

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**EFFECT OF EMPLOYEE WELL-BEING ON  
TURNOVER INTENTIONS IN  
ORIGINAL GREAT POPULAR CO., LTD.**

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**EMBA II – 76**

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**ACADEMIC YEAR (2023 - 2025)**

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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## ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Employee Well-being on Turnover Intentions in Original Great Popular Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## ABSTRACT

The objectives of this study are to analyze the effect of employee well-being on job satisfaction, to analyze the mediating effect of work-life balance on the relationship between employee well-being and job satisfaction, and to analyze the effect of job satisfaction on turnover intentions of Original Great Popular Co., Ltd. Both primary and secondary data are utilized in this research. The sample size of this study is 323 out of 2,000 employees by using Raosoft sample size calculator. Simple random sampling method is used to select the respondents. Structured questionnaires with 5-point Likert scale are used to collect primary data from these respondents. Personal interview method is used to collect the primary data. In addition, secondary data are obtained from company records, earlier research studies, and pertinent online resources. The analysis methods are descriptive statistics and linear regression analysis. Based on the regression analysis results, life well-being, workplace well-being, and psychological well-being have positive significant effect on job satisfaction of employees. According to the results, work interference with personal life, and personal life interference with work have mediating effect on the relationship between employee well-being (life well-being, workplace well-being, and psychological well-being) and job satisfaction of employees. Job satisfaction has a negative significant effect on turnover intentions of employees in Original Great Popular Co., Ltd. Based on these findings, Original Great Popular Co., Ltd. should enhance employee well-being and reduce turnover intentions by improving working conditions, fostering psychological support and recognition, and promoting work-life integration through flexible arrangements and welfare programs, thereby building a motivated, resilient, and loyal workforce for long-term organizational success.

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## TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	<b>i</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>TABLE OF CONTENTS</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>v</b>
<b>LIST OF FIGURES</b>	<b>vii</b>
<b>LIST OF ABBREVIATIONS</b>	<b>viii</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Rationale of the Study	3
1.2 Objectives of the Study	6
1.3 Scope and Method of the Study	7
1.4 Organization of the Study	7
<b>CHAPTER 2 THEORETICAL BACKGROUND</b>	<b>8</b>
2.1 Employee Well-being	8
2.2 Work-life Balance	13
2.3 Job Satisfaction	16
2.4 Turnover Intentions	17
2.5 Previous Studies	18
2.6 Conceptual Framework of the Study	20
<b>CHAPTER 3 PROFILE, EMPLOYEE WELL-BEING AND WORK-LIFE BALANCE IN ORIGINAL GREAT POPULAR CO., LTD.</b>	<b>21</b>
3.1 Profile of Original Great Popular Co., Ltd.	21
3.2 Organizational Structure of Original Great Popular Co., Ltd.	23
3.3 Employee Well-being of Original Great Popular Co., Ltd.	29
3.4 Work-life Balance of Employee	31
3.5 Reliability Test	32
3.6 Profile of Respondents	33

<b>CHAPTER 4 ANALYSIS ON THE EFFECT OF EMPLOYEE WELL-BEING ON TURNOVER INTENTIONS OF ORIGINAL GREAT POPULAR CO., LTD.</b>	<b>36</b>
4.1 Respondent Perception on Employee Well-being	36
4.2 Respondent Perception on Work-life Balance	40
4.3 Respondent Perception on Job Satisfaction	42
4.4 Respondent Perception on Turnover Intentions	43
4.5 Analysis on the Effect of Employee Well-being on Job Satisfaction	44
4.6 Analysis on the Mediating Effect of Work-life Balance on the Relationship between Employee Well-being and Job Satisfaction	46
4.7 Analysis on the Effect of Job Satisfaction on Turnover Intentions	76
<b>CHAPTER 5 CONCLUSION</b>	<b>78</b>
5.1 Findings and Discussions	78
5.2 Suggestions and Recommendations	82
5.3 Needs for Further Research	84
<b>REFERENCES</b>	
<b>APPENDIX A</b>	
<b>APPENDIX B</b>	

## LIST OF TABLES

<b>Table No.</b>	<b>Description</b>	<b>Page</b>
Table 3.1	Reliability Test of the Variables	33
Table 3.2	Demographic Profile of the Respondents	34
Table 4.1	Life Well-being	37
Table 4.2	Workplace Well-being	38
Table 4.3	Psychological Well-being	39
Table 4.4	Work Interference with Personal Life	40
Table 4.5	Personal Life Interference with Work	41
Table 4.6	Job Satisfaction	42
Table 4.7	Turnover Intentions	43
Table 4.8	Effect of Employee Well-being on Job Satisfaction	44
Table 4.9	Effect of Life Well-being on Job Satisfaction	47
Table 4.10	Effect of Life Well-being on Work Interference with Personal Life	48
Table 4.11	Effect of Life Well-being and Work Interference with Personal Life on Job Satisfaction	49
Table 4.12	Sobel Test Results for Mediating Effect of Work Interference with Personal Life on the Relationship between Life Well-being and Job Satisfaction	50
Table 4.13	Effect of Life Well-being on Job Satisfaction	52
Table 4.14	Effect of Life Well-being on Personal Life Interference with Work	53
Table 4.15	Effect of Life Well-being and Personal Life Interference with Work on Job Satisfaction	54
Table 4.16	Sobel Test Results for Mediating Effect of Personal Life Interference with Work on the Relationship between Life Well-being and Job Satisfaction	55
Table 4.17	Effect of Workplace Well-being on Job Satisfaction	57
Table 4.18	Effect of Workplace Well-being on Work Interference with Personal Life	58

Table 4.19	Effect of Workplace Well-being and Work Interference with Personal Life on Job Satisfaction	59
Table 4.20	Sobel Test Results for Mediating Effect of Work Interference with Personal Life on the Relationship between Workplace Well-being and Job Satisfaction	60
Table 4.21	Effect of Workplace Well-being on Job Satisfaction	62
Table 4.22	Effect of Workplace Well-being on Personal Life Interference with Work	63
Table 4.23	Effect of Workplace Well-being and Personal Life Interference with Work on Job Satisfaction	64
Table 4.24	Sobel Test Results for Mediating Effect of Personal Life Interference with Work on the Relationship between Workplace Well-being and Job Satisfaction	65
Table 4.25	Effect of Psychological Well-being on Job Satisfaction	67
Table 4.26	Effect of Psychological Well-being on Work Interference with Personal Life	68
Table 4.27	Effect of Psychological Well-being and Work Interference with Personal Life on Job Satisfaction	69
Table 4.28	Sobel Test Results for Mediating Effect of Work Interference with Personal Life on the Relationship between Psychological Well-being and Job Satisfaction	70
Table 4.29	Effect of Psychological Well-being on Job Satisfaction	72
Table 4.30	Effect of Psychological Well-being on Personal Life Interference with Work	73
Table 4.31	Effect of Psychological Well-being and Personal Life Interference with Work on Job Satisfaction	74
Table 4.32	Sobel Test Results for Mediating Effect of Personal Life Interference with Work on the Relationship between Psychological Well-being and Job Satisfaction	75
Table 4.33	Effect of Job Satisfaction on Turnover Intentions	76

## LIST OF FIGURES

<b>Figure No.</b>	<b>Description</b>	<b>Page</b>
Figure 2.1	Conceptual Framework of Zendrato	18
Figure 2.2	Conceptual Framework of Koshak et al.	19
Figure 2.3	Conceptual Framework of the Study	20
Figure 3.1	Organizational Chart of Original Great Popular Co., Ltd.	24
Figure 4.1	Mediating Effect of Work Interference with Personal Life on the Relationship between Life Well-being and Job Satisfaction	50
Figure 4.2	Mediating Effect of Personal Life Interference with Work on the Relationship between Life Well-being and Job Satisfaction	55
Figure 4.3	Mediating Effect of Work Interference with Personal Life on the Relationship between Workplace Well-being and Job Satisfaction	60
Figure 4.4	Mediating Effect of Personal Life Interference with Work on the Relationship between Workplace Well-being and Job Satisfaction	65
Figure 4.5	Mediating Effect of Work Interference with Personal Life on the Relationship between Psychological Well-being and Job Satisfaction	70
Figure 4.6	Mediating Effect of Personal Life Interference with Work on the Relationship between Psychological Well-being and Job Satisfaction	75

## **LIST OF ABBREVIATIONS**

ERP	Enterprise Resource Planning
EWB	Employee Well-being
GMP	Good Manufacturing Practice
HR	Human Resources
ISO	International Organization for Standardization
JS	Job Satisfaction
LWB	Life Well-being
PLIWW	Personal Life Interference with Work
PWB	Psychological Well-being
TI	Turnover Intentions
WIWPL	Work Interference with Personal Life
WLB	Work-life Balance
WPWB	Workplace Well-being

# CHAPTER 1

## INTRODUCTION

In the age of globalization, rapid technological advancements and heightened competition demand that employees continuously enhance their skills and competencies to remain effective and competitive in the workplace. Employee well-being is a multidimensional construct that significantly influences organizational outcomes such as job satisfaction, productivity, and turnover intentions. In the plastic manufacturing sector, promoting employee well-being amidst the demands of physical tasks and production schedules presents a valuable opportunity to strengthen workforce resilience and satisfaction. By proactively addressing these challenges through supportive policies and a focus on holistic well-being, organizations can foster a motivated and committed workforce, ultimately enhancing operational efficiency and long-term sustainability.

Employee well-being is broadly defined as the overall quality of an employee's experience and functioning at work (Warr, 1987). Employee well-being refers to the physical, mental, and emotional health of employees, as well as their comfort and happiness (Warr, 1999). According to Zheng et al. (2015), employee well-being consists of three fundamental aspects: life, work, and psychological requirements in both work and life. Life well-being is defined as the sense of well-being, happiness, and comfort that individuals experience in their lives (Yu et al., 2021). Workplace well-being is defined as the sense of well-being achieved by employees from their work (Zheng et al., 2015). Psychological well-being is defined as a state of positive mental health characterized by feelings of autonomy, competence, and relatedness (Ryff, 1989). It involves the absence of psychological distress, such as anxiety and depression, and the presence of positive emotions and attitudes, such as optimism and self-esteem.

Work-life balance is a critical component of employee well-being and refers to the equilibrium between an individual's work and personal life (Greenhaus & Allen, 2011). It involves managing the demands of work and personal life in a way that minimizes conflict and maximizes satisfaction in both domains. According to Marks (1977), work interference with personal life is defined as the situation in which the demands of the work role deplete the time and energy necessary for fulfilling personal life responsibilities, including self-care and relationships with family and friends. Personal life interference with work is

defined as a situation in which the demands and responsibilities of personal life such as caregiving, social obligations, or self-care deplete the time and energy required for effective work performance and engagement (Marks, 1977).

Job satisfaction is defined as the positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). It encompasses both affective (emotional) and cognitive (evaluative) responses to various aspects of work, including job tasks, work environment, relationships with colleagues and supervisors, and organizational policies. Herzberg (1966) defined job satisfaction as a key psychological state that arises from intrinsic motivators such as achievement, recognition, and meaningful work, which in turn significantly enhance employee motivation, performance, and loyalty within an organization. According to Friday and Friday (2003), job satisfaction is defined as the general attitude that employees hold toward their jobs, encompassing multiple facets such as working hours, salary, professional opportunities, perks, organizational procedures, and relationships with coworkers and bosses.

Turnover intentions are defined as an employee's planned or intended behavior to voluntarily leave their current job or organization (Mobley, 1977). It is a psychological state that reflects dissatisfaction with the current work environment and a desire to seek alternative employment opportunities. According to Tett and Meyer (1993), high turnover intentions are often associated with negative work environments, job stress, and poor career advancement prospects. Turnover intentions are influenced by various factors, including job satisfaction, organizational commitment, work-life balance, and employee well-being (Allen & Meyer, 1990).

Original Great Popular Co., Ltd., established in 1985, is one of the leading manufacturers in Myanmar, specializing in a wide range of plastic products. It collaborates with the international technologies and methods of Hongkong, China, Taiwan, Korea, Japan, Thailand and Germany to produce the high-quality products. The product range includes a variety of consumer plastic products, SOGO electrical accessories, SOGO water tank, and SOGO PVC pipe and fittings, solidifying a significant presence in the local market. The company manufactures and distributes more than 5,000 distinct consumer products across Myanmar, reflecting its extensive operational capacity and market coverage. Emphasizing national identity and domestic manufacturing excellence, all products are proudly labeled as made in Myanmar, reinforcing the company's commitment to local production and economic development.

Original Great Popular Co., Ltd. recognizes the vital role employees play in achieving organizational excellence and allocates resources to improve employee well-being, job satisfaction, and turnover retentions. The company fosters a caring and supportive work environment as part of its vision to promote employee welfare and support the development of the manufacturing sector it serves. It integrates modern technologies, prioritizes customer satisfaction, and nurtures a collaborative learning culture, which helps set benchmarks in plastic production and manufacturing in Myanmar. Through strategic human resource programs and a continuous focus on quality, the company maintains its position as a trusted leader in the Myanmar plastic industry.

## **1.1 Rationale of the Study**

Turnover intentions are critical organizational concern within the plastic manufacturing sector. As a labor-intensive industry that relies heavily on skilled and semi-skilled workers for production efficiency, high turnover rates can disrupt workflow continuity, increase recruitment and training costs, and undermine organizational knowledge retention. Employees in the manufacturing sector often face physical demands, repetitive tasks, and limited career progression opportunities, which can heighten dissatisfaction and contribute to their desire to leave. In this context, understanding and mitigating turnover intentions is essential to sustaining a stable workforce, ensuring consistent product quality, and maintaining competitive advantage in a dynamic market. Addressing these challenges through proactive retention strategies can significantly enhance workforce continuity and drive long-term organizational growth.

Job satisfaction is a crucial organizational factor because it directly influences employee retention, performance, and the overall productivity of the company. As a leading manufacturer of plastic wares in Myanmar, the company relies heavily on a stable, motivated, and skilled workforce to meet its production and quality standards. Satisfied employees are more likely to demonstrate organizational commitment, reduced absenteeism, and greater operational efficiency. In contrast, low job satisfaction can lead to increased turnover intentions, reduced work engagement, and higher training and recruitment costs. Therefore, ensuring job satisfaction through supportive leadership, fair compensation, work-life balance, and opportunities for career advancement is essential for sustaining long-term growth and competitiveness at Original Great Popular Co., Ltd.

Work-life balance holds significant importance because it plays a central role in promoting employee well-being, sustaining productivity, and reducing turnover intentions. As a prominent plastic manufacturing firm in Myanmar, the company operates in a labor-intensive industry where employees are often challenged by demanding work schedules and production targets. A healthy balance between professional responsibilities and personal life enhances job satisfaction, lowers stress levels, and supports long-term employee engagement. Employees who achieve work-life balance are more likely to exhibit organizational loyalty and contribute positively to a collaborative work culture. Thus, fostering policies and practices that encourage flexible scheduling, adequate rest periods, and respect for personal time is essential to maintaining a motivated and resilient workforce at Original Great Popular Co., Ltd.

Work interference with personal life is a critical challenge for employee well-being especially within the context of its demanding production schedules and operational pressures. In manufacturing environments, excessive work demands can encroach upon employees' personal time, reducing their ability to engage in self-care, familial responsibilities, and social relationships, ultimately diminishing life satisfaction and increasing psychological strain. Such interference negatively affects job satisfaction and heightens turnover intentions, as employees may feel overwhelmed and undervalued. Work interference with personal life is therefore essential for sustaining a productive, healthy, and committed workforce. By implementing work-life integration policies and promoting supportive supervisory practices, the company can mitigate the adverse effects of work interference with personal life and foster a more resilient organizational culture.

Personal life interference with work is a significant concern for employee performance and organizational efficiency. Employees who experience high levels of personal demands such as caregiving responsibilities, health issues, or social obligations often struggle to maintain concentration, punctuality, and engagement at work. In the context of a fast-paced plastic manufacturing environment, such interference can disrupt workflow continuity, reduce output quality, and elevate stress levels, ultimately undermining both job satisfaction and organizational commitment. Recognizing and addressing personal life interference with work through flexible scheduling, supportive HR policies, and access to wellness resources enables the company to retain talent and enhance workplace morale. Therefore, reducing personal life interference with work is critical for sustaining a high-performing, resilient, and loyal workforce.

Employee well-being plays a central role in shaping workforce productivity, organizational loyalty, and sustainable growth. As a key player in Myanmar's plastic manufacturing sector, the company relies on a physically and mentally healthy workforce to maintain high standards in quality control, production efficiency, and innovation. Well-being encompasses employees' physical safety, emotional health, job security, and sense of purpose, all of which contribute to increased job satisfaction and decreased turnover intentions. In environments where operational demands are high and repetitive tasks are common, fostering well-being through supportive leadership, ergonomic workspaces, and wellness programs ensures both resilience and motivation among workers. Investing in employee well-being is therefore not only a moral imperative but also a strategic asset that enhances organizational performance and competitive advantage.

Life well-being is a crucial aspect of employee fulfillment and productivity because it encompasses individuals' overall sense of happiness, purpose, and life satisfaction both within and beyond the workplace. In a demanding manufacturing environment, where tasks may be repetitive and physically intensive, promoting life well-being ensures that employees feel balanced, motivated, and mentally resilient. A workforce that experiences high life well-being is more likely to exhibit stronger commitment, lower absenteeism, and improved job performance. By acknowledging and supporting employees' holistic needs such as adequate rest, family time, financial stability, and personal development in Original Great Popular Co., Ltd. fosters a culture that values the individual, not just the output. This investment in life well-being is instrumental in reducing stress, preventing burnout, and enhancing long-term employee retention and organizational effectiveness.

Workplace well-being is a vital component of organizational health and performance because it directly influences employees' motivation, engagement, and overall job satisfaction. In a labor-intensive plastic manufacturing environment, ensuring physical safety, mental wellness, supportive management, and fair work practices is essential to fostering a productive and committed workforce. When employees perceive their workplace as secure, inclusive, and growth-oriented, they are more likely to demonstrate higher morale, reduced stress, and stronger organizational loyalty. Promoting workplace well-being not only enhances individual performance but also contributes to reduced absenteeism and turnover, ultimately supporting sustainable organizational success.

Psychological well-being plays a pivotal role in enhancing employee performance and organizational sustainability at manufacturing company where operational demands

and production targets can contribute to occupational stress. A positive psychological state marked by autonomy, competence, and connectedness, enables workers to manage responsibilities effectively, engage creatively in problem-solving, and maintain emotional resilience under pressure. Fostering psychological well-being reduces burnout, supports job satisfaction, and enhances organizational commitment, thereby lowering turnover intentions. In a manufacturing context, where teamwork and focus are crucial, psychologically healthy employees contribute to safer practices, higher quality outputs, and improved interdepartmental collaboration. Consequently, initiatives aimed at strengthening psychological well-being such as supportive leadership, mental health awareness programs, and access to counseling are instrumental for optimizing workforce stability and overall company success.

For the plastic manufacturing industry, particularly in Myanmar where labor challenges and market pressures are increasing, there is a clear need to examine the causal pathways that link employee well-being, work-life balance, job satisfaction, and turnover intentions. While existing literature supports the importance of each construct individually, limited empirical studies have examined these variables in a unified framework within the context of emerging markets. This study seeks to fill that gap by investigating how well-being influences work-life balance, how work-life balance affects job satisfaction, and how job satisfaction ultimately reduces turnover intentions. By understanding these relationships, organizations such as Original Great Popular Co., Ltd. can make more informed decisions about human resource strategies and foster a more stable, engaged, and productive workforce.

## **1.2 Objectives of the Study**

The main objectives of the study are as follows.

- (1) To analyze the effect of employee well-being on job satisfaction of Original Great Popular Co., Ltd.,
- (2) To analyze the mediating effect of work-life balance on the relationship between employee well-being and job satisfaction of Original Great Popular Co., Ltd., and
- (3) To analyze the effect of job satisfaction on turnover intentions of Original Great Popular Co., Ltd.

### **1.3 Scope and Method of the Study**

This study focuses mainly on employee well-being, work-life balance, job satisfaction and turnover intentions in Original Great Popular Co., Ltd. The primary data are collected with structured questionnaire from employees in Original Great Popular Co., Ltd. There are 2,000 employees in Original Great Popular Co., Ltd. in 2025. The sample size is 323 by using Raosoft sample size calculator. Simple random sampling method is applied to collect primary data. Personal interview method is used. Secondary data are gathered from relevant textbooks, articles, websites, international dissertations and other research papers from the library. For data analysis, descriptive statistics and regression analysis are used. Data collection period was in April, 2025.

### **1.4 Organization of the Study**

Five chapters are organized in this study. Chapter one comprises introduction including rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two describes the theoretical background of the study including employee well-being, work-life balance, job satisfaction, turnover intentions, previous studies and conceptual framework of the study. Chapter three includes profile, employee well-being and work-life balance of employees, reliability test of the variables and demographic profile of the respondents in Original Great Popular Co., Ltd. Chapter four provides data analysis of employee well-being, work-life balance, job satisfaction, and turnover intentions. Finally, chapter five is conclusion chapter which includes findings and discussions, suggestions and recommendations, and needs for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter presents the theoretical background of employee well-being, work-life balance, job satisfaction, and turnover intentions. It also describes previous studies and the conceptual framework of the study.

#### **2.1 Employee Well-being**

Employee well-being is defined as the perception and feelings an employee holds regarding their satisfaction with work, personal life, and psychological experiences (Zheng et al., 2015). According to Spreitzer and Porath (2012), employee well-being is critical to the survival and the development of organizations around the world. Well-being in the workplace is beneficial not only to the employees but also to the employers, organizations, our community and our society (Warr, 2007). Vanhala and Tuomi (2006) defined employee well-being as an employee's quality of life and psychological status at work and overall well-being, work satisfaction and emotional exhaustion. Employee well-being is a multi-faceted framework encompassing eudaimonic and hedonic dimensions of workplace experience (Wijngaards et al., 2021). Employee well-being is defined as a construct that should incorporate both general life satisfaction and work-specific psychological states (Page & Brodrick, 2009).

Warr (1987) defined employee well-being as the ensemble of feelings, perceptions, and evaluations that workers develop in reference to what they do each day to cope with their job requirements. Employee well-being encompasses factors like job satisfaction, stress levels, and work-life balance (Wren, 2024). Employee well-being is increasingly recognized as a crucial component of workplace productivity and employee retention (Sears et al., 2013). Well-being is defined as not only the absence of illness or burnout but also the presence of energy, motivation, and fulfillment (Huhtala & Parzefall, 2007). Employee well-being is defined as an amalgamation of affective states and organizational commitment, shaped by internal motivation and influenced by the workplace context (Meyer & Maltin, 2010). According to Guest (2017), employee well-being is defined as a dynamic state characterized by resilience, engagement, and the ability to manage workplace demands effectively.

According to Juniper (2010), employee well-being is a component of the well-being that is obtained by individuals from a job, and this component is influenced by the work environment. Well-being is not merely the absence of illness or stress but the presence of positive states such as happiness, fulfillment, and a sense of purpose (Diener, 1984). Employee well-being is defined as a multidimensional construct encompassing physical, psychological, and social wellness that influences an individual's performance and satisfaction at work (Pradhan & Hati, 2022). According to Hakanen and Peeters (2018), employee well-being is defined as the presence of job-related happiness, autonomy, and a sense of belonging within the organization. Zheng et al. (2015) identified employee well-being as a strategic construct that promotes innovation, engagement, and retention by ensuring psychological and occupational health.

Employee well-being is defined as an individual's subjective evaluation of their working life, which includes elements such as job satisfaction, stress levels, and a sense of personal achievement (Nielsen et al., 2017). Sirgy (2012) defined employee well-being as individuals' experience and evaluation of their quality of life within the work environment. Makikangas et al. (2016) described employee well-being as the balance perceived between work demands and resources that supports psychological and professional sustainability. Pawar (2016) conceptualized employee well-being as an integrative state linking emotional health, physical vitality, and cognitive clarity essential for sustained workplace contribution. Employee well-being is a holistic construct encompassing physical health, environmental safety, and organizational support systems (Chari et al., 2018). Page and Brodrick (2009) proposed that employee well-being is best understood as a model integrating life satisfaction, workplace engagement, and emotional resilience. The employee well-being concept comprises three dimensions which include life well-being, workplace well-being and psychological well-being (Zheng et al., 2015).

### **2.1.1 Life Well-being**

Life well-being is defined as a dynamic process involving positive functioning across personal growth, autonomy, purpose in life, and environmental mastery (Ryff & Singer, 1996). Life well-being is a sense of purpose and coherence across the lifespan that significantly contributes to overall well-being, particularly when individuals interpret life's challenges as meaningful experiences (Reker et al., 1987). Life well-being is defined as the

emotional and physical enjoyment derived from daily life activities, serving as a key indicator of overall well-being, particularly among elderly populations (Haugan, 2014). Life well-being is defined as a construct that captures purpose in life and personal growth as central eudaimonic components (Samman, 2007). Life well-being is defined as a state of self-determination, personal growth, and balance between performance demands and personal fulfillment, especially in athletes (Bartholomew et al., 2010). Kahn and Juster (2002) defined life well-being as a multidimensional concept encompassing both subjective and objective components of life experience, including health, economic security, social engagement, and psychological satisfaction.

Life well-being refers to an individual's overall evaluation of their quality of life according to their own chosen criteria (Diener, 1999). It encompasses both cognitive judgments of life satisfaction and affective evaluations of emotions and moods. Life well-being is a multidimensional construct including emotional responses, domain satisfactions, and global judgments of life satisfaction (Page & Brodrick, 2009). Zheng et al. (2015) adopted the term life well-being instead of subjective well-being to better express the intended meaning because the well-being in question is related to happiness in one's life. Life well-being is defined as self-referenced evaluations of meaning, balance, and emotional fulfillment (Lundqvist, 2011). Helliwell and Putnam (2004) described life well-being as being deeply embedded within social context, wherein social capital, trust, and communal engagement enhance one's subjective evaluation of life satisfaction and happiness.

Life well-being refers to a holistic state of optimal functioning and satisfaction across multiple dimensions of existence, encompassing emotional, psychological, social, and physical health (Dodge et al., 2012). It is a dynamic equilibrium where individuals perceive their lives as meaningful, fulfilling, and aligned with their values, goals, and environmental conditions. Life well-being is defined as an individual's perception of meaning in life, overall life satisfaction, and the experience of both positive and negative emotions, as proposed by Zika and Chamberlain (1992). Life well-being is defined as a domain-specific construct that depends on individual and cultural perceptions, reflecting how people evaluate and interpret various aspects of their lives (Paim, 1995). McKnight and Kashdan (2009) defined life well-being as a structured system anchored in having purpose in life, which creates and sustains both psychological health and overall life satisfaction through persistent engagement in meaningful pursuits.

### **2.1.2 Workplace Well-being**

Workplace well-being is defined as the sense of well-being achieved by employees from their work (Page & Brodrick, 2009). Workplace well-being includes job-related characteristics such as compensation and benefits, labor protection, logistics service, management style, and work arrangements (Zheng et al., 2015). High levels of workplace well-being are associated with increased productivity, creativity, and loyalty, which can significantly reduce turnover intentions (Bakker & Demerouti, 2007). Well-being in the workplace is beneficial not only to the employees but also to the employers, organizations, our community and our society (Warr, 1999). Schulte et al. (2015) defined workplace well-being as a public health-oriented concept that integrates occupational safety, mental health, and broader societal outcomes to promote holistic employee and organizational health.

Danna and Griffin (1999) defined workplace well-being as a multifaceted construct involving employees' physical and psychological health within the organizational environment, encompassing stress levels, job satisfaction, and emotional responses to work demands. Schulte and Vainio (2010) described workplace well-being as the overall state of physical, mental, and social health at work, influenced by both working conditions and individual perceptions of the work environment. Nielsen et al. (2017) conceptualized workplace well-being as the positive outcomes resulting from adequate job resources and support, such as autonomy, feedback, and supportive leadership, which enhance both health and performance. Brown et al. (2011) highlighted workplace well-being in relation to presenteeism, defining it through health and performance metrics linked to physical activity and organizational support.

Workplace well-being is recognized as a fundamental element of successful organizations, contributing to desirable outcomes such as job retention and enhanced performance (Warr, 1999). The affective well-being model by Zheng et al. (2015), workplace well-being is defined as a construct that encompasses both job satisfaction and the positive emotions individuals experience in relation to their work. It is shaped by subjective well-being and work-related affect, which together contribute to a more comprehensive understanding of employee well-being in organizational contexts. Elsamani et al. (2023) defined workplace well-being as a multidimensional construct shaped by factors such as social capital, psychological safety, and organizational culture, and linked it to enhanced innovativeness within the work environment.

### **2.1.3 Psychological Well-being**

According to Wright and Bonet (2007), psychological well-being is defined as a person will feel satisfied and perform at their best if they view their workplace as fascinating, enjoyable, and challenging. According to Ryff (1989), psychological well-being is defined as a state primarily focused on learning, personal growth, work achievement, and self-actualization. According to Ryff and Keyes (1995), psychological well-being is a state in which people can accept their strengths and weaknesses for what they are, have a purpose in life, form positive relationships with others, become self-sufficient, have control over their environment, and continue to grow as individuals. Lent (2004) emphasized psychological well-being as a function of meaningful work, career adaptability, and vocational interests. According to Cloninger (2004), psychological well-being is defined as the outcome of character development and self-transcendence, emphasizing personal growth, integrity, and the capacity for connection beyond the self.

Psychological well-being is crucial for maintaining motivation and reducing burnout, which are directly linked to turnover intentions (Seligman, 2011). Employees with high psychological well-being are better equipped to handle workplace challenges, adapt to change, and maintain a positive outlook, even in stressful situations. This resilience not only enhances their job performance but also reduces their likelihood of seeking alternative employment. Psychological well-being mainly focuses on learning, growth, work achievement and self-actualization (Zheng et al., 2015). Ryff (1989) defined psychological well-being as encompassing six key dimensions: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance.

Keyes (1998) conceptualized psychological well-being as a combination of emotional well-being, social well-being, and psychological functioning. Diener et al. (1999) described psychological well-being as a person's cognitive and affective evaluations of their life, including emotional reactions and global judgments of satisfaction. Huppert and So (2013) defined psychological well-being as the combination of feeling good and functioning effectively. Waterman (1993) defined psychological well-being as the realization of one's true potential, aligning with the eudaimonic perspective that emphasizes self-actualization and meaningful personal development. According to Dodge et al. (2012), psychological well-being is defined as a dynamic state in which individuals are able to realize their potential, engage in productive work, and contribute meaningfully to their community.

## 2.2 Work-life Balance

Work-life balance is defined as the sustainable management of competing work and life responsibilities, extending beyond mere conflict to encompass enrichment, equity, and overall well-being (Rashmi & Kataria, 2022). Work-life balance refers to the level of prioritization between personal and professional activities in an individual's life and the level to which activities related to their job are present in the home (Greenhaus & Beutell, 1985). Work-life balance means prioritizing and managing personal and professional responsibilities to ensure well-being (Bonifacio, 2025). It means achieving a healthy balance between work and personal life to avoid feeling overwhelmed and burnt out. Work-life balance helps to reduce the sources of stress, increase employee morale, commitment, satisfaction, and retention as well as aids in organizational performance (Cieri, 2005).

Work-life balance is defined as the ability to manage flexible boundaries between professional and personal life, with an emphasis on the role of organizational support and gender in facilitating this integration (Johnston et al., 2022). Work-life balance refers to the equilibrium between the time and energy spent on work-related responsibilities and personal life activities (Greenhaus & Allen, 2011). The concept has evolved to include both time-based and strain-based perspectives, where work can either conflict with or complement personal life. Fisher (2002) mentioned that work-life balance is an effort made by a person or individual to balance two or more roles that are being lived. Greenblatt (2002) defined work-life balance as fulfilling needs between work and non-work demands.

Helvaci et al. (2017) defined work-life balance as an individual's perception of harmony or conflict between professional responsibilities and personal needs, often measured by satisfaction levels in both domains. Work-life balance is defined as a multidimensional construct encompassing the equitable distribution of time, energy, and commitment across both work and personal domains, where misalignment can result in strain and diminished well-being (Brough et al., 2022). Work-life balance is satisfaction with various roles in an individual's life (Clarke et al., 2004). It is recognized as one of the critical emotional and psychological measures to determine whether employees feel committed and motivated in the face of global diversity and fierce competition in the workplace (Sankar & Bhatnagar, 2020). According to Hutcheson (2012), achieving a work-life balance gives people a sense of fulfillment in their careers. Every person in the workplace needs to practice work-life balance because it has many advantages.

### **2.2.1 Work Interference with Personal Life**

Work interference with personal life is a stressor stemming from work demands that hinder fulfillment of personal life responsibilities, increasing strain (Michel et al., 2011). Shabir et al. (2022) described work-life interference as a persistent struggle, especially among women, where work obligations overshadow familial roles, intensifying imbalance. According to Greenhaus and Beutell (1985), work interference with personal life occurs when role pressures from work and personal domains are mutually incompatible, leading to conflict. Work interference with personal life arises when work demands impede participation in personal life activities, reducing life satisfaction (Frone et al., 1992). Work interference with personal life is a form of interrole conflict where work-related responsibilities limit time and energy for personal roles (Netemeyer et al., 1996).

According to Fisher et al. (2009), work interference with personal life is defined as the extent to which work-related responsibilities hinder engagement in personal or nonwork domains, offering a measurable construct for assessing conflict between these domains. Work interference with personal life occurs when work behaviors, emotions, or expectations negatively intrude into personal life domains (Shockley et al., 2017). Employees who are required to work overtime or respond to work-related communications during non-working hours may experience difficulties in disengaging from work, which can disrupt their personal lives. High levels of work interference with personal life are associated with decreased life well-being, increased psychological distress, and higher turnover intentions (Allen et al., 2013).

According to Schilling (2014), work interference with personal life is defined as a mediating factor in organizational outcomes, closely linked to job engagement and turnover intentions. Work interference with personal life reflects the permeability of boundaries between work and personal life, where work demands spill over into private time (Clark, 2000). Work interference with personal life occurs when individuals overinvest in work to compensate for dissatisfaction in personal domains, leading to imbalance (Edwards & Rothbard 2000). Work interference with personal life arises when time devoted to work encroaches on time needed for personal roles, creating scheduling conflicts and emotional exhaustion (Matthews et al. 2014). According to Montgomery and Panagopoulou (2009), work interference with personal life is defined as the emotional strain and reduced well-being that result from blurred boundaries between work and family domains.

### **2.2.2 Personal Life Interference with Work**

Personal life interference with work is defined as perceptions of the extent to which personal life interferes with work-related roles, recognizing it as one dimension of the broader construct of work/nonwork interference (Fisher et al., 2009). According to Montgomery and Panagopoulou (2009), personal life interference with work as a conflict emerging from overlapping non-work and work demands, characterized by a bidirectional strain. Chen and Karahanna (2014) defined personal life interference with work as interruptions from nonwork domains that impair one's ability to remain engaged at work. Fisher (2001) conceptualized personal life interference with work as a component of work-life balance, arising when personal responsibilities hinder professional obligations.

According to Schilling (2014), personal life interference with work is defined as a key mediating construct that influences the relationship between job engagement and turnover intentions, highlighting how personal demands can significantly shape broader organizational outcomes. Aanby (2017) described personal life interference with work in terms of nonwork activities such as personal communication or family care that distract from or compete with work performance. Okonkwo (2012) identified personal life interference with work as a form of personal life interference, especially in the context of women's roles and caregiving responsibilities. Bolliger et al. (2023) assessed personal life interference with work by examining the effect of nonwork stressors on academic professionals' work output and satisfaction.

Personal life interference with work refers to situations where responsibilities or pressures from an individual's personal life negatively affect their work performance or professional responsibilities (Aronsson et al., 2021). This concept is a component of work-life balance assessments, alongside work interference with personal life. For example, employees who are dealing with family-related stressors, such as caring for children or elderly parents, may find it challenging to concentrate on their work or meet job demands. Similarly, individuals experiencing health issues or personal crises may struggle to maintain their productivity and engagement at work. High levels of personal life interference with work can lead to reduced work well-being, lower job performance, and increased turnover intentions (Amstad et al., 2011). According to Keeney et al. (2013), personal life interference with work is defined as the experience of conflict arising from competing time and emotional demands between personal and professional domains, where high perceived interference disrupts work engagement and performance.

### **2.3 Job Satisfaction**

Job satisfaction refers to people's views and feelings regarding their specific job (Mullins, 2005). Job satisfaction refers to an individual's general attitude toward the job (Robbins, 2003). According to Kinicki and Kreitner (2005), definition of job satisfaction as an efficiency or emotion reaction to several parts of work, each person has a varied level of satisfaction. The degree of job satisfaction among employees can vary greatly, from highly satisfied to profoundly dissatisfied (Locke, 1976). Along with thinking and feeling about the type of work they do, their coworkers, managers, and supervisors, people might also expect to be compensated for their job (George & Jones, 2008). Job satisfaction is defined as a collection of feelings that an individual holds toward the job (Robbins, 2003).

According to Friday and Friday (2003), job satisfaction refers to the general attitude that employees have toward their jobs. Job satisfaction is a broad term that includes many different parts of job, such as working hours, pay, professional opportunities, perks, organizational procedures, and relationships with coworkers and bosses (Mirvis & Lawler, 1984). Employee with high levels of work happiness typically have a favorable attitude towards their jobs, while those with low levels of work happiness typically have negative attitudes towards their jobs (Robbins & Judge, 2015). Job satisfaction is strongly influenced by dispositional affect and emotional experiences at work (Ilies & Judge, 2004). According to Mottaz (1988), job satisfaction is defined as an effective response resulting from an evaluation of the work situation.

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). According to Spector (1997), job satisfaction is how people feel about their jobs and different aspects of their jobs. Job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation (Weiss, 2002). Job satisfaction reflects an individual's general attitude toward their job (Judge et al., 2001). According to Harvey et al. (2008), low job satisfaction among employees will raise their intentions to leave since dissatisfied people are inclined to search for new employment opportunities that provide for higher satisfaction. Job satisfaction is an affective or emotional response toward various facets of one's job (Kinicki & Kreitner, 2003). Job satisfaction is a form of motivated spirit that keeps employees from considering quitting their jobs (Jabeen et al., 2018). Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job (Brief, 1998).

## 2.4 Turnover Intentions

Turnover intentions refer to an individual's conscious and deliberate willfulness to leave an organization (Tett & Meyer, 1993). Thin and Chongmelaxme (2022) defined turnover intentions as the probability that employees would change or leave the job within a certain period, emphasizing it as a reflection of the employee's attitude toward the job and organization. Turnover intentions are defined as the predictor of actual employee departure, determined by levels of job satisfaction, organizational commitment, and perceived alternatives (Griffeth et al., 2000). Turnover intentions are defined as the psychological outcome of work-life conflict, where employees consider leaving due to incompatible role demands (Brough & Frame, 2004). A lack of qualified workers, reduced economic growth, and a high employee turnover rate are all consequences of the company's current employee retention problem (Sepahvand & Khodashahri, 2021).

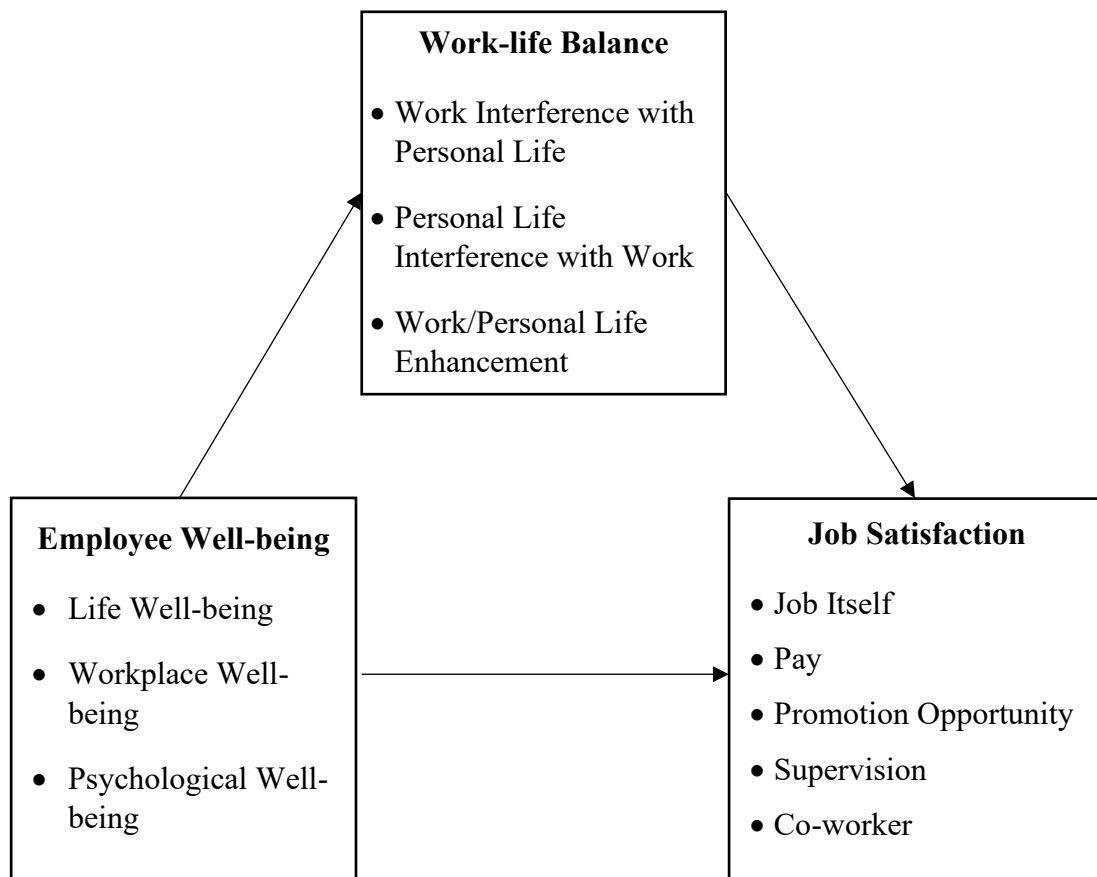
Belete (2018) defined turnover intentions as an employee's conscious plan to leave their current employment in the near future. Jha (2009) described turnover intentions as a mental process wherein an employee evaluates their work situation and contemplates departure. Cohen and Blake (2016) framed turnover intentions as a valid predictor of actual turnover rate, especially among public sector employees. Turnover intentions are defined as the reasons for turnover can be either the employee's dissatisfaction with a particular aspect of the workplace such as pay and benefits, co-workers, promotions, or working conditions, or the organization's dissatisfaction with a particular aspect of the employee, such as poor performance or irregular attendance (Bigliardi, 2005).

Gan and Voon (2021) defined turnover intentions as a precursor behavior reflecting dissatisfaction and disengagement from work or leadership. Son and Cho (2012) defined turnover intentions as the deliberate intent to leave an organization, typically shaped by dissatisfaction or job fit issues. Turnover intentions, which is the most important predictor of actual leaving behavior, is the desire to move or quit an organization in search of a better job (Ajzen, 1991). Turnover intentions are defined as a strong predictor of actual turnover, shaped by stress, organizational commitment, and work tempo (Huffman et al., 2005). Bothma and Roodt (2013) described turnover intentions as the final cognitive step before an employee voluntarily exits an organization. Takase (2010) defined turnover intentions as an internal state of employees who consider voluntarily leaving their organization. Oliveira et al. (2018) described turnover intention as a behavioral outcome shaped by perceptions of organizational trust and perceived managerial practices.

## 2.5 Previous Studies

Zendrato (2024) explored the effect of employee well-being on job satisfaction with work-life balance as a mediating variable for millennial generation who work in the private sector of Bandar Lampung. This study investigated the relationship between the employee well-being, work-life balance and job satisfaction among millennial employees in the private sector of Bandar Lampung. In this research, 270 millennial employees were used as sample respondents. The Partial Least Squares Structural Equation Modeling was applied to test the objectives. The conceptual framework of Zendrato (2024) is shown in Figure (2.1).

**Figure (2.1) Conceptual Framework of Zendrato**



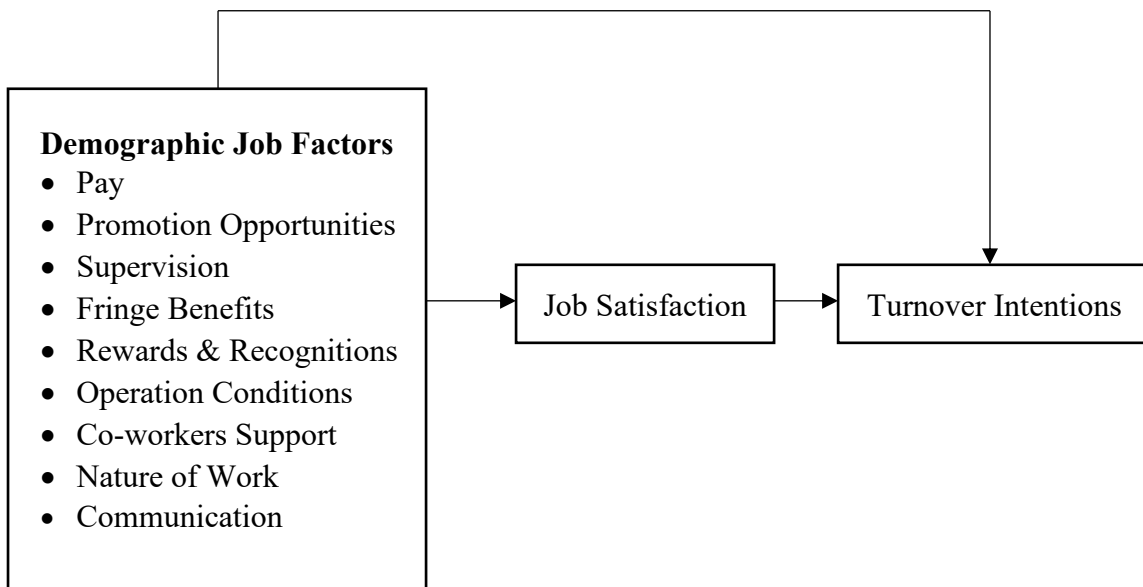
Source: Zendrato (2024)

The findings of the study indicated that employee well-being significantly and positively influenced both work-life balance and job satisfaction. The direct influence of employee well-being on job satisfaction was evident, and suggested that when employees

perceive higher levels of well-being, they tend to report increased satisfaction with their jobs. Additionally, work-life balance was identified as a mediating variable in this relationship. The perception of work-life balance played a crucial role in enhancing the positive effect of employee well-being on job satisfaction, showed a mediating effect.

Koshak et al. (2024) explored job satisfaction and employee’s turnover intentions. This research investigated the connection between employee’s intentions to turnover their jobs and their level of job satisfaction at Saudi Arabian Universities. The study involved 274 employees and used a quantitative research approach. The conceptual framework of Koshak et al. (2024) is shown in Figure (2.2).

**Figure (2.2) Conceptual Framework of Koshak et al.**



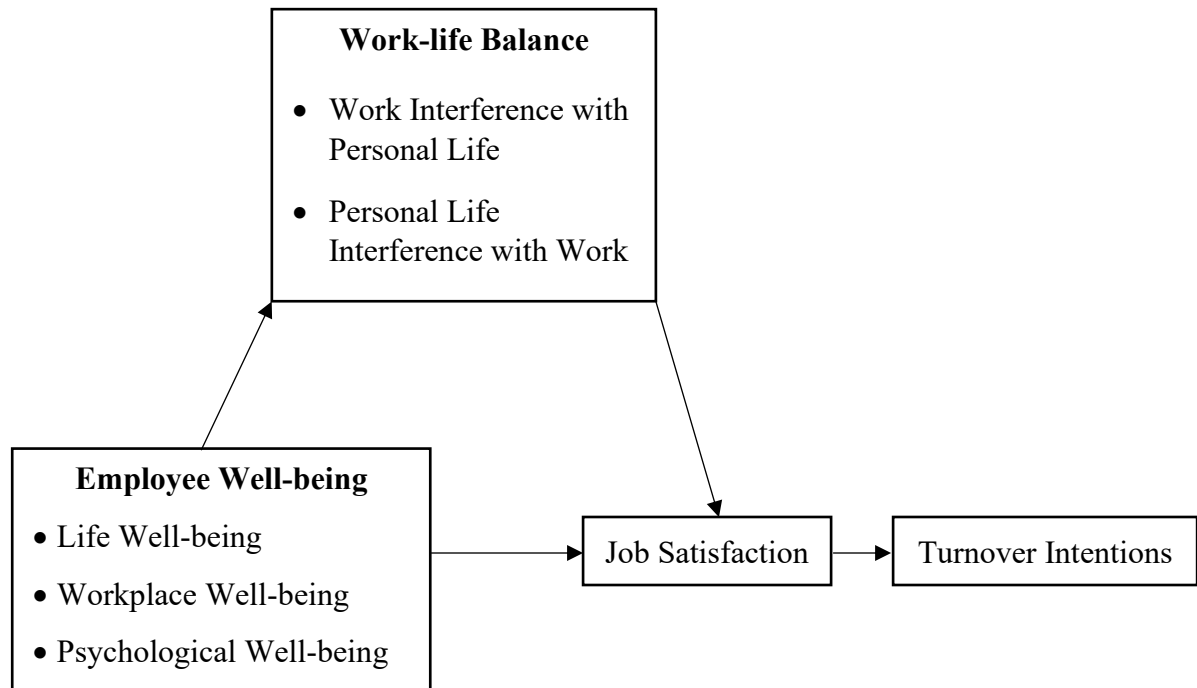
Source: Koshak et al. (2024)

The study found that job satisfaction significantly and negatively influenced turnover intentions among university employees. The results confirmed that higher levels of job satisfaction were associated with lower intentions to leave the organization. Additionally, demographic job factors such as age, experience, and education level also demonstrated varying degrees of influence on turnover intentions. The findings highlighted that job satisfaction played a direct and substantial role in shaping employee retention outcomes. This suggested that improving work conditions and fostering job satisfaction could serve as effective strategies to mitigate employee turnover intentions within academic institutions.

## 2.6 Conceptual Framework of the Study

The conceptual framework of the study is developed from the previous researches conducted by Zendrato (2024) and Koshak et al. (2024) and is shown in Figure (2.3).

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation (2025)

In this model, employee well-being is considered as the independent variable while job satisfaction is seen as dependent variable and work-life balance is mediating variable from the conceptual framework of Zendrato (2024). Job satisfaction is independent variable and turnover intentions is dependent variable from Kosha et al. (2024).

## **CHAPTER 3**

### **PROFILE, EMPLOYEE WELL-BEING AND WORK-LIFE BALANCE IN ORIGINAL GREAT POPULAR CO., LTD.**

This chapter presents the profile, vision, and mission of Original Great Popular Co., Ltd. In addition, it includes organizational structure of Original Great Popular Co., Ltd. And then, it describes employee well-being and work-life balance of employee in Original Great Popular Co., Ltd. Finally, reliability test and demographic profile of the respondents are presented in this chapter.

#### **3.1 Profile of Original Great Popular Co., Ltd.**

Original Great Popular Co., Ltd. was established in 1985 and has since grown into one of Myanmar's most prominent manufacturers and distributors of consumer plastic products. The company manufactures a comprehensive range of goods, including general consumer plastic wares, various SOGO-branded hoses, SOGO lighting switch accessories, SOGO water tanks, and melamine-based products, all of which are widely distributed across the country.

Currently, Original Great Popular Co., Ltd. operates a total of 25 production facilities supported by 5 large-scale warehouses and 15 branch offices strategically located throughout Myanmar. These facilities function regularly and contribute significantly to the firm's distribution efficiency and market coverage. The company employs more than 2,000 staff members, who demonstrate a high level of dedication, strong work ethic, and exceptional loyalty. These employees consistently contribute to the organization's success through their sustained efforts and generous commitment to corporate goals.

Original Great Popular Co., Ltd. has actively collaborated with international partners from Hong Kong, China, Taiwan, South Korea, Japan, Thailand, and Germany to incorporate advanced technologies and manufacturing methodologies into its production processes. These cross-border partnerships have played a vital role in ensuring the consistent delivery of high-quality plastic products that meet international standards. Driven by the escalating domestic demand for plastic goods and its own capacity to meet these market needs, the company has emerged as one of the foremost plastic manufacturers

in Myanmar. It is particularly recognized for offering an extensive product range that combines affordability with superior quality. The company's success is further attributed to its continuous technological innovation, strict adherence to quality assurance protocols, outstanding customer service, and a broad and growing base of satisfied clientele across the country.

At Original Great Popular Co., Ltd., the entire supply chain management process from raw material procurement to the production of finished goods is managed exclusively by highly qualified employees. In addition, Original Great Popular Co., Ltd. implements the ISO 9001:2015 quality management system to enhance its operational efficiency and standardize internal management procedures. The adoption of this internationally recognized framework enables the company to continuously improve its management systems and align with global best practices in quality assurance.

Original Great Popular Co., Ltd.'s headquarters is located at No. 165, Lanmadaw Road, Lanmadaw Township, Yangon. The company's core industrial operations, including warehouses and production facilities, are primarily concentrated in Dagon Seikkan Industrial Zone and Thilawa Special Economic Zone, both of which serve as critical nodes within Myanmar's industrial landscape. In support of its nationwide production strategy, the company has established regional factories in strategically significant urban and economic centers, such as Minsu, Kyaukse, Dawei, Pyay, Sagaing, Mandalay, and Mawlamyine. To strengthen market accessibility and enhance consumer engagement, Original Great Popular also operates a network of branded showrooms across various regions of Myanmar.

The primary objective of Original Great Popular Co., Ltd. is to produce and distribute high-quality, affordable plastic consumer products domestically, thereby ensuring accessibility for the general population of Myanmar. By doing so, the company seeks to reduce national dependency on expensive imported plastic goods and to empower Myanmar citizens with locally manufactured alternatives that meet both quality and economic expectations. In alignment with its long-term growth vision, Original Great Popular Co. Ltd. intends to diversify its operations by expanding into the healthcare and hospitality sectors. Planned ventures include the development of hospital projects and healthcare clinic services, alongside participation in hotel development and state-owned tenders.

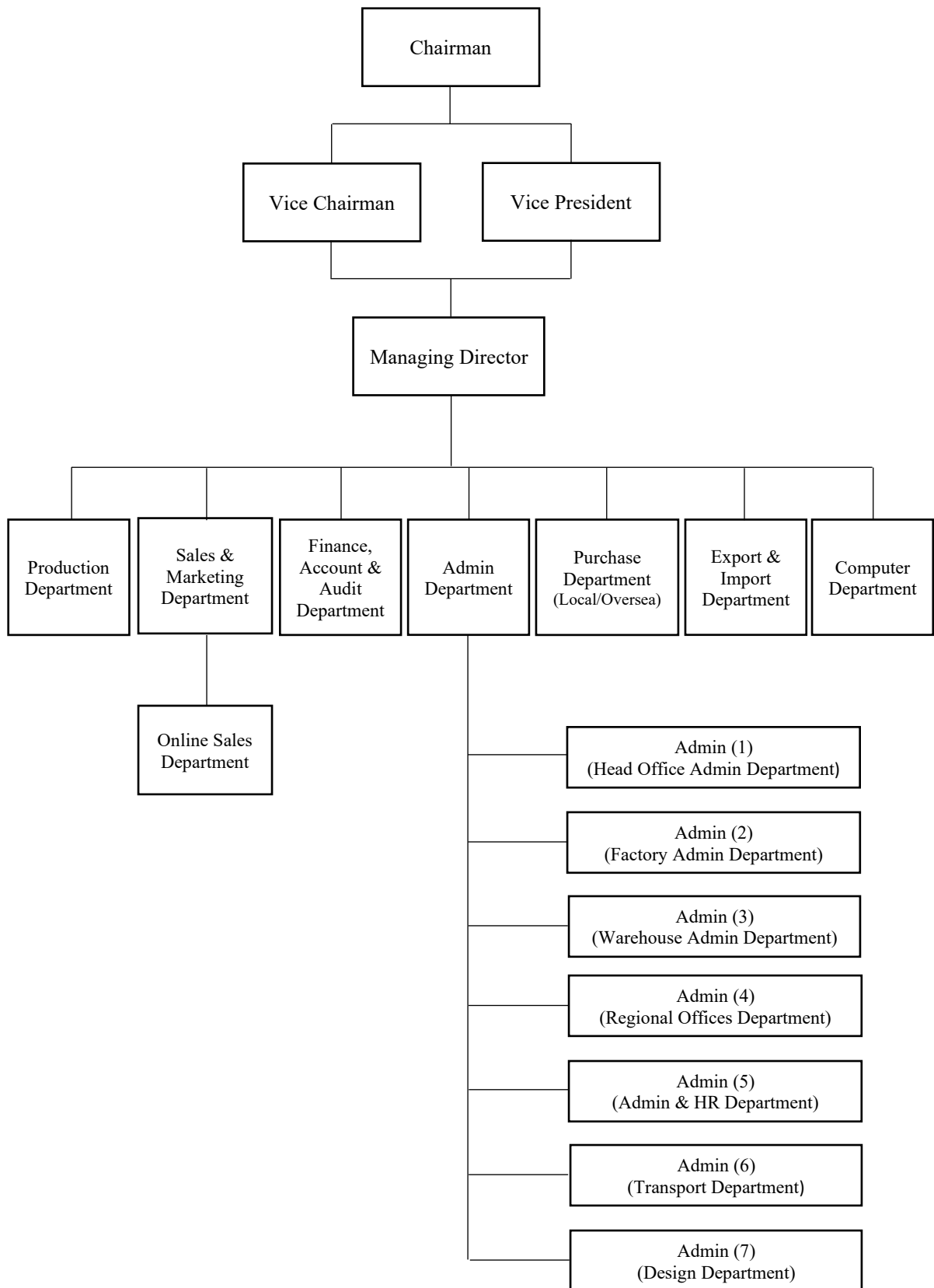
The vision of the Original Great Popular Co., Ltd. is to become the best regional leader in manufacturing plastic ware in Myanmar. The missions of the Original Great Popular Co., Ltd. are to ensure customer's satisfaction and creates a warmth atmosphere among the old and new customers as long-term partnerships with the fair prices, and to understand the extreme importance of quality improvement in today's market area and we believe that we also need to try hard to improve in our business operation.

The quality policies of the Original Great Popular Co., Ltd. are to promote the market demands of plastic products considerably which have enabled us to become a leading manufacturer in Myanmar, to become a developing business continuously not only in many different local regions but also in ASEAN countries by exporting, to make the highest quality plastic products at reasonable price as well as a very wide product ranges, technological innovation and attractive designs, to ensure customer's satisfaction and trust by controlling our excellent quality with technically services, and to encourage staff or personal to get updated knowledge and advanced technologies by planning regular internal trainings.

### **3.2 Organizational Structure of Original Great Popular Co., Ltd.**

The organizational structure of Original Great Popular Co., Ltd. is designed to support its operations across manufacturing, retail, and wholesale distribution sectors. The company is structured into specialized departments to ensure efficiency, clear accountability, and streamlined communication. Each department is headed by experienced leaders who oversee operations aligned with corporate objectives. This organization chart reflects the company's integrated approach to management and strategic coordination across all business units. Figure (3.1) presents the organization chart of Original Great Popular Co., Ltd.

**Figure (3.1) Organization Chart of Original Great Popular Co., Ltd.**



Source: Original Great Popular Co., Ltd. (2025)

As shown in Figure (3.1), at the top of the organizational hierarchy is the executive management team, comprising the chairman, vice Chairman, and vice president, who provide strategic direction and oversee the overall operations of the company. Under the managing director has seven main departments namely production department, sales and marketing department, finance, account and audit department, admin department, purchase department, export and import department and computer department.

**(i) Production Department**

The production department at Original Great Popular Co., Ltd. plays a central role in overseeing the manufacturing of over 5,000 consumer plastic products. It ensures efficient operations by coordinating with the ERP system to monitor raw material usage, production schedules, and inventory levels in real time. The department adheres to good manufacturing practice and ISO standards to maintain consistent product quality and safety. It collaborates closely with the procurement, sales, and finance departments to align production output with market demand and resource availability. Regular reporting and coordination with the audit department help ensure transparency in raw material usage and finished goods output. Through these integrated systems and controls, the production department supports the company's strategic goals of cost leadership, quality assurance, and timely product delivery.

**(ii) Sales and Marketing Department**

The sales and marketing department at Original Great Popular Co., Ltd. is responsible for organizing the company's products into designated groups, with each group assigned to a specific team leader. This structure facilitates targeted market research within each product category, enabling staff to enhance sales performance, expand market presence, and respond effectively to customer needs in their respective regions.

The department plays a pivotal role in increasing the company's revenue, strengthening brand visibility, and driving market expansion across Myanmar. As part of its routine operations, the team conducts daily market visits in Yangon and schedules rotational visits to regional markets to assess on-the-ground sales dynamics and maintain customer relationships. To meet daily customer demand, the department places product orders with the relevant factories and warehouses, issues sales vouchers, and coordinates

product delivery logistics to ensure timely fulfillment. It also sets annual sales targets and strategies, which are compiled into an executive summary that includes budget forecasts and strategic priorities.

The online sales department, operating under the sales and marketing department, is responsible for managing the company's digital sales channels and expanding e-commerce activities. It monitors online customer inquiries, processes online orders, and coordinates with logistics teams to ensure timely delivery. Additionally, the department manages digital marketing initiatives, such as social media promotions and online advertising, to drive online customer engagement and sales. By leveraging digital platforms, the online sales department plays a critical role in enhancing the company's accessibility and competitiveness in the modern retail environment.

### **(iii) Finance, Account and Audit Department**

The finance department at Original Great Popular Co., Ltd. is responsible for coordinating the company's overall financial activities. It ensures the timely disbursement of funds across various departments, maintains detailed records to guarantee that expenditures are appropriate and equitable, verifies the accuracy of daily cash expenditures and balances, accepts daily deposits from the sales department, and manages all financial transactions in a transparent and systematic manner. The account department handles all matters related to taxation, provides financial advisory services, and prepares annual financial reports. In addition, it reconciles cash and bank statements, calculates raw material consumption periods for production processes, verifies daily account balances, monitors cash disbursements from factories, prepares the company's profit and loss statements, and oversees payroll operations.

The audit department plays a critical role in verifying the consistency between submitted accounts and actual operational conditions through systematic and ongoing field audits. The audit department operates continuously at the operational level, reviewing daily production statements from factories, auditing raw material movements from the main warehouse, and verifying production outputs against vouchers and ledgers. It also checks cash and petty cash accounts at factories and warehouses by physically inspecting cash balances, audits the inventory of finished goods by comparing physical counts with system records, and submits detailed reports on any account surpluses or deficits.

**(iv) Admin Department**

The administration department plays a vital role in the organizational structure of the company. It comprises seven divisions admin 1 through Admin 7, each with distinct responsibilities. These divisions operate in alignment with the company's strategic objectives and carry out their tasks using systems and practices that reflect current technological advancements.

The head office admin department is responsible for overseeing all central administrative functions of the company. It ensures coordination among departments, supervises compliance with corporate policies, and manages internal communications. The factory admin department manages the day-to-day administrative functions within the production units. It coordinates with the production department to ensure workforce organization, shift management, and safety compliance inside the factory premises. The warehouse department is responsible for administering all warehousing operations, including inventory records, logistics coordination, and security oversight. It maintains accurate documentation of inbound and outbound stock using ERP integration for real-time tracking.

The regional office department manages administrative tasks across the company's nationwide branch offices. It supports local sales teams, oversees branch-level HR coordination, and ensures consistent reporting back to the head office. The admin & HR department manages human resources functions, including recruitment, training, attendance, performance evaluations, and employee benefits. It ensures compliance with labor laws and fosters a positive workplace culture aligned with the company's strategic goals. The transport department is responsible for the coordination of company logistics and delivery operations. It manages vehicle allocation for factory-to-warehouse and warehouse-to-customer transportation. The design department collaborates with the marketing department to develop promotional materials and design retail packaging that aligns with brand identity.

**(v) Purchase Department**

The purchase department at Original Great Popular Co., Ltd. is responsible for managing international procurement processes. These activities include contacting overseas suppliers to request quotations for raw materials required by the company's

factories, systematically purchasing materials that meet specified quality standards, and preparing payment schedules based on sales confirmation contracts.

Container withdrawals are arranged within the designated timeframes to ensure efficiency in logistics and warehousing. The department also handles the application of import licenses for raw materials through the full online system on Myanmar Trade Net, submitting all required documents to the Department of Trade in a timely and compliant manner. In support of transparency and process control, the department prepares weekly overseas procurement reports and monthly summaries detailing container withdrawals and ship arrivals. All procurement activities including the acquisition and receipt of high-quality raw materials are conducted in accordance with ISO documentation standards. In addition, the department manages the purchase and timely delivery of essential packing materials, such as boxes and stickers, to support uninterrupted production in the factories.

**(vi) Export and Import Department**

The export and import department is responsible for ensuring the timely retrieve of machinery, accessories, and raw materials used in manufacturing, which are ordered from abroad and transported either by air and sea freight or through the Myawaddy border checkpoint. Departmental staff routinely visit the Myanmar Customs Department and the Shipping Agency Department to complete necessary administrative procedures. Additionally, the export and import department handles bonded warehouse operations, including intobond and exbond processes. To further support the seamless flow of production within the company, a licensed customs clearance agent, yellow card holder, has been appointed as a full-time employee. This agent plays a critical role in managing import and export operations efficiently and in compliance with relevant regulatory requirements.

**(vii) Computer Department**

As a company engaged in manufacturing as well as wholesale and retail distribution, Original Great Popular Co., Ltd. implements an Enterprise Resource Planning (ERP) system to manage its production processes and track inventory levels. The ERP platform is utilized to ensure the smooth and efficient operation of factory activities, increase productivity, manage inventory in real time, monitor sales performance, and

enhance overall customer service delivery. To support effective system usage across departments, the company's computer department is responsible for providing continuous training and technical guidance to relevant personnel. This ensures that all departments operate the ERP software efficiently and with minimal disruption.

The computer department also performs critical operational tasks, including the calculation of raw material and production requirements, the monitoring of real-time warehouse stock levels, and the registration of new product codes. It manages vendor and category integration, prepares daily sales reports, and updates the system with pricing changes, defect reports, customer return logs, and outstanding account records. Moreover, the computer department monitors, maintains, and repairs all computer-related hardware including printers and peripheral equipment across departments, and it conducts regular servicing and procurement of replacements as needed to maintain operational continuity.

### **3.3 Employee Well-being of Original Great Popular Co., Ltd.**

Employee well-being constitutes a critical foundation for organizational success at Original Great Popular Co., Ltd. As an integrated manufacturing, wholesale, and retail company, the management acknowledges that employee well-being significantly influences work attitudes, job satisfaction, productivity, and retention. Well-being is viewed holistically, encompassing not only employees' experiences within the workplace but also their personal lives and psychological health. By investing in employee well-being, the company actively nurtures a stable, motivated, and loyal workforce that is essential for sustaining competitive advantage. Drawing upon theoretical frameworks emphasizing the relationship between well-being and job satisfaction, the company's approach covers three essential dimensions: life well-being, workplace well-being, and psychological well-being. These practices are strategically embedded into organizational policies, aiming to enhance employee performance and reduce turnover intentions, thereby supporting long-term business development.

#### **3.3.1 Life Well-being**

Original Great Popular Co., Ltd. prioritizes life well-being by promoting a balanced integration between employees' work and personal lives. The company grants structured leave benefits, including annual leave, sick leave, and special leave for family or personal

needs. Health insurance coverage and emergency financial assistance programs offer additional security to employees and their families, supporting physical and financial well-being outside the workplace. Cultural events, sports days, and team-building activities are regularly organized to create social cohesion and to enhance life satisfaction. Importantly, the company emphasizes the prevention of work overload, ensuring that employees are able to fulfill their professional responsibilities without sacrificing personal and family commitments.

### **3.3.2 Workplace Well-being**

Workplace well-being is actively cultivated through the creation of safe, organized, and supportive work environments. Factories, warehouses, and offices operate under good manufacturing practice guidelines and are aligned with ISO 9001:2015 quality management system standards. Ergonomically designed workspaces, systematic inventory management through ERP systems, and regular employee training programs contribute to operational efficiency and employee comfort. Employees are encouraged to engage in skill enhancement opportunities, participate in career advancement initiatives, and receive recognition for outstanding performance. The organizational culture stresses transparency, fairness, and continuous improvement, ensuring that all employees feel valued and respected in their daily work settings.

### **3.3.3 Psychological Well-being**

Original Great Popular Co., Ltd. places strong emphasis on the psychological well-being of its employees as an integral part of overall workplace health. Open-door policies encourage employees to share concerns directly with supervisors or management without fear of negative consequences. The human resources department facilitates access to counseling services and emotional support when needed, promoting mental resilience and stress management. Management personnel are trained in leadership styles that emphasize empathy, emotional intelligence, and constructive feedback. Company-sponsored mental health seminars and stress reduction workshops further enhance psychological resilience among employees. Collectively, these initiatives foster a supportive and psychologically safe environment where employees can thrive both personally and professionally.

### **3.4 Work-life Balance of Employee at Original Great Popular Co., Ltd.**

Work-life balance is a critical determinant of employee well-being, organizational commitment, and job satisfaction. At Original Great Popular Co., Ltd., maintaining a healthy balance between employees' professional responsibilities and their personal lives is considered a strategic priority. The company recognizes that excessive interference of work demands with personal life can lead to burnout, decreased morale, and increased turnover, while unresolved personal-life demands affecting work performance can hinder productivity and team cohesion. Accordingly, the company implements structured policies and adaptive management practices that address both dimensions of work-life balance, work interference with personal life and personal life interference with work.

#### **3.4.1 Work Interference with Personal Life**

To mitigate work's negative effect on personal life, Original Great Popular Co., Ltd. has adopted several supportive practices. The company enforces reasonable working hours across all departments, particularly in its factories and warehouses, to prevent overwork and ensure employees have sufficient time to attend to personal and family responsibilities. The administration discourages unnecessary overtime and closely monitors shift schedules to avoid employee fatigue. Employees are encouraged to take full advantage of their annual leave entitlements, and managers are trained to respect personal time boundaries, especially outside of standard working hours.

The company's provision of paid leave including annual leave, medical leave, and compassionate leave enables employees to handle significant personal obligations without the stress of financial penalties or job insecurity. Furthermore, periodic company-organized events, such as cultural festivals, recreational outings, and sports activities, not only promote team cohesion but also offer opportunities for employees to rejuvenate and socialize outside the formal work setting. These practices help create a corporate culture that respects employees' personal time and minimizes the extent to which work intrudes into their private lives.

In terms of infrastructure, the company's integration of enterprise resource planning systems has also contributed to work interference with personal life reduction. By automating many daily processes, the ERP system minimizes manual workloads and improves operational efficiency, thereby reducing the likelihood of extended work hours.

These efforts collectively represent the company's proactive stance in protecting employees' personal time from work-related encroachment.

### **3.4.2 Personal Life Interference with Work**

While workplace demands can interfere with personal life, it is equally important to acknowledge that personal life issues can, at times, affect work performance. Original Great Popular Co., Ltd. has recognized this and adopted a flexible, compassionate approach to managing such circumstances. Employees experiencing family crises, health issues, or personal stress are allowed flexible work arrangements, such as shift adjustments or temporary relocation of duties, to help them manage their circumstances without sacrificing job security.

The company's human resources department provide support mechanisms, including access to emotional support, open-door counseling referrals, and confidential discussion channels with supervisors. Managers are trained in empathetic leadership and are encouraged to engage in open communication with staff members to detect signs of distress early and offer accommodations where appropriate. In addition, the company actively supports employees during life transitions, such as maternity or family caregiving responsibilities, through extended leave options and reintegration support upon return to work.

Moreover, internal communication policies are structured to reduce unnecessary stress. Employees are not required to respond to messages or calls after office hours unless the matter is urgent, which prevents spillover of personal issues into workspaces. These principles align with psychological safety frameworks, ensuring that employees can seek support when personal issues affect their job performance without fear of judgment or punitive consequences.

### **3.5 Reliability Test**

According to Cronbach (1951), the consistency and accuracy of the measurement scales are verified using a reliability test. Cronbach's alpha reliability test is used to ensure reliability. Alpha values between 0.60 and 0.80 are generally regarded as acceptable, good, between 0.80 and 0.90 are generally regarded as good, whereas values above 0.90 indicates excellent and close to 1.0 indicates great internal consistency reliability. Alpha values

below 0.60 are considered to be poor. Table (3.1) describes the reliabilities (alpha values) of the variables.

**Table (3.1) Reliability Test of the Variables**

<b>Sr. No.</b>	<b>Particulars</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>	<b>Interpretation</b>
1	Life Well-being	6	0.806	Good
2	Workplace Well-being	6	0.767	Reliable
3	Psychological Well-being	6	0.743	Reliable
4	Work Interference with Personal Life	8	0.768	Reliable
5	Personal Life Interference with work	7	0.779	Reliable
6	Job Satisfaction	10	0.791	Reliable
7	Turnover Intentions	8	0.867	Good

Source: Survey Data (2025)

Based on the reliability analysis presented in Table (3.1), all the constructs under investigation demonstrate acceptable to good internal consistency, as assessed by Cronbach's alpha values. Specifically, the alpha coefficients for the variable's life well-being (0.806), workplace well-being (0.767), psychological well-being (0.743), work interference with personal life (0.768), personal life interference with work (0.779), job satisfaction (0.791), and turnover Intentions (0.867) fall within the acceptable to good reliability range as per Cronbach's (1951) threshold criteria. All values exceed 0.70, indicating that the measurement items for each construct consistently reflect their respective underlying variables. Notably, turnover intentions show the highest reliability score (0.867), demonstrating a high degree of internal consistency among its items.

### **3.6 Demographic Profile of the Respondents**

The demographic characteristics of respondents are discussed in this section. Table (3.2) provides a detailed illustration of demographic characteristics including gender, age, position, education background, marital status, working experience and monthly income.

**Table (3.2) Demographic Profile of Respondents**

<b>Sr. No.</b>	<b>Particular</b>	<b>No. of Respondents</b>	<b>Percentage</b>
	<b>Total</b>	<b>323</b>	<b>100.0</b>
1	<b>Gender</b>		
	Male	132	40.9
	Female	191	59.1
2	<b>Age (Years)</b>		
	18 – 25	187	58.0
	26 – 35	108	33.4
	36 – 45	25	7.7
	46 – 60	3	0.9
3	<b>Position</b>		
	General Worker	113	35.0
	Staff	91	28.2
	Supervisor	77	23.8
	Assistant Manager	24	7.4
	Manager	16	5.0
	General Manager	2	0.6
4	<b>Education Background</b>		
	Middle School	30	9.3
	High School	101	31.3
	Undergraduate	56	17.3
	Bachelor’s Degree	129	39.9
	Master’ Degree	7	2.2
5	<b>Marital Status</b>		
	Single	203	62.8
	Married	120	37.2
6	<b>Working Experiences (Years)</b>		
	< 1	95	29.4
	1 – 5	167	51.7
	6 – 10	49	15.2
	11 – 20	11	3.4
	> 20	1	0.3
7	<b>Monthly Income Level (Kyats)</b>		
	< 300,000	113	35.0
	300,000 – 500,000	168	52.0
	500,001 – 1,000,000	24	7.4
	1,000,001 – 2,000,000	16	5.0
	> 2,000,000	2	0.6

Source: Survey Data (2025)

The study at Original Great Popular Co., Ltd. collected responses from 323 participants, offering valuable insight into the demographic and professional characteristics of the company's workforce. Gender distribution reveals a slight female majority, with 59.1% female and 40.9% male respondents. The majority of employees fall within the age groups of 18–25 years (58.0%) and 26–35 years (33.4%), reflecting a predominantly young workforce. In terms of job positions, most respondents are general workers (35.0%) and staff-level employees (28.2%), followed by supervisors (23.8%) and a smaller percentage in managerial roles.

Educational background varies among participants, with the majority holding high school (31.3%) and bachelor's degree (39.9%) qualifications. A smaller proportion completed middle school (9.3%), graduated from high school (48.6%), or held master's degrees (2.2%), indicating a diverse educational landscape. Most respondents are single (62.8%), while a significant number are married (37.2%). Regarding work experience, over half of the employees (51.7%) have been with the organization for 1–5 years, followed by those with less than one year (29.4%), and a smaller segment with over five years of experience. Income levels also reflect diversity, with the largest group earning below 300,000 Kyats (35.0%), followed by those earning between 300,000–500,000 Kyats (52.5%).

These demographic insights provide essential context for understanding employee well-being, job satisfaction, and turnover intentions in the company. The findings indicate that Original Great Popular Co., Ltd. maintains a predominantly young, moderately educated, and economically varied workforce, which is crucial for shaping effective HR policies and workplace interventions.

## **CHAPTER 4**

### **ANALYSIS ON THE EFFECT OF EMPLOYEE WELL-BEING ON TURNOVER INTENTIONS OF ORIGINAL GREAT POPULAR CO., LTD.**

This chapter comprises four sections. The first section examines the perception of employee well-being, work-life balance, job satisfaction, and turnover intentions at Original Great Popular Co., Ltd. The second section analyzes the effect of employee well-being on job satisfaction. The third section analyzes the mediating effect of work-life balance on the relationship between employee well-being and job satisfaction. The fourth section examines the effect of job satisfaction on turnover intentions. According to Best (1977), the mean values of the five-point Likert scale items are interpreted as follows:

A score between 1.00 and 1.80 indicates "strongly disagree."

A score between 1.81 and 2.60 indicates "disagree."

A score between 2.61 and 3.40 indicates "neutral."

A score between 3.41 and 4.20 indicates "agree."

A score between 4.21 and 5.00 indicates "strongly agree."

Each statement is measured using a five-point Likert scale ranging from 1 to 5 (strongly disagree, disagree, neutral, agree, and strongly agree). For data analysis, both descriptive and regression analysis are employed. Prior to conducting regression analysis, data reliability is tested. This study aims to analyze the mediating effect of work-life balance on the relationship between employee well-being and job satisfaction, and its subsequent effect on turnover intentions. A regression model is used, and the analysis is based on data collected from 323 employees at Original Great Popular Co., Ltd.

#### **4.1 Respondent Perception on Employee Well-being**

The initial phase employs structured questions to gather quantitative data focused on assessing three dimensions of employee well-being: life well-being, workplace well-being, and psychological well-being.

#### 4.1.1 Life Well-being

Life well-being is assessed using 6 statements. The results are summarized in Table (4.1), which displays the mean values and standard deviations derived from the survey data.

**Table (4.1) Life Well-being**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Satisfaction with life	4.18	.509
2	Closeness of life goals	4.09	.443
3	Experience of real happiness	4.32	.498
4	Positive life situation	4.17	.469
5	Enjoyment of life	3.93	.372
6	Contentment with current lifestyle	4.23	.543
	<b>Overall Mean</b>	<b>4.15</b>	

Source: Survey Data (2025)

According to Table (4.1), the mean values (including overall mean) except two statements fall between 3.41 and 4.20 at the agree level. It can be concluded that most of employees at Original Great Popular Co., Ltd. generally agree with satisfaction with life, closeness of life goals, positive life situation, and enjoyment of life. This means that respondents perceive their personal lives favorably and maintain a generally high level of life well-being.

However, the remaining mean values of two statements lie between 4.21 and 5.00, which fall within the strongly agree level. This indicates that employees strongly agree with experience of real happiness and contentment with current lifestyle at Original Great Popular Co., Ltd. These responses indicate that employees highly value and positively assess these aspects of their life well-being.

### 4.1.2 Workplace Well-being

Workplace well-being is assessed using structured questionnaires. The results are summarized in Table (4.2), which displays the mean values and standard deviations derived from the survey data.

**Table (4.2) Workplace Well-being**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Satisfaction with work responsibilities	4.35	.549
2	Overall job satisfaction	4.41	.541
3	Enjoyment of work	4.38	.601
4	Opportunities to enrich work	4.04	.376
5	Meaningfulness of work experience	4.40	.522
6	Satisfaction with work achievements	4.11	.439
	<b>Overall Mean</b>	<b>4.28</b>	

Source: Survey Data (2025)

According to Table (4.2), the mean values (including overall mean) except two statements fall between 4.21 and 5.00 at the strongly agree level. It can be concluded that most of the employees at Original Great Popular Co., Ltd. strongly agree with satisfaction with work responsibilities, overall job satisfaction, enjoyment of work, and meaningfulness of work experience. These responses indicate that employees express a high level of agreement with positive workplace well-being.

However, the remaining mean values of two statements lie between 3.41 and 4.20, which fall within the agree level. This indicates that employees generally agree with opportunities to enrich work and satisfaction with work achievements at Original Great Popular Co., Ltd. This indicates that employee generally view their opportunities for growth and recognition of achievements positively.

### 4.1.3 Psychological Well-being

Psychological well-being is assessed using structured questionnaires. The results are summarized in Table (4.3), which displays the mean values and standard deviations derived from the survey data.

**Table (4.3) Psychological Well-being**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Personal growth	4.41	.517
2	Ability to manage daily affairs	4.34	.548
3	Self-confidence and positive self-image	4.28	.579
4	Willingness to give time to others	3.97	.373
5	Skill in creating flexible work schedules	4.23	.448
6	Engagement in meaningful conversations	4.28	.570
	<b>Overall Mean</b>	<b>4.25</b>	

Source: Survey Data (2025)

According to Table (4.3), the mean values (including overall mean) except one statement fall between 4.21 and 5.00 at the strongly agree level. It can be concluded that most of the employees at Original Great Popular Co., Ltd. strongly agree with personal growth, ability to manage daily affairs, self-confidence and positive self-image, skill in creating flexible work schedules, and engagement in meaningful conversations. This result show that employees demonstrate strong agreement with positive aspects of psychological well-being, indicating high mental and emotional resilience in both work and personal life.

Another side, the remaining mean values of one statement lies between 3.41 and 4.20, which fall within the agree level. This indicates that employees generally agree with willingness to give time to others at Original Great Popular Co., Ltd. This means that employees demonstrate social responsiveness and cooperation.

## 4.2 Respondent Perception on Work-life Balance

The second phase employs structured questions to gather quantitative data focused on assessing two dimensions of work-life balance: work interference with personal life and personal life interference with work.

### 4.2.1 Work Interference with Personal Life

Work interference with personal life is assessed using 8 statements. The results are summarized in Table (4.4), which displays the mean values and standard deviations derived from the survey data.

**Table (4.4) Work Interference with Personal Life**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	No need for after-hours work	4.47	.500
2	Work does not cause neglect of family responsibilities	4.43	.495
3	Ability to take a mental break from work at home	4.03	.182
4	Minimal interference of work with personal life	4.48	.500
5	Absence of physical symptoms from work-related stress	4.67	.471
6	Work stress rarely causes irritability at home	4.22	.482
7	Family comfort despite work preoccupation	4.08	.406
8	Social engagement not hindered by work	4.09	.293
	<b>Overall Mean</b>	<b>4.31</b>	

Source: Survey Data (2025)

According to Table (4.4), the mean values (including overall mean) except three statements fall between 4.21 and 5.00 at the strongly agree level. It can be concluded that most of the employees at Original Great Popular Co., Ltd. strongly agree with no need for after-hours work, work does not cause neglect of family responsibilities, minimal interference of work with personal life, absence of physical symptoms from work-related

stress, and work stress rarely causes irritability at home. It indicates a favorable balance between work and personal responsibilities among respondents.

However, the remaining mean values of three statements lie between 3.41 and 4.20, which fall within the agree level. This indicates that employees generally agree with ability to take a mental break from work at home, family comfort despite work preoccupation, and social engagement not hindered by work at Original Great Popular Co., Ltd.

#### 4.2.2 Personal Life Interference with Work

Personal life interference with work is assessed using 7 statements. The results are summarized in Table (4.5), which displays the mean values and standard deviations derived from the survey data.

**Table (4.5) Personal Life Interference with Work**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Freedom form personal/family worries at work	4.28	.495
2	Ability to manage work despite home demands	4.11	.466
3	Work concentration despite dependent care issues	4.03	.393
4	Missed work tasks due to personal responsibilities	4.54	.569
5	Personal stress affects work focus	4.46	.552
6	Ability to switch off personal concerns at work	4.02	.249
7	Family duties requiring time away from work	4.38	.557
	<b>Overall Mean</b>	<b>4.26</b>	

Source: Survey Data (2025)

According to Table (4.5), the mean values (including overall mean) except three statements fall between 4.21 and 5.00 at the strongly agree level. It can be concluded that most of the employees at Original Great Popular Co., Ltd. strongly agree with freedom form personal/family worries at work, missed work tasks due to personal responsibilities, personal stress affects work focus, and family duties requiring time away from work. These

results demonstrate effective personal-life management among employees and sustained work performance without personal distractions.

However, the remaining mean values of three statements lie between 3.41 and 4.20, which fall within the agree level. This indicates that employees generally agree with ability to manage work despite home demands, work concentration despite dependent care issues, and ability to switch off personal concerns at work at Original Great Popular Co., Ltd.

### 4.3 Respondent Perception on Job Satisfaction

Job satisfaction is assessed using 10 statements. The results are summarized in Table (4.6), which displays the mean values and standard deviations derived from the survey data.

**Table (4.6) Job Satisfaction**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Satisfaction with work-life balance	4.19	.451
2	Perception of fair pay	4.12	.395
3	Satisfaction with promotion opportunities	4.07	.426
4	Satisfaction with job security	4.49	.507
5	Satisfaction with working conditions	4.37	.526
6	Satisfaction with implementation of work policies	4.39	.560
7	Satisfaction with company benefit	4.26	.445
8	Positive coworker relationships	4.02	.360
9	Feeling of work-related exhaustion	4.34	.601
10	Sense of organizational loyalty	4.31	.525
	<b>Overall Mean</b>	<b>4.26</b>	

Source: Survey Data (2025)

According to Table (4.6), the mean values (including overall mean) except four statements fall between 4.21 and 5.00 at the strongly agree level. It can be concluded that most of the employees at Original Great Popular Co., Ltd. strongly agree with satisfaction with job security, working conditions, implementation of work policies, company benefit,

feeling of work-related exhaustion, and sense of organizational loyalty. This indicates that employees experience a high level of job satisfaction that enhances morale, boosts performance, and strengthens organizational loyalty.

However, the remaining mean values of four statements lie between 3.41 and 4.20, which fall within the agree level. This indicates that employees generally agree with satisfaction with work-life balance, perception of fair pay, satisfaction with promotion opportunities, and positive coworkers' relationships at Original Great Popular Co., Ltd.

#### 4.4 Respondent Perception on Turnover Intentions

Turnover intentions are assessed using 8 statements. The results are summarized in Table (4.7), which displays the mean values and standard deviations derived from the survey data.

**Table (4.7) Turnover Intentions**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Intentions to search for a new job	1.54	.621
2	Frequent thoughts of quitting	1.63	.577
3	Desire to leave the organization under stress	2.08	.448
4	Perception that staying is a mistake	1.75	.519
5	Lack of long-term commitment to the organization	1.83	.567
6	Doubt about future with the organization	1.82	.491
7	Serious consideration of quitting	1.72	.560
8	Intentions to leave when a better job is available	2.09	.526
	<b>Overall Mean</b>	<b>1.81</b>	

Source: Survey Data (2025)

According to Table (4.7), the mean values (including overall mean) except four statements fall between 1.81 and 2.60 at the disagree level. It can be concluded that most of the employees at Original Great Popular Co., Ltd. disagree with desire to leave the

organization under stress, lack of long-term commitment to the organization, doubt about future with the organization, and intentions to leave when a better job is available. This implies that most employees are not inclined to leave their jobs soon, indicating strong job retention and organizational commitment at Original Great Popular Co., Ltd.

However, the remaining mean values of four statements lie between 1.00 and 1.80, which fall within the strongly disagree level. This indicates that employees strongly disagree with intentions to search for a new job, frequent thoughts of quitting, perception that staying is a mistake and serious consideration of quitting at Original Great Popular Co., Ltd.

#### 4.5 Analysis on the Effect of Employee Well-being on Job Satisfaction

To find out the effect of employee well-being on job satisfaction of employees in Original Great Popular Co., Ltd., multiple regression analysis is applied. The result is shown in Table (4.8).

**Table (4.8) Effect of Employee Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.008	0.093		10.833	0.000
Life Well-being	0.085*	0.049	0.100	1.722	0.086
Workplace Well-being	0.305***	0.067	0.370	4.578	0.000
Psychological Well-being	0.374***	0.073	0.442	5.126	0.000
R	0.893				
R square	0.797				
Adjusted R square	0.795				
F Value	417.317***				
Durbin-Watson	1.552				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Table (4.8) shows the adjusted R square value of 0.795 indicates that approximately 79.5% of the variation in job satisfaction can be explained by the three independent variables. The F value of 417.317, highly significant at the 1 percent level, indicates that the model is highly significant, and the model can be said valid. The Durbin-Watson statistic of 1.552 indicates no autocorrelation in the residuals, which supports the reliability of the findings. According to regression result, all of three variables have significant effect on job satisfaction.

Life well-being has positive and significant effect on job satisfaction at 10 percent significant level with the standardized beta coefficients of 0.100. Although this variable has an influence compared to workplace well-being and psychological well-being, it still contributes positively to employees' sense of job satisfaction. Employees who are generally satisfied with their personal lives including their health, finances, and relationships tend to carry that positivity into their work life. By encouraging policies that respect employees' personal time and responsibilities, the organization can enhance overall job satisfaction indirectly.

Workplace well-being has positive and significant effect on job satisfaction at 1 percent significant level with the standardized beta coefficients of 0.370. This confirms that employee perception of their working environment, including fairness, safety, comfort, and work-related resources, influences their satisfaction. Employees who feel secure and supported in their physical and organizational work settings are more likely to feel content and committed to their roles. In the context of Original Great Popular Co., Ltd., ensuring a safe, well-organized, and equitable workplace is essential in fostering employee satisfaction and encouraging long-term dedication.

Psychological well-being has positive and significant effect on job satisfaction at 1 percent significant level with the standardized beta coefficients of 0.442. This implies that employees who feel psychologically healthy experiencing emotional stability, personal growth, confidence, and meaningful connections are more likely to report high levels of satisfaction in their jobs. At Original Great Popular Co., Ltd., this finding highlights the importance of creating a psychologically supportive environment where employees feel mentally resilient and emotionally fulfilled. When employees experience psychological well-being, they become more engaged and satisfied with their work, which contributes to greater productivity and retention. This variable stands out as a key contributor to enhancing satisfaction levels across the organization.

The analysis reveals that psychological well-being is the most influential factor among the three dimensions of employee well-being, followed by workplace well-being. These findings indicate that organizations aiming to enhance job satisfaction should prioritize psychological wellness initiatives, supportive workplace conditions, and holistic well-being strategies. These findings emphasize the multifaceted role of well-being in fostering a productive and satisfied workforce.

#### **4.6 Analysis on the Mediating Effect of Work-life Balance on the Relationship between Employee Well-being and Job Satisfaction**

To examine the mediating effect of work-life balance (work interference with personal life, and personal life interference with work) on the relationship between employee well-being (life well-being, workplace well-being, and psychological well-being) and job satisfaction, the following steps are undertaken.

1. Regression analysis is conducted to assess the total effect of the independent variable on the dependent variable.
2. The influence of the independent variable on the mediating variable is also examined using regression analysis.
3. Additionally, regression analysis is used to analyze the effect of the independent variable and the mediating variable on the dependent variable.
4. The Sobel Test is performed to evaluate the significance of the mediating variable.
5. Finally, the indirect effect, direct effect, and total effect are determined based on the analysis results.

This analytical approach demonstrates the mediating role of work-life balance in the relationship between employee well-being and job satisfaction.

##### **4.6.1 Analysis on the Mediating Effect of Work Interference with Personal Life on the Relationship between Life Well-being and Job Satisfaction**

This study examines the mediating effect of work interference with personal life on the relationship between life well-being and job satisfaction.

As a first step, the total effect of life well-being (independent variable) on job satisfaction (dependent variable) at Original Great Popular Co., Ltd is analyzed. The results are shown in Table (4.9).

**Table (4.9) Effect of Life Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.374	0.112		12.299	0.000
Life Well-being	0.694***	0.027	0.822	25.882	0.000
R	0.822				
R square	0.676				
Adjusted R square	0.675				
F Value	669.903***				
Durbin-Watson	1.633				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.9), the total effect of life well-being on job satisfaction is 0.694 and standard error is 0.027, statistically significant at 1% level. The table shows that life well-being has a significant positive effect on job satisfaction. The model explains 67.6% of the variance in job satisfaction. The F value of 669.903, also significant at the 1% level, confirms the overall significance of the model.

The findings reveal that life well-being is a strongly predictor of job satisfaction for employees at Original Great Popular Co., Ltd. A high level of life well-being promotes positivity, motivation, and engagement in the workplace. Therefore, supporting employees' overall life quality such as through flexible schedules, wellness initiatives, and work-life integration can significantly improve their satisfaction with their jobs and contribute to a more committed and productive workforce.

The second step is analyzing the effect of life well-being (independent variable) on work interference with personal life (mediating variable) among employees at Original Great Popular Co., Ltd. is presented in Table (4.10).

**Table (4.10) Effect of Life Well-being on Work Interference with Personal Life**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	2.340	0.145		16.091	0.000
Life Well-being	0.474***	0.035	0.604	13.567	0.000
R	0.604				
R square	0.364				
Adjusted R square	0.362				
F Value	184.070***				
Durbin-Watson	1.711				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.10), the coefficient value is 0.474 and standard error is 0.035 for the effect of life well-being on work interference with personal life (effect of independent variable and mediating variable). The analysis indicates that life well-being has a significant positive effect on work interference with personal life. The model explains 36.4% of the variance in job satisfaction. The F value of 184.070, also significant at the 1% level, confirms the overall significance of the model.

These findings demonstrate that higher levels of life well-being are associated with lower interference of work into one's personal life. Employees at Original Great Popular Co., Ltd. feel satisfied and fulfilled in their overall life domains are better able to maintain boundaries and minimize work-related disruptions in their personal spheres.

The third step is analyzing the effect of life well-being and work interference with personal life on job satisfaction among employees at Original Great Popular Co., Ltd., and is presented in Table (4.11).

**Table (4.11) Effect of Life Well-being and Work Interference with Personal Life on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.627	0.137		4.583	0.000
Life Well-being	0.543***	0.031	0.643	17.716	0.000
Work Interference with Personal Life	0.319***	0.039	0.297	8.173	0.000
R	0.856				
R square	0.732				
Adjusted R square	0.730				
F Value	437.000***				
Durbin-Watson	1.728				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.11), the coefficient value of work interference with personal life on job satisfaction is 0.319, with standard error value 0.039. The model explains 73.2% of the variance in job satisfaction. The F value of 437.000, also significant at the 1% level, confirms the overall significance of the model.

The findings indicate that both life well-being and work interference with personal life are essential predictors of job satisfaction among employees at Original Great Popular Co., Ltd. Additionally, lower levels of work interference with personal life positively contribute to job satisfaction, indicating that when work demands do not significantly disrupt personal responsibilities, employees feel more content and engaged.

To test the mediating effect of work interference with personal life on the relationship between life well-being and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.12).

**Table (4.12) Sobel Test Results for Mediating Effect of Work Interference with Personal Life on the Relationship between Life Well-being and Job Satisfaction**

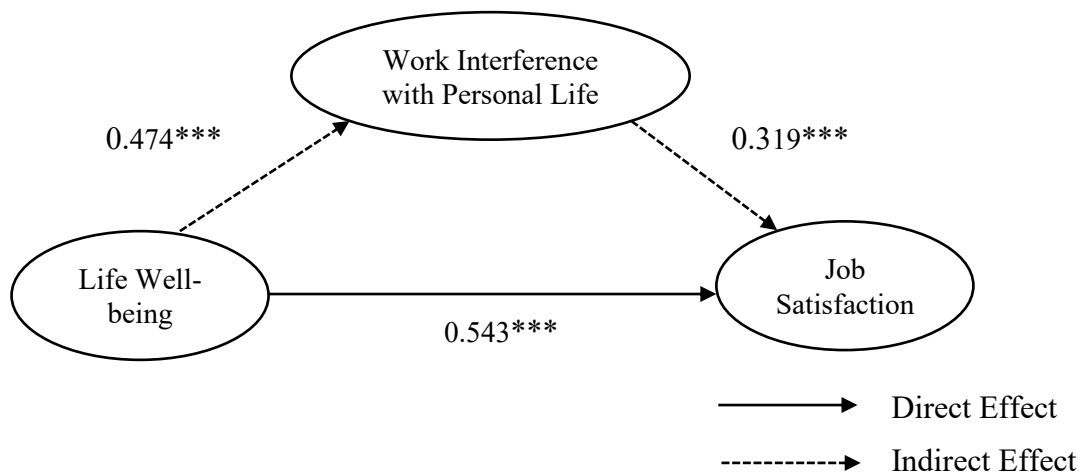
Input			Test	Std. Error	P-Value
a	0.474	Sobel test:	7.00155781	0.02159605	0.00000000
b	0.319	Aroian test:	6.98761397	0.02163915	0.00000000
S <sub>a</sub>	0.035	Goodman test:	7.01558547	0.02155287	0.00000000
S <sub>b</sub>	0.039	Reset all	Calculate		

Source: Survey Data (2025)

Based on the results in Table (4.12), P value 0.0000 is less than 0.01, work interference with personal life mediates on the relationship between life well-being and job satisfaction at 1% significant level. The total effect, direct effect and indirect effect are as follows.

$$\begin{aligned}
 \text{Total Effect} &= 0.694 \\
 \text{Direct Effect} &= 0.543 \\
 \text{Indirect Effect} &= 0.474 \times 0.319 = 0.151 \\
 \text{Direct Effect} + \text{Indirect Effect} &= \text{Total Effect} \\
 0.543 + 0.151 &= 0.694
 \end{aligned}$$

**Figure (4.1) Mediating Effect of Work Interference with Personal Life on the Relationship between Life Well-being and Job Satisfaction**



Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the result, work interference with personal life mediates the relationship between life well-being (independent variable) and job satisfaction (dependent variable). The result shows that there is a positive significant effect of life well-being on job satisfaction as show in Figure (4.1). It shows that life well-being has both a direct and an indirect effect on job satisfaction. The effect of life well-being on job satisfaction is further amplified through work interference with personal life.

Therefore, work interference with personal life has the mediating effect on the relationship between life well-being and job satisfaction. At Original Great Popular Co., Ltd., this implies that improving employees' overall life well-being through health, emotional balance, personal development, and supportive life circumstances not only directly increases their job satisfaction, but also indirectly enhances it by helping them better manage the boundary between work and personal life. In conclusion, work interference with personal life acts as a key psychological channel through which improvements in life well-being translate into enhanced job satisfaction.

#### **4.6.2 Analysis on the Mediating Effect of Personal Life Interference with Work on the Relationship between Life Well-being and Job Satisfaction**

This study examines the mediating effect of personal life interference with work on the relationship between life well-being and job satisfaction.

As a first step, the total effect of life well-being (independent variable) on job satisfaction (dependent variable) at Original Great Popular Co., Ltd is analyzed. The results are shown in Table (4.13).

**Table (4.13) Effect of Life Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.374	0.112		12.299	0.000
Life Well-being	0.694***	0.027	0.822	25.882	0.000
R	0.822				
R square	0.676				
Adjusted R square	0.675				
F Value	669.903***				
Durbin-Watson	1.633				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.13), the total effect of life well-being on job satisfaction is 0.694 and standard error is 0.027, statistically significant at 1% level. The table shows that life well-being has a significant positive effect on job satisfaction. The model explains 67.6% of the variance in job satisfaction. The F value of 669.903, also significant at the 1% level, confirms the overall significance of the model.

The findings reveal that life well-being is a strongly predictor of job satisfaction for employees at Original Great Popular Co., Ltd. A high level of life well-being promotes positivity, motivation, and engagement in the workplace. Therefore, supporting employees' overall life quality such as through flexible schedules, wellness initiatives, and work-life integration can significantly improve their satisfaction with their jobs and contribute to a more committed and productive workforce.

The second step is analyzing the effect of life well-being (independent variable) on personal life interference with work (mediating variable) among employees at Original Great Popular Co., Ltd. is presented in Table (4.14).

**Table (4.14) Effect of Life Well-being on Personal Life Interference with Work**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.969	0.114		8.534	0.000
Life Well-being	0.792***	0.027	0.851	29.076	0.000
R	0.851				
R square	0.725				
Adjusted R square	0.724				
F Value	845.391***				
Durbin-Watson	1.832				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.14), the coefficient value is 0.792 and standard error is 0.027 for the effect of life well-being on personal life interference with work (effect of independent variable and mediating variable). The analysis indicates that life well-being has a significant positive effect on personal life interference with work. The model explains 72.5% of the variance in job satisfaction. The F value of 845.391, also significant at the 1% level, confirms the overall significance of the model.

These findings demonstrate that higher levels of life well-being are associated with lower interference of personal life into work. Overall, these findings emphasize that life well-being plays a crucial role in reducing personal life interference with work among employees at Original Great Popular Co., Ltd. A higher level of life well-being characterized by emotional balance, physical health, and social fulfillment enables employees to manage personal challenges more effectively, allowing them to concentrate on professional duties without disruption.

The third step is analyzing the effect of life well-being and personal life interference with work on job satisfaction among employees at Original Great Popular Co., Ltd., and is presented in Table (4.15).

**Table (4.15) Effect of Life Well-being and Personal Life Interference with Work on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.733	0.092		7.989	0.000
Life Well-being	0.170***	0.038	0.201	4.481	0.000
Personal Life Interference with Work	0.662***	0.041	0.730	16.251	0.000
R	0.907				
R square	0.823				
Adjusted R square	0.821				
F Value	741.533***				
Durbin-Watson	1.734				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.15), the coefficient value of personal life interference with work on job satisfaction is 0.662, with standard error value 0.041. The model explains 82.3% of the variance in job satisfaction. The F value of 741.533, also significant at the 1% level, confirms the overall significance of the model.

The findings indicate that both life well-being and personal life interference with work are essential predictors of job satisfaction among employees at Original Great Popular Co., Ltd. Overall, these findings indicate that at Original Great Popular Co., Ltd., enhancing employees' life well-being and managing the effect of personal life demands on work responsibilities are crucial in fostering job satisfaction. Employees with stronger personal well-being and fewer work-life conflicts tend to report higher job satisfaction.

To test the mediating effect of personal life interference with work on the relationship between life well-being and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.16).

**Table (4.16) Sobel Test Results for Mediating Effect of Personal Life Interference with Work on the Relationship between Life Well-being and Job Satisfaction**

Input			Test	Std. Error	P-Value
a	0.792	Sobel test:	14.14503168	0.0370663	0.0000000
b	0.662	Aroian test:	14.13872762	0.03708283	0.0000000
S <sub>a</sub>	0.027	Goodman test:	14.15134418	0.03704977	0.0000000
S <sub>b</sub>	0.041	Reset all	Calculate		

Source: Survey Data (2025)

Based on the results in Table (4.16), P value 0.0000 is less than 0.01, personal life interference with work mediates on the relationship between life well-being and job satisfaction at 1% significant level. The total effect, direct effect and indirect effect are as follows.

Total Effect = 0.694

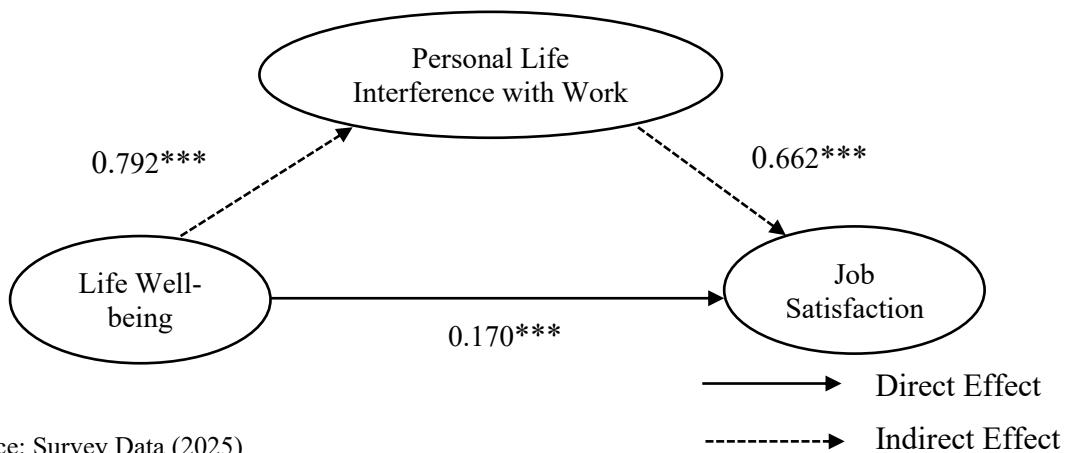
Direct Effect = 0.170

Indirect Effect =  $0.792 \times 0.662 = 0.524$

Direct Effect + Indirect Effect = Total Effect

$0.170 + 0.524 = 0.694$

**Figure (4.2) Mediating Effect of Personal Life Interference with Work on the Relationship between Life Well-being and Job Satisfaction**



Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the result, personal life interference with work mediates the relationship between life well-being (independent variable) and job satisfaction (dependent variable). The result shows that there is a positive significant effect of life well-being on job satisfaction as show in Figure (4.2). It shows that life well-being has both a direct and an indirect effect on job satisfaction. The effect of life well-being on job satisfaction is further amplified through personal life interference with work.

Therefore, personal life interference with work has the mediating effect on the relationship between life well-being and job satisfaction. This indicates that employees with higher life well-being tend to experience less personal life interference with work, leading to greater job satisfaction. At Original Great Popular Co., Ltd., these insights emphasize the value of promoting initiatives such as work-life balance, emotional support resources, and flexible time policies. Such efforts not only directly enhance job satisfaction but also minimize personal distractions, fostering a more engaged and committed workforce.

#### **4.6.3 Analysis on the Mediating Effect of Work Interference with Personal Life on the Relationship between Workplace Well-being and Job Satisfaction**

This study examines the mediating effect of work interference with personal life on the relationship between workplace well-being and job satisfaction.

As a first step, the total effect of workplace well-being (independent variable) on job satisfaction (dependent variable) at Original Great Popular Co., Ltd is analyzed. The results are shown in Table (4.17).

**Table (4.17) Effect of Workplace Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.159	0.095		12.207	0.000
Workplace Well-being	0.723***	0.022	0.877	32.701	0.000
R	0.877				
R square	0.769				
Adjusted R square	0.768				
F Value	1069.333***				
Durbin-Watson	1.636				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.17), the total effect of workplace well-being on job satisfaction is 0.723 and standard error is 0.022, statistically significant at 1% level. The table shows that workplace well-being has a significant positive effect on job satisfaction. The model explains 76.9% of the variance in job satisfaction. The F value of 1069.333, also significant at the 1% level, confirms the overall significance of the model.

The findings reveal that workplace well-being is a strongly predictor of job satisfaction for employees at Original Great Popular Co., Ltd. Overall, these findings imply that workplace well-being plays a crucial role in shaping employees' attitudes toward their jobs. Employees who experience a healthy, supportive, and well-structured working environment are more likely to report higher levels of job satisfaction. In the context of Original Great Popular Co., Ltd., this highlights the importance of creating a positive workplace culture that promotes fairness, physical comfort, safety, teamwork, and organizational support to strengthen job satisfaction.

The second step is analyzing the effect of workplace well-being (independent variable) on work interference with personal life (mediating variable) among employees at Original Great Popular Co., Ltd. is presented in Table (4.18).

**Table (4.18) Effect of Workplace Well-being on Work Interference with Personal Life**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	2.096	0.136		15.435	0.000
Workplace Well-being	0.516***	0.032	0.674	16.342	0.000
R	0.674				
R square	0.454				
Adjusted R square	0.452				
F Value	267.059***				
Durbin-Watson	1.794				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.18), the coefficient value is 0.516 and standard error is 0.032 for the effect of workplace well-being on work interference with personal life (effect of independent variable and mediating variable). The analysis indicates that workplace well-being has a significant positive effect on work interference with personal life. The model explains 45.4% of the variance in job satisfaction. The F value of 267.059, also significant at the 1% level, confirms the overall significance of the model.

Overall, these findings highlight that a higher level of workplace well-being is significantly associated with reduced conflict between work and personal life among employees at Original Great Popular Co., Ltd. By enhancing workplace well-being, organizations can help employees achieve better work-life integration, thereby improving both personal well-being and overall job performance.

The third step is analyzing the effect of workplace well-being and work interference with personal life on job satisfaction among employees at Original Great Popular Co., Ltd., and is presented in Table (4.19).

**Table (4.19) Effect of Workplace Well-being and Work Interference with Personal Life on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.771	0.121		6.372	0.000
Workplace Well-being	0.627***	0.029	0.761	21.707	0.000
Work Interference with Personal Life	0.185***	0.038	0.172	4.908	0.000
R	0.886				
R square	0.785				
Adjusted R square	0.784				
F Value	585.158***				
Durbin-Watson	1.666				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.19), the coefficient value of work interference with personal life on job satisfaction is 0.185, with standard error value 0.038. The model explains 78.5% of the variance in job satisfaction. The F value of 585.158, also significant at the 1% level, confirms the overall significance of the model.

The findings indicate that both workplace well-being and work interference with personal life are essential predictors of job satisfaction among employees at Original Great Popular Co., Ltd. Overall, these findings highlight that high levels of workplace well-being and low interference of work in personal life are key contributors to improving job satisfaction among employees at Original Great Popular Co., Ltd.

To test the mediating effect of work interference with personal life on the relationship between workplace well-being and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.20).

**Table (4.20) Sobel Test Results for Mediating Effect of Work Interference with Personal Life on the Relationship between Workplace Well-being and Job Satisfaction**

Input			Test	Std. Error	P-Value
a	0.516	Sobel test:	4.66063467	0.02048219	0.00000315
b	0.185	Aroian test:	4.6524428	0.02051825	0.00000328
S <sub>a</sub>	0.032	Goodman test:	4.66886997	0.02044606	0.00000303
S <sub>b</sub>	0.038	Reset all	Calculate		

Source: Survey Data (2025)

Based on the results in Table (4.20), P value 0.0000 is less than 0.01, work interference with personal life mediates on the relationship between workplace well-being and job satisfaction at 1% significant level. The total effect, direct effect and indirect effect are as follows.

Total Effect = 0.723

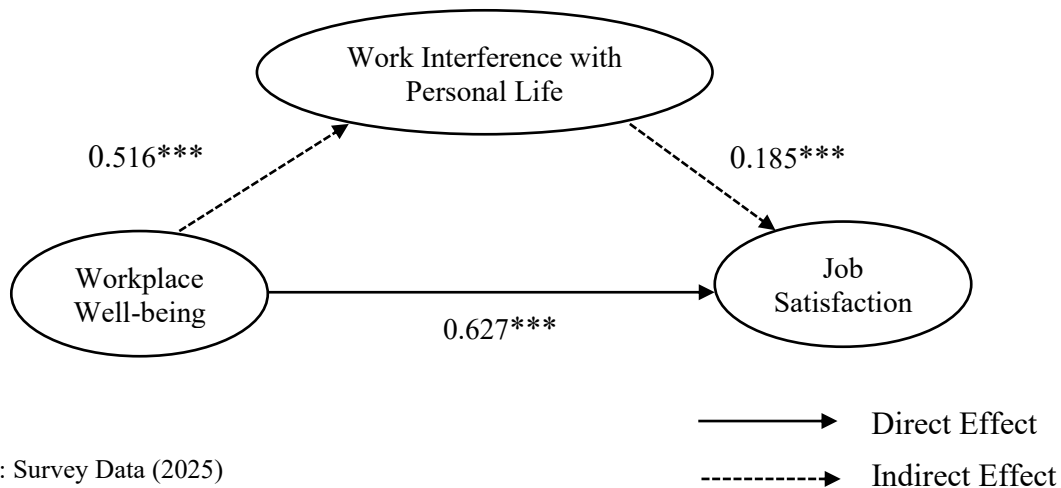
Direct Effect = 0.627

Indirect Effect =  $0.516 \times 0.185 = 0.096$

Direct Effect + Indirect Effect = Total Effect

$0.627 + 0.096 = 0.723$

**Figure (4.3) Mediating Effect of Work Interference with Personal Life on the Relationship between Workplace Well-being and Job Satisfaction**



Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the result, work interference with personal life mediates the relationship between workplace well-being (independent variable) and job satisfaction (dependent variable). The result shows that there is a positive significant effect of workplace well-being on job satisfaction as show in Figure (4.3). It shows that workplace well-being has both a direct and an indirect effect on job satisfaction. The effect of workplace well-being on job satisfaction is further amplified through work interference with personal life.

Therefore, work interference with personal life has the mediating effect on the relationship between workplace well-being and job satisfaction. Work interference with personal life functions as a crucial psychological pathway through which the effects of workplace well-being manifest in higher job satisfaction. By fostering policies and practices that enhance work conditions and reduce interference with personal life, Original Great Popular Co., Ltd. can ensure a more committed, satisfied, and productive workforce.

#### **4.6.4 Analysis on the Mediating Effect of Personal Life Interference with Work on the Relationship between Workplace Well-being and Job Satisfaction**

This study examines the mediating effect of personal life interference with work on the relationship between workplace well-being and job satisfaction.

As a first step, the total effect of workplace well-being (independent variable) on job satisfaction (dependent variable) at Original Great Popular Co., Ltd is analyzed. The results are shown in Table (4.21).

**Table (4.21) Effect of Workplace Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.159	0.095		12.207	0.000
Workplace Well-being	0.723***	0.022	0.877	32.701	0.000
R	0.877				
R square	0.769				
Adjusted R square	0.768				
F Value	1069.333***				
Durbin-Watson	1.636				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.21), the total effect of workplace well-being on job satisfaction is 0.723 and standard error is 0.022, statistically significant at 1% level. The table shows that workplace well-being has a significant positive effect on job satisfaction. The model explains 76.9% of the variance in job satisfaction. The F value of 1069.333, also significant at the 1% level, confirms the overall significance of the model.

The findings reveal that workplace well-being is a strongly predictor of job satisfaction for employees at Original Great Popular Co., Ltd. Overall, these findings imply that workplace well-being plays a crucial role in shaping employees' attitudes toward their jobs. Employees who experience a healthy, supportive, and well-structured working environment are more likely to report higher levels of job satisfaction. In the context of Original Great Popular Co., Ltd., this highlights the importance of creating a positive workplace culture that promotes fairness, physical comfort, safety, teamwork, and organizational support to strengthen job satisfaction.

The second step is analyzing the effect of workplace well-being (independent variable) on personal life interference with work (mediating variable) among employees at Original Great Popular Co., Ltd. is presented in Table (4.22).

**Table (4.22) Effect of Workplace Well-being on Personal Life Interference with Work**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.784	0.098		7.981	0.000
Workplace Well-being	0.811***	0.023	0.893	35.470	0.000
R	0.893				
R square	0.797				
Adjusted R square	0.796				
F Value	1258.094***				
Durbin-Watson	1.872				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.22), the coefficient value is 0.811 and standard error is 0.023 for the effect of workplace well-being on personal life interference with work (effect of independent variable and mediating variable). The analysis indicates that workplace well-being has a significant positive effect on personal life interference with work. The model explains 79.7% of the variance in job satisfaction. The F value of 1258.094, also significant at the 1% level, confirms the overall significance of the model.

Overall, these findings demonstrate that workplace well-being plays a crucial role in influencing the extent to which personal life interferes with work among employees at Original Great Popular Co., Ltd. This emphasizes the importance of promoting positive workplace conditions such as supportive leadership, fair policies, and conducive environments as key strategies to help employees better balance their work and personal lives.

The third step is analyzing the effect of workplace well-being and personal life interference with work on job satisfaction among employees at Original Great Popular Co., Ltd., and is presented in Table (4.23).

**Table (4.23) Effect of Workplace Well-being and Personal Life Interference with Work on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.747	0.087		8.548	0.000
Workplace Well-being	0.296***	0.041	0.359	7.184	0.000
Personal Life Interference with Work	0.526***	0.045	0.580	11.615	0.000
R	0.915				
R square	0.838				
Adjusted R square	0.837				
F Value	825.140***				
Durbin-Watson	1.698				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.23), the coefficient value of personal life interference with work on job satisfaction is 0.526, with standard error value 0.045. The model explains 83.8% of the variance in job satisfaction. The F value of 825.140, also significant at the 1% level, confirms the overall significance of the model.

The findings indicate that both workplace well-being and personal life interference with work are essential predictors of job satisfaction among employees at Original Great Popular Co., Ltd. The positive associations highlight that a supportive work environment and a manageable work-life balance are critical to enhancing employee satisfaction. These results emphasize the need for organizational strategies that promote psychological and workplace well-being to foster a motivated and contented workforce.

To test the mediating effect of personal life interference with work on the relationship between workplace well-being and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.24).

**Table (4.24) Sobel Test Results for Mediating Effect of Personal Life Interference with Work on the Relationship between Workplace Well-being and Job Satisfaction**

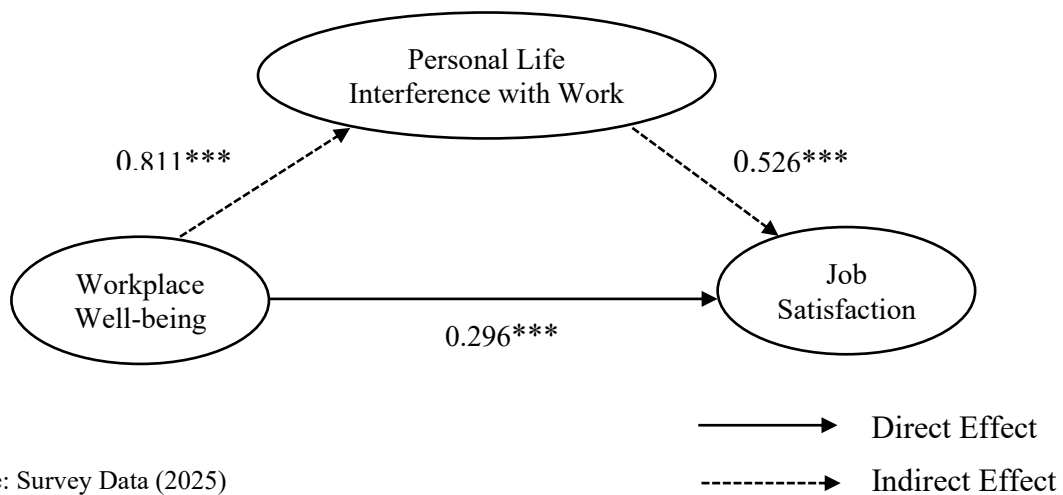
Input			Test	Std. Error	P-Value
a	0.811	Sobel test:	11.09514928	0.03844797	0.00000000
b	0.526	Aroian test:	11.09113136	0.0384619	0.00000000
S <sub>a</sub>	0.023	Goodman test:	11.09917156	0.03843404	0.00000000
S <sub>b</sub>	0.045	Reset all	Calculate		

Source: Survey Data (2025)

Based on the results in Table (4.24), P value 0.0000 is less than 0.01, personal life interference with work mediates on the relationship between workplace well-being and job satisfaction at 1% significant level. The total effect, direct effect and indirect effect are as follows.

Total Effect = 0.723  
 Direct Effect = 0.296  
 Indirect Effect =  $0.811 \times 0.526 = 0.427$   
 Direct Effect + Indirect Effect = Total Effect  
 $0.296 + 0.427 = 0.723$

**Figure (4.4) Mediating Effect of Personal Life Interference with Work on the Relationship between Workplace Well-being and Job Satisfaction**



Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the result, personal life interference with work mediates the relationship between workplace well-being (independent variable) and job satisfaction (dependent variable). The result shows that there is a positive significant effect of workplace well-being on job satisfaction as show in Figure (4.4). It shows that workplace well-being has both a direct and an indirect effect on job satisfaction. The effect of workplace well-being on job satisfaction is further amplified through personal life interference with work.

Therefore, personal life interference with work has the mediating effect on the relationship between workplace well-being and job satisfaction. Workplace well-being does not only have a direct influence on job satisfaction but also an indirect one through its effect on employees' ability to balance personal and professional life. This indicates that employees with higher life well-being tend to experience less personal life interference with work, leading to greater job satisfaction.

#### **4.6.5 Analysis on the Mediating Effect of Work Interference with Personal Life on the Relationship between Psychological Well-being and Job Satisfaction**

This study examines the mediating effect of work interference with personal life on the relationship between psychological well-being and job satisfaction.

As a first step, the total effect of psychological well-being (independent variable) on job satisfaction (dependent variable) at Original Great Popular Co., Ltd is analyzed. The results are shown in Table (4.25).

**Table (4.25) Effect of Psychological Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.082	0.095		11.419	0.000
Psychological Well-being	0.746***	0.022	0.882	33.594	0.000
R	0.882				
R square	0.779				
Adjusted R square	0.778				
F Value	1128.528***				
Durbin-Watson	1.499				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.25), the total effect of psychological well-being on job satisfaction is 0.746 and standard error is 0.022, statistically significant at 1% level. The table shows that psychological well-being has a significant positive effect on job satisfaction. The model explains 77.9% of the variance in job satisfaction. The F value of 1128.528, also significant at the 1% level, confirms the overall significance of the model.

The findings reveal that psychological well-being is a strongly predictor of job satisfaction for employees at Original Great Popular Co., Ltd. Employees at Original Great Popular Co., Ltd. who maintain high levels of emotional balance, personal growth, self-confidence, and resilience are significantly more likely to experience satisfaction in their professional roles. This indicates that fostering psychological health among staff is not only a wellness initiative but also a strategic driver of job satisfaction.

The second step is analyzing the effect of psychological well-being (independent variable) on work interference with personal life (mediating variable) among employees at Original Great Popular Co., Ltd. is presented in Table (4.26).

**Table (4.26) Effect of Psychological Well-being on Work Interference with Personal Life**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	2.065	0.139		14.872	0.000
Psychological Well-being	0.527***	0.033	0.671	16.197	0.000
R	0.671				
R square	0.450				
Adjusted R square	0.448				
F Value	262.327***				
Durbin-Watson	1.769				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.26), the coefficient value is 0.527 and standard error is 0.033 for the effect of psychological well-being on work interference with personal life (effect of independent variable and mediating variable). The analysis indicates that psychological well-being has a significant positive effect on work interference with personal life. The model explains 45.0% of the variance in job satisfaction. The F value of 262.327, also significant at the 1% level, confirms the overall significance of the model.

These findings indicate that higher levels of psychological well-being are associated with reduced work interference with personal life among employees at Original Great Popular. This emphasizes the importance of fostering mental and emotional wellness in the workplace, not only to enhance professional satisfaction but also to support a healthier balance between work responsibilities and personal life.

The third step is analyzing the effect of life well-being and work interference with personal life on job satisfaction among employees at Original Great Popular Co., Ltd., and is presented in Table (4.27).

**Table (4.27) Effect of Psychological Well-being and Work Interference with Personal Life on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.706	0.119		5.938	0.000
Psychological Well-being	0.650***	0.029	0.769	22.495	0.000
Work Interference with Personal Life	0.182***	0.037	0.169	4.957	0.000
R	0.891				
R square	0.794				
Adjusted R square	0.793				
F Value	617.980***				
Durbin-Watson	1.549				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.27), the coefficient value of work interference with personal life on job satisfaction is 0.182, with standard error value 0.037. The model explains 79.4% of the variance in job satisfaction. The F value of 617.980, also significant at the 1% level, confirms the overall significance of the model.

The findings strongly support that psychological well-being and work interference with personal life are critical determinants of job satisfaction among employees at Original Great Popular. Enhancing psychological well-being and minimizing negative work interference with personal life can effectively elevate employee job satisfaction, contributing to a more motivated and productive workforce.

To test the mediating effect of work interference with personal life on the relationship between psychological well-being and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.28).

**Table (4.28) Sobel Test Results for Mediating Effect of Work Interference with Personal Life on the Relationship between Psychological Well-being and Job Satisfaction**

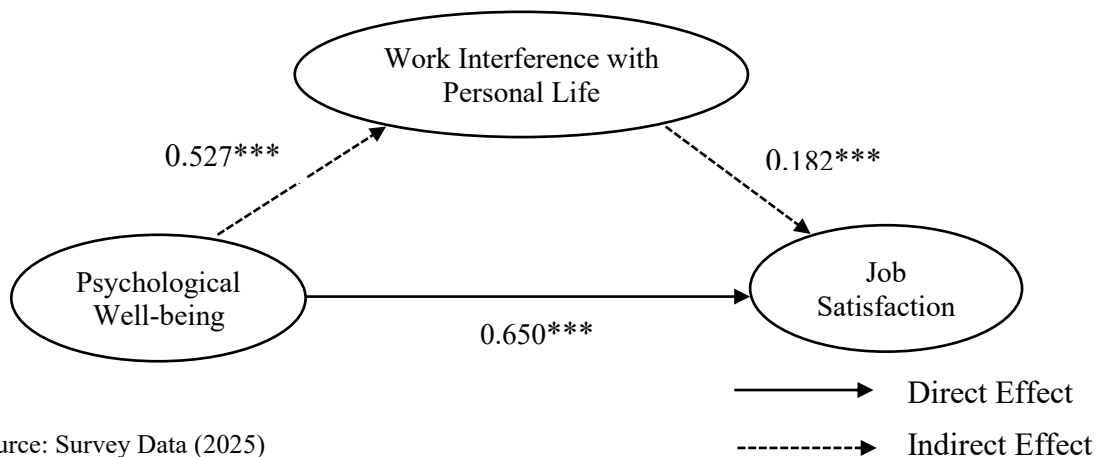
Input			Test	Std. Error	P-Value
a	0.527	Sobel test:	4.7009718	0.02040302	0.00000259
b	0.182	Aroian test:	4.69257651	0.02043952	0.00000270
S <sub>a</sub>	0.033	Goodman test:	4.70941231	0.02036645	0.00000248
S <sub>b</sub>	0.037	Reset all	Calculate		

Source: Survey Data (2025)

Based on the results in Table (4.28), P value 0.0000 is less than 0.01, work interference with personal life mediates on the relationship between psychological well-being and job satisfaction at 1% significant level. The total effect, direct effect and indirect effect are as follows.

Total Effect = 0.746  
 Direct Effect = 0.650  
 Indirect Effect =  $0.527 \times 0.182 = 0.096$   
 Direct Effect + Indirect Effect = Total Effect  
 $0.650 + 0.096 = 0.746$

**Figure (4.5) Mediating Effect of Work Interference with Personal Life on the Relationship between Psychological Well-being and Job Satisfaction**



Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the result, work interference with personal life mediates the relationship between psychological well-being (independent variable) and job satisfaction (dependent variable). The result shows that there is a positive significant effect of psychological well-being on job satisfaction as show in Figure (4.5). It shows that psychological well-being has both a direct and an indirect effect on job satisfaction. The effect of psychological well-being on job satisfaction is further amplified through work interference with personal life.

Therefore, work interference with personal life has the mediating effect on the relationship between psychological well-being and job satisfaction. For Original Great Popular Co., Ltd., this finding highlights the value of promoting psychological wellness initiatives such as mental health support, emotional resilience training, and flexible work policies. These practices can reduce spillover from personal domains into the workplace, thereby enhancing employee satisfaction and overall productivity.

#### **4.6.6 Analysis on the Mediating Effect of Personal Life Interference with Work on the Relationship between Psychological Well-being and Job Satisfaction**

This study examines the mediating effect of personal life interference with work on the relationship between psychological well-being and job satisfaction.

As a first step, the total effect of psychological well-being (independent variable) on job satisfaction (dependent variable) at Original Great Popular Co., Ltd. is analyzed. The results are shown in Table (4.29).

**Table (4.29) Effect of Psychological Well-being on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	1.082	0.095		11.419	0.000
Psychological Well-being	0.746***	0.022	0.882	33.594	0.000
R	0.882				
R square	0.779				
Adjusted R square	0.778				
F Value	1128.528***				
Durbin-Watson	1.499				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.29), the total effect of psychological well-being on job satisfaction is 0.746 and standard error is 0.022, statistically significant at 1% level. The table shows that psychological well-being has a significant positive effect on job satisfaction. The model explains 77.9% of the variance in job satisfaction. The F value of 1128.528, also significant at the 1% level, confirms the overall significance of the model.

The findings reveal that psychological well-being is a strongly predictor of job satisfaction for employees at Original Great Popular Co., Ltd. Employees at Original Great Popular Co., Ltd. who maintain high levels of emotional balance, personal growth, self-confidence, and resilience are significantly more likely to experience satisfaction in their professional roles. This indicates that fostering psychological health among staff is not only a wellness initiative but also a strategic driver of job satisfaction.

The second step is analyzing the effect of psychological well-being (independent variable) on personal life interference with work (mediating variable) among employees at Original Great Popular Co., Ltd. is presented in Table (4.30).

**Table (4.30) Effect of Psychological Well-being on Personal Life Interference with Work**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.617	0.088		7.022	0.000
Psychological Well-being	0.856***	0.021	0.918	41.589	0.000
R	0.918				
R square	0.843				
Adjusted R square	0.843				
F Value	1729.624***				
Durbin-Watson	1.812				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.30), the coefficient value is 0.856 and standard error is 0.021 for the effect of psychological well-being on personal life interference with work (effect of independent variable and mediating variable). The analysis indicates that psychological well-being has a significant positive effect on personal life interference with work. The model explains 84.3% of the variance in job satisfaction. The F value of 1729.624, also significant at the 1% level, confirms the overall significance of the model.

The findings indicate that psychological well-being is a major factor influencing the extent to which employees experience interference from personal life in their work at Original Great Popular Co., Ltd. The results imply that while higher psychological well-being typically aligns with positive occupational outcomes.

The third step is analyzing the effect of psychological well-being and personal life interference with work on job satisfaction among employees at Original Great Popular Co., Ltd., and is presented in Table (4.31).

**Table (4.31) Effect of Psychological Well-being and Personal Life Interference with Work on Job Satisfaction**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	0.759	0.089		8.518	0.000
Psychological Well-being	0.298***	0.049	0.352	6.054	0.000
Personal Life Interference with Work	0.524***	0.053	0.578	9.938	0.000
R	0.911				
R square	0.831				
Adjusted R square	0.830				
F Value	785.478***				
Durbin-Watson	1.654				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.31), the coefficient value of personal life interference with work on job satisfaction is 0.524, with standard error value 0.053. The model explains 83.1% of the variance in job satisfaction. The F value of 785.478, also significant at the 1% level, confirms the overall significance of the model.

The findings indicate that both psychological well-being and personal life interference with work are critical determinants of job satisfaction at Original Great Popular Co., Ltd. Employees who experience higher levels of mental wellness and effective boundaries between personal and professional domains are more likely to report satisfaction in their roles.

To test the mediating effect of personal life interference with work on the relationship between psychological well-being and job satisfaction, the Sobel test is conducted. The result is shown in Table (4.32).

**Table (4.32) Sobel Test Results for Mediating Effect of Personal Life Interference with Work on the Relationship between Psychological Well-being and Job Satisfaction**

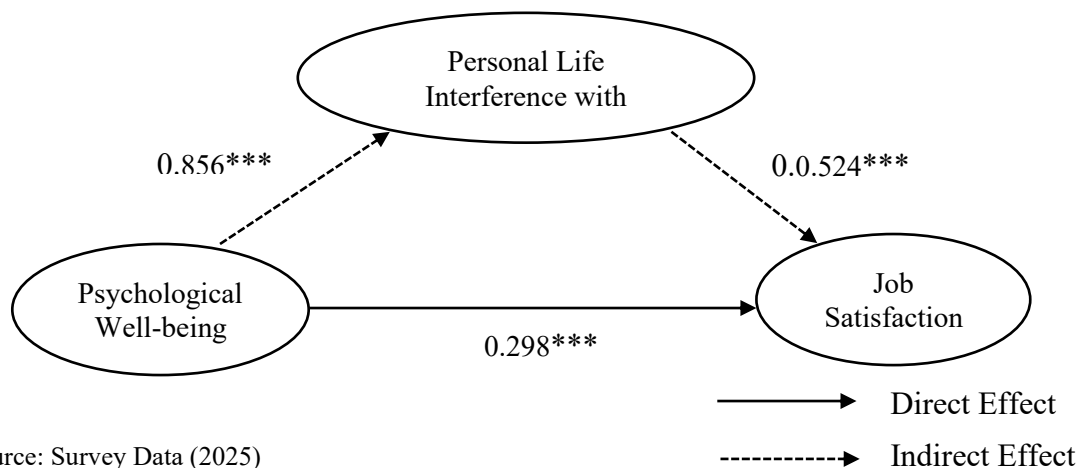
Input			Test	Std. Error	P-Value
a	0.856	Sobel test:	9.60820397	0.04668344	0.00000000
b	0.524	Aroian test:	9.60547441	0.0466967	0.00000000
S <sub>a</sub>	0.021	Goodman test:	9.61093585	0.04667017	0.00000000
S <sub>b</sub>	0.053	Reset all	Calculate		

Source: Survey Data (2025)

Based on the results in Table (4.32), P value 0.0000 is less than 0.01, personal life interference with work mediates on the relationship between psychological well-being and job satisfaction at 1% significant level. The total effect, direct effect and indirect effect are as follows.

Total Effect = 0.746  
 Direct Effect = 0.298  
 Indirect Effect =  $0.856 \times 0.524 = 0.448$   
 Direct Effect + Indirect Effect = Total Effect  
 $0.298 + 0.448 = 0.746$

**Figure (4.6) Mediating Effect of Personal Life Interference with Work on the Relationship between Psychological Well-being and Job Satisfaction**



Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the result, personal life interference with work mediates the relationship between psychological well-being (independent variable) and job satisfaction (dependent variable). The result shows that there is a positive significant effect of psychological well-being on job satisfaction as show in Figure (4.6). It shows that psychological well-being has both a direct and an indirect effect on job satisfaction. The effect of psychological well-being on job satisfaction is further amplified through personal life interference with work.

Therefore, personal life interference with work has the mediating effect on the relationship between psychological well-being and job satisfaction. These results imply that psychological well-being not only enhances job satisfaction directly but also indirectly by reducing interference from personal life on work, which in turn boosts satisfaction. Employees who report higher levels of psychological well-being tend to experience less conflict between their personal lives and work demands, allowing them to remain more engaged, satisfied, and productive at work.

#### 4.7 Analysis on the Effect of Job Satisfaction on Turnover Intentions

To find out the effect of job satisfaction on turnover intentions of employees in Original Great Popular Co., Ltd., simple linear regression analysis is applied. The result is shown in Table (4.33).

**Table (4.33) Effect of Job Satisfaction on Turnover Intentions**

Variables	Unstandardized Coefficient		Standardized Coefficient	t-value	Sig.
	B	Standard Error	(Beta)		
(Constant)	7.014	0.142		49.475	0.000
Job Satisfaction	-1.223***	0.033	-0.899	-36.796	0.000
R	0.899				
R square	0.808				
Adjusted R square	0.808				
F Value	1358.972***				
Durbin-Watson	1.756				

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the results presented in Table (4.33), job satisfaction exerts a significant and negative effect on turnover intentions among employees at Original Great Popular Co., Ltd. The unstandardized coefficient ( $B = -1.223$ ) and the standardized coefficient (Beta =  $-0.899$ ) both reflect a highly significant relationship at the 1% level, indicating that increases in job satisfaction are associated with substantial decreases in turnover intentions.

The model demonstrates robust explanatory power, as evidenced by an R square value of 0.808. This means that 80.8% of the variation in turnover intentions is accounted for by job satisfaction. The F value of 1358.972, also significant at the 1% level, confirms the statistical validity and reliability of the model. Furthermore, the Durbin-Watson statistic of 1.756 falls within an acceptable range, indicating no serious autocorrelation in the residuals.

These findings emphasize that job satisfaction is a critical factor in retaining employees within the organization. Higher job satisfaction likely fosters emotional attachment, engagement, and professional fulfillment, thereby reducing employees' consideration of alternative employment options. At Original Great Popular Co., Ltd., initiatives aimed at improving job satisfaction such as providing meaningful work, recognizing achievements, offering fair compensation, and cultivating a supportive work environment significantly contribute to the reduction of staff turnover. Thus, strengthening job satisfaction serves as a strategic mechanism for enhancing employee retention and organizational stability.

## **CHAPTER 5**

### **CONCLUSION**

This chapter presents the conclusion of the study, encompassing the findings and discussions derived from survey data collected from 323 employees of Original Great Popular Co., Ltd. It further provides suggestions and recommendations aimed at enhancing the understanding of employee well-being, job satisfaction, and turnover intentions within the organization. Finally, it also discusses the need for further research to extend the scope and depth of this study.

#### **5.1 Findings and Discussions**

The main objectives of this study are to analyze the effect of employee well-being on job satisfaction, to analyze the mediating effect of work-life balance on the relationship between employee well-being and job satisfaction, and to analyze the effect of job satisfaction on turnover intentions of Original Great Popular Co., Ltd. There are 323 respondents who are employees of Original Great Popular Co., Ltd. To collect primary data, personal interview method by means of the structured questionnaire with five-point Likert scale is used. Descriptive statistics and linear regression analysis are used in this study.

The demographic profile indicates that most respondents are female, young adults primarily between the ages of 18 to 35, and occupy operational roles such as general workers and staff positions. A majority hold high school and bachelor's degrees and have working experience ranging from less than one year to ten years. Single customers are greater than married. The income level of most respondents is moderately distributed between 200,000 to 500,000 Kyats, indicating a representative sample of the organization's workforce.

Based on the responses regarding life well-being, the overall mean falls within the agree level, indicating that employees at Original Great Popular Co., Ltd. generally view their personal lives positively. Experiences of real happiness and satisfaction with current lifestyle are rated at the strongly agree level, reflecting high emotional fulfillment and stability. Other dimensions, including satisfaction with life, positive life situations, progress

toward life goals, and enjoyment of life, are consistently rated at the agree level. These findings highlight a favorable sense of well-being among employees, which contributes to both personal contentment and organizational effectiveness.

Based on the responses regarding workplace well-being, the overall mean falls within the strongly agree level, indicating that employees at Original Great Popular Co., Ltd. perceive their work environment positively and experience a high level of fulfillment from their professional roles. Items such as overall job satisfaction, satisfaction with work responsibilities, enjoyment of work, and meaningfulness of work experience are all strongly agreed upon, reflecting that employees find their work engaging, purposeful, and satisfying. Meanwhile, opportunities to enrich work and satisfaction with work achievements are rated at the agree level, indicating that while employees feel generally positive about their professional growth and accomplishments, there remains room for enhanced enrichment opportunities. These results reveal a strong sense of workplace well-being among the workforce, which likely supports higher job satisfaction, productivity, and commitment to the organization.

Based on the responses regarding psychological well-being, the overall mean falls within the strongly agree level, indicating that employees at Original Great Popular Co., Ltd. generally experience high levels of mental and emotional strength. Dimensions such as personal growth, ability to manage daily affairs, self-confidence and positive self-image, skill in creating flexible work schedules, as well as engagement in meaningful conversations are all rated at the strongly agree level, reflecting a healthy self-perception and capacity for effective functioning in both personal and professional contexts. Meanwhile, willingness to give time to others is rated at the agree level, indicating consistent, though slightly less intense, agreement in terms of social connectedness and interpersonal commitment. These findings reflect a robust sense of psychological well-being among employees, reinforcing the company's potential for sustaining a resilient, confident, and communicative workforce.

Based on the responses regarding work interference with personal life, the overall mean falls within the strongly agree level, indicating that employees at Original Great Popular Co., Ltd. generally experience minimal disruption of their personal lives due to work obligations. The highest-rated dimensions absence of physical symptoms from work-related stress, minimal interference of work with personal life, no need for after-hours work, and assurance that work does not cause neglect of family responsibilities are all rated at the

strongly agree level. These findings reflect that employees are able to maintain physical and emotional well-being without significant spillover of work-related stress into their personal lives. Other dimensions such as the ability to disconnect from work at home, family comfort despite work preoccupation, and social engagement not being hindered by work are rated at the agree level. This demonstrates that employees are generally able to sustain social and family relationships while managing their work responsibilities. Overall, the responses indicate that a strong sense of boundary between work and personal life is maintained, supporting employees' well-being and reducing the risk of work-life conflict. The overall mean score reflects a favorable perception of work-life integration among employees at Original Great Popular Co., Ltd.

Based on the responses regarding personal life interference with work, the overall mean score falls within the strongly agree level. This indicates that employees at Original Great Popular Co., Ltd. generally experience minimal interference from personal life on their professional responsibilities. Freedom from family-related worries at work is rated at the strongly agree level and most indicators including the ability to manage work despite home demands, maintaining concentration despite dependent care issues, and the ability to switch off personal concerns at work are rated at agree levels, indicating that employees are able to sustain their work focus even when facing personal obligations. Notably, the reverse-coded statements such as missing work tasks due to personal responsibilities, personal stress affecting work focus, and family duties requiring time away from work, also received high scores. However, these higher scores actually reinforce the notion that such interference is perceived as infrequent or minimal by the respondents, aligning with the intended direction of the statements when interpreted inversely. Overall, the results convey that employees effectively manage their personal responsibilities without significant disruption to their work. The favorable average mean highlights a strong ability among the workforce to maintain professional engagement and productivity, thereby supporting the conclusion that personal life does not significantly interfere with work at Original Great Popular Co., Ltd.

Based on the responses regarding job satisfaction, the overall mean falls within the strongly agree level, indicating that employees at Original Great Popular Co., Ltd. generally feel positively about their job experiences. Satisfaction with job security, working conditions, implementation of work policies, company benefit and organizational loyalty are at the strongly agree level and reflecting employees' confidence in the stability, fairness,

and supportive nature of their workplace environment. Although satisfaction with work-life balance, fair pay, promotion opportunities and the ability to maintain positive coworker relationships fall within the agree level, they still reflect generally favorable perceptions among employees. The reverse-coded item related to feelings of work-related exhaustion also scores highly, which, when interpreted appropriately, signifies that most employees do not experience significant burnout thereby reinforcing overall job satisfaction. These findings emphasize a strong sense of job fulfillment among employees, characterized by trust in the organization, recognition of fair treatment, and positive interpersonal dynamics. The high overall mean indicates the presence of a motivated and content workforce, which is essential for organizational commitment and long-term retention.

Based on the responses regarding turnover intentions, the overall mean falls within the disagree level, indicating that employees at Original Great Popular Co., Ltd. generally do not express an intention to leave the organization. Items such as intentions to search for a new job, perception that staying is a mistake, frequent thoughts of quitting, and serious consideration of quitting received particularly low levels of agreement, reflecting strong employee retention and a solid sense of organizational commitment. Although some aspects such as the desire to leave the organization under stress, lack of long-term commitment to the organization, doubt about future with the organization and the intention to leave when a better opportunity arises fall within the disagree level, they still indicate that employees are unlikely to act on these thoughts. Overall, the responses reflect a workforce that is stable and content with their current roles. These findings point to effective human resource strategies that foster satisfaction and reduce voluntary turnover, contributing positively to the company's long-term operational stability.

To achieve the first objective, the regression analysis confirms that employee well-being encompassing life well-being, workplace well-being, and psychological well-being have significant positive effect on job satisfaction. Employees who report emotional stability, physical and psychological comfort, and a fulfilling professional environment are more likely to express higher job satisfaction. Among these dimensions, workplace well-being emerges as the strongest predictor, indicating that a positive and supportive work environment significantly contributes to how employees evaluate their job satisfaction.

To achieve the second objective, the study analyzes the mediating role of work-life balance, including both work interference with personal life and personal life interference with work. The results show that work-life balance mediates the relationship between

employee well-being and job satisfaction. Employees who successfully manage their work and personal life boundaries tend to experience better psychological outcomes and express greater job satisfaction. This finding reinforces the importance of promoting policies that reduce conflict between work and personal responsibilities to enhance overall well-being and satisfaction.

To achieve the third objective, the regression analysis results reveal that job satisfaction has a statistically significant negative effect on turnover intentions. Employees with higher job satisfaction are less likely to consider leaving the organization. Furthermore, employee well-being indirectly reduces turnover intentions by improving job satisfaction. The mediating analysis confirms that job satisfaction serves as a bridge between well-being and turnover decisions, indicating that fostering a satisfying work environment is critical to employee retention. These findings indicate that enhancing employee well-being and supporting a balanced work-life dynamic can improve satisfaction and ultimately reduce voluntary turnover.

In conclusion, the study highlights the essential role of employee well-being in enhancing job satisfaction and reducing turnover intentions at Original Great Popular Co., Ltd., with work-life balance serving as a significant mediating factor. The findings demonstrate that when employees experience psychological stability, a supportive workplace, and fulfilling personal lives, they are more likely to feel satisfied in their jobs and less inclined to leave the organization. Moreover, the ability to maintain a balance between professional and personal responsibilities further amplifies this positive effect on job satisfaction. These insights provide meaningful implications for organizational leaders seeking to improve employee engagement, foster a stable workforce, and enhance overall organizational effectiveness. By prioritizing well-being and supporting flexible work-life integration, Original Great Popular Co., Ltd. can strengthen employee loyalty and long-term organizational sustainability.

## **5.2 Suggestions and Recommendations**

The findings of this study provide several practical implications for improving employee well-being, job satisfaction, and retention at Original Great Popular Co., Ltd. A critical area of focus should be compensation and recognition. Although employees expressed general satisfaction with pay, the company could enhance motivation and

commitment by periodically reviewing salary structures and introducing more dynamic reward mechanisms such as performance-based bonuses, public acknowledgments, and long-service awards. These efforts not only reinforce employee value but also cultivate a stronger sense of belonging.

Additionally, more attention should be given to strengthening opportunities for professional growth. As some employees reported moderate satisfaction with promotion opportunities and work enrichment, the company would benefit from developing clearer career pathways, offering internal promotions, and facilitating training programs aimed at upskilling the workforce. Supporting employees' long-term development fosters a sense of progression and purpose within the organization.

To sustain the already strong levels of psychological well-being, the organization should continue investing in mental health and wellness initiatives. Regular stress management workshops, employee counseling services, and workplace activities that promote social connection can reinforce emotional resilience and team cohesion. Ensuring a psychologically safe environment will help employees navigate challenges more effectively and maintain high engagement levels.

Maintaining work-life balance is another essential aspect that should not be overlooked. Employees generally reported favorable perceptions of work-life integration, indicating that current policies are effective. However, continual efforts should be made to offer flexible scheduling, reduce unnecessary overtime, and support family-oriented benefits to help employees manage personal responsibilities alongside professional obligations.

Improving organizational communication and participative decision-making can also enhance job satisfaction. Original Great Popular Co., Ltd. should foster open dialogue through regular meetings, feedback channels, and staff forums that allow employees to voice concerns and contribute ideas. Involving staff in departmental planning and day-to-day operational decisions promotes a sense of ownership and strengthens trust in leadership.

Furthermore, while the item related to work-related exhaustion was positively interpreted, it remains important to monitor workloads to prevent potential burnout. Periodic assessments of employee roles, responsibilities, and shift rotations will ensure balanced distribution of tasks and help maintain employee health and efficiency.

Finally, the company should continue to reinforce organizational loyalty by creating a workplace culture rooted in fairness, recognition, and inclusion. Initiatives such as tenure-based rewards, internal mobility opportunities, and strong onboarding practices will enhance employee retention. Coupled with a consistent feedback mechanism and data-driven HR strategies, these recommendations can create a more satisfied, productive, and loyal workforce aligned with the long-term goals of Original Great Popular Co., Ltd.

### **5.3 Needs for Further Research**

While this study provides valuable insights into the interrelationship among employee well-being, job satisfaction, work-life balance, and turnover intentions at Original Great Popular Co., Ltd., it also presents opportunities for future research. Firstly, this study focuses exclusively on employees within one manufacturing organization, future studies could expand to include cross-industry comparisons or multi-organizational analyses to increase generalizability. Secondly, while work-life balance is treated as a mediator, other potential mediators such as organizational culture, leadership style, or employee engagement may also be explored. Lastly, a longitudinal approach could provide deeper insights into how changes in HR practices over time influence employee outcomes, retention, and organizational performance.

Furthermore, as the Original Great Popular Co., Ltd. operates in the manufacturing sector, future research could investigate how sector-specific dynamics such as labor intensity, technological automation, or production cycles, influence employee well-being and turnover behaviors. Comparative studies between manufacturing firms and service-based organizations would yield useful context-specific insights. Additionally, incorporating qualitative approaches such as interviews or focus groups could enrich the understanding of employee perceptions, allowing for a more nuanced analysis of motivational drivers and work-life dynamics. Future studies could also explore the effect of socio-demographic variables (e.g., age, gender, family responsibilities) on how employees experience work-life conflict and satisfaction. As flexible work arrangements and mental health awareness continue to grow in importance globally, examining how such trends affect employees in the Myanmar context could provide valuable implications for policy and practice.

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**APPENDIX A**  
**QUESTIONNAIRE**

Dear Respondents,

The purpose of this questionnaire is to collect data for a Master's thesis titled **“Effect of Employee Well-being on Turnover Intentions in Original Great Popular Co., Ltd.”**. This study is conducted in partial fulfillment of the requirements for the Master's degree in Management at Yangon University of Economics. The primary objective of this research is to gather insights related to employee well-being and its influence on turnover intentions. All information provided will be treated with the utmost confidentiality and will be used solely for academic and research purposes. Your cooperation and valuable time in completing this questionnaire are highly appreciated. Your participation contributes significantly to the success and integrity of this academic endeavor. Thank you very much for your kind support and valuable contribution.

Your Faithfully,

Myo Myat Thazin

EMBA II - 76

EMBA 20<sup>th</sup> Batch (Online)

## Section-A: Demographic Profile

Please choose the most relevant answer by ticking (✓) the boxes below.

### 1. Gender

Male

Female

### 2. Age

18 – 25 years

26 – 35 years

36 – 45 years

46 – 60 years

### 3. Position

General Worker

Staff

Supervisor

Assistant Manager

Manager

General Manager

### 4. Education Background

Middle School

High School

Undergraduate

Bachelor's Degree

Master's Degree

### 5. Marital Status

Single

Married

## 6. Working Experience (Years)

< 1

1 – 5

6 – 10

11 – 20

> 20

## 7. Monthly Income (Kyats)

< 300,000

300,000 ~ 500,000

500,001 ~ 1,000,000

1,000,001 ~ 2,000,000

> 2,000,000

## Section-B: Employee Well-being

Please rate your level of agreement to the following statement by ticking (✓) the number that corresponds to your choice.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

I. Life Well-being						
Statements		1	2	3	4	5
Q1	I feel satisfied with my life.					
Q2	I am close to my dream in most aspects of my life.					
Q3	Most of the time, I do feel happiness.					
Q4	I am in a good life situation.					
Q5	My life is very fun.					
Q6	I would hardly change my current way of life in the afterlife.					

<b>II. Workplace Well-being</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	I am satisfied with my work responsibilities.					
Q2	In general, I feel fairly satisfied with my present job.					
Q3	I find real enjoyment in my work.					
Q4	I can always find ways to enrich my work.					
Q5	Work is a meaningful experience for me.					
Q6	I feel basically satisfied with my work achievements in my current job.					
<b>III. Psychological Well-being</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	I feel I have grown as a person.					
Q2	I handle daily affairs well.					
Q3	I generally feel good about myself, and I'm confident.					
Q4	People think I am willing to give and to share my time with others.					
Q5	I am good at making flexible timetables for my work.					
Q6	I love having deep conversations with family and friends so that we can better understand each other.					

### Section-C: Work-life Balance

Please rate your level of agreement to the following statement by ticking (✓) the number that corresponds to your choice.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

<b>I. Work Interference with Personal Life</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	I don't have to work after hours to complete my daily tasks for my job.					
Q2	I don't frequently neglect my family responsibilities because I don't have to spend as much time at work.					
Q3	Even once I come home, I don't always stay focused on work-related tasks.					
Q4	Work obligations do not interference with my personal life.					
Q5	I don't experience the physical symptoms of work-related stress, which include headaches, sleeplessness, depression, and high blood pressure.					
Q6	Work-related stress does not often make me irritable at home.					
Q7	My family feels comfortable, even though I am preoccupied with the work.					
Q8	Sometimes I don't give up on my social engagement because of work.					
<b>II. Personal Life Interference with work</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	I am free from personal/family worries while at work.					
Q2	I can manage things at work well even though I have demands on my time at home.					
Q3	I can concentrate on my work even though there is the dependent care issue at home.					
Q4	I have to miss work tasks or deadlines because of my personal/family responsibilities.					

Q5	Stress from my personal life makes it harder to focus on my job.					
Q6	I can easily switch off from personal concerns when I'm at work.					
Q7	My family duties often require me to take time away from work.					

### Section-D: Job Satisfaction

Please rate your level of agreement to the following statement by ticking (✓) the number that corresponds to your choice.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

<b>Job Satisfaction</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	I am satisfied with my capacity to balance the demands of my career and personal life.					
Q2	I feel I am being paid a fair amount for the work I do.					
Q3	I am satisfied with my chances for promotions.					
Q4	I am satisfied with my overall job security.					
Q5	I feel satisfied with working conditions in the organization.					
Q6	I am satisfied with the way work policies in this organization are put into practices.					
Q7	I am satisfied with company's benefits package.					
Q8	I have good working relationship with co-workers.					
Q9	I often feel drained or unhappy at work.					
Q10	I feel a strong sense of loyalty to my organization.					

### Section-E: Turnover Intentions

Please rate your level of agreement to the following statement by ticking (✓) the number that corresponds to your choice.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

<b>Turnover Intentions</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	I am planning to search for a new job outside my job during the next 12 months.					
Q2	I often think about quitting this organization.					
Q3	I often thinks about leaving the organization when I have much stress.					
Q4	Continuing to work for this organization will be a definite mistake.					
Q5	Not continuing as a employee of the organization for a longer period.					
Q6	I may not have a good future if I stay with this organization.					
Q7	I am seriously thinking about quitting my job.					
Q8	As soon as I can find a better job, I'll leave my workplace.					

< Thank You >

## APPENDIX B

### SPSS OUTPUT

#### Regression Analysis Result for the Effects of Employee Well-being on Job Satisfaction

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893 <sup>a</sup>	.797	.795	.12944	1.552

a. Predictors: (Constant), PWB, LWB, WPWB

b. Dependent Variable: JS

##### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.975	3	6.992	417.317	.000 <sup>b</sup>
Residual	5.345	319	.017		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), PWB, LWB, WPWB

##### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.008	.093		10.883	.000		
1 LWB	.085	.049	.100	1.722	.086	.187	5.343
WPWB	.305	.067	.370	4.578	.000	.098	10.252
PWB	.374	.073	.442	5.126	.000	.086	11.683

a. Dependent Variable: JS

## Regression Analysis Result for the Effect of Life Well-being on Job Satisfaction

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.822 <sup>a</sup>	.676	.675	.16298	1.633

a. Predictors: (Constant), LWB

b. Dependent Variable: JS

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.794	1	17.794	669.903	.000 <sup>b</sup>
	Residual	8.526	321	.027		
	Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), LWB

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.374	.112		12.299	.000		
LWB	.694	.027	.822	25.882	.000	1.000	1.000

a. Dependent Variable: JS

**Regression Analysis Result for the Effect of Life Well-being on Work Interference with Personal Life**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.604 <sup>a</sup>	.364	.362	.21225	1.711

a. Predictors: (Constant), LWB

b. Dependent Variable: WIWPL

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.292	1	8.292	184.070	.000 <sup>b</sup>
1 Residual	14.461	321	.045		
Total	22.753	322			

a. Dependent Variable: WIWPL

b. Predictors: (Constant), LWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.340	.145		16.091	.000		
1 LWB	.474	.035	.604	13.567	.000	1.000	1.000

a. Dependent Variable: WIWPL

**Regression Analysis on Mediating Effect of Work Interference with Personal Life on the Relationship between Life Well-being and Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856 <sup>a</sup>	.732	.730	.14847	1.728

a. Predictors: (Constant), WIWPL, LWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.266	2	9.633	437.000	.000 <sup>b</sup>
1 Residual	7.054	320	.022		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), WIWPL, LWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.627	.137		4.583	.000		
1 LWB	.543	.031	.643	17.716	.000	.636	1.573
1 WIWPL	.319	.039	.297	8.173	.000	.636	1.573

a. Dependent Variable: JS

Input:		Test statistic:	Std. Error:	p-value:
a	0.474	Sobel test: 7.00155781	0.02159605	0
b	0.319	Aroian test: 6.98761397	0.02163915	0
s <sub>a</sub>	0.035	Goodman test: 7.01558547	0.02155287	0
s <sub>b</sub>	0.039	Reset all	Calculate	

**Regression Analysis Result for the Effect of Life Well-being on Personal Life Interference with Work**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.851 <sup>a</sup>	.725	.724	.16564	1.832

a. Predictors: (Constant), LWB

b. Dependent Variable: PLIWW

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.195	1	23.195	845.391	.000 <sup>b</sup>
1 Residual	8.807	321	.027		
Total	32.002	322			

a. Dependent Variable: PLIWW

b. Predictors: (Constant), LWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.969	.114		8.534	.000		
1 LWB	.792	.027	.851	29.076	.000	1.000	1.000

a. Dependent Variable: PLIWW

**Regression Analysis on Mediating Effect of Personal Life Interference with Work on the Relationship between Life Well-being and Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.907 <sup>a</sup>	.823	.821	.12082	1.734

a. Predictors: (Constant), PLIWW, LWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.649	2	10.824	741.533	.000 <sup>b</sup>
1 Residual	4.671	320	.015		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), PLIWW, LWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.733	.092		7.989	.000		
1 LWB	.170	.038	.201	4.481	.000	.275	3.634
PLIWW	.662	.041	.730	16.251	.000	.275	3.634

a. Dependent Variable: JS

Input:	Test statistic:	Std. Error:	p-value:
a <input type="text" value="0.792"/>	Sobel test: <input type="text" value="14.14503168"/>	<input type="text" value="0.0370663"/>	<input type="text" value="0"/>
b <input type="text" value="0.662"/>	Aroian test: <input type="text" value="14.13872762"/>	<input type="text" value="0.03708283"/>	<input type="text" value="0"/>
s <sub>a</sub> <input type="text" value="0.027"/>	Goodman test: <input type="text" value="14.15134418"/>	<input type="text" value="0.03704977"/>	<input type="text" value="0"/>
s <sub>b</sub> <input type="text" value="0.041"/>	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

**Regression Analysis Result for the Effect of Workplace Well-being on Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.877 <sup>a</sup>	.769	.768	.13759	1.636

a. Predictors: (Constant), WPWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.243	1	20.243	1069.333	.000 <sup>b</sup>
1 Residual	6.077	321	.019		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), WPWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.159	.095		12.207	.000		
1 WPWB	.723	.022	.877	32.701	.000	1.000	1.000

a. Dependent Variable: JS

**Regression Analysis Result for the Effect of Workplace Well-being on Work Interference with Personal Life**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.674 <sup>a</sup>	.454	.452	.19670	1.794

a. Predictors: (Constant), WPWB

b. Dependent Variable: WIWPL

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.333	1	10.333	267.059	.000 <sup>b</sup>
Residual	12.420	321	.039		
Total	22.753	322			

a. Dependent Variable: WIWPL

b. Predictors: (Constant), WPWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.096	.136		15.435	.000		
WPWB	.516	.032	.674	16.342	.000	1.000	1.000

a. Dependent Variable: WIWPL

**Regression Analysis on Mediating Effect of Work Interference with Personal Life on the Relationship between Workplace Well-being and Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.886 <sup>a</sup>	.785	.784	.13289	1.666

a. Predictors: (Constant), WIWPL, WPWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.669	2	10.334	585.158	.000 <sup>b</sup>
	Residual	5.651	320	.018		
	Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), WIWPL, WPWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.771	.121		6.372	.000		
1 WPWB	.627	.029	.761	21.707	.000	.546	1.832
WIWPL	.185	.038	.172	4.908	.000	.546	1.832

a. Dependent Variable: JS

	Input:	Test statistic:	Std. Error:	p-value:
a	0.516	Sobel test: 4.66063467	0.02048219	0.00000315
b	0.185	Aroian test: 4.6524428	0.02051825	0.00000328
s <sub>a</sub>	0.032	Goodman test: 4.66886997	0.02044606	0.00000303
s <sub>b</sub>	0.038	Reset all	Calculate	

**Regression Analysis Result for the Effect of Workplace Well-being on Personal Life Interference with Work**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893 <sup>a</sup>	.797	.796	.14236	1.872

a. Predictors: (Constant), WPWB

b. Dependent Variable: PLIWW

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.497	1	25.497	1258.094	.000 <sup>b</sup>
1 Residual	6.505	321	.020		
Total	32.002	322			

a. Dependent Variable: PLIWW

b. Predictors: (Constant), WPWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.784	.098		7.981	.000		
1 WPWB	.811	.023	.893	35.470	.000	1.000	1.000

a. Dependent Variable: PLIWW

**Regression Analysis on Mediating Effect of Personal Life Interference with Work on the Relationship between Workplace Well-being and Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.915 <sup>a</sup>	.838	.837	.11558	1.698

a. Predictors: (Constant), PLIWW, WPWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.045	2	11.023	825.140	.000 <sup>b</sup>
Residual	4.275	320	.013		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), PLIWW, WPWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.747	.087		8.548	.000		
WPWB	.296	.041	.359	7.184	.000	.203	4.919
PLIWW	.526	.045	.580	11.615	.000	.203	4.919

a. Dependent Variable: JS

Input:	Test statistic:	Std. Error:	p-value:
a 0.811	Sobel test: 11.09514928	0.03844797	0
b 0.526	Aroian test: 11.09113136	0.0384619	0
s <sub>a</sub> 0.023	Goodman test: 11.09917156	0.03843404	0
s <sub>b</sub> 0.045	Reset all	Calculate	

**Regression Analysis Result for the Effect of Psychological Well-being on Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.882 <sup>a</sup>	.779	.778	.13475	1.499

a. Predictors: (Constant), PWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.491	1	20.491	1128.528	.000 <sup>b</sup>
1 Residual	5.829	321	.018		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), PWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.082	.095		11.419	.000		
1 PWB	.746	.022	.882	33.594	.000	1.000	1.000

a. Dependent Variable: JS

**Regression Analysis Result for the Effect of Psychological Well-being on Work Interference with Personal Life**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.671 <sup>a</sup>	.450	.448	.19750	1.769

a. Predictors: (Constant), PWB

b. Dependent Variable: WIWPL

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.232	1	10.232	262.327	.000 <sup>b</sup>
1 Residual	12.521	321	.039		
Total	22.753	322			

a. Dependent Variable: WIWPL

b. Predictors: (Constant), PWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.065	.139		14.872	.000		
1 PWB	.527	.033	.671	16.197	.000	1.000	1.000

a. Dependent Variable: WIWPL

**Regression Analysis on Mediating Effect of Work Interference with Personal Life on the Relationship between Psychological Well-being and Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.891 <sup>a</sup>	.794	.793	.13006	1.549

a. Predictors: (Constant), WIWPL, PWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.907	2	10.454	617.980	.000 <sup>b</sup>
1 Residual	5.413	320	.017		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), WIWPL, PWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.706	.119		5.938	.000		
1 PWB	.650	.029	.769	22.495	.000	.550	1.817
WIWPL	.182	.037	.169	4.957	.000	.550	1.817

a. Dependent Variable: JS

Input:	Test statistic:	Std. Error:	p-value:
a 0.527	Sobel test: 4.7009718	0.02040302	0.00000259
b 0.182	Aroian test: 4.69257651	0.02043952	0.0000027
s <sub>a</sub> 0.033	Goodman test: 4.70941231	0.02036645	0.00000248
s <sub>b</sub> 0.037	Reset all	Calculate	

**Regression Analysis Result for the Effect of Psychological Well-being on Personal Life Interference with Work**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.918 <sup>a</sup>	.843	.843	.12492	1.812

a. Predictors: (Constant), PWB

b. Dependent Variable: PLIWW

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.992	1	26.992	1729.624	.000 <sup>b</sup>
	Residual	5.010	321	.016		
	Total	32.002	322			

a. Dependent Variable: PLIWW

b. Predictors: (Constant), PWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.617	.088	7.022	.000		
	PWB	.856	.021	.918	41.589	.000	1.000 1.000

a. Dependent Variable: PLIWW

**Regression Analysis on Mediating Effect of Personal Life Interference with Work on the Relationship between Psychological Well-being and Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.911 <sup>a</sup>	.831	.830	.11798	1.654

a. Predictors: (Constant), PLIWW, PWB

b. Dependent Variable: JS

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.866	2	10.933	785.478	.000 <sup>b</sup>
1 Residual	4.454	320	.014		
Total	26.320	322			

a. Dependent Variable: JS

b. Predictors: (Constant), PLIWW, PWB

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.759	.089		8.518	.000		
1 PWB	.298	.049	.352	6.054	.000	.157	6.388
1 PLIWW	.524	.053	.578	9.938	.000	.157	6.388

a. Dependent Variable: JS

Input:		Test statistic:	Std. Error:	p-value:
a	<input type="text" value="0.856"/>	Sobel test: <input type="text" value="9.60820397"/>	<input type="text" value="0.04668344"/>	<input type="text" value="0"/>
b	<input type="text" value="0.524"/>	Aroian test: <input type="text" value="9.60547441"/>	<input type="text" value="0.0466967"/>	<input type="text" value="0"/>
s <sub>a</sub>	<input type="text" value="0.021"/>	Goodman test: <input type="text" value="9.61093585"/>	<input type="text" value="0.04667017"/>	<input type="text" value="0"/>
s <sub>b</sub>	<input type="text" value="0.053"/>	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

## Regression Analysis Result for the Effect of Job Satisfaction on Turnover Intentions

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.899 <sup>a</sup>	.808	.808	.17056	1.756

a. Predictors: (Constant), JS

b. Dependent Variable: TI

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	39.389	1	39.389	1353.972	.000 <sup>b</sup>
1 Residual	9.338	321	.029		
Total	48.727	322			

a. Dependent Variable: TI

b. Predictors: (Constant), JS

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.014	.142		49.475	.000		
1 JS	-1.223	.033	-.899	-36.796	.000	1.000	1.000

a. Dependent Variable: TI