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A STUDY ON JOB RELATED STRESS AND WORK PERFORMANCE IN INGOs IN MYANMAR (CASE STUDY: OFFICE EMPLOYEE IN YANGON)

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A STUDY ON JOB RELATED STRESS AND WORK PERFORMANCE IN INGOs IN MYANMAR (CASE STUDY: OFFICE EMPLOYEE IN YANGON)

A thesis submitted in partial fulfillment of the requirements for the Master of Development Studies (MDevS) Degree

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This is to certify that the thesis entitled **"A STUDY ON JOB RELATED STRESS AND WORK PERFORMANCE IN INGOs SECTOR IN MYANMAR (CASE STUDY: OFFICE EMPLOYEE IN YANGON)"** submitted as partial fulfillment towards the requirements for the degree of Executive Master of Development Studies has been witnessed by the Board of Examiners.

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ABSTRACT

This study looks into the causes, effects, and prevention strategies for job-related stress among office employees working in the administration units of International Non-Governmental Organizations (INGOs) in Yangon, Myanmar. It also examines employee perceptions of job stress and its impact on work performance. The purpose of the study is to analyze how stress influences employee performance and identify actions to improve workplace productivity. Data are collected from 126 employees across 51 INGOs using structured questionnaires. The survey questions were developed based on variables related to the causes and consequences of job-related stress, actions to prevent job-related stress, and perceptions of job stress and performance. The survey results indicate that most employees experience moderate levels of job-related stress, primarily due to high workloads, time pressure, and insufficient support from colleagues and supervisors. Female employees, who make up a large portion of the workforce, may face additional stress from balancing work and family responsibilities. These stress-related challenges have a direct impact on job performance. However, the survey highlights effective strategies for reducing stress, such as stress management training, improved task prioritization, and better communication among colleagues and supervisors. These strategies not only help reduce stress but also enhance overall job performance.

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LIST OF ABBREVIATIONS

ACAS	Advisory, Conciliation and Arbitration Service
ACTED	Agency for Technical Cooperation and Development
COVID-19	Coronavirus Disease 2019
DRC	Danish Refugee Council
HRW	Human Rights Watch
ICG	International Crisis Group
ILO	International Labour Organization
INGO	International Non-Governmental Organization
INSO	International NGO Safety Organization
IOM	International Organization for Migration
MAG	Mines Advisory Group
MIMU	Myanmar Information Management Unit
MSF	Médecins Sans Frontières
NGO	Non-Governmental Organization
NPA	Norwegian People's Aid
NRC	Norwegian Refugee Council
OXFAM	Oxfam International
OSHA	Occupational Safety and Health Administration
PLAN	Plan International
PSI	Population Services International
SHRM	Society for Human Resource Management
SI	Solidarités International
TI	Transparency International
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNCIEF	United Nations Children's Fund (UNICEF)
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs

LIST OF ABBREVIATIONS (cont.)

UNODC	United Nations Office on Drugs and Crime
UN Women	United Nations Women
WB	World Bank
WHO	World Health Organization
WWF	Worldwide Fund for Nature
WV	World Vision

CHAPTER 1
INTRODUCTION

1.1 Rationale of the Study

The term "work-related stress" refers to a problem that includes a range of behavioral, cognitive, emotional, and physiological reactions to the demanding nature of the job and its surroundings. This issue is especially pronounced in developing countries such as Myanmar, where globalization and rapid technological advancements necessitate continuous adaptation to new skills, work methods, and heightened productivity demands. Employees in the International Non-Governmental Organizations (INGO) sector in Myanmar face unique challenges that have evolved significantly over recent years, particularly in response to the COVID-19 pandemic. In industrialized countries people are becoming more familiar with what work-related stress is and how to manage it (WHO, 2005; WHO, 2003), however, in developing countries, this may not yet be the case.

Modern working life also changes constantly due to the fast pace of scientific and technological advancements. As a result, production systems undergo rapid transformations. This means that workers face several challenges, including the need to learn new skills, adapt to new work methods, meet demands for higher productivity and quality, cope with time pressure and fast-paced jobs, deal with greater job competition and insecurity, and manage fewer benefits and less time for socializing with co-workers (WHO, Protecting Workers' Health Series No. 6, 2007).

Before the COVID-19 pandemic, employees in the administration units of INGOs typically managed various aspects of organizational operations, focusing on efficiency and compliance. Their responsibilities included office management, human resources, finance, IT support, and procurement logistics. They ensured smooth office functioning, from maintaining facilities to overseeing recruitment and staff development, managing budgets, financial reporting, and complying with donor regulations. Additionally, they provided technical assistance for office technology and handled procurement processes and inventory control for project activities.

However, after the pandemic, the nature of their work underwent a significant transformation. The administration unit became instrumental in facilitating remote work arrangements, supporting digital transformation initiatives, and implementing health and safety measures in the workplace. They adapted to virtual communication platforms for meetings and events, adjusted financial management processes to accommodate changes in funding priorities, and prioritized staff well-being by implementing health protocols and providing necessary support for remote work. This shift underscored the importance of adaptability and innovation in navigating the challenges brought about by the pandemic while maintaining operational effectiveness and staff welfare.

The transition to remote work introduced a myriad of stressors for staff within the administration units of INGOs. One of the primary challenges they face is adapting to this new work arrangement, which requires significant adjustments in workflow, communication methods, and time management strategies. Staff may find themselves grappling with unfamiliar technologies, struggling to navigate virtual collaboration tools, and experiencing difficulties in maintaining productivity in a home environment. The blurred boundaries between work and personal life further exacerbate these challenges, as staff may struggle to establish a clear delineation between their professional responsibilities and personal time, leading to longer work hours and heightened stress levels (Shah et al., 2021).

Moreover, the increased workload and responsibilities associated with remote work can compound these stressors. Staff may find themselves juggling additional tasks related to supporting remote teams, managing health and safety protocols, and adapting organizational processes to the new work environment. This heightened workload, combined with the pressure to meet organizational goals and deadlines, can lead to feelings of overwhelm and burnout, particularly if resources are limited or if there are staffing shortages within the administration unit. Additionally, technical challenges such as poor internet connectivity, software glitches, or inadequate hardware further exacerbate the stress of remote work, as staff may struggle to effectively perform their duties in the face of these obstacles (Gartner, 2020).

The ongoing uncertainty and change brought about by the pandemic also contribute to stress among staff in the administration unit. Organizational priorities may

shift rapidly in response to changing circumstances, leading to frequent changes in work processes and procedures. Staff may feel unsettled by this constant state of flux, as they struggle to adapt to new expectations and navigate evolving guidelines and regulations. Furthermore, the emotional toll of the pandemic, including concerns about health and safety, economic uncertainty, and personal loss, weighs heavily on staff well-being. Coping with these stressors while simultaneously managing work responsibilities can be overwhelming, leading to heightened levels of stress and anxiety among staff within the administration unit (Adams-Prassl et al., 2020).

Communication and collaboration struggle further compound these challenges. Remote work can present significant barriers to effective communication, resulting in misunderstandings, delays, and feelings of isolation among staff. Staff may find it difficult to coordinate with colleagues, provide support to remote teams, or engage effectively with external stakeholders, leading to feelings of frustration and disconnection. Additionally, maintaining a healthy work-life balance can be challenging in a remote work environment, as staff struggle to set boundaries between work and personal life. This blurring of boundaries can lead to longer work hours, increased stress levels, and feelings of exhaustion among staff within the administration unit (Savić, 2020).

Supporting colleagues and managing expectations add yet another layer of stress for staff in the administration unit. Staff may feel pressure to support colleagues who are struggling with the challenges of remote work or facing personal difficulties. Additionally, managing expectations from supervisors and stakeholders while navigating these challenges can contribute to stress and anxiety. Staff may feel overwhelmed by the demands placed upon them, leading to feelings of inadequacy or frustration (Allen et al., 2021).

The shift to remote work brought about by the COVID-19 pandemic has introduced a multitude of stressors for staff within the administration unit of INGOs. From adapting to new work arrangements and managing increased workloads to navigating uncertainty and supporting colleagues, staff face a myriad of challenges that can impact their well-being and effectiveness in fulfilling their roles. It is imperative for organizations to recognize and address these stressors by providing adequate

support and resources, fostering open communication and collaboration, offering mental health and well-being resources, and promoting a supportive work culture.

This study is particularly relevant in the context of Myanmar, a developing country where individuals are increasingly confronted with work-related stress due to globalization and evolving work dynamics in post-pandemic times. While industrialized nations have made strides in understanding and managing work-related stress, the same level of awareness may not yet exist in Myanmar.

1.2 Objectives of the Study

The objectives of this study are:

a. To investigate the causes and the consequences of job-related stress among employees within the INGO sector in Myanmar.
b. To analyze actions to prevent job-related stress among employees within the INGO sector in Myanmar.
c. To examine perceptions about job-related stress and performance among employees within the INGO sector in Myanmar.

1.3 Method of Study

This study employed a descriptive method, primarily utilizing primary data to achieve the objectives of the research. Structured questionnaire survey was used to collect the data required for quantitative analysis. Primary data were gathered from selected INGOs in Myanmar. Secondary data were collected from online resources, research papers, articles, journals, and related websites.

1.4 Scope and Limitations of the Study

This study focused on the perceptions of job stress and performance among employees in the Yangon-based office of an International Non-Governmental Organization (INGO) under the administration unit. The study participates in 51 International Non-Governmental Organizations (INGOs) Yangon-based offices within the administration unit. A sample of 126 employees were randomly selected from a total of 223 employees across the 51 INGOs. Primary data were collected through

structured questionnaire surveys utilizing a 5-point Likert scale. The data collection period spanned from April to June 2024.

1.5 Organization of the Study

The organization of this study is structured into five chapters. Chapter I presents the rationale of the study, objectives of the study, method of study, scope and limitations of the study and organization of the study. Chapter II presents the literature review delves into existing theories and research related to the concept of job stress, nature ant types of Job related stress, work performance, career progression, job satisfaction and emotional exhaustion in the context of INGOs in Myanmar. Chapter III presents on the nature and type of INGOs in Myanmar, working conditions experienced by employees in INGOs operating in Myanmar and HR policies of INGOs in Myanmar. Chapter IV presents the empirical analysis on the findings and interpreting them in relation to the study's objectives. Finally, the conclusion and suggestions for this study have been summarized in chapter V.

CHAPTER II
LITERATURE REVIEW

2.1 Definition and Concept of Job-Related Stress

Job-related stress refers to the physical, emotional, cognitive, and behavioral responses that occur when job demands exceed the worker's ability to cope. One of the earliest frameworks for understanding job-related stress was proposed by Karasek (1979), who described how job demands, decision latitude, and mental strain interact to influence stress levels. He argued that workers in high-demand, low-control jobs are most vulnerable to stress (Karasek, 1979).

The management of job-related stress requires strategies at both the organizational and individual levels. Sauter et al. (1999) emphasized the importance of preventive strategies, such as stress management programs and time management training for individuals. At the organizational level, companies must foster a supportive environment to mitigate stressors, improve communication, and encourage participation in decision-making (Sauter et al., 1999).

Job-related stress can have severe health consequences, including cardiovascular diseases, musculoskeletal disorders, and weakened immune function. Marmot et al. (1991) highlighted the link between chronic stress and health inequalities in their study of British civil servants, noting that prolonged exposure to stress can significantly impact physical well-being (Marmot et al., 1991).

Job burnout is another consequence of prolonged work-related stress. Maslach et al. (2001) discussed the psychological impact of burnout, describing it as emotional exhaustion, depersonalization, and reduced personal accomplishment. Burnout affects both job performance and overall job satisfaction, leading to increased absenteeism and turnover (Maslach et al., 2001).

The causes of job-related stress are often rooted in factors like high job demands, lack of autonomy, and poor organizational support. Sparks et al. (2001) discussed how these factors contribute to occupational stress, emphasizing that unclear

job expectations and high workloads are significant contributors. Their research underscored the need for a supportive work environment to alleviate stress (Sparks et al., 2001).

Cox et al. (2000) further explored work-related stress, identifying poor communication, role ambiguity, and insufficient support from management as key organizational stressors. They also noted the psychological impacts of work-related stress, such as anxiety and depression, and the importance of addressing these issues to promote a healthy work environment (Cox et al., 2000).

The World Health Organization (WHO) provided additional insight into the definition of work-related stress, emphasizing that stress arises when the demands of the job exceed an individual's capacity to cope. WHO's 2003 report highlighted the impact of stress on both worker health and organizational productivity, particularly in developing nations where stress management resources are limited (WHO, 2003).

WHO emphasized the critical need to raise awareness about work-related stress in developing nations. Their report highlighted that many traditional work environments were ill-prepared to address modern workplace hazards such as stress, which posed significant risks to both worker health and productivity (WHO, 2005).

Further emphasizing the global challenge of stress in developing countries, WHO (2007) reiterated the need for employers, workers, and policymakers to collaborate to address work-related stress. In developing nations like Myanmar, this collaboration is particularly important as workers are often exposed to heightened stress due to globalization and unsafe work practices (WHO, 2007).

In more recent studies, globalization and technological advancements have led to significant changes in labor markets, especially in developing countries. WHO's 2017 report emphasized the need for global collaboration to address workplace stress, focusing on the evolving challenges posed by economic instability and rapidly changing job requirements (WHO, 2017).

The pandemic's impact on job-related stress has been particularly profound. Smith & Jones (2021) explored how administrative units within International Non-Governmental Organizations (INGOs) adapted to remote work during the pandemic. They identified new stressors, including balancing personal and professional responsibilities, which led to longer work hours and feelings of isolation (Smith & Jones, 2021).

Additionally, Johnstone et al. (2021) examined the uncertainty caused by the pandemic, noting that shifting organizational priorities and evolving job expectations created anxiety among employees. This uncertainty, coupled with remote work challenges, significantly increased stress levels (Johnstone et al., 2021).

Remote work stressors were further exacerbated by communication and collaboration challenges. Anderson et al. (2021) highlighted how the lack of effective communication tools and the barriers to virtual collaboration intensified stress, causing frustration among employees as they navigated new work environments during the pandemic (Anderson et al., 2021).

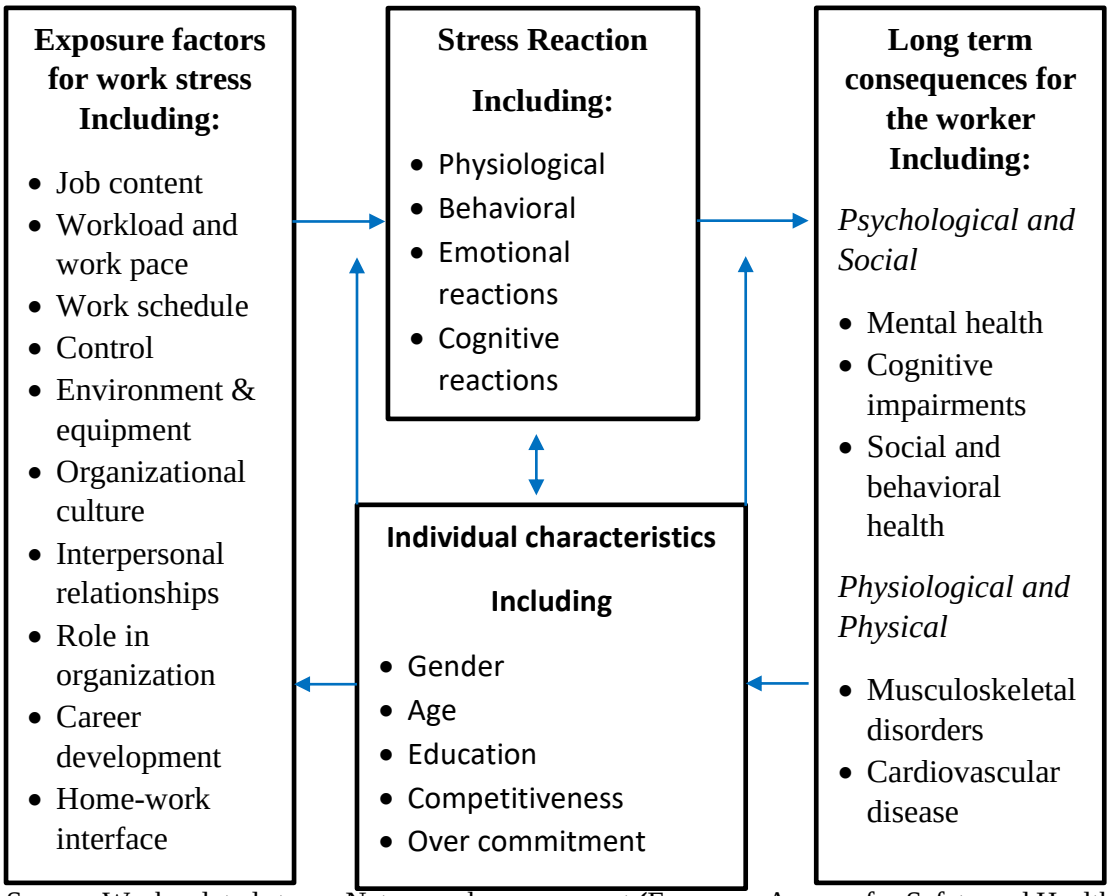
The World Health Organization (WHO, 2020) discussed the impact of COVID-19 on worker well-being, highlighting the rise in stress levels among administrative staff due to remote work and the overall uncertainty of the pandemic. Workers faced an increased workload, new health protocols, and the pressure of maintaining organizational goals under challenging circumstances (WHO, 2020).

The changing nature of work due to globalization and technological advancements continues to be a significant source of stress, particularly in developing countries. The International Labour Organization (ILO) (2022) underscores the importance of managing work-related stress at both the organizational and individual levels, particularly in the face of these evolving labor market challenges (ILO, 2022).

2.2 Nature and Types of Job-Related Stress

Work-related stress arises when the demands and pressures of a job exceed an individual's ability to cope, leading to various physiological, emotional, and cognitive reactions. Exposure factors such as excessive workload, unclear roles, lack of control, poor interpersonal relationships, and difficulties in balancing home and work life are major contributors to stress. If these factors are not addressed, they can result in long-term consequences, including mental health issues, cognitive impairments, and physical health problems like cardiovascular disease (European Agency for Safety and Health at Work, n.d.).

Figure (2.1) Nature and Types of Job-Related Stress



Source: Work-related stress: Nature and management (European Agency for Safety and Health at Work, n.d.)

Job-related stress arises from various factors that can negatively impact an employee's well-being and performance. These factors include workload stress, role conflict and ambiguity, interpersonal conflicts, and environmental hazards, among others. Stress can also stem from difficulties balancing work and home life, and concerns about job security. The consequences of unmanaged stress may manifest physically, emotionally, cognitively, and behaviorally. Understanding the nature of these stressors and taking preventive actions is essential for improving both individual well-being and organizational productivity (World Health Organization, 2007).

Menon and Dini (2014), as cited in Sharma and Singh (2022), analyzed key factors contributing to workplace stress, specifically focusing on job demands, control over work, and cooperation among employees. Their study emphasized that these elements were significant sources of stress in the workplace and suggested that

addressing them could improve the overall work experience and well-being of employees.

Kumar and Sheeba (2023) identified that management plays a significant role in influencing various stress factors, particularly task and role demands, which were both influential and modifiable. Their study highlighted that strategic initiatives by management, such as improving recruitment processes, offering targeted training programs, and enhancing employee participation in decision-making, could proactively mitigate these stress-inducing factors. Additionally, they explained that individuals exposed to high levels of pressure or excessive demands often experience stress when job demands exceed an employee's abilities or resources. This mismatch leads to adverse physical and mental reactions, often categorized as work-related stress, with potential long-term impacts on both mental and physical health.

Pandey (2020) assessed the impact of work stress on employee performance, advocating for the implementation of effective stress management strategies to enhance performance. The study focused on employees across various industries and found that unmanaged work stress significantly diminished employee performance. To address this, Pandey emphasized the need for organizational interventions such as wellness programs, workload balancing, and enhanced support systems to reduce stress and improve overall productivity.

Rivera-Torres, Araque-Padilla, and Montero-Simó (2013) explored gender differences in workplace stress, highlighting the importance of emotional and intellectual demands as well as social support, particularly for women. They found that stress factors such as lack of emotional support and increased cognitive load negatively impacted performance and well-being. Their research underscores the need for tailored stress management programs that address gender-specific stressors in the workplace .

2.3 Impact of Job-Related Stress

Imtiaz and Ahmad (2009) described the presence of high stress levels in workplaces where management did not prioritize finding solutions. This neglect resulted in reduced worker performance, damage to organizational reputation, and the loss of skilled employees. Their findings called for immediate attention from management to implement effective stress management practices, thereby improving employee satisfaction and performance (as cited in Pandey, 2020).

Anbazhagan (2013) explored the sources of stress and their impact on job satisfaction and well-being, revealing a negative tension between the organization and its employees (as cited in Sharma & Singh, 2022). This tension highlighted the importance of managing stress to foster a positive organizational environment and improve employee satisfaction.

Kumar and Sheeba (2023) found that the proactive prevention of workplace stress offered numerous benefits, including reduced symptoms of compromised mental and physical health, fewer injuries and illnesses, minimized lost time, lower rates of sick leave and absenteeism, reduced staff turnover, increased productivity, higher job satisfaction, improved work engagement, lower employer costs, and overall enhanced employee health and community well-being. These findings emphasized the importance of addressing workplace stress to improve organizational outcomes and employee welfare.

2.4 Job Related Stress Coping Mechanism

Ito et al. (2003) investigated the relationship between employee resources, coping strategies, and emotional exhaustion, revealing that employees with more resources employed more active coping strategies and experienced lower levels of emotional exhaustion, except when dealing with task complexity. This finding highlighted the importance of providing employees with adequate resources to reduce stress and exhaustion.

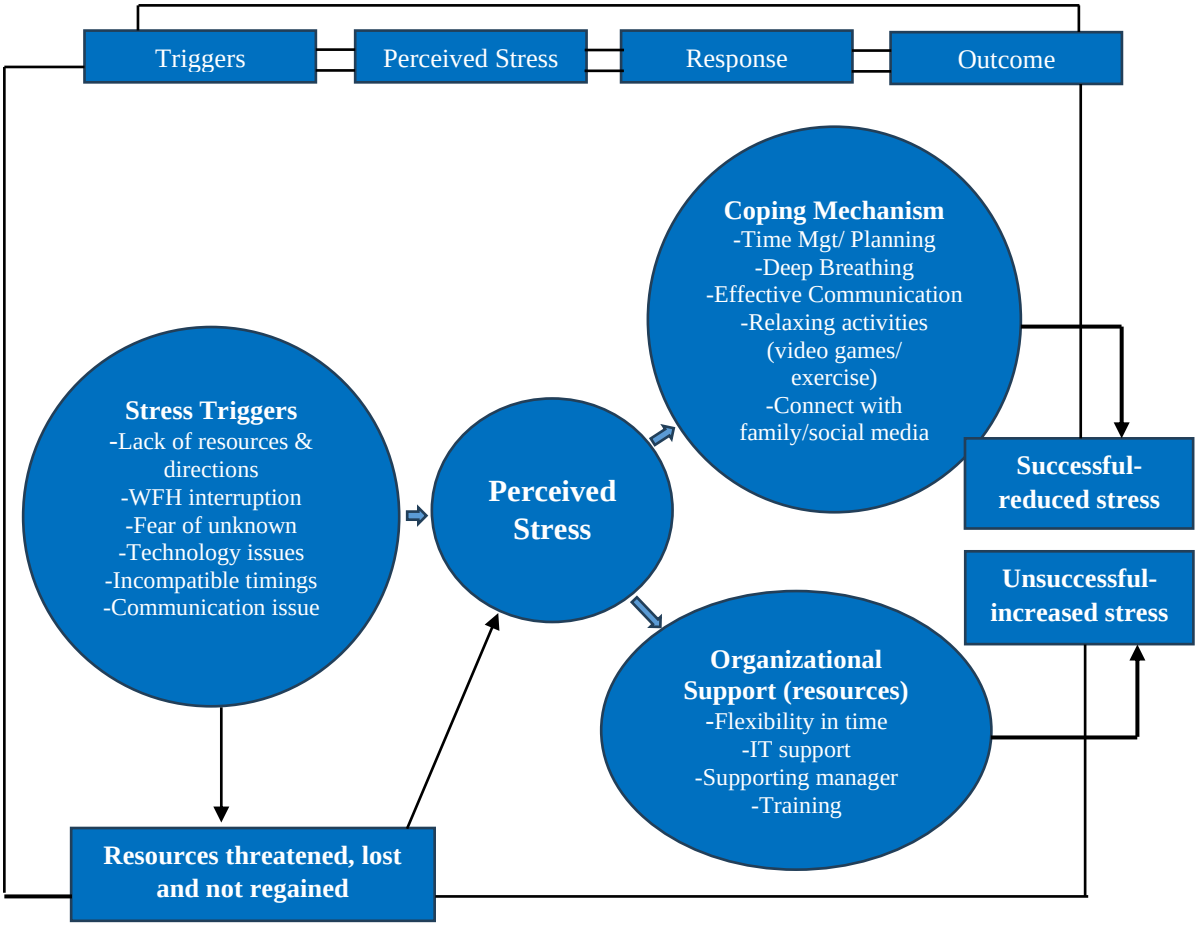
Robbins (2004) proposed two main approaches to managing stress the individual approach and the organizational approach. The individual approach included strategies that employees could implement independently, such as regular exercise, relaxation techniques, and sharing concerns with others. In contrast, the organizational approach involved interventions at the organizational level, such as the development and implementation of training programs, improving personnel policies, and fostering an open communication environment (as cited in Fonkeng, 2018).

Schmidt (2017) identified several triggers of job-related stress among humanitarian aid workers, including general workload, teamwork challenges, and disconnection from headquarters. Coping mechanisms included relying on team members, drawing on professional experience, and maintaining a fulfilling life outside of work. These strategies helped mitigate the impact of stress on aid workers' well-being.

Goel and Verma (2020) discovered that age significantly influenced stress coping mechanisms, with older employees demonstrating stronger coping skills but also reporting higher perceived workplace stress, possibly due to new stressors encountered at work. However, the study found that gender, management level, and organizational ownership did not significantly impact stress perceptions or coping mechanisms.

Work-related stress can be mitigated through various coping mechanisms, as highlighted in the Integrated Stress Model. These mechanisms include both personal and organizational strategies aimed at reducing stressors and enhancing resilience. Personal strategies, such as time management, relaxation techniques, and seeking social support, help individuals manage stress more effectively. On an organizational level, providing clear job roles, offering flexibility, and fostering a supportive work environment can significantly reduce the impact of stress on employees (Obrenovic, B. (2022)

Figure (2.2) Job Related Stress Coping Mechanism



Sources: Coping strategies, Organization Support and Outcome (Obrenovic, B., 2022)

2.5 Concepts related to Job Stress

Job-related stress is a complex phenomenon shaped by both intrinsic and extrinsic factors in the work environment. Emotional exhaustion, as explained by the Emotional Exhaustion Model, highlights the impact of prolonged exposure to work-related stressors, such as excessive workload, lack of control, and insufficient support, which lead to burnout and reduced job performance (Maslach & Leiter, 2016). Additionally, Herzberg's Two-Factor Theory explains how the absence of hygiene factors, such as fair working conditions and adequate pay, can increase job dissatisfaction and stress, while motivators like recognition and achievement enhance job satisfaction (Herzberg, 1966). Similarly, Maslow's Hierarchy of Needs shows how unmet basic needs—such as job security and belonging—due to job stress prevent employees from reaching higher levels of motivation and self-actualization (Maslow, 1943). Integrating these theories helps illustrate the diverse sources of job-related stress and underscores the need for organizations to address both environmental and psychological factors to improve employee well-being and productivity.

2.5.1 Emotional Exhaustion Model

The Emotional Exhaustion Model is a key component in the study of burnout, particularly regarding job stress and employee well-being. Emotional exhaustion is characterized by individuals feeling overextended and drained of their emotional and physical resources. This concept is central to the Maslach Burnout Inventory (MBI), which defines burnout as "comprising three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment" (Maslach & Jackson, 1981). Emotional exhaustion is considered the core element of burnout and often results from prolonged exposure to stressful work conditions.

Emotional exhaustion serves as both a symptom and cause of job stress. It typically arises from continuous job demands and stressors that exceed an individual's ability to cope. Work environments with high demands and limited support increase the risk of emotional exhaustion, leading to diminished work performance, feelings of inadequacy, detachment from one's job, and declines in both physical and mental health (Maslach & Leiter, 2016). The cyclical relationship between stress and emotional exhaustion can create a toxic work environment, exacerbating stress levels among employees.

The Emotional Exhaustion Model plays a vital role in understanding how workplace stress impacts employee health and productivity. Emotional exhaustion, defined as being overwhelmed and unable to meet constant demands, is the most evident manifestation of burnout. Numerous studies have shown that persistent workplace stressors, such as excessive workload, limited control over job activities, conflicting expectations, and minimal social support, lead to emotional exhaustion (Schaufeli & Buunk, 2003). These stressors drain emotional resources, reducing energy, increasing cynicism, and fostering a sense of inefficacy. Environments requiring high emotional involvement particularly expose employees to emotional exhaustion (Maslach & Jackson, 1981).

This model underscores the necessity for organizational interventions to mitigate the causes of emotional exhaustion. Effective strategies include managing workloads, providing adequate resources, and establishing emotional support systems (Maslach & Leiter, 2016). Addressing these factors is crucial for preventing burnout and fostering a healthier, more productive work environment.

The Emotional Exhaustion Model and related burnout and job stress theories provide a comprehensive framework for analyzing employee well-being. By identifying core stressors such as high job demands, low job control, and insufficient workplace support, researchers can better understand the factors that lead to burnout. The model highlights the critical role of emotional exhaustion as both a symptom and cause of job stress, illustrating how prolonged exposure to stressful conditions depletes emotional resources and leads to adverse outcomes such as reduced performance and health issues. These insights help inform potential intervention strategies, including workload management and enhanced support systems, that can be analyzed for their effectiveness in reducing burnout and improving workplace environments (Maslach & Leiter, 2016). This approach offers a deeper understanding of emotional exhaustion and helps shape targeted policies to enhance employee well-being and productivity.

2.5.2 Job Satisfaction Theory

Frederick Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, distinguishes between factors that lead to job satisfaction (motivators) and those that prevent job dissatisfaction (hygiene factors). Motivators include elements such as achievement, recognition, the nature of the work itself, responsibility, and opportunities for advancement. Hygiene factors encompass aspects such as company

policies, supervision quality, salary, interpersonal relations, and working conditions (Herzberg, 1966).

Abraham Maslow's theory proposes a hierarchy of human needs, typically represented as a pyramid with basic physiological needs at the base and self-actualization at the top. This hierarchy ranges from basic needs such as physiological and safety needs to higher-order needs like belongingness, esteem, and self-actualization (Maslow, 1943).

Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs offer significant insights into the relationship between job-related stressors and employee satisfaction. According to Herzberg's theory, while motivators such as recognition and achievement enhance job satisfaction, the absence or inadequacy of hygiene factors—such as poor working conditions, lack of job security, unsatisfactory salaries, and rigid company policies—can lead to increased job stress. This stress not only causes dissatisfaction but also hinders employee engagement and productivity by failing to meet their basic needs (Herzberg, 1966).

Maslow's Hierarchy of Needs similarly emphasizes how job stress can obstruct the fulfillment of human needs at different levels. At the base of the hierarchy, job insecurity and unsafe working conditions threaten physiological and safety needs. Moreover, social needs, including belongingness and esteem, are impacted when stress deteriorates workplace relationships, weakening a sense of community. Chronic stress further impedes individuals from reaching esteem and self-actualization levels, where recognition and personal growth are stifled (Maslow, 1943).

Integrating Herzberg's and Maslow's frameworks into the context of job stress highlights the importance of addressing both intrinsic and extrinsic factors to mitigate stress and improve job satisfaction. Organizations that successfully manage these factors not only enhance job satisfaction but also enable employees to progress through Maslow's hierarchical levels, fostering greater motivation and reducing stress. Thus, strategies focused on improving hygiene factors and fulfilling needs, from the physiological level to self-actualization, can significantly improve employee well-being and organizational performance (Maslow, 1943; Herzberg, 1966).

2.5.3 Career Progression Theory

Career Progression Theory encompasses various models and frameworks that explain the dynamics and pathways through which individuals advance in their careers.

One prominent model within this domain is the Social Cognitive Career Theory (SCCT), which extends Bandura's general social cognitive theory to career development (Lent, Brown, & Hackett, 1994).

Career progression can be a significant source of stress, particularly when individuals face obstacles in achieving their career goals or when their career development expectations are unmet. Factors such as unclear career paths, perceived lack of advancement opportunities, and a mismatch between personal career goals and organizational opportunities contribute to career-related stress (Greenhaus, Callanan, & Godshalk, 2010). These barriers can create uncertainty and frustration, hindering career satisfaction and overall mental health.

This type of stress often arises from anxiety related to underutilization or fear of redundancy, which negatively impacts job satisfaction and mental health. According to the Social Cognitive Career Theory (SCCT) framework, career-related stress may result from low self-efficacy beliefs, where individuals doubt their ability to succeed in their desired career paths. These doubts lead to increased stress and decreased motivation (Lent, Brown, & Hackett, 1994). Additionally, outcome expectations—beliefs about the results of specific behaviors—can influence stress levels. When individuals anticipate negative outcomes or believe their efforts will not lead to career advancement, they are likely to experience heightened stress and frustration (Lent et al., 1994).

Personal career goals, which guide and sustain behavior, are another critical factor in career-related stress. Unrealistic or unmet career goals can foster feelings of inadequacy and job dissatisfaction, exacerbating stress (Greenhaus et al., 2010). When employees feel that their goals are not attainable, it diminishes their sense of accomplishment and contributes to mental strain, further diminishing job satisfaction and performance.

Organizational factors also significantly contribute to career-related stress. Work environments that lack clear career development programs or fail to provide adequate support for career advancement create stressful conditions for employees. Additionally, organizational cultures that misalign with individual career aspirations can generate feelings of disconnection and stress (Greenhaus et al., 2010). Implementing effective career management strategies, such as mentoring, training, and clear communication about career paths, can mitigate these stressors and enhance employee job satisfaction.

2.6 Reviews on Previous Studies

Murali, Basit, and Hassan (2015), examined the negative correlation between job stress and employee performance. The research focus was on understanding how job stress influences employee productivity and performance across different industries, with the scope covering various sectors to provide a broad view of workplace stress. The primary objective of their research was to explore the impact of job stress on overall performance in the workplace. Their study utilized a quantitative research design, employing surveys distributed to employees across a range of industries. The sample size and industry details were generalized, making the study applicable to a variety of work environments. The findings demonstrated a significant negative correlation between stress and performance, asserting that stress served as a barrier to achieving optimal performance. The results showed that increased stress levels led to a direct decline in worker productivity, further emphasizing the detrimental effects of stress on output. Actionable insights from this study suggest that reducing job stress in the workplace is essential to improving employee performance, though no specific recommendations were provided on how to achieve this.

Basit and Hassan (2017) conducted a more focused study, examining the specific impact of various job stress factors on employee performance. Their research focused on identifying which stress factors (e.g., workload, time constraints, role ambiguity, and lack of desire) had the most significant effect on employee productivity. The scope was narrowed to a specific geographic region, Malaysia, offering insights into stress factors within a more localized context. This study employed a causal research design with a questionnaire developed and tested for reliability and validity. The sample consisted of 310 respondents, collected via convenient sampling through social media, with 136 completed questionnaires deemed usable for analysis. The questionnaire included four independent variables (workload, time constraints, role ambiguity, and lack of desire) measuring stress levels, while employee performance was the dependent variable. The findings revealed that time constraints and role ambiguity had a significant negative impact on performance, whereas workload and lack of desire did not significantly affect performance. Actionable insights from this study suggest that organizations aiming to improve employee performance should focus

on controlling time constraints and minimizing role ambiguity in the workplace, as these factors were found to have the most substantial influence on productivity.

Kirti (2017) explored the relationship between workplace conflict and women's empowerment, focusing on how conflict impacts women's stress levels, performance, and sense of empowerment in the workplace. Using a quantitative research design, the study surveyed 200 women from various industries, finding that workplace conflict significantly increased stress and negatively affected women's job performance and empowerment. The results highlighted the need for conflict management strategies, such as conflict resolution training and creating supportive work environments, to help mitigate the detrimental effects of conflict on women's professional growth and success.

Rao and Prasad (2017) carried out a similar study in the Business Process Outsourcing (BPO) sector, examining the specific stress factors that influenced employee performance. The study revealed that BPO employees experienced high levels of stress due to irregular working hours, high job demands, and constant pressure to meet performance targets. These stressors led to increased burnout and reduced job performance among employees. Rao and Prasad's research underscored the need for targeted interventions to manage these sector-specific stress factors, which would contribute to improved employee well-being and organizational efficiency.

Schmidt (2017) focused on managing work-related stress in humanitarian fieldwork, emphasizing the role of resilience resources and support systems in maintaining high performance under stress. The research scope involved workers in high-stress humanitarian environments, exploring how resilience and external support could aid in stress management. Schmidt employed a qualitative research design, interviewing 50 humanitarian workers to assess their coping mechanisms and stress management strategies. The findings showed that workers with access to strong support systems and resilience resources were more likely to maintain high performance in stressful situations. Actionable insights from this study suggest that organizations in high-stress industries should provide access to resilience training and develop robust support systems to enhance worker performance and well-being.

Pandey (2020) assessed the impact of work stress on employee performance, focusing on how stress management strategies could enhance productivity. The research scope targeted employees across multiple industries to provide a broad understanding of stress impacts. Using a quantitative research design, Pandey surveyed 300 employees to gather data on stress levels and performance outcomes. The findings

revealed a significant negative correlation between high stress levels and decreased employee performance, with effective stress management strategies linked to improved productivity. Actionable insights include the recommendation for organizations to implement structured stress management programs, such as wellness initiatives and workload balancing, to enhance overall employee performance.

Sharma and Singh (2021) analyzed the effect of work stress on employee performance, with a focus on the role of organizational interventions in mitigating stress. The research scope involved employees in high-demand corporate environments, aiming to determine how organizational support could improve stress management. The study utilized a mixed-methods research design, collecting both survey and interview data from 200 employees. The findings indicated that organizational interventions, such as flexible work arrangements and mental health resources, significantly reduced work-related stress and improved employee outcomes. Actionable insights suggest that companies should prioritize implementing stress-reduction strategies, including providing mental health support and promoting a healthier work-life balance, to boost employee performance.

Ali and Sardouk (2022) investigated the relationship between job stress, job motivation, and performance, with a focus on the moderating role of psychological capital. Data was gathered from 240 respondents who worked for Pakistani companies using an internet survey and empirical research approach. SPSS was used for statistical analysis. Regression analysis was used in the study to evaluate the data gathered, and the results showed a negative correlation between workplace stress and job motivation and performance. This underscores the significance of establishing a stress-free work environment. This research also indicates that psychological capital plays a moderating role in the relationship between job stress and motivation, with motivation being positively linked to job performance.

Sharma and Singh (2022) conducted a study on the effect of work stress on the work performance of employees, and the total sample size for the study is 80 employees, such as professors, assistant professors, associate professors, etc., from private sector universities in Haryana, chosen by stratified sampling techniques and multiple linear regression techniques was use to analyze the data. The findings indicate that job insecurity, overwork, and poor working environments significantly contribute to heightened stress levels among employees, consequently affecting their performance negatively.

Kumar and Mansoor (2023) conducted a study on the impact of job stress on women employees' performance in the IT Sector. The purpose of the study is to look into the main reasons why women in the IT industry experience job stress and how it affects their ability to do their jobs. It specifically examines workload stress, job security, shift work, and their effects on job performance. Utilizing a qualitative approach, the researchers gathered data through surveys and interviews to explore job stress factors experienced by women employees in IT organizations. Data analysis involved thematic coding and interpretation to discern patterns and insights regarding the relationship between job stress and performance. The findings indicate that workload stress, job security concerns, and irregular shift work significantly influence the job performance of women employees in the IT sector.

CHAPTER III

OVERVIEW OF INGOs IN MYANMAR

International Non-Governmental Organizations (INGOs) and Non-Governmental Organizations (NGOs) play a critical role in the socio-economic development of Myanmar. The International Non-Governmental Organization Forum serves as the recognized coordinating body for INGOs in Myanmar, aiming to strengthen the effectiveness and coordination of humanitarian assistance and development initiatives. INGO Forum members' main objective is to raise everyone's standard of living in Myanmar by combating poverty and advancing prosperity and peace. According to estimates from the INGO Forum Myanmar, more than 95 NGO member organizations (15 UNs, 55 INGOs, 25 Local NGOs) in Yangon Region are actively engaged in national sustainable development initiatives (INGO Forum Myanmar, n.d.).

Local Organizations (NGOs) are non-governmental organizations that are exclusively made up of citizens of Myanmar; foreigners are not permitted to join them. In Myanmar, non-governmental organizations must elect at least five members within 30 months of their registration. They are permitted to accept contributions from foreign governments and organizations, as well as own real estate, provided the donations are not of a political, religious, or commercial nature (Ministry of Home Affairs, 2014).

International Non-Governmental Organizations (INGOs) can include Myanmar citizens as members but are treated as foreign entities registered in Myanmar. They cannot participate in political, religious, or commercial endeavors, just like NGOs. INGOs in Myanmar operate across various sectors, reflecting the country's complex socio-political landscape and its development needs (INGO Forum Myanmar, n.d.).

3.1 Types and Fields of Work of INGOs in Myanmar

International Non-Governmental Organizations (INGOs) focus on fields such as humanitarian aid, healthcare, human rights, education, environmental conservation, peacebuilding, women's empowerment, youth development and community development. The nature and types of INGOs in Myanmar can be broadly categorized as follows:

3.1.1 Humanitarian Aid and Development

INGOs involved in humanitarian aid and development make up approximately 25% of the total organizations. These INGOs address immediate needs during crises, such as natural disasters, by providing emergency relief in the form of food, water, shelter, and medical assistance. Beyond emergency relief, they focus on sustainable development initiatives aimed at poverty reduction, access to education and healthcare, and economic empowerment. These efforts involve close collaboration with local communities, government agencies, and other stakeholders to design interventions and promote local capacity-building (UNOCHA, 2023).

3.1.2 Healthcare

Healthcare-focused INGOs comprise about 20% of the total. These organizations provide vital medical services, particularly in remote and conflict-affected areas where government healthcare is insufficient. They operate clinics, hospitals, and mobile medical units, often addressing key issues such as maternal and child health, infectious diseases (e.g., malaria, tuberculosis, HIV/AIDS), and hygiene promotion. Additionally, they supply medical equipment, provide training for healthcare workers, and engage in health education programs (WHO, 2023).

3.1.3 Human Rights and Advocacy

Approximately 10% of INGOs in Myanmar focus on human rights and advocacy. These organizations work to promote and protect human rights, democracy, and the rule of law. They monitor and document human rights abuses, provide legal assistance to victims, and advocate for reforms to strengthen democratic institutions. INGOs in this sector often collaborate with civil society groups to empower

marginalized communities and engage in diplomatic efforts to raise international awareness of human rights issues in Myanmar (HRW, 2023).

3.1.4 Education

About 15% of INGOs are dedicated to improving access to and quality of education in Myanmar. These organizations support schools, train teachers, and develop educational materials tailored to local contexts. Their initiatives ensure that children, especially in remote or conflict-affected areas, have access to quality education. This includes efforts in school construction, scholarships, inclusive education for children with disabilities, and vocational training to enhance youth livelihoods (UNCIEF, 2023).

3.1.5 Environmental Conservation

Environmental conservation INGOs account for 5% of the total. These organizations work to protect Myanmar's rich biodiversity and natural resources by addressing deforestation, habitat destruction, and pollution. They promote sustainable land-use practices and establish protected areas while raising awareness about environmental issues. INGOs in this sector collaborate with government agencies and local communities to mitigate the impacts of climate change and preserve ecosystems (WWF, 2023).

3.1.6 Peacebuilding and Conflict Resolution

INGOs focusing on peacebuilding and conflict resolution make up 10% of the total. Given Myanmar’s history of ethnic conflict, these organizations play a key role in promoting dialogue, peace negotiations, and reconciliation efforts. They support peace education and capacity-building activities that empower communities to address the root causes of conflict. Additionally, these INGOs advocate for inclusive political processes and governance structures that respect diversity and human rights (ICG, 2023)

3.1.7 Women’s Empowerment and Gender Equality

Around 5% of INGOs in Myanmar concentrate on women's empowerment and gender equality. These organizations work to eliminate gender-based discrimination and violence, enhance women’s participation in leadership, and improve access to

education, healthcare, and economic resources for women and girls. They collaborate with local women's groups to provide leadership training, entrepreneurship opportunities, and advocacy on reproductive rights and gender-based violence (UN Women, 2023)

3.1.8 Children and Youth Development

Children and youth development INGOs represent 10% of the total. They prioritize child protection services and support initiatives to prevent exploitation, abuse, and violence. These organizations create child-friendly spaces, provide psychosocial support to conflict-affected children, and combat child labor and trafficking. Additionally, they invest in youth development programs that offer skills training, entrepreneurship, and civic engagement opportunities (Save the Children, 2023).

3.2 Employment Condition of International Non-Governmental Organizations in Myanmar

The organizational structure of International Non-Governmental Organizations (INGOs) in Myanmar typically follows a hierarchical and functional model that ensures effective operations and compliance with both local laws and donor requirements. At the top of the structure is the Country Director, responsible for overall leadership and strategic direction, often supported by a Deputy Country Director who oversees operational functions. Key departments include the Program and Operations Department, led by a Program Manager, and the Administration and Human Resources Department, which handles recruitment, employee relations, and office administration. The Finance and Accounting Department manages budgeting, financial reporting, and auditing, while the Monitoring, Evaluation, Accountability, and Learning (MEAL) Department ensures that project outcomes are tracked and analyzed. Additionally, INGOs often have a Communications and Advocacy Department for managing external communications and advocacy efforts, and a Safety and Security Department to protect staff and operations, particularly in conflict-affected areas (INGO Forum Myanmar, 2023).

Table (3.1) The typical organizational structure of INGOs

S.N	Position/Department	Role and Responsibility
1	**Country Director**	Provides overall leadership, sets strategic direction, ensures compliance with local laws and donor requirements.
2	**Deputy Country Director**	Oversees operational functions, supports the Country Director in strategic decision-making and daily operations.
3	**Program Department**	Managed by the Program Manager, responsible for designing and implementing projects in line with the organization's mission and donor requirements. Includes the following program staff:
		Project Coordinators: Manage specific projects, ensuring timely implementation and donor compliance.
		Field Officers: Execute project activities at the field level, engage with beneficiaries, and report progress.
		Technical Advisors: Provide subject-matter expertise and technical guidance for program areas (e.g., health, education, livelihoods).
		Monitoring and Evaluation Officers: Tracks project outcomes, evaluates performance, ensures accountability, and drives learning for program improvement.
		Communications and Advocacy Advisors: Manages external communications, handles media relations, and drives advocacy campaigns to support the organization's mission.
4	**Operations Department**	Oversees logistical support, procurement, asset management, and ensures the smooth functioning of field operations.
5	**Administration Unit (under Operations Department)**	Handles recruitment, employee relations, staff welfare, and office administration. Manages budgeting, financial reporting, donor compliance, and auditing processes.
		- Administration: Manages office administration and facilities.
		- Human Resources (HR): Oversees recruitment, employee relations, and staff welfare.
		- Finance: Manages budgeting, financial reporting, donor compliance, and auditing processes.
		- Information Technology (IT): Provides IT support and system management.
		- Procurement and Logistics: Manages procurement, supply chain, and logistical operations.
6	**Safety and Security Department (under Operations Department)**	Ensures the protection of staff and operations, especially in conflict-affected or high-risk areas.

Source: INGO Forum Myanmar's Annual Report 2023

3.2.1 Contractual Arrangements

Employment contracts in INGOs can vary in duration and terms based on organizational needs and project requirements. Fixed-term contracts are prevalent for positions tied to specific projects or funding cycles, providing clarity on the duration of employment. In contrast, open-ended contracts may be offered for roles requiring continuity and long-term commitment, such as managerial or technical positions. Contracts typically outline job responsibilities, working hours, remuneration, benefits, and conditions for termination, ensuring transparency and mutual understanding between the organization and its employees (ILO, n.d.).

3.2.2 Salaries and Benefits

INGOs typically offer competitive salaries and benefits packages to attract and retain skilled professionals. These packages are designed to acknowledge the expertise and dedication of staff members. Salaries are usually commensurate with the level of responsibility, experience, and the specific demands of the job role. Salaries generally range from $500 to $1,500 for support-level positions and from $1,500 to $2,500 for higher-level professional roles, reflecting the level of responsibility and experience required. In addition to base salaries, INGOs provide benefits such as health insurance, retirement plans, paid leave, and allowances for housing and transportation. Typically, health insurance accounts for approximately 8-10% of the base salary, while retirement plans contribute 5-7%, depending on the organization's policy. Paid leave is generally valued at 2-4% of the base salary, covering sick and annual leave. Additionally, allowances for housing, transportation, and other costs range from 5-10%, depending on the employee's position and responsibilities. These packages ensure financial well-being and job satisfaction, making the sector attractive to professionals (INGO Forum Myanmar, 2023).

Table (3.2): Salary Pay Scale for Key Roles in INGOs Operating in Myanmar

S.N	Position	Monthly Salary (USD)	Facilities
1	**Assistant**	500 - 800	• Health insurance typically accounts for approximately 8-10% of the base salary. • Retirement plans contribute 5-7%, depending on the organization's policy. • Paid leave is generally valued at around 2-4% of the base salary, covering sick leave and annual leave. • Housing, transportation, and other allowances usually range from 5-10%, depending on the employee's position and level of responsibility.
2	**Associate**	800 - 1,000	
3	**Assistant Manager**	1,000 - 1,200	
4	**Officer**	1,200 - 1,500	
5	**Manager**	1,500 - 2,000	
6	**Section Head**	2,000 - 2,500	

Source: INGO Forum Myanmar, 2023

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3.2.3 Work Environment

INGOs prioritize creating inclusive and supportive work environments that foster collaboration, respect, and diversity. Policies and procedures are established to prevent discrimination, harassment, and misconduct, promoting a culture of mutual respect and tolerance among staff members. INGOs also provide mechanisms for reporting grievances or concerns, ensuring that all employees feel heard and valued. Training programs on topics such as diversity, inclusion, and conflict resolution may be offered to enhance awareness and promote a positive workplace culture (Mercy Corps, n.d.).

3.2.4 Security

INGOs operating in Myanmar prioritize the safety and security of their staff, particularly in areas affected by conflict, natural disasters, or political instability. Robust security protocols are established to assess and mitigate risks, ensuring the well-being of staff members deployed in challenging environments. Staff receive training on personal safety, risk management, and emergency response procedures, empowering them to navigate potential threats effectively. INGOs may also collaborate with local authorities, security agencies, and other stakeholders to enhance the security measures and ensure staff safety (INSO, n.d.).

3.2.5 Professional Development

INGOs recognize the importance of investing in the professional development of their staff to enhance organizational capacity and effectiveness. Opportunities for training, skill development, and career advancement are provided to support staff members in achieving their professional goals. Training workshops, seminars, and conferences are organized to enhance technical skills, leadership capabilities, and cross-cultural competencies. Mentorship programs and coaching sessions may also be offered to facilitate individual growth and career progression within the organization. (ILO Myanmar, n.d.)

3.2.6 Local Staff Engagement

INGOs operating in Myanmar prioritize the recruitment and development of local staff members to ensure cultural sensitivity, contextual relevance, and sustainability of their programs. Local staff members are actively engaged in program design, implementation, and monitoring, leveraging their understanding of local contexts and community dynamics. Capacity-building initiatives, leadership development programs, and opportunities for advancement are provided to empower local staff members and foster their professional growth within the organization. (INGO Forum, n.d.)

In summary, employment conditions within INGOs in Myanmar are designed to promote staff well-being, professional development, and organizational effectiveness. By offering competitive salaries and benefits, maintaining supportive work environments, prioritizing work-life balance, ensuring staff security, investing in professional development, and engaging local staff members, INGOs aim to create

fulfilling and rewarding employment experiences that contribute to their mission of serving communities in need.

3.3 HR Policies in International Non-Governmental Organizations in Myanmar

Human Resource (HR) policies in International Non-Governmental Organizations (INGOs) in Myanmar are essential frameworks that govern the management of personnel and guide organizational practices related to recruitment, employment, performance management, staff development, and employee relations. These policies are designed to ensure fairness, transparency, and compliance with legal and ethical standards while supporting the organization's mission and objectives.

3.3.1 Recruitment and Selection

INGOs establish comprehensive recruitment and selection policies to ensure fair and transparent processes for hiring qualified candidates. These policies detail procedures for job postings, applicant screening, interviewing, and selection decision-making. They emphasize the importance of aligning candidate qualifications with job requirements while promoting diversity, equity, and inclusion in the workforce. INGOs may utilize various recruitment channels, including job boards, online platforms, and professional networks, to attract a diverse pool of candidates. Throughout the recruitment process, adherence to equal employment opportunity principles and non-discrimination policies is paramount, ensuring that all candidates are treated fairly and evaluated based on their merits and qualifications (ILO, 2016).

3.3.2 Equal Employment Opportunity and Non-Discrimination

INGOs are committed to upholding equal employment opportunity principles and fostering a workplace culture free from discrimination and harassment. HR policies explicitly prohibit discrimination based on factors such as race, ethnicity, gender, religion, disability, or sexual orientation. These policies emphasize the organization's commitment to diversity, inclusion, and respect for all staff members. INGOs provide training and awareness programs to promote understanding and compliance with non-discrimination policies, empowering staff to recognize and address instances of bias or prejudice in the workplace (UNDP, 2018).

3.3.3 Code of Conduct and Ethics

INGOs maintain codes of conduct and ethics that set clear expectations for staff behavior and uphold organizational values and principles. These policies outline standards of integrity, honesty, confidentiality, and professional conduct expected of all employees. Staff members are required to adhere to ethical guidelines in their interactions with colleagues, beneficiaries, donors, and other stakeholders. INGOs provide training and resources to support staff in understanding and applying the organization's code of conduct, ensuring alignment with ethical standards and legal requirements (TI, 2015).

3.3.4 Employee Benefits and Compensation

INGOs offer competitive salaries and benefits packages to attract and retain qualified staff members. HR policies define the components of the compensation package, including base salary, allowances, health insurance coverage, retirement plans, and other perks. These policies aim to ensure that staff members are fairly compensated for their contributions and experience. INGOs regularly review and benchmark their compensation packages against industry standards and market trends to maintain competitiveness and employee satisfaction (WB, 2019).

3.3.5 Performance Management

INGOs implement performance management policies to set clear expectations, assess staff performance, and provide feedback and support for professional development. These policies include processes for goal-setting, performance appraisal, feedback mechanisms, and performance improvement plans. Managers are trained to provide constructive feedback and support to staff members in achieving their performance objectives. Performance management policies promote accountability, recognize excellence, and identify opportunities for skill development and career advancement within the organization (SHRM, 2020).

3.3.6 Training and Development

INGOs prioritize staff training and development to enhance skills, competencies, and job performance. HR policies outline opportunities for professional development, including training workshops, seminars, online courses, and mentoring programs. Staff members are encouraged to pursue continuous learning and skill-

building activities to stay abreast of industry trends and best practices. INGOs invest in staff development to build organizational capacity and effectiveness, empowering employees to contribute meaningfully to the organization's mission and objectives (UNICEF, 2021).

3.3.7 Workplace Health and Safety

INGOs maintain policies and procedures to ensure a safe and healthy work environment for all staff members. These policies cover areas such as occupational health and safety regulations, emergency preparedness, first aid protocols, and measures to prevent workplace accidents and injuries. INGOs conduct regular safety assessments and provide training on safety procedures to staff members, empowering them to identify and mitigate potential hazards. Staff members are encouraged to report safety concerns or incidents promptly, and INGOs take appropriate measures to address them and maintain a safe working environment (OSHA, 2017).

3.3.8 Employee Relations and Grievance Handling

INGOs establish procedures for addressing employee grievances, conflicts, and disputes in a fair and timely manner. HR policies provide mechanisms for employees to raise concerns, seek resolution, and escalate issues if necessary. INGOs promote open communication, transparency, and respect in employee relations, fostering a positive work culture conducive to collaboration and teamwork. Managers are trained to effectively manage conflicts and facilitate constructive dialogue among staff members, promoting a supportive and inclusive work environment (ACAS, 2019).

3.3.9 Termination and Resignation

INGOs have policies outlining procedures for staff termination, resignation, or contract completion. These policies define the circumstances under which employment may be terminated, notice periods, severance packages, and exit interview processes. INGOs strive to ensure that termination decisions are made fairly and transparently, with due consideration for the well-being of the departing employee. Staff members leaving the organization are provided with support and guidance during the transition process, facilitating a smooth and respectful departure (ILO Myanmar, n.d.).

3.3.10 Compliance with Legal and Regulatory Requirements

INGOs maintain policies to ensure compliance with local labor laws, regulations, and international standards governing employment practices, human rights, and labor rights. These policies are regularly reviewed and updated to reflect changes in legal requirements and organizational needs. INGOs conduct regular audits and assessments to ensure adherence to ethical and legal standards, promoting transparency and accountability in their HR practices (UNDP 2018).

CHAPTER IV
EMPIRICAL ANALYSIS

4.1 Survey Profile

The survey for this study targeted employees working in the Yangon-based offices of International Non-Governmental Organizations (INGOs) within administration units, including such as Admin, Finance, Human Resources, IT, Logistics, and Procurement. A sample of 126 respondents was selected from a total population of 223 employees, representing 51 different INGOs (13 UN agencies and 38 INGOs) based in Yangon. The total respondents account for over 50% of the employees working in administration units within Yangon offices. Table (4.1) presents the selected employees from INGOs in Yangon within the Administration unit.

Table (4.1) Employees in Selected INGOs in Yangon (Administration Unit)

S.N	Position	Employee	Sample of the Employee	% of the sample of employee
1	Section Head	8	5	4%
2	Manager	35	21	17%
3	Officer	40	21	17%
4	Associate	35	22	17%
5	Assistant Manager	10	2	2%
6	Assistant	95	55	44%
Total		223	126	100%

Source: survey data 2024

4.2 Survey Design

The primary data for this study were collected through a structured questionnaire designed to assess the key variables related causes of job-related stress such as work, work home interface and Person. The consequences of worked related stress such as physiological, emotional, cognitive, behavioral. The actions to prevent work related stress such as high workload, monotonous and routine work, physical risks at the workplace, insufficient work experience for the job, lack of social support from manager or colleagues and work home interface. The perceptions about job stress such as work conflict, workload, health issues, psychological capital and the perceptions

about work performance. The questionnaire used a 5-point Likert scale, ranging from "strongly agree" to "strongly disagree," to capture respondents' levels of agreement or disagreement with each statement.

The questionnaire was divided into five sections: demographic information, causes of work-related stress, consequences of work-related stress, actions to prevent work related stress, perceptions of job stress, and job performance. A sample of 126 employees was randomly selected from a total of 223 employees across 51 different INGOs. The survey questions were developed using variables based on the guidance provided in "*Raising Awareness of Stress at Work in Developing Countries: Advice to Employers and Worker Representatives*" (WHO, 2005). This alignment ensures that the survey addresses key factors related to workplace stress in developing countries, consistent with the study's objectives.

4.3 Analysis on Survey Results

The analysis of the survey results is structured into three key sections. The first section provides an overview of the demographic profile of employees working in the administrative units of INGOs in Yangon. The second section addresses the reliability analysis, which evaluates the internal consistency of the survey variables. The third and final section presents a descriptive analysis that interprets the survey statements in alignment with the research objectives.

4.4 Demographic Profile of Employees

In this session, the analysis focuses on three distinct categories of characteristics: socio-demographic characteristics, professional and job-related characteristics of the respondents and Family Related Characteristics of Employees. The table below is showing the frequency analysis of the data set in INGOs in Yangon. Table (4.2) presents the descriptive statistics of the socio-demographic characteristics of employees from the selected INGOs in Yangon.

Table (4.2) Socio-Demographic Characteristics of Employees

S.N	Particular		Frequency	Percent (%)
1	Gender	Male	49	38.9
		Female	77	61.1
	Total		126	100
2	Age	21-30	26	20.6
		31-40	57	45.2
		41-50	30	23.8
		51-60	13	10.3
	Total		126	100
3	Material Status	Single	57	45.2
		Married	55	43.7
		Separated	2	1.6
		Widowed	3	2.4
		Divorced	9	7.1
	Total		126	100
4	Education Level	Graduate	69	54.8
		Master	42	33.3
		Doctorate	2	1.6
		Ph D	1	0.8
		Postgraduate	12	9.5
	Total		126	100

Source: Survey Data, 2024

The table (4.2) showed that the workforce in the administrative units of selected INGOs in Yangon is predominantly female, with women making up 61.1% of the employees. Most employees fall within the 31-40 age range (45.2%), followed by those aged 41-50 (23.8%), indicating a relatively mature workforce. In terms of marital status, 45.2% are single, while 43.7% are married, with a small percentage being separated, widowed, or divorced. Educationally, the majority hold a graduate degree (54.8%), with a significant portion also having a master's degree (33.3%), and a smaller percentage possessing doctorates or other postgraduate qualifications. Overall, the demographic profile reflects a highly educated, middle-aged workforce with a balanced gender distribution, although skewed toward females.

4.4.2 Professional and Job-Related Characteristics of Employees

The descriptive statistics of the professional and job-related characteristics of employee from the selected INGOs in Yangon are presented in Table (4.3).

Table (4.3) Professional and Job-Related Characteristics of Employee

S.N	Particular		Frequency	Percent (%)
1	Position	Assistant	55	43.7
		Assistant Manager	2	1.6
		Associate	22	17.5
		Officer	21	16.7
		Manager	21	16.7
		Section Head	5	4
	Total		126	100
2	Department	Admin	29	23
		Finance	30	23.8
		Human Resources	30	23.8
		IT	12	9.5
		Logistics	9	7.1
		Procurement	13	10.3
		Whole Operations	2	1.6
		Communication	1	0.8
	Total		126	100
3	Work experience in INGOs	Below 1 year	4	3.2
		1-3 years	11	8.7
		3-6 years	21	16.7
		Above 6 years	90	71.4
	Total		126	100
4	Monthly Salary (USD)	500-800	5	4
		800-1000	16	12.7
		1000-1200	12	9.5
		1200-1500	41	32.5
		1500-2000	33	26.2
		Above 2000	19	15.1
	Total		126	100

Source: Survey Data, 2024

According to the analysis in Table (4.3), most employees in the selected INGOs hold the position of Assistant (43.7%), followed by Associate (17.5%) and Officer (16.7%), with fewer in managerial roles like Manager (16.7%) and Section Head (4%). Finance and Human Resources departments lead in representation, each comprising 23.8% of the workforce, while Admin accounts for 23%. Other departments such as IT, Logistics, and Procurement are less represented. A majority (71.4%) of employees have over six years of INGO experience, and most earn between $1200-$1500 (32.5%) or $1500-$2000 (26.2%), reflecting a well-experienced and balanced workforce.

4.4.3 Family Related Characteristics of Employees

The descriptive statistics of the family related characteristics of employee from the selected INGOs in Yangon are presented in Table (4.4).

Table (4.4) Family Related Characteristics of Employees

S.N	Particular		Frequency	Percent %
1	No. of children I have	0	51	40.5
		1	70	55.6
		2	3	2.4
		3	2	1.6
	Total		126	100
2	No. of Family Member	1-3	51	40.5
		4-6	70	55.6
		7-10	3	2.4
		Above 10	2	1.6
	Total		126	100
3	Family with Elder People	Yes	77	61.1
		No	49	38.9
	Total		126	100
4	Main supporter to your family	Yes	96	76.2
		No	30	23.8
	Total		126	100

Source: Survey Data, 2024

The majority of employees in the selected INGOs have one child (55.6%), while 40.5% have no children, and only a small percentage have two or more children. Most employees also belong to families with 4-6 members (55.6%), while 40.5% have 1-3 family members. Additionally, 61.1% of employees live with elderly family members. In terms of financial support, 76.2% of the employees are the main supporters of their families. This data highlights the family structure and responsibilities of the workforce.

4.5. Reliability Test

The reliability test for variables in this study was assessed using Cronbach's alpha. Cronbach's Alpha is a measure of internal consistency, indicating the extent to which the items within a construct are correlated with one another.

Table (4.5) Reliability of Variables Based on Statements

	S.N	Particular	No of Items	Cronbach's Alpha
Causes of job-related stress	1	Work	6	0.71
	2	Work home Interface	4	0.68
	3	Person	3	0.68
Consequences of job-related Stress	4	Physiological reactions	4	0.68
	5	Emotional Reactions	4	0.86
	6	Cognitive reactions	5	0.88
	7	Behavioral reactions	5	0.82
Actions to prevent job-related stress	8	High Workload	3	0.83
	9	Monotonous	6	0.81
	10	Physical risks	4	0.79
	11	Insufficient work experience	4	0.77
	12	Lack of social support	5	0.90
	13	Work home interface	5	0.88
Perceptions about job Stress	14	Work conflict	3	0.88
	15	Workload	3	0.77
	16	Health issue	2	0.67
	17	Psychological	11	0.95
Perceptions about job Performance	18	Job performance	19	0.96

Source: Survey Data, 2024

The results presented in Table (4.5) provide an analysis of the internal consistency of various constructs measured through Cronbach's Alpha, assessing the reliability of scales used in the questionnaire. These constructs cover areas related to work stress, employee reactions, and job performance, based on responses from 126 individuals. Overall, most constructs demonstrated good to excellent reliability, with Cronbach's Alpha values above 0.7, indicating strong internal consistency.

For the work construct, which included six items, Cronbach's Alpha was 0.71, reflecting an acceptable level of reliability. The work-home interface, measured by four items, had a slightly lower Alpha of 0.68, which still indicates moderate reliability.

Similarly, the person construct, which consisted of three items, also had a Cronbach's Alpha of 0.68, showing moderate internal consistency.

In terms of employee reactions, physiological reactions (four items) had a Cronbach's Alpha of 0.68, indicating moderate reliability in capturing physical responses to stress. Emotional reactions, on the other hand, had a much higher reliability with an Alpha of 0.86, demonstrating strong internal consistency. Likewise, cognitive reactions (five items) showed strong reliability with a Cronbach's Alpha of 0.88, and behavioral reactions (five items) were also reliable with an Alpha of 0.82.
For job-related factors, high workload (three items) had a Cronbach's Alpha of 0.83, indicating a high level of reliability. The monotonous tasks construct (six items) had an Alpha of 0.81, also reflecting strong internal consistency. The physical risks construct (four items) achieved an Alpha of 0.79, indicating solid reliability.

Other constructs, such as insufficient work experience (four items) with an Alpha of 0.77, and lack of social support (five items) with a high Alpha of 0.90, demonstrated good to excellent reliability. Work conflict (three items) had a Cronbach's Alpha of 0.88, reflecting strong reliability, while health issues (two items) had a lower Alpha of 0.67, indicating moderate internal consistency.

Finally, psychological responses (11 items) had an excellent Cronbach's Alpha of 0.95, and job performance (19 items) had the highest Alpha of 0.96, indicating outstanding reliability. Overall, the survey results suggest that the questionnaire was reliable in capturing the key constructs related to work stress, employee reactions, and job performance.

4.6 Descriptive Analysis

Descriptive analysis provides a summary of the data collected from the survey, focusing on key variables. It involves calculating means and standard deviations to assess the central tendencies and variability of responses.

4.6.1 Causes of Job-Related Stress

The descriptive analysis of the study variables presents mean scores and standard deviations for various statements related to causes of Worked related stress, helping to understand general trends and the extent of agreement or disagreement among respondents.

Table (4.6) Perception of Respondents on Causes of Job-Related Stress

S.N	Variables	Particular	Mean	Std. Deviation
1	Work	1. I often experience a high workload and time pressure in my job.	3.71	1.01
		2. I receive little support from my colleagues and supervisor.	3.30	1.05
		3. I feel insecure about the stability of my job.	3.04	1.12
		4. I typically work long hours.	3.39	1.08
		5. I consider my income to be low relative to the demands of my job.	3.40	1.03
		6. I have experienced sexual and/or psychological harassment in my workplace.	3.06	0.95
	Overall		3.32	0.66
2	Work – home Interface	1. I experience conflict between my responsibilities and roles, particularly due to gender-related expectations.	3.30	1.01
		2. I find that my home often serves as my workplace, blurring the boundaries between personal and professional life.	3.32	0.86
		3. I am concerned about my family being exposed to hazards related to my work responsibilities.	3.12	0.98
		4. I face difficulties managing daily life logistics due to conflicting responsibilities and roles.	3.21	0.95
	Overall		3.24	0.63
3	Person	1. I perceive the work environment as competitive and hostile.	3.03	0.81
		2. I often feel overcommitted in my professional obligations.	3.33	0.81
		3. I experience a lack of self-confidence in my work-related endeavors.	3.09	1.03
	Overall		3.15	0.69

Source: Survey Data, 2024

The results are presented in Table (4.6), these all statements are asked to 126 respondents. The survey results provided insights into several key areas related to work,

work-home interface, and personal experiences of employees. In the work, respondents reported a moderately high workload and time pressure, with a mean of 3.71 and a standard deviation of 1.01. Support from colleagues and supervisors appeared to be somewhat lacking, as reflected by a mean of 3.30 and a standard deviation of 1.05. Job insecurity was also noted, with a mean of 3.04 and a higher standard deviation of 1.12, indicating varied perceptions among respondents. Long working hours (mean = 3.39) and dissatisfaction with income relative to job demands (mean = 3.40) were moderately reported, both showing a standard deviation of just over 1. Additionally, respondents reported some experience of sexual and/or psychological harassment at work, with a mean of 3.06. The overall mean for work was 3.32 with a standard deviation of 0.66.

Regarding the work-home interface, respondents experienced moderate conflict between their roles and responsibilities, particularly due to gender-related expectations, with a mean of 3.30 and a standard deviation of 1.01. Blurred boundaries between personal and professional life were also highlighted, with a mean of 3.32. Concerns about family exposure to work-related hazards scored slightly lower, with a mean of 3.12, while difficulties in managing daily life logistics due to conflicting responsibilities were moderate, with a mean of 3.21. The overall mean for work home interface was 3.24, with a standard deviation of 0.63.

In the person, respondents perceived the work environment as somewhat competitive and hostile, with a mean of 3.03. A sense of overcommitment in professional obligations was reported more frequently, with a mean of 3.33 and a lower standard deviation of 0.81, suggesting consistent responses in this area. Additionally, a lack of self-confidence in work-related endeavors was moderately reported, with a mean of 3.09. The overall mean for person was 3.15, with a standard deviation of 0.69.

4.6.2 Consequences of Job-Related Stress

The descriptive analysis provides mean scores and standard deviations for various statements related to consequences of worked related stress, helping to understand general trends and the extent of agreement or disagreement among respondents. These all statements are asked to 126 respondents. The survey results presented detail insights into the consequences of work-related stress, categorized under physiological, emotional, cognitive, and behavioral impacts.

Table (4.7) Perception of Respondents on Consequences of Job-Related Stress

S. N	Variables	Particular	Mean	Std. Deviation
1	Physiological	1. I have experienced an increasing heart rate during stressful situations.	3.07	0.91
		2. I have noticed an increase in blood pressure when under stress.	3.02	0.94
		3. I have the experience muscle tension rising during stressful times.	3.36	1.08
		4. I have observed sweating as a physical response to stress.	3.14	0.94
	Overall		3.15	0.69
2	Emotional	1. You have experienced a depressive mood during stressful times.	3.07	0.98
		2. You often feel anxiety in response to stress.	3.17	0.99
		3. You have felt anger during stressful situations.	3.22	0.84
		4. You find your motivation diminished when under stress.	3.16	1.03
	Overall		3.15	0.81
3	Cognitive	1. I experience decreased attention during stressful situations.	3.14	0.90
		2. I experience forgetfulness during stressful times.	3.25	0.94
		3. I have observed less effective thinking when facing stress.	3.06	1.01
		4. I find it difficult to problem solve when under stress.	3.09	0.98
		5. I have noticed a reduced ability to learn during stressful situations.	3.19	0.91
	Overall		3.15	0.78
4	Behavioral	1. I have experienced decreasing productivity during stressful situations.	3.17	0.87
		2. I find myself making more errors when facing stress.	3.06	0.87
		3. I have reported sick due to stress-related issues.	3.35	0.85
	Overall		3.20	0.67

Source: Survey Data, 2024

The results are presented in (Table 4.7), in the physiological, respondents reported moderate physical reactions to stress. The statement regarding increased heart rate during stressful situations had a mean of 3.07 with a standard deviation of 0.91, while an increase in blood pressure during stress was similarly reported with a mean of 3.02 and a standard deviation of 0.94. Muscle tension, with a mean of 3.36 and a standard deviation of 1.08, was one of the more frequently experienced symptoms, along with sweating as a physical response to stress, which had a mean of 3.14 and a standard deviation of 0.94. The overall mean for physiological was 3.15 with a standard deviation of 0.69.

In the emotional, respondents indicated experiencing a range of emotional responses to stress. A depressive mood during stressful times had a mean of 3.07 with a standard deviation of 0.98. Feelings of anxiety were slightly higher, with a mean of 3.17 and a standard deviation of 0.99. Anger was reported with a mean of 3.22 and a standard deviation of 0.84, making it one of the more pronounced emotional reactions. Diminished motivation during stress was also commonly noted, with a mean of 3.16 and a standard deviation of 1.03. The overall emotional impact of stress had a mean of 3.15 with a standard deviation of 0.81.

The cognitive revealed moderate impacts on cognitive functioning during stress. Decreased attention during stressful situations had a mean of 3.14 with a standard deviation of 0.90, and forgetfulness was reported more frequently with a mean of 3.25 and a standard deviation of 0.94. Less effective thinking was observed with a mean of 3.06, while problem-solving difficulties and reduced ability to learn during stressful situations were reported with means of 3.09 and 3.19, respectively. The overall cognitive effects had a mean of 3.15 with a standard deviation of 0.78, indicating that stress moderately affected cognitive abilities.

In the behavioral, respondents indicated that stress impacted their productivity and behavior at work. Decreasing productivity during stressful situations had a mean of 3.17 with a standard deviation of 0.87, while more errors during stressful times were reported with a mean of 3.06 and a standard deviation of 0.87. Reporting sick due to stress-related issues was relatively high, with a mean of 3.35 and a standard deviation of 0.85. The overall behavioral impact had a mean of 3.20 with a standard deviation of 0.67.

4.6.3 Actions to Prevent Job Related Stress

The descriptive analysis provides mean scores and standard deviations for various statements related to actions to prevent worked related stress, helping to understand general trends and the extent of agreement or disagreement among respondents. The survey results reveal various perceptions and strategies related to work conditions, with an emphasis on high workload, monotonous work, physical risks, insufficient work experience, lack of social support, and the work-home interface.

Table (4.8) Perceptions about of high workload

S. N	Particular	Mean	Std. Deviation
1	I believe that the redistribution of work among colleagues is an effective strategy to enhance productivity and team efficiency.	3.81	0.71
2	I think prioritizing work/tasks is crucial for meeting deadlines and achieving goals.	4.07	0.79
3	I feel that offering training courses, such as those on stress or time management, is beneficial for employee well-being and productivity.	4.03	0.77
Overall		3.97	0.65

Source: Survey Data, 2024

According to the table (4.8), in the high workload, respondents generally agreed that redistributing work among colleagues is an effective strategy to enhance productivity and team efficiency, with a mean of 3.81 and a standard deviation of 0.71. Prioritizing tasks to meet deadlines and achieve goals was rated highly, with a mean of 4.07 and a standard deviation of 0.79. Offering training courses, such as those on stress or time management, was seen as beneficial for employee well-being and productivity, receiving a mean of 4.03 and a standard deviation of 0.77. The overall mean for high workload was 3.97, with a standard deviation of 0.65.

Table (4.9) Perceptions about of monotonous and routine work

S. N	Statements	Mean	Std. Deviation
1	I make sure that where possible, workers have some control over their work pace.	3.83	0.72
2	I ensure there are enough breaks.	3.95	0.63
3	I implement job rotation (moving to a number of different tasks usually according to a rotation plan).	3.71	0.81
4	I apply job enlargement (adding more tasks of the same difficulty).	3.47	0.78
5	I practice job enrichment (adding more difficult tasks).	3.48	0.80
6	I offer additional training or education where necessary.	3.92	0.82
Overall		3.72	0.54

Source: Survey Data, 2024

According to the Table (4.9), in the monotonous and routine work category, the statement regarding workers having some control over their work pace had a mean of 3.83 and a standard deviation of 0.72. Ensuring adequate breaks received strong support, with a mean of 3.95 and a standard deviation of 0.63. Job rotation was moderately agreed upon, with a mean of 3.71, while job enlargement and job enrichment were rated slightly lower at 3.47 and 3.48, respectively. Offering additional training or education was seen as important, with a mean of 3.92. The overall mean for monotonous and routine work was 3.72.

Table (4.10) Perceptions about of physical risks at workplace

S. N	Particular	Mean	Std. Deviation
1	I provide suitable training where necessary.	4.09	0.87
2	I appoint a personal mentor at work.	3.81	0.86
3	I offer help and encourage help from colleagues.	3.96	0.75
4	I leave more difficult tasks to other, more experienced colleagues.	3.30	0.96
Overall		3.79	0.66

Source: Survey Data, 2024

According to the Table (4.10), in terms of physical risks at the workplace, replacing risk-producing machines or devices had a mean of 3.71, while shielding the source of risk, such as noise, had a slightly higher mean of 3.82. Informing workers about the negative effects of exposure to risks was rated at 3.87, and offering personal protective devices scored 3.78. The overall mean for physical risks at the workplace was 3.80, with a standard deviation of 0.58.

Table (4.11) Perceptions about of insufficient work experience for job

S. N	Particular	Mean	Std. Deviation
1	I provide suitable training where necessary.	4.09	0.87
2	I appoint a personal mentor at work.	3.81	0.86
3	I offer help and encourage help from colleagues.	3.96	0.75
4	I leave more difficult tasks to other, more experienced colleagues.	3.30	0.96
Overall		3.79	0.66

Source: Survey Data, 2024

According to the Table (4.11), for insufficient work experience, providing suitable training was highly valued, with a mean of 4.09 and a standard deviation of 0.87. Appointing a personal mentor had a mean of 3.81, and encouraging help from colleagues scored 3.96. Leaving more difficult tasks to more experienced colleagues had a lower mean of 3.30, indicating some hesitance in this strategy. The overall mean for insufficient work experience was 3.79, with a standard deviation of 0.66.

Table (4.12) Perceptions about of lack of social support from colleagues

S. N	Particular	Mean	Std. Deviation
1	Offer managers training to learn how to treat their workers.	3.83	0.80
2	Arrange regular team building activities (team excursions, or other social activities).	3.96	0.85
3	Have lunch and coffee breaks together.	4.02	0.73
4	Stimulate and reward teamwork.	4.04	0.70
5	Arrange regular meetings in which work problems can be discussed and solved (together).	4.03	0.72
Overall		3.97	0.64

Source: Source: Survey Data, 2024

According to the table (4.12), in the lack of social support from colleagues, offering manager training had a mean of 3.83, while arranging regular team-building activities scored slightly higher at 3.96. Having lunch and coffee breaks together was highly appreciated, with a mean of 4.02. Stimulating and rewarding teamwork had the highest mean of 4.04, and arranging regular meetings to discuss work problems was also rated highly at 4.03. The overall mean for lack of social support from manager or colleagues was 3.97, with a standard deviation of 0.64.

Table (4.13) Perceptions about of work home interface

S. N	Particular	Mean	Std. Deviation
1	I offer managers training to learn how to treat their workers.	3.80	0.77
2	I arrange regular team-building activities (team excursions or other social activities).	3.97	0.78
3	I have lunch and coffee breaks together with the team.	3.88	0.83
4	I stimulate and reward teamwork.	3.78	0.83
5	I arrange regular meetings in which work problems can be discussed and solved together.	3.97	0.79
Overall		3.88	0.66

Source: Source: Survey Data, 2024

According to the table (4.13), in the work-home interface, offering manager training scored 3.80, while arranging regular team-building activities had a mean of 3.97. Having lunch and coffee breaks together received a mean of 3.88, and stimulating teamwork was rated at 3.78. Regular meetings to discuss and solve work problems had a mean of 3.97. The overall mean for work-home interface was 3.88, with a standard deviation of 0.66.

4.6.4 Perceptions about Job related Stress

The descriptive analysis provides mean scores and standard deviations for various statements related to perceptions about job stress, helping to understand general trends and the extent of agreement or disagreement among respondents. The survey results provide insights into various dimensions of work conflict, workload, health issues, and psychological capital among employees.

Table (4.14) Perceptions about of work conflict

S.N	Particular	Mean	Std. Deviation
1	Subgroups within my team work collaboratively and harmoniously.	3.70	0.90
2	Team members actively support each other, fostering a positive environment for sharing ideas.	3.87	0.90
3	There is a strong spirit of cooperation between my department and other departments.	3.66	0.97
Overall		3.74	0.83

Source: Survey Data, 2024

In the work conflict of table (4.14), respondents generally agreed that subgroups within teams work collaboratively and harmoniously, with a mean of 3.70 and a standard deviation of 0.90. Team members were perceived to actively support one another, fostering a positive environment for idea sharing, with a slightly higher mean of 3.87 and the same standard deviation. Cooperation between departments was rated slightly lower, with a mean of 3.66. The overall mean for work conflict was 3.74, with a standard deviation of 0.83.

Table (4.15) Perceptions about of workload

S.N	Particular	Mean	Std. Deviation
1	I effectively manage my workload, maintaining a positive mindset.	3.85	0.78
2	I adeptly handle my work responsibilities.	3.93	0.77
3	I enjoy restful sleep, notwithstanding my workload.	3.67	0.86
Overall		3.82	0.66

Source: Survey Data, 2024

Regarding workload table of (4.15), respondents generally felt confident in managing their workload while maintaining a positive mindset, with a mean of 3.85 and a standard deviation of 0.78. They also expressed that they could handle work responsibilities effectively, with a slightly higher mean of 3.93. However, restful sleep, despite workload demands, received a lower mean of 3.67, indicating that some respondents struggle with sleep due to work-related stress. The overall mean for workload was 3.82, with a standard deviation of 0.66.

Table (4.16) Perceptions about of Health issues

S.N	Particular	Mean	Std. Deviation
1	I consistently maintain good physical well-being.	3.61	0.81
2	I rarely experience headaches due to work-related factors.	3.27	0.83
Overall		3.44	0.71

Source: Survey Data, 2024

In the health issues of table (4.16), maintaining good physical well-being was rated with a mean of 3.61 and a standard deviation of 0.81, reflecting a moderate sense of physical health among respondents. Headaches due to work-related factors were rated with a lower mean of 3.27, indicating that some respondents experience this issue more frequently. The overall mean for health issues was 3.44, with a standard deviation of 0.71.

Table (4.17) Perceptions about of psychological capital

S.N	Particular	Mean	Std. Deviation
1	I am confident in my ability to find multiple solutions when faced with challenges at work.	3.90	0.69
2	I am consistently enthusiastic and proactive in pursuing my work goals.	3.72	0.77
3	I perceive myself as highly successful in my current role.	3.75	0.84
4	I am confident in my ability to analyze and solve long-term problems effectively.	3.89	0.73
5	I am confident in my role of contributing to setting targets and goals in my work area.	3.96	0.70
6	I quickly recover from setbacks at work, demonstrating resilience and adaptability.	3.79	0.72
7	I consistently handle stressful situations at work with composure and ease.	3.80	0.74
8	I draw strength from past experiences, confidently navigating through challenging times at work.	3.98	0.77
9	I maintain a consistently positive outlook regarding my job.	3.93	0.74
10	I remain optimistic that any work-related challenges will be resolved positively.	3.73	0.72
11	I approach uncertain situations at work with an expectation of positive outcomes.	3.66	0.75
Overall		3.83	0.60

Source: Survey Data, 2024

In the psychological capital with table (4.17), respondents expressed high confidence in finding multiple solutions to challenges at work, with a mean of 3.90 and a standard deviation of 0.69. Enthusiasm in pursuing work goals was rated slightly lower, with a mean of 3.72. Confidence in analyzing and solving long-term problems received a mean of 3.89, and contributing to setting targets and goals had the highest mean of 3.96. Overall, the psychological capital had a mean of 3.83, with a standard deviation of 0.60.

4.6.5 Perceptions about Job Performance

The descriptive analysis provides mean scores and standard deviations for various statements related to perceptions about job performance.

Table (4.18) Perceptions about Job Performance

S.N	Variables	Particular	Mean	Std. Deviation
1	Job Performance	1. I consistently and proficiently complete all assigned duties.	3.98	0.61
		2. I rate my performance better compared to my peers.	3.73	0.70
		3. I consistently complete tasks on time as expected.	4.02	0.68
		4. I think that I am fully perform my tasks.	4.04	0.66
		5. I consistently meet or exceed the quality standards set for my work.	3.91	0.79
		6. I actively seek feedback to improve my performance.	3.96	0.74
		7. I am proactive in identifying and addressing potential issues that may affect my job performance.	3.94	0.77
		8. I consistently demonstrate a strong work ethic in completing tasks.	4.02	0.76
		9. I effectively prioritize tasks based on their importance and urgency.	4.06	0.75
		10. I consistently produce work that meets or exceeds the established quality standards.	3.87	0.74
		11. I actively seek feedback on my work to identify areas for improvement and ensure quality standards are met.	4.00	0.70
		12. I adhere to established procedures and guidelines to ensure the quality and consistency of my work.	4.03	0.75
		13. I take pride in delivering high-quality work that reflects positively on myself and my team.	3.94	0.67
		14. I consistently complete all assigned tasks within the specified timeframes.	4.03	0.68
		15. I prioritize tasks effectively to ensure that critical deadlines are met.	4.09	0.67
		16. I regularly review my task list and adjust priorities as needed to ensure all deadlines are met.	4.02	0.82
		17. I actively seek opportunities for professional development to enhance my job performance.	3.93	0.70
		18. My supervisor would rate my job performance as satisfactory.	4.03	0.63
		19. I can adapt to changes in job responsibilities or requirements effectively.	3.96	0.72
	Overall		3.98	0.56

Source: Survey Data, 2024

The results are presented in Table (4.18), the survey results provide insights into the perceptions of Job Performance among employees, with a strong overall mean of 3.98 and a standard deviation of 0.56.

Respondents expressed high confidence in completing their duties proficiently, with a mean of 3.98 and a standard deviation of 0.61. Similarly, they rated their task completion on time as expected, with a slightly higher mean of 4.02. Their belief in fully performing their tasks was reflected in a mean of 4.04. Quality standards were consistently met or exceeded, with a mean of 3.91, and seeking feedback to improve performance was rated at 3.96.

Respondents also showed a strong work ethic, with a mean of 4.02 for completing tasks, and effectively prioritizing tasks based on importance and urgency was rated highly, with a mean of 4.06. They consistently produced work that met or exceeded established quality standards (mean = 3.87) and actively sought feedback to ensure quality standards were met (mean = 4.00). Adherence to procedures and guidelines to ensure consistency and quality received a mean of 4.03, and pride in delivering high-quality work was rated at 3.94.

Timeliness in task completion was rated highly, with a mean of 4.03, and the ability to prioritize tasks to meet critical deadlines received a mean of 4.09. Regular review and adjustment of task priorities were reflected in a mean of 4.02. Respondents also actively sought opportunities for professional development, with a mean of 3.93, demonstrating a commitment to continuous improvement. Respondents believed their supervisors would rate their job performance as satisfactory, with a mean of 4.03, and they felt confident in adapting to changes in job responsibilities or requirements (mean = 3.96).

CHAPTER V
CONCULSION

5.1 Findings

The study employed a descriptive analysis using a quantitative approach to comprehensively perceptions about job stress and employee performance among employees in the INGO sector. The simple random sampling method used that every employee had an equal opportunity to participate, thereby enhancing the reliability and generalizability of the findings. The demographic analysis was conducted to profile the respondents such as gender, age, marital status, education level, and work experience. The reliability analysis was performed to assess the internal consistency of the study's variables. The descriptive analysis was applied to examine the causes and consequences of work-related stress. By calculating means and standard deviations, the analysis highlighted the key stress factors employees encountered, such as high workloads, lack of support, and work-home interface conflicts. This approach also provided insights into the physical, emotional, cognitive, and behavioral impacts of stress on employees. The analysis further explored actions to prevent work-related stress, evaluating respondents' perceptions of effective strategies, including workload redistribution, job rotation, and the provision of training. Additionally, the research examined perceptions of job stress and job performance, offering a comprehensive understanding of how stress impacts productivity and employee well-being. Overall, the descriptive analysis presented a thorough examination of job stress within INGOs, providing actionable insights to enhance work performance and employee well-being.

The results of the study revealed several key insights into job stress and its impact on employee performance among INGO employees in Yangon. Demographic analysis showed that the workforce is predominantly female, with most employees between the ages of 31 and 40, many of whom are married and have one child, which could influence their experience of job stress. The causes of stress included high workloads, lack of support, and work-home interface conflicts, with employees

reporting moderate levels of stress across these categories. The consequences of the stress were seen in physiological, emotional, cognitive, and behavioral impacts, such as increased heart rates, anxiety, decreased attention, and reduced productivity. The actions to prevent stress, such as workload redistribution, job rotation, and training, were recognized as important, but their effectiveness varied depending on the context. The survey indicates that while stress is moderately prevalent, there are strategies in place that could alleviate some of the pressures faced by INGO employees. The results of the survey of the perception of job stress indicated that a majority of employees experience moderate levels of job stress, primarily due to high workload, time pressure, and insufficient support from colleagues and supervisors. Female employees, who make up a large portion of the workforce, may face additional stress due to balancing work and family responsibilities. These stress-related challenges have a direct impact on the job performance, as employees tend to experience reduced productivity and higher error rates during periods of heightened stress. Despite these challenges, the survey results highlight effective strategies for mitigating stress, such as training in stress management, improved task prioritization, and better communication between colleagues and supervisors. These measures not only help in reducing stress but also contribute to enhancing overall job performance.

5.2 Suggestions

Based on the findings, several suggestions can be made to address job stress and improve employee performance for staff working in the administration units of INGOs in Yangon. First, it is the organization's responsibility to provide time management training to help employees manage their workloads, set realistic deadlines, and reduce time-related stress. Additionally, organizations must ensure that clear job roles and expectations are communicated to minimize role ambiguity and allow employees to work more efficiently. With the rise of remote work, it is imperative that organizations offer enhanced support, including training on digital tools, improving communication platforms, and establishing clear boundaries between work and personal life. Regular breaks and structured working hours must also be encouraged by the organization to prevent burnout and maintain a healthy work-life balance. Furthermore, organizations must implement wellness programs focused on mental health and stress management, providing access to counseling services, stress-reduction workshops, and physical activities such as yoga.

In terms of suggestions, organizations should focus on fostering a supportive work environment by promoting open communication, collaboration, and team-building activities. The organization should be trained to recognize and address signs of stress in their teams and provide necessary support. Additionally, organizations should invest in professional development opportunities, including mentoring, skill-building workshops, and career progression, to boost employee confidence and job satisfaction. These initiatives will enhance employee engagement, reduce stress, and contribute to a healthier, more productive workplace for employees in the administration units of INGOs in Myanmar.

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APPENDIX -1

SURVEY QUESTIONNAIRE

A STUDY ON JOB STRESS AND WORK PERFORMANCE IN INGOS SECTOR IN MYANMAR

I. General Information

(Please mark only in one block for each question)

(1) Gender

- ☐ Male
- ☐ Female

(2) Age

- ☐ Under 20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60
- ☐ Above 60

(3) Marital Status

- ☐ Single
- ☐ Married
- ☐ Separated
- ☐ Divorced
- ☐ Widowed

(4) Education level

- ☐ Graduate
- ☐ Master
- ☐ Doctorate
- ☐ Other: (Specify) _____

(5) Position

- ☐ Assistant
- ☐ Associate
- ☐ Officer
- ☐ Manager
- ☐ Section Head
- ☐ Other: (Specify) _____

(6) Department

- ☐ Admin
- ☐ Finance
- ☐ Logistics
- ☐ IT
- ☐ Procurement
- ☐ Human Resources
- ☐ Other: (Specify)_____

(7) Work experience in INGOs

- ☐ Below 1 year
- ☐ 1-3 year
- ☐ 3-6 year
- ☐ Above 6 year

(8) Monthly Salary (USD)

- ☐ Below 500
- ☐ 500-800
- ☐ 800-1000
- ☐ 1000-1500
- ☐ 1500-2000
- ☐ Above 2000

(9) No. of children I have

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ Above 4

(10) No. of family member in my household

- ☐ 1-3
- ☐ 4-6
- ☐ 7-10
- ☐ Above 10

(11) Family with Elder People

- ☐ Yes
- ☐ No

(12) Main supporter to your family

- ☐ Yes
- ☐ No

II. Causes of worked related stress

(Please rate your level of agreement with the following statement.)

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

	Sr.	Statement	1	2	3	4	5
Work	1	I often experience a high workload and time pressure in my job.					
	2	I receive little support from my colleagues and supervisor.					
	3	I feel insecure about the stability of my job.					
	4	I typically work long hours.					
	5	I consider my income to be low relative to the demands of my job.					
	6	I have experienced sexual and/or psychological harassment in my workplace.					
Work-home interface	1	I experience conflict between my responsibilities and roles, particularly due to gender-related expectations.					
	2	I find that my home often serves as my workplace, blurring the boundaries between personal and professional life.					
	3	I am concerned about my family being exposed to hazards related to my work responsibilities.					
	4	I face difficulties managing daily life logistics due to conflicting responsibilities and roles					
Person	1	I perceive the work environment as competitive and hostile.					
	2	I often feel overcommitted in my professional obligations.					
	3	I experience a lack of self-confidence in my work-related endeavors					

III. Consequences of worked related Stress

(Please rate your level of agreement with the following questions.)

Always	Often	Sometimes	Rarely	Never
5	4	3	2	1

	Sr.	Statement	1	2	3	4	5
Physiological	1	I have experienced an increasing heart rate during stressful situations.					
	2	I have noticed an increase in blood pressure when under stress.					
	3	I have the experience muscle tension rising during stressful times.					
	4	I have observed sweating as a physical response to stress.					
Emotional	1	You have experienced a depressive mood during stressful times.					
	2	You often feel anxiety in response to stress.					
	3	You have felt anger during stressful situations.					
	4	You find your motivation diminished when under stress.					
Cognitive	1	I experience decreased attention during stressful situations.					
	2	I experience forgetfulness during stressful times.					
	3	I have observed less effective thinking when facing stress.					
	4	I find it difficult to problem solve when under stress.					
	5	I have noticed a reduced ability to learn during stressful situations.					
Behavioral	1	I have experienced decreasing productivity during stressful situations.					
	2	I find myself making more errors when facing stress.					
	3	I have reported sick due to stress-related issues.					

IV. Actions to prevent work related stress

(Please rate your level of agreement with the following statement.)

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

	Sr	Statement	1	2	3	4	5
High Workload	1	I believe that the redistribution of work among colleagues is an effective strategy to enhance productivity and team efficiency.					
	2	I think prioritizing work/tasks is crucial for meeting deadlines and achieving goals.					
	3	I feel that offering training courses, such as those on stress or time management, is beneficial for employee well-being and productivity.					
Monotonous and rountine work	1	I make sure that where possible, workers have some control over their work pace.					
	2	I ensure there are enough breaks.					
	3	I implement job rotation (moving to a number of different tasks usually according to a rotation plan).					
	4	I apply job enlargement (adding more tasks of the same difficulty).					
	5	I practice job enrichment (adding more difficult tasks).					
	6	I offer additional training or education where necessary.					
Physical risks at the work place	1	I replace the risk-producing machines or devices with others that produce less risk.					
	2	I shield the source of risk (noise or other).					
	3	I inform workers about the negative effects of exposure to these risks.					
	4	I offer workers personal protection devices (ear plugs, hand cuffs to protect them from hot surfaces, etc.).					
Insufficient work experience for the job	1	I provide suitable training where necessary.					
	2	I appoint a personal mentor at work.					
	3	I offer help and encourage help from colleagues.					
	4	I leave more difficult tasks to other, more experienced colleagues.					
Lack of social support	1	Offer managers training to learn how to treat their workers.					
	2	Arrange regular team building activities (team excursions, or other social activities).					
	3	Have lunch and coffee breaks together.					

	Sr	Statement	1	2	3	4	5
from manager or colleagues	4	Stimulate and reward teamwork.					
	5	Arrange regular meetings in which work problems can be discussed and solved (together).					
Work home interface	1	I offer managers training to learn how to treat their workers.					
	2	I arrange regular team-building activities (team excursions or other social activities).					
	3	I have lunch and coffee breaks together with the team.					
	4	I stimulate and reward teamwork.					
	5	I arrange regular meetings in which work problems can be discussed and solved together.					

V. Perceptions about Job stress and Performance

Please rate your level of agreement with the following statement.

Section A. Perceptions about Job Stress

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

	Sr.	Statement	1	2	3	4	5
work conflict	1	Subgroups within my team work collaboratively and harmoniously					
	2	Team members actively support each other, fostering a positive environment for sharing ideas					
	3	There is a strong spirit of cooperation between my department and other departments					
Workload	1	I effectively manage my workload, maintaining a positive mindset					
	2	I adeptly handle my work responsibilities					
	3	I enjoy restful sleep, notwithstanding my workload					
health issues	1	I consistently maintain good physical well-being					
	2	I rarely experience headaches due to work-related factors					
Psychological capital	1	I am confident in my ability to find multiple solutions when faced with challenges at work					
	2	I am consistently enthusiastic and proactive in pursuing my work goals					
	3	I perceive myself as highly successful in my current role					
	4	I am confident in my ability to analyze and solve long-term problems effectively					
	5	I am confident in my role of contributing to setting targets and goals in my work area.					
	6	I quickly recover from setbacks at work, demonstrating resilience and adaptability					
	7	I consistently handle stressful situations at work with composure and ease					
	8	I draw strength from past experiences, confidently navigating through challenging times at work					
	9	I maintain a consistently positive outlook regarding my job					
	10	I remain optimistic that any work-related challenges will be resolved positively.					
	11	I approach uncertain situations at work with an expectation of positive outcomes					

Section B. Perceptions about Work Performance

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

	Sr.	Statement	1	2	3	4	5
Job Performance	1	I consistently and proficiently complete all assigned duties.					
	2	I rate my performance better compared to my peers					
	3	I consistently complete tasks on time as expected					
	4	I think that I am fully perform my tasks					
	5	I consistently meet or exceed the quality standards set for my work					
	6	I actively seek feedback to improve my performance					
	7	I am proactive in identifying and addressing potential issues that may affect my job performance					
	8	I consistently demonstrate a strong work ethic in completing tasks					
	9	I effectively prioritize tasks based on their importance and urgency.					
	10	I consistently produce work that meets or exceeds the established quality standards.					
	11	I actively seek feedback on my work to identify areas for improvement and ensure quality standards are met.					
	12	I adhere to established procedures and guidelines to ensure the quality and consistency of my work.					
	13	I take pride in delivering high-quality work that reflects positively on myself and my team.					
	14	I consistently complete all assigned tasks within the specified timeframes					
	15	I prioritize tasks effectively to ensure that critical deadlines are met					
	16	I regularly review my task list and adjust priorities as needed to ensure all deadlines are met					
	17	I actively seek opportunities for professional development to enhance my job performance					
	18	My supervisor would rate my job performance as satisfactory.					
	19	I can adapt to changes in job responsibilities or requirements effectively.					