whether they were provided meals for their working hours. If that so, the employers should recheck or review these two factors in order to be fair among employees. There was no association between social work environment and employees performance in MPE.

In addition, job characteristics are also remarkable factor in determining working environment. In order to cover five job characteristics: skill variety, task identity, task significance, autonomy and feedback of the employees, 10 questions were structured and asked to those employees. Most respondents agreed that their job characteristics are in good condition. If employees are not convinced with the job they assigned to them, they are not satisfied with their autonomy, security, cooperation and respect. As a result, they will feel separate from the organization. However, 35 respondents reported that if they do not complete their duties within the time limit, they will be penalized. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working

environment to employees where they feel their opinions are valued and they are a part of the organization.

Myanmar Pearl Enterprise has been developing pearl production and culturing techniques since 2000 when foreign investments were involved. Since then, workers or trainees were given training and developing for the establishment of a small scale industry producing import substituting raw materials for the pearl culturing business. Human involvement is essential for pearl production and hence training and development is very important for the employees in this industry. 131 respondents responded qualifications for promotion in the Myanmar pearl Enterprise are determined by skills. For the question about training before entering the workplace, 48 respondents did not get orientation training when they joined to this farm. Moreover the statistical result also found that there was an association between training and development opportunities in MPE and individual working performance assessment.

To improve the productivity and work performance of the employees, communication is the touch point in employment. Employees in MPE reported that they had positive communication between each other and had a balanced work and family life. However, organizational communication involves upward, downward, lateral and outside of the organization by means of formal and informal ways. It is really important understanding of employees to organizations vision, mission, policies and new initiatives. By doing so, employees will have sense of belonging and responsibilities for the development of his or her company. In this study, all respondents were asked for the communication between coworkers but not their understanding of employer's vision and mission. Moreover, it was also found that there was no association between communication and individual performance assessment according to statistical results.

5.2 Recommendation

From the findings, it is evident that the performance of an employee is mainly depending on the working environment of them. It was found that many respondents assumed that physical working environment of MPE is good enough and they felt satisfy for that. However, it should not conclude that physical working environment of MPE has a quality standard for all the employees and products they produced. For

accidents or other minor illness, it would be better for the health and safety of the employees if there is a small clinic run by general physician or occupational health nurse. Authorities in this industry should try to assess whether or not MPE has international standard of working environment by asking and studying other similar industry in other countries. Maintaining good working condition and upgrading or rebuilding flaws are necessary for the company to have sustainable quality of products of MPE.

In addition, there were some differences among employees regarding meals and annually bonus. It should not be overlooked because some confrontations and conflicts in the workplace start with tiny misunderstanding among coworkers such as fairness and justice in small things. The employer in MPE should have transparency regarding employee's benefits, salary, welfare and compensation and make sure that the employees know their rights for those. Concerned with job characteristics of the employees, many respondents complained about autonomy of the work. By giving enough autonomy for assigned responsibility, it is much better for both employees and employers in terms of self-confident and accountability. However, it should also be within the eligibility of the company. In other words, it should be a win – win situation for the company as well as those who are serving the company.

As mentioned earlier, this study found that there was an association between training and development of the employees and their individual performance assessment. It should not be ignored in order to recover the current downside trends of pearl production in MPE. Since culturing pearls is mainly depend upon human's effort and knowledge. Moreover, it was also found that there was inconsistency between their assigned designation and their education for example some technicians have got bachelor degree and some only pass high school education. It would be more effective if there is a match between their education and their work nature such as technicians for Pearl culture should be zoology degree holder. Since the most employees in the pearl farm are from the closet islands and polished their knowledge from the experiences they learnt from the regional workers. The regional employees who have enough knowledge and experiences in this farm would create more opportunities for the promotion of pearl production process if they get updated technology by assisting proficient technicians. For that reason, employers should reconsider ways to upgrade the employee's training and development or ways to hire

suitable degree holders or technicians. There was a positive communication system between employees in MPE and it should be maintained. Moreover, organizational communication involves upward, downward, lateral and outside of the organization by means of formal and informal ways. Displaying organization's vision, mission, policies and new initiatives will have sense of belonging and responsibilities for the development of his or her organization.

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Appendix (I)

A STUDY ON WORKING ENVIRONMENT AND EMPLOYEE PERFORMANCE OF MYANMAR PEARL ENTERPRISE

This is a survey questionnaire for my thesis. These answers will need to complete it. Probably takes 10-15 minutes. The collected information is “private and confidential” and will not be used for assessment. No part will be revealed without consent. The candidates don’t need to mention the name and roll number.

Part (A) Socio- Demographic Data

Code No.

Part (A) Profile of Respondents

1. Gender
2. Age
3. Race
4. Religious
5. Education
6. Marital status
7. Native township
8. Department
9. Designation
10. Source of Information on Pearl Enterprise
11. Reason for working at MPE.....
12. Working service MPE.....
13. This is the first job for me(Yes)(No).....
14. Salary.....Kyats
15. Daily working hours.....Hrs

**Part (B-1) Questionnaire for Physical Working Environment of the Respondents
at MPE (Answer All questions)**

Sr. No	Physical work environment Questionnaire	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	We work in a well-ventilated and well-lit place.					
2.	The workplace we work in is clean and tidy.					
3.	Our workplace is cramped and overcrowded.*					
4.	Our workplace is fully equipped to carry out our responsibilities.					
5.	We have adequate security measures are in place for emergencies. (eg lifesaving jackets)					
6.	We have adequate protective equipment for the body during operation.					
7.	The type of work to be done is consistent with what was agreed upon at the time of hiring.					
8.	The amount of work we have to do is reasonable.					
9.	Working hours are fair to us.					
10	I do not often suffer physical harm from my work					

**Part (B-2) Questionnaire for Social Working Environment of the respondents at
MPE (Answer All Question)**

Sr. No	Sosical work environment Questionnaire	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	My salary does not match my job.					
2.	There are educational support programs for the children of employees at the Myanmar Pearl Farm.					
3.	There are funeral arrangements for employees at the Myanmar Pearl Farm.					
4.	I got the staff housing provided by Myanmar Pearl Farm.					
5.	There are no free health clinics for staff at the Myanmar Pearl Farm.					
6.	When an employee or family member is ill, colleagues take care of them.					
7.	Meals are provided for the staff at Myanmar Pearl Farm.					
8.	At the Myanmar Pearl Farm, employees have the right to enjoy the benefits as they see fit.					
9.	At the Myanmar Pearl Farm, employees are entitled to an annual bonus.					
10.	Employees are entitled to a pension at the Myanmar Pearl Farm.					

**Part (B-3) Questionnaire for Job Characteristics of the Respondents at MPE
(Answer All Question)**

Sr. No	Job Characteristics Questionnaire	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	Employees are given the right to make their own decisions about their responsibilities.					
2.	People in the work place of Myanmar pearl farm have the right to be involved in making decisions about their business.					
3.	I often feel stress at work/ With regard to occupational stress often felt.					
4.	I often think about quitting because of stress					
5.	I have received good feedback on the work I have done.					
6.	When going to work, they go back and forth in groups. (Example : Working out to sea)					
7.	Our team leaders openly coordinate each other in deciding our responsibilities.					
8.	You have to be accountable and responsible for the task you perform.					
9.	We coordinate to complete our daily duties on time.					
10.	If you do not complete your duties within the time limit, you will be penalized.					

Part (B-4) Questionnaire for Training and Development of the respondents at MPE (Answer All Questions)

Sr. No	Training and Development Questionnaire	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	I have a chance to be promoted in Myanmar pearl farming.					
2.	The issues of promotion and recognition of the qualifications of the designated staff in the Myanmar pearl farming industry should be amended.					
3.	All employees, including me, have the professional skills they should have.					
4.	At the Myanmar Pearl Farm, employees are usually trained before entering the workplace.					
5.	Refresher training is often provided to staff at the Myanmar Pearl Farm.					
6.	At the Myanmar Pearl Farm, the staff is sent abroad with scholars and teachers. Short-term courses are usually allowed.					
7.	In Myanmar Pearl Farming, promotions are based on experience.					
8.	Qualifications for promotion in the Myanmar pearl farming industry are determined by skills.					
9.	Employees of Myanmar's pearl farming industry promotion opportunities.					
10.	Myanma Pearl Farm focuses on improving the education of its employees.					

Part (B-5) Questionnaire for Communication of the respondents at MPE (Answer All Question)

Sr. No	Communication Questionnaire	Strongly disagree	Disagree	Agree	Strongly agree	Mean(SD)
1.	I have a friendly relationship with my colleagues.					
2.	I also have a friendly conversation with my superior (supervisor).					
3.	We have a good relationship with each other in our Myanmar pearl farming industry.					
4.	I have a balance between work and family life.					
5.	We work together in a team spirit.					
6.	At Myanmar Pearl Farm, job information is released to employees in a timely manner.					
7.	Others in our workplace before making our own decisions You can ask for your opinion.					
8.	I respectfully listen to my superior.					
9.	I have a habit of asking specific questions in the workplace.					
10.	There are absolutely no fights in our workplace.					

Part (C) Questionnaire for Individual Working Performance of the respondents at MPE (Answer All Question)

Sr. No	Individual Working Performance Questionnaire	Seldom	Sometimes	Regularly	Often	Always	Mean(SD)
1.	During last 3 months: I managed to plan my work so that I finished it on time.						
2.	I kept in mind the work result I needed to achieve						
3.	I was able to set priorities						
4.	I was able to carry out my work efficiently.						
5.	I managed my time well.						
6.	On my own initiative, I started new task when my old tasks were completed.						
7.	I took on challenging tasks when they were available						
8.	I worked on keeping my job-related knowledge up-to-date						
9.	I worked on keeping my work skills up-to-date						
10.	I came up with creative solutions for new problems						
11.	I took on extra responsibilities						
12.	I continually sought new challenges in my work						
13.	I actively participated in meetings and/or consultations						
14.	I complained about minor work-related issues at work.*						
15.	I made problems at work bigger than they were.*						
I.	I focused on the negative aspects of situation at work instead of the positive aspects.*						
I.	I talked to colleagues about the negative aspects of my work.*						
I.	I talked to people outside the organization about the negative aspects of my work.*						